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REPUBLIC OF ZIMBABWE

# **TRANSITIONAL NATIONAL DEVELOPMENT PLAN**

1982/83 — 1984/85

**VOLUME 2**

MAY, 1983



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## PREFACE

This is the second volume of the Transitional National Development Plan, Volume I of which was published in November, 1982. Its main focus is public sector programmes and projects, the parameters of which were defined in Volume I. The volume is based on operational plans and programmes which were discussed by Cabinet in late 1982, and have been summarised, edited and co-ordinated to ensure the internal coherence and consistency of the volume and consistency with the objectives, strategies and overall public sector investment targets of Volume I.

This volume translates objectives and strategies into programmes and projects. The second and third years of the volume are indicative and meant to serve as guidelines in the preparation of programmes and projects of the first and second annual plans which make the last two years of the volume operational. It is important, however, to underline the point that the planned programmes in this volume and allocation of resources indicate Government priorities which (unless they change) must be reflected in the annual plans.

The Volume covers all (Government ministries and agencies with the exception of the Prime Minister's Office and the Ministry of Defence.) The defence and security of the State are, of course, prerequisites for all the development projects and programmes discussed in the volume. As the centre and pinnacle of Government machinery, the Prime Minister's Office plays a critical role in the overall policy decision-making process, direction, supervision, and co-ordination of activities, as well as in the structuring and restructuring of all major government organs; all of this has decisive impact on development.

Because of its public sector thrust, the volume is organised according to programmes or areas of practical government activities rather than according to broad economic sectors as in Volume I. The different chapters are summaries of detailed programmes submitted. In most cases only the most important programmes and projects are mentioned within the context of the objectives and strategies in the operational sector concerned. The interested reader should, therefore, consult relevant programmes or plans (where these are available to the public) of the different government ministries, departments or Agencies or the relevant government officials for detailed and comprehensive descriptions of projects and programmes of particular interest.

At the end of most chapters tables are provided which give (for the particular ministries and agencies) the total public sector investment programme's financial resources allocated. These tables are at a fairly high level of aggregation. It would have been desirable to provide (for each plan year) disaggregated tables indicating total funds allocated for individual projects or programmes. An attempt to disaggregate was in fact made, but the exercise had to be abandoned after some considerable effort, because of the difficulty in obtaining, in the time available, detailed figures and meaningful costings of projects and programmes beyond the first and second year of the plan.\*

The public sector investment programme numbers in this volume are consistent with those in Volume I (Chapter 5). Although there was an opportunity, given the delayed publication of the volume, to revise the investment targets, this was not done for a number of reasons, including the necessity to maintain overall consistency with Volume I. The occasion for revising targets in the planning process is during the formulation of annual plans already referred to.

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\*This weakness in programming and projects planning must be understood in relation to newness of planning in Government and, therefore, absence of an adequate planning infrastructure. As indicated in Chapter XIII, the establishment of an adequate planning machinery is a major objective and programme of the Government.

MINISTRY OF FINANCE, ECONOMIC PLANNING AND DEVELOPMENT

May, 1983.



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## CHAPTER I

### INTRODUCTION

- 1.1 Volume I of the Three Year Transitional National Development Plan provided the overall structure of the inherited socio-economic system, the ideological and policy framework of Government and the macro and broad sectoral targets over the plan period. Volume II provides outlines of programmes and where possible specific projects in the public sector. This volume is, therefore, one of the most important instruments for realising the aspirations, objectives and targets outlined in Volume I.
- 1.2 In allocating investment and other resources among competing demands, Government has sought the realisation of the *growth with equity and transformation* strategy as outlined in Chapter IV of Volume I. This requires that resources be deployed efficiently while achieving appropriate balance between the imperatives of growth on one hand, and those of equity and transformation on the other. In addition, this has required attainment of sustainable balanced growth between sectors. In view of the high priority accorded to the transformation of the rural sector a large proportion of funds is allocated to this sector. At the same time the requirement for balanced growth has required that adequate resources also be provided for other areas of Government priority which include transport and communications, energy and water development, housing, social services etc.
- 1.3 Given the general growth assumptions outlined in Chapter IV of Volume I, the total cumulative public sector investment programme in current terms (assuming a rate of inflation of 15 per cent) over the plan period is expected to be \$3 618 million or 59 per cent of cumulative gross capital formation. The distribution over the plan period is given below.

#### PUBLIC SECTOR INVESTMENT PROGRAMME (\$ million)

	1982/83	1983/84	1984/85	1982/85
Gross investment . . . . .	1 015	1 162	1 441	3 618
Percentage of total . . . . .	63,0%	58,0%	58,0%	59,0%

- 1.4 Except for the 1982/83 figures, which are in the budget of the same year, those for the other two years are indicative and subject to annual review at or when annual plans and budgets are presented; they serve as indicative planning figures to assist government ministries, departments, and agencies in formulating their plans.
- 1.5 In order to make an impact on the rural economy, a sector of high government priority, nearly 31 per cent of the public sector investment programme (PSIP) is planned for rural development. This encompasses land resettlement, construction of roads, bridges, schools, clinics, development of water supplies and agricultural extension services. The distribution of the rest of the PSIP between the sectors is as follows:

	\$ million	Percent
Housing and related infrastructure . . . . .	222	21,9
Social services . . . . .	198	19,5
Transport and communications . . . . .	176	17,3
Energy and water development . . . . .	107	10,5
Total . . . . .	703	69,2

- 1.6 As already noted in Chapter VI of Volume I the PSIP is expected to be financed as shown below:

#### FINANCING OF THE PUBLIC SECTOR INVESTMENT PROGRAMME (\$ millions)

	1982/83	1983/84	1984/85
Central government budget . . . . .	375	455	592
ZIMCORD . . . . .	300	380	377
Loans . . . . .	229	297	300
Grants . . . . .	71	83	77
Public corporations . . . . .	340	327	472
Loans . . . . .	190	139	227
Revenues . . . . .	150	188	245
Total . . . . .	1 015	1 162	1 441

- 1.7 A comprehensive picture of the PSIP for all Ministries and Agencies is provided in the Annex.



## CHAPTER II

# AGRICULTURE, RESETTLEMENT AND RURAL DEVELOPMENT

## A. AGRICULTURE

- 2.1 The nature and character of the issues and problems, the broad objectives and strategies of agricultural development were discussed in Chapter 11 of Volume I. In agriculture government will seek to reduce and eventually eliminate the inherited dualism with the objective of attaining an integrated and balanced national agricultural sector suitable to meet the needs of a diversified, growing and developing economy.
- 2.2 Implementation and execution of agricultural programmes at levels envisaged in the Plan will require significantly larger supply of additional skilled manpower. In order to meet these, the existing agricultural colleges (Gwebi, Mlezu, Esigodini, Chibero and the Faculty of Agriculture at the University of Zimbabwe) will be expanded and a new college established at Matopos.

### Objectives and strategy

- 2.3 Through the various agencies, government will in this field undertake a comprehensive examination and review of pricing with a view to developing a pricing policy which effectively and equitably promotes an optimal mix of agricultural commodities, sustained development of communal areas, food self-sufficiency, regional security and efficient land use and development. In addition, it will determine the required levels of critical agricultural inputs such as fertilizers, fuel, credit, etc. The Agricultural Finance Corporation (AFC) will increase the volume of agricultural credit with an increasing proportion earmarked for the communal sector. Over \$75 million will be lent to farmers over the plan period, with nearly \$15 million going to communal area farmers.
- 2.4 Following Government consideration of the Commission of Inquiry into the Agricultural Industry other appropriate policies, measures and adjustments will be made.

### Programmes

- 2.5 Central Government and its parastatals will carry out the following projects and programmes:
- (i) a new curriculum on extension training will be designed which will expose extension personnel to a wider variety of farming systems;
  - (ii) a sum of over \$5 million has been provided for a number of projects designed to improve technology and productivity in communal areas. Some of the projects include seed testing and alterations, establishment of a cotton pathology laboratory, establishment of animal management and health centres, and establishment of small stock demonstration centres, crop production and plan protection;
  - (iii) projects for the expansion of agricultural research activities with special emphasis on small-scale farming will be expanded while research on small-scale and large-scale commercial farming will be intensified;
  - (iv) studies will be undertaken to determine market potential for both existing and new products which could be profitably produced in the country;
  - (v) the Grain Marketing Board (GMB) will embark on a programme of capital development amounting to about \$21 million over the plan period. This will include the construction of bulk grain depots at Norton, Chegutu, Bindura and Mvurwi; and primary marketing depots and groundnuts processing plants at Rusape and Masvingo. The Cotton Marketing Board (CMB) will establish new receiving depots in selected areas. In addition it will establish a ginnery at Sanyati, thereby reducing transport costs and creating employment opportunities in communal areas in the region; and
  - (vi) the Dairy Marketing Board (DMB) will undertake a number of programmes including those of bulk-milk collection and intake facilities, the development of long-life milk plants, and the introduction of milk production by co-operatives which will go a long way towards meeting the country's food requirements.

2.6 The total cost of the PSIP under agriculture are given in the table below

**P.S.I.P. for 1982-83 to 1984-85**

**AGRICULTURE  
(\$'000)**

Sector	1982/83		1983/84		1984/85	
	allocation	% of total allocation* (\$1 018m = 100%)	Planned allocation	% of total planned* (\$1 162m = 100%)	Planned allocation	% of total planned* (\$1 441m = 100%)
1. Agriculture - departments . . . . .	4 455	0,4	9 032	0,7	6 800	0,5
2. Agricultural Finance Corporation . . . . .	24 039	2,3	26 034	2,2	25 168	1,7
3. Grain Marketing Board . . . . .	5 973	0,6	7 616	0,6	11 080	0,8
4. Dairy Marketing Board . . . . .	17 664	1,7	7 303	0,6	6 707	0,5
5. Agricultural Marketing Authority . . . . .	95	—	34	—	5	—
6. Cold Storage Commission . . . . .	3 924	0,4	3 461	0,3	6 902	0,4
7. Cotton Marketing Board . . . . .	6 374	0,6	669	—	1 008	—
8. Tobacco Research Board . . . . .	192	—	176	—	226	—
9. Pig Industry Board . . . . .	131	—	101	—	96	—

\*These totals are obtained from the gross investment figures in Chapter I of this volume.

—Indicates insignificant proportions.

**B. RESETTLEMENT AND RURAL DEVELOPMENT**

2.7 As already noted in Chapter 11 of Volume I the objectives of government in resettlement and rural development are to achieve equitable land distribution and efficient land use and development. These objectives will be pursued with appropriate regard for judicious use and conservation of resources.

**Objectives and strategy**

2.8 In order to achieve economic and social transformation, in rural areas, Government is undertaking several development programmes intended to create preconditions for a self-sustained growth and development of the rural economy and thus laying a firm basis for progressive development of the new socio-economic order described in Chapter III of Volume I. The programmes include resettlement of the landless, and those with insufficient and/or economically unviable land; rehabilitation; establishment and extension of a variety of irrigation schemes; carrying out several policy and strategic studies; guiding the development and growth of the co-operative movement; and replacing capital equipment of the estates run by the Ministry's agencies.

2.9 Resettlement is an important element of Government's *growth with equity and transformation strategy*. The existence of significant amounts of unused and/or under-utilised land, the over crowding and over use of land in communal areas together with Government's commitment to provision of necessary inputs for effective land and agricultural development, contributes, significantly, to the success of this programme. It is planned that 162 000 families will be settled over the plan period. To achieve this target it will be essential that complementary inputs of the programme such as the provision of drinking water, extension, traction, marketing and credit facilities and social services are adequately provided.

**Programmes**

2.10 Land tenure systems will be reformed while methods for effective management of rural resources will be developed and extended. At the same time there will be an increase in capital formation in areas such as roads, health, education, irrigation and other water schemes, electricity and telecommunications. These programmes will enhance the rural sector's infrastructure and promote its equitable growth and development.



- 2.11 Government will also assist in the expansion of the co-operative movement and help it improve its operational efficiency. A co-operative college will be established at Domboshava to train both members of co-operatives and government co-operative management support staff. Such training programmes will not, however, achieve the immediate and pressing needs of the co-operative movement. In the interim measures will, therefore, be needed to assist the movement. Such measures will include formulation and extension of comprehensive programmes of co-operative extension, audit and supervision, consultancy and advisory services and representation in legal and other matters.
- 2.12 Government has established the Co-operative Training College and plans to operate a revolving fund which will provide finance for the establishment of co-operative depots and distribution/collection centres. The Agricultural and Rural Development Authority (ARDA) will, among other things, plan, promote and co-ordinate development programmes in rural areas. Its planning division will plan infrastructural development. The agricultural operations division will farm and develop existing estates while establishing and managing new state farms.
- 2.13 The planning division will also commission several feasibility studies in special problem areas as well as carry out infrastructural development of selected estates in areas which, in the absence of this initiative, would otherwise remain underdeveloped. Among the many projects which will be planned by this division are: Tshotsholo Estate Irrigation Expansion, Rutenga Feasibility Study, Matabeleland Grazing Scheme, Pungwe Valley Tea Project, Chisumbanje Sugar Project, Sabi Valley Study (Chitowe and Condo Dams), state farms and dairy projects. Infrastructural development will be carried out in the following areas: Nandi Settlement; Tshovane Irrigation Scheme; Middle Sabi Expansion; Antelope, Chipinge, Kadoma and Balu dairies; and several state farming enterprises.
- 2.14 The PSIP for lands, resettlement and rural development is provided in the table below.

**P.S.I.P. for 1982-83 to 1984-85**  
**LANDS, RESETTLEMENT AND RURAL DEVELOPMENT**  
**(\$'000)**

Sector	1982/83		1983/84		1984/85	
	allocation	% of total allocation* (\$1 018m = 100%)	Planned allocation	% of total planned* (\$1 162m = 100%)	Planned allocation	% of total planned* (\$1 441m = 100%)
1. ARDA - Planning . . . . .	14 445	1,4	17 575	1,5	26 230	1,8
2. ARDA - Agriculture operations . . . . .	8 454	0,8	11 027	0,9	24 118	1,7
3. Intensive resettlement . . . . .	47 000	4,6	145 000	12,5	169 000	11,7
4. State farms - Purchase . . . . .	7 000	0,7	8 000	0,7	10 000	0,7
5. Land purchase - Ministries . . . . .	1 312	0,1	2 000	0,2	2 500	0,2
6. Department of Rural Development . . . . .	1 642	0,2	2 652	0,2	5 699	0,4
7. Department of Co-operatives . . . . .	6 300	0,6	3 450	0,3	1 400	—
8. Regional Water Authority . . . . .	344	—	171	—	221	—



## **CHAPTER III**

### **INDUSTRY AND ENERGY**

#### **A. INDUSTRY**

- 3.1 A comprehensive examination of the industrial sector generally and, in particular, the manufacturing sector, with a view to establishing an industrial development strategy is essential. A comprehensive industrial policy is required to guide the manufacturing sector - the largest contributor to GDP. Under this strategy Government will undertake measures for increasing the labour absorption capacity of industry, while rationalizing and transforming the manufacturing sector (established largely through import substitution) and re-orienting it towards external markets.

##### **Objectives and strategy**

- 3.2 Government will seek to achieve the following objectives in the industrial sector:
- (i) expansion and restructuring of the sector to enable it to meet the growing and changing patterns of demand for industrial products;
  - (ii) promotion of further linkages with other sectors such as agriculture, mining and the informal sector;
  - (iii) increasing the export capacity and potential of the sector;
  - (iv) increasing employment through the utilisation (where appropriate) of labour-intensive techniques;
  - (v) encouraging further import substitution where this can be economically justified (such as in energy and fertilizer production);
  - (vi) encouraging and promoting the training, development and upgrading of the Zimbabwean labour force at all levels including managerial, technical and skilled;
  - (vii) encouraging geographical decentralization of industries;
  - (viii) encouraging more participation, ownership and control of industries by Zimbabweans or by the state; and
  - (ix) encouraging and promoting the establishment of small and medium agro-industrial enterprises in rural areas.
- 3.3 To achieve the above objectives the following strategies will be employed:
- (i) institutions that encourage local and state participation will be established;
  - (ii) industries such as metals and metal products, textiles, food stuffs, wood and furniture with low import content but high export potential will be expanded;
  - (iii) import substitution will be encouraged in the following industries: fertilizer, transport equipment, chemical and petroleum products, paper, printing and publishing, non-metallic, mineral products, drink and tobacco;
  - (iv) development of the infrastructure in growth points as a way of encouraging decentralization; and
  - (v) provision of incentives to industry to encourage it to decentralize.

##### **Programmes**

- 3.4 The Small Enterprise Development Corporation (SEDCO) covering commercial as well as industrial activities is being established in the industrial sector. It will:
- (i) provide assistance to small and medium scale enterprises;
  - (ii) promote local participation in the development of the following industries in rural areas and small towns: textiles, metal fabrication, furniture making, brick making, leather industry, tin and black smith, establishing poultry dressing plants, broom and brush making, printing, bakery, vegetable canning, wine and basket making; and
  - (iii) encourage labour-intensive technology in the above industries.

#### **B. ENERGY**

##### **Objectives and strategy**

- 3.5 Government is determined to ensure that the growth and development potential of the economy should not be impeded by the insufficiency, insecurity or unreliability of supplies of energy and power at realistic prices. Through the Department of Energy Government will seek to reduce the rate of growth of demand for imported petroleum fuels, while developing indigenous sources of energy (including fuelwood). It will develop an energy pricing policy and measures which will ensure the efficient utilization of the country's energy resources.



- 3.6 In order to achieve the above Government will assess the country's energy resources which include coal, electrical power, liquid fuels, woodfuels, new and renewable sources. The policy on utilization of coal, especially in production of ammonia, synthetic fuels, in power generation, and in the metallurgical and agricultural industries will be finalized during the plan period. The coal utilization pre-feasibility study will create the framework for a possible coal to synthetic fuels and ammonia project.

### Programmes

- 3.7 In order to meet the country's electrical power demand up to the year 2000, Government commissioned consultants in 1980 to determine the load forecast and propose a least cost solution that meets the country's demand for electricity. Based on the recommendations of the consultants, Government has decided to start with 2 x 200 MW units of the Hwange Stage II Thermal Power Station project followed by 2 x 150 MW units for the Kariba South Extension project. The decision on which project to follow these two will be made in due course. In the 1982/83 fiscal year the Electricity Supply Commission (ESC) will spend \$144 931 million in development projects, \$105 million of which will be for the Hwange II project.
- 3.8 Out of a total of \$11 725 million of the transmission programme, about \$2,7 million will be allocated to transmission projects in rural areas. The Central African Power Corporation (CAPC) has a \$12 million development programme covering transmission (\$5,3 million), power generation (\$3,9 million) and other minor projects. In addition to these, pre-feasibility studies on developing small hydro-electric schemes on river systems and rural electrification schemes will be undertaken.
- 3.9 A study will be undertaken to determine the least cost method of procuring petroleum for the country. In order to reduce the country's dependence on imported petroleum Government will investigate the possibility of increasing the percentage of ethanol in petrol beyond the current 20 per cent. Such an increase in the proportion of ethanol in petrol will require a corresponding increase in supply. This could be expected from the \$36 million Chisumbanje sugar/ethanol project currently under study.
- 3.10 The need to curb the increase in the volume of imported oil has generated the desire to produce petrol, diesel and methanol from coal. Investigations on the suitability of our coal to various liquefaction processes, and the possible consequent engine modifications necessary, will be undertaken over the plan period. In addition, Government will work towards further electrification of the national railway systems as well as introducing an efficient and energy saving intra-urban transport system in suitable parts of the country.
- 3.11 Government is conscious of the need to conserve energy especially in the rural areas where more than 85 per cent of the population depend on wood fuel for its energy requirements. The integrated programme for rural energy development includes a rural afforestation programme, charcoal/wood gasification studies, the design, construction, and marketing of energy saving wood stoves, as well as the use of new and renewable sources of energy. With respect to the use of new and renewable sources of energy, the Department of Energy will initiate studies to determine the suitability and acceptability of gadgets which utilize solar energy, biogas and wind power.
- 3.12 It is crucial for the success of these programmes to establish the Energy Research Institute which will be responsible for executing the various studies in the energy sector as well as monitoring the implementation of the approved projects in the country.
- 3.13 The PSIP for industry and energy development of the Ministry is provided in the table below.

### P.S.I.P. for 1982-83 to 1984-85 INDUSTRY AND ENERGY DEVELOPMENT (\$'000)

Sector	1982/83		1983/84		1984/85	
	allocation	% of total allocation (\$1 018m = 100%)	Planned allocation	% of total planned (\$1 162m = 100%)	Planned allocation	% of total planned (\$1 441m = 100%)
1. Electricity Supply Commission	144 931	14,3	164 865	14,2	15 555	10,8
2. Central Africa Power Corporation	12 010	1,2	29 084	2,5	110,970	7,7
3. Industry	—	—	4 000	0,3	4 000	0,3



## CHAPTER IV

### MINING

- 4.1 Although a wide range of minerals are mined in Zimbabwe, the mining sector is, relative to its potential, still underdeveloped. Given the current depressed state of the world economy, the challenge facing the mining sector in Zimbabwe is prevention of its collapse. This is all the more important given the sector's contribution to the growth and development of the economy in general, and to the development of the rural sector in particular over the greater part of the plan period, the strategy will be to ensure that the sector remains in a position to take advantage of favourable changes in world markets while doing all that is possible to expand, modernize and diversify its minerals base.

#### Objectives and strategy

- 4.2 Government will seek to attain the following objectives in the mining sector:
- (i) increase the volume of production in order to further increase the sector's capacity to earn foreign exchange;
  - (ii) increase the degree of domestic, particularly state participation, ownership and control of the sector;
  - (iii) ensure that, in the marketing of Zimbabwe's minerals, the return value is maximized for the benefit of Zimbabweans;
  - (iv) promote processing of minerals; and
  - (v) develop institutions through which Government will promote exports and increase production activity in the interest of the nation.
- 4.3 Government has adopted the following strategy in order to attain the objectives stated above:
- (i) maintaining existing loan and plant hire schemes;
  - (ii) provision of free geological, metallurgical and engineering services;
  - (iii) promoting training schemes at the School of Mines, at mine training schemes and at suitable institutions abroad;
  - (iv) supporting recruitment of expatriate personnel on contract terms for key positions necessary for maintaining operations and for the training of local counterparts;
  - (v) cushioning producers from the worst effects of fluctuations in mineral prices by means of loan guarantees through government participation in marketing of minerals.

#### Programmes

- 4.4 Government has established the Minerals Marketing Corporation (MMC) in order to ensure that the returned value is maximized in marketing of Zimbabwe's minerals. In this regard the corporation will control, sell and export all minerals. It will also provide comprehensive marketing services to small-scale miners and encourage formation of mining co-operatives thereby increasing rural employment.
- 4.5 Government is in the process of establishing another institution - the Mining Development Corporation (MDC). The corporation will undertake government investments in the mining sector, develop mines of its own, evaluate joint-venture efforts and promote the formation of co-operatives. Its share capital is estimated at \$10 million.
- 4.6 Government will undertake a number of studies of which the most important are:
- (i) a coal conversion and utilization study
  - (ii) a feasibility study on a roasting plant for gold refinery;
  - (iii) a coal transport study; and
  - (iv) a study on the manufacture of refractory bricks.

#### Departmental programmes

- 4.7 Some of the most important programmes to be undertaken during the plan period are listed below.

##### Department of Geological Survey

- (i) The airborne geological survey aimed at selecting areas of further exploration will begin in 1983 and will run for five years.
- (ii) A survey for radioactive minerals in the Zambezi Valley will be undertaken.
- (iii) Seismic surveys for coal, uranium, and oil will be undertaken in the Zambezi Valley and Chipuriro.

- (iv) A field mapping and mineral reconnaissance of parts of the country will be undertaken.
- (v) Resumption of a gravity survey of the country was suspended in 1976 will last five to eight years.

#### Office of the Chief Government Mining Officer

The following programmes will be undertaken by this office:

- (i) re-vegetation of mine dumps;
- (ii) environmental pollution control;
- (iii) increased health and safety precautions;
- (iv) creation of a data bank for all mining operations; and
- (v) carbon - in - pulp research.

4.8 The PSIP for Mining is indicated below.

#### P.S.I.P. for 1982-83 to 1984-85

##### MINING (\$'000)

1982/83		1983/84		1984/85	
allocation	% of total allocation (\$1 018m = 100%)	Planned allocation	% of total Planned (\$1 162m = 100%)	Planned allocation	% of total planned (\$1 441m = 100%)
20	—	300	—	—	—



## CHAPTER V

### TRANSPORT

- 5.1 The growth and development of the economy depends to a large extent on the existence of an adequate and efficient transport system. In order to effectively meet expected transport demands arising from the planned growth and development of the economy, it is necessary to integrate and co-ordinate the operations and planning of all modes of transport. Among other things, this will eliminate a wasteful and unnecessary duplication of services. In planning and developing the transport system, it is, therefore, essential to think of the concept of a transport system rather than simply the elements which constitute it.

#### Objectives and strategy

- 5.2 Investment in the transport system (i.e. including the roads) will aim at promoting growth and development of agriculture, industry and mining generally and communal areas in particular. Investment in this sector is also aimed at facilitating the efficient operation of external trade. As a landlocked country, Zimbabwe depends to a great degree on the efficiency and security of its transport links with the rest of the world. Therefore, international and regional co-operation in this sector is of great importance with special emphasis being placed on regional co-operation within SADCC. The programmes and activities of the Southern African Transport and Communication Commission (SATCC) are, in this regard, of great importance to SADCC and Zimbabwe.
- 5.3 The importance of the transport system to planned growth and development of the economy is evidenced by the fact that 23 per cent of the PSIP (or \$778 million at current prices) is allocated to transport, roads and communications. This involves both rehabilitation and expansion of the transport, road and communication system which will require, among other things, significant levels of foreign exchange for importation of equipment and machinery.
- 5.4 Manpower is a major constraint facing the sector, the removal of which requires a two-pronged strategy. Because of the long periods of training required of skilled personnel in the sector, the short-term strategy requires more effective utilization of existing skills as well as employment of foreign skills which are not immediately available in the country. The medium and long term strategy (the implementation of which must, however, begin in the short run), requires adequate programmes of training within the context of an integrated manpower training and development programme.
- 5.5 A national transport study will be conducted during the plan period. After its consideration Government will formulate and implement its policies, strategies and measures for effective integration and co-ordination of various modes of transport.
- 5.6 Zimbabwe will co-operate with other SADCC members to reduce dependence on South Africa in transport and other areas. In this regard each SADCC member country is expected to work towards strengthening and efficient maintenance of transport systems within their respective countries and towards more effective co-operation in the movement of externally traded goods through Mozambique ports.

#### Programmes

##### Railways

- 5.7 The development programme for the National Railways of Zimbabwe (NRZ) takes into account the problems associated with motive power particularly as these relate to spare parts, and skilled manpower. Work is in progress to improve lines by placing heavier rails in some busy sections. A rehabilitation exercise is underway to re-engine 22 diesel locomotives and recondition 87 steam locomotives during the first half of the plan period. An additional 60 new diesel electric locomotives have been purchased and delivered.
- 5.8 The first-stage of the railway electrification programme (from Dabuka to Harare) is scheduled to be completed in 1983 and the second stage will be started during the latter half of the plan period.
- 5.9 The artisan position has remained very unstable and as a short - term measure, NRZ has engaged the services of over 400 expatriate artisans from India and Pakistan. The services of the expatriates will improve the maintenance and productivity and hence increase the number of operating locomotives. As a long-term solution to the shortage and unstable artisan problem, NRZ has put more than 581 apprentices under training for various key grades with a large number completing their training during the plan period.



#### Civil Aviation

- 5.10 The capacities of the Harare and Bulawayo international airports are inadequate and will become increasingly so as the volume of passenger and other traffic increase. Work will start on the extension of the Bulawayo airport terminal building during the plan period and improvements will be made to the Charles Prince airport. A feasibility study for the expansion of the existing terminal facilities at the Harare airport will be carried out during the plan period.

#### Air Zimbabwe

- 5.11 Since Air Zimbabwe entered the international air transport scene in 1980, it became necessary to ensure that the services of the airline are both efficient and competitive with other international carriers. To this end two Boeing 707s were purchased for the airline. The capital development programme also envisages the purchase of additional replacement of plant and equipment and construction of office and staff accommodation. A study will be undertaken over the plan period to determine the feasibility of expanding Air Zimbabwe's routes to additional points in Africa and elsewhere.

#### Water Transport

- 5.12 A study of the water-transport (considered to be the cheapest mode of transport for bulk traffic) will be an important element of the National Transport Study. At present work on the reinforcement of Andora Harbour on Lake Kariba is in progress. It is estimated to cost \$78 000.

#### Meteorological Department

- 5.13 Plans have been made for the rehabilitation and development of meteorological stations and sub-stations countrywide. The department's development programme include the building of workshops, a training school and Headquarters extension.

### ROADS AND ROAD TRAFFIC

- 5.14 A good road infrastructure is vital for the country's socio-economic growth and development; it is also essential for regional integration and co-operation. The length and types of roads and number of bridges to be constructed are in the five categories given below.

#### Socio-Economic Roads (1 168 km)

- 5.15 This type of road serves isolated communal areas. Its greatest benefits are in areas with high population density where existing road facilities provide a very low standard of road services. The standard construction will generally be a low-cost gravel but providing all weather running services. There are 216 km of road construction work under work in progress and 952 km under new projects.

#### Retirement Roads (142 km)

- 5.16 The two land surface roads which make up the mainroad network were designed for an estimated 20 year life. More than 500 km of main roads are now more than 25 years old and therefore, need strengthening.

#### Expansion Roads (32 km)

- 5.17 These roads are needed for new development projects in agriculture, mining, industry and commerce. They are, therefore, pre-requisite for the success of the projects they serve.

#### Improvement Roads (819 km)

- 5.18 Because of the growth in traffic volumes over the years, many hundreds of kilometers of Zimbabwean roads which currently exist as a gravel or other type of low standard road, now merit upgrading to a two-lane surfaced road. Works in progress constitute 358 km of road construction while new works constitute 461 km.

#### Isolated Bridges

- 5.19 These are bridge structures over major rivers where there is no justification for upgrading the

roads passing over them, but where large populated areas are cut off from normal facilities and services during the rainy season. The number of such bridges under construction is eight.

5.20 The PSIP for the transport and roads is shown below.

# **P.S.I.P. for 1982-83 to 1984-85**

## **TRANSPORT (\$'000)**

Sector	1982/83		1983/84		1984/85	
	Allocation	% P.S.I.P. (\$1 018 = 100%)	Proposed allocation	% proposed (\$1 162m = 100%)	Proposed allocation	% proposed (\$1 441m = 100%)
1. National railways . . . . .	135 500	13,3	105 058	9,0	124 744	8,6
2. Air Zimbabwe . . . . .	1 790	0,2	1 598	0,1	1 250	—
3. Civil aviation . . . . .	2 967	0,3	4 510	0,4	11 030	0,8
4. Meteorological services . . . . .	58	—	155	—	72	—
5. Lake services . . . . .	27	—	29	—	29	—

# **P.S.I.P. for 1982-83 to 1984-85**

## **ROADS (\$'000)**

	1982/83	1983/84	1984/85
<b>Roads and bridges construction</b>			
Work in progress . . . . .	16 150 0	9 600 0	5 000 0
New works . . . . .	15 410 0	33 770 0	36 920 0
<b>Total . . . . .</b>	<b>31 560 0</b>	<b>43 370 0</b>	<b>41 920 0</b>



## CHAPTER VI

### NATURAL RESOURCES AND TOURISM

- 6.1 Government recognises that Zimbabwe's natural resources are a heritage the exploitation of which requires a rational system of utilization and environmental preservation. Government will ensure that those who formulate, administer and supervise the exploitation of these resources are sufficiently trained and understand the fundamental nature of the environment.

#### Objectives and strategy

- 6.2 To this end Government will seek to achieve the following objectives in the area of natural resources and tourism:

- (i) adoption of better environmental management techniques aimed at ensuring maintenance, and rational use of natural resources;
- (ii) rational utilization of wild life resources through improved marketing;
- (iii) maximum use of our natural resources through tourism and increased use of National Parks;
- (iv) encouragement and promotion of domestic and international tourism so as to generate employment opportunities and earn foreign exchange;
- (v) establishment of the Tourist Development Corporation (TDC) which will be the focus of Government involvement in the planning and supervision of the tourism industry;
- (vi) ensuring the availability of adequate hotel and conference facilities;
- (vii) promotion of intraregional tourism within the context of SADCC;
- (viii) establishment of an Aquaculture Research, Training and Demonstration Centre with a view to increasing fish production throughout the country which will assist in meeting the protein requirements of the population; and
- (ix) promotion of conservation education throughout the country, particularly in communal and resettlement areas.

- 6.3 In order to attain these objectives Government will pursue the following strategies:

- (i) establish a Wild Life and Natural Resources Training Centre, and a Forest Research Station in Matebeleland while expanding the Forestry Training College in Manicaland. It will, in addition, train staff in professional, technical administrative and specialised fields;
- (ii) establish conservation committees in each of the thirty- four District Councils and all Resettlement Areas through which the major conservation education endeavour will be carried out;
- (iii) launch an intensive and sustained publicity campaign at national and local levels designed to increase awareness of the need for conservation of natural resources. This will include involvement of all relevant ministries and departments, district planning teams, intensive conservation area committees (ICAs), district councils, schools and the Natural Resources Board. Workshops, seminars, studies and conferences will be supported; and enhanced through offer of expertise and assistance by relevant international organizations. A feasibility study will be undertaken to examine the marketing opportunities relating to wild life resources;
- (iv) provide a wide range of inexpensive tourist facilities such as group visitor centres, camping grounds, caravan parks, bush camps, and investigate the need for, and the location of, major tourist complexes which would include lodges and chalets;
- (v) provide inexpensive holiday accommodation and transport facilities, so as to generate adequate demand for holiday facilities. The promotional activity will be directed at schools and youth organisations on an aided self-help basis with some assistance coming from organisations at national and international levels;
- (vi) examine possible acquisition of land for conservation and expansion of the forestry Commission plantation areas and, in liaison with local authorities, implement a programme of rural afforestation intended to overcome the shortage of fuel wood and poles in many communal areas. Sixty-three nurseries will be established to supply 44 communal areas with a potential tree planting area of 3 500 hectares. Adjacent to each nursery will be a five hectare demonstration unit on which 'species trials' will be conducted; and
- (vii) undertake a planned marketing, promotional and public relations campaign through our externally based tourist staff, supplemented by participation at strategically selected travel trade shows, seminars and conferences.

#### Programme

- 6.4 Among the projects Government plans to undertake, the following are the most important:



#### Hotel and Conference Centre Complex

- (i) The complex is to be built in Harare at a total cost of at least \$65 million. The planned hotel will be 18 stories high and the main auditorium of the conference centre will seat 4 500 people.

#### Aquaculture Research and Training Centre

- (ii) The centre will research into the viability of different forms of intensive fish culture and also train the potential fish farmers in the proven fish culture methods. The total cost of the project is estimated at \$4,5 million and this will cover the construction of buildings, ponds and dams, equipment, consultancy and training.

#### Wild Life Training College

- (iii) The college will be located at Matopos National Park. It will provide for a two-year diploma course in wild life management. The project will include the construction of classroom blocks, living quarters for both the staff and students, administration block, workshops, library and the laboratory complex. The project will also include the acquisition of the appropriate equipment and vehicles required by the centre. The total cost of the project is \$1 942 million.

#### Overseas Offices and Representation at Trade Shows

- (iv) Government plans to establish offices in Paris, Australia, U.S.A. and Gulf States. In addition the Ministry also plans to increase its participation in trade shows.

#### Nyabara Training Centre

- (v) The project involves the expansion of an existing college at Penhalonga to cater for the increased demand of the trainees. The college, run by the Forest Commission, will offer a three-year National Forestry diploma course, a two-year forest ranger certificate, and short courses in chainsaw mechanics, handtool maintenance, timber measurement and a three-month course for forest nursery trainees. The project will cost about \$994 000.

6.5 The PSIP for the natural resources and tourism is shown below.

#### P.S.I.P. for 1982-83 to 1984-85

#### NATURAL RESOURCES AND TOURISM (\$'000)

Sector	1982/83		1983/84		1984/85	
	allocation	% of total allocation (\$1 018m = 100%)	Planned allocation	% of total planned (\$1 162m = 100%)	Planned allocation	% of total planned (\$1 441m = 100%)
1. Forestry Commission . . . . .	9 843	1,0	11 645	1,0	13 590	0,9
2. National Parks . . . . .	1 331	0,1	2 000	0,2	6 213	0,4
3. Tourism - Conference centre* . . . . .	—	—	27 000	2,3	26 000	1,0

\*The allocation for the conference centre has been revised considerably since the figures indicated here.

## CHAPTER VII

### WATER RESOURCES AND DEVELOPMENT

- 7.1 Government recognises that adequate and secure water supplies for people and livestock are necessary for human welfare. It is essential for the production of the nation's food requirements and, therefore, is a key element in raising the standards of living of our people.

#### Objectives and strategy

- 7.2 Programmes for the provision of water during the plan period are intended to provide a comprehensive and speedy solution to the nation's urgent water requirements.
- 7.3 Government will formulate a water development and management strategy. An integral part of the strategy will be the formulation of the master plan for rural water supply under which existing domestic water supplies (including underground water in communal areas) will be surveyed, and guidelines, priorities and strategies for the provision of water supplies established.
- 7.4 Detailed investigations of major dam sites aimed at meeting future water requirements are already underway. These investigations will be extended to include the construction of medium sized dams and weirs for the provision of water for irrigation development schemes in rural areas. Investigations of underground water supplies will be extended to provide information for use in the rural water supply master plan.

#### Programmes

- 7.5 In the construction of dams and other water conservation works, major emphasis will be put on the implementation of irrigation schemes including the Sabi Valley Development Schemes, the raising of the Mwenje Dam which will make possible the establishment of new irrigation schemes in the Chiweshe area as well as the expansion of schemes in the commercial sector. The Antelope Dam will also be raised and Lingwe Dam constructed in order to increase the area under irrigation in the Semukwe communal area.
- 7.6 Various smaller irrigation schemes using water from medium sized dams and weirs are under consideration and will be undertaken. These include schemes in the Sabi area and the extension of the existing schemes at Mzarabani and Banga.
- 7.7 Expansion of water supplies for the main urban and industrial centres will continue. Major conservation projects include the raising of the Sebakwe Dam to serve Kwekwe/Redcliff and the Gwenoro Dam raising to serve Gweru. The Smallbridge Dam project will augment the raw water supply for the city of Mutare.
- 7.8 The expansion of existing district and service centres and the development of new ones will involve construction of new dams and weirs in larger areas such as Jerera, Mtoko and Wedza and the provision of boreholes in smaller areas. Supplies to some of the small rural area service centres will be integrated with government's rural village supplies.
- 7.9 Water supplies will also be developed to service the resettlement programme, new rural secondary schools and health centres, and on behalf of local authorities unable to undertake large water supply projects.
- 7.10 A vigorous programme of recruitment and staff training geared towards these expanded programmes is already under way.
- 7.11 The PSIP for water development is shown below.

#### P.S.I.P. for 1982-83 to 1984-85

#### WATER RESOURCES AND DEVELOPMENT (\$'000)

1982/83		1983/84		1984/85	
Allocation	% of total allocation (\$1 019m = 100%)	Planned allocation	% of total planned (\$1 162m = 100%)	Planned allocation	% of total planned (\$1 441m = 100%)
41 958	4,1	48 500	4,2	64 250	4,5



## CHAPTER VIII

### HOUSING AND CONSTRUCTION

#### A. HOUSING

8.1 The provision of adequate and decent housing and housing conditions is a basic need and an essential element in improving social welfare. Over the years, increasing population, rural-urban migration, the escalation of building materials and construction cost and limited socio-economic resources, have produced a huge housing backlog in urban areas. In rural areas the problem has been largely one of neglect of infrastructural development and lack of investment in construction of adequate houses. Elimination of the housing backlog in urban areas and introduction of new and better types of houses in rural areas call for imaginative financing schemes and self-help programmes.

#### **Objectives and strategy**

- 8.2 During the plan period Government will seek to attain the following objectives in housing:
- (i) reduce and eventually eliminate the housing backlog in municipal and rural council centres;
  - (ii) improve the quality and number of houses in communal, resettlement, mining and commercial farming areas; and
  - (iii) reduce building materials and construction costs so as to bring adequate housing within the reach of ordinary urban and rural people.
- 8.3 The strategies will comprise the following:
- (i) provision of serviced sites on an aided self-help basis;
  - (ii) setting up of brigades to undertake construction of houses;
  - (iii) provision of appropriate level and form of financial and technical assistance to house owners both in urban and rural areas.
  - (iv) mobilization of people in solving the housing problem; and
  - (v) setting up and strictly enforcing housing standards in both urban and rural areas.
- 8.4 In financing the housing programme, the strategy will be to:
- (i) transform the present National Housing Fund into a financially self-sustaining institution;
  - (ii) encourage employers to assist their employees in acquiring houses through loans; and
  - (iii) arrange for building societies to extend loans to low income workers;
- 8.5 The strategies for reducing costs will include:
- (i) direct involvement by Government in production of building materials and the construction of houses through building brigades and with an essential participatory component from the people themselves; and
  - (ii) carrying out research into and developing cheaper building materials, methods and techniques as a means of inducing further savings in the long run.
- 8.6 The strategies for reducing costs of housing aim at bringing reasonable quality houses within the reach of ordinary people. In addition, the following measures will also be considered to ease the burden on house owners:
- (i) arranging that housing loans be extended to a wider number of people;
  - (ii) investigating the possibility of introducing a grace period on loan repayments to ease the financial burden for both the serviced lots and dwelling units; and
  - (iii) investigating the possibility of relating household market rates to some suitable measure(s) of ability to pay.

#### **Programmes**

- 8.7 A programme of recruitment and training of skilled personnel will be undertaken jointly with Manpower Planning and Development. Among other elements the programme will include:
- (i) registration of all people who have, either through training or work experience, acquired useful construction skills;
  - (ii) carrying out trade tests to upgrade those who have acquired skills through work experience; and
  - (iii) organising on-the-job training programmes for participants in the housing training programme.
- 8.8 Government will ensure that rents charged are fair to both landlords and tenants. In the long



term it is, however, recognised that the solution to the issue giving rise to the necessity of rent control is to increase the supply of houses on the market.

- 8.9 The housing targets for both urban and rural sectors are 33 000 housing units for 1982/83; 38 000 for 1983/84 and 44 000 for 1984/85, totalling 115 000 housing units over the plan period. The respective costs are expected to be \$138 511 million; \$152 646 million; \$201 498 million and \$492 655 million respectively.

- 8.10 The overall PSIP for housing is provided in the table below.

**P.S.I.P. for 1982-83 to 1984-85**

<b>HOUSING (\$'000)</b>					
1982/83		1983/84		1984/85	
Allocation	% of total allocation (\$1 018m = 100%)	Planned allocation	% of total planned (\$1 162m = 100%)	Planned allocation	% of total planned (\$1 441m = 100%)
86 423	8,5	125 664	10,8	158 011	10,9

**B. CONSTRUCTION**

- 8.11 The construction sector is in the forefront of the economy's infrastructural development. For this reason Government will play an important role in the transformation of the economy, in particular in rural areas, where the activities are closely related to those of Housing, Lands and Rural Development and Local Government and Town Planning. This will necessitate mobilization and increasing the capacity of existing skills and organizational structures.

**Objectives and strategy**

- 8.12 While maintenance of government buildings has traditionally been undertaken by the Government's own organisations and staff (and will continue to be handled in this manner), the construction of new buildings was, in the past, largely undertaken through contracts with the private sector. Government will now handle an increasing share of new construction, and to this end, a new organisation has been set up within the existing structure. There will be greater emphasis on use of local labour and local materials. Initial emphasis will be on smaller projects in rural areas which are less attractive to private contractors. There will, however, be an eventual movement into larger projects and other areas.
- 8.13 Additional impetus to the development of rural areas will be provided by the formation of construction co-operatives, comprising groups of smaller contractors and builders from these areas who will pull their resources together to enable them to tender for both Government and private work.
- 8.14 Shortages of skilled manpower in Government continues to be a major constraint. In the short term Government will bridge the skilled manpower gap through "in house" training, technical assistance from other countries and the use of expatriate personnel. Continued use will also be made of the University of Zimbabwe for training of engineers, while technical colleges expand training of technicians and artisans.
- 8.15 In the long term the establishment of a Faculty of Environmental Studies at the University of Zimbabwe will assist in the training of architects and quantity surveyors needed by the industry.

**Programmes**

- 8.16 The demand for new housing for staff is well in excess of supply. Simplified standards of construction have been introduced and cost saving techniques are being examined so that more housing can be supplied with limited available resources.
- 8.17 The demand for additional office accommodation in both urban and rural areas is large. All Government office space and available leased accommodation in the main towns are full.



Composite blocks will be built in Bindura, Chinhoyi, Chipinga, Gwanda, Gweru, Marondera, Mutare, and Masvingo. A major block will be erected on land recently acquired in Bulawayo.

- 8.18 The capital development plans for construction are modest, and provide for the improvement and upgrading of existing maintenance depots throughout the country and for the provision of new depots in growth centres.
- 8.19 Improvement of civil, electrical and mechanical engineering services to government buildings and institutions is a continuous exercise, and sufficient provisions have been made for this purpose. Provision has also been made for security works and for miscellaneous minor alterations and additions valued at less than \$5 000 each, for which individual allocations are not made in the programme. Requests from all ministries are handled under this heading and are dealt with on an overall priority basis.
- 8.20 Investigations are under way to determine the best way for Government to increase its participation in the construction industry, and efforts are being made to increase construction activity in the private sector. All aspects of the industry will be studied, from the production of primary materials, through processing and manufacture, to marketing and actual construction.
- 8.21 Government plans to establish a research institute designed to collect, collate and disseminate information on local materials, building techniques, etc., and later, to engage in primary and applied research into problem areas in the industry. The form and funding requirements of the institute will be studied during the plan period.
- 8.22 The total PSIP for construction over the plan period is shown in the table below.

#### P.S.I.P. for 1982-83 to 1984-85

##### CONSTRUCTION (\$'000)

1982/83		1983/84		1984/85	
Allocation	% of total allocation (\$1 018m = 100%)	Planned allocation	% of total planned (\$1 162m = 100%)	Planned allocation	% of total planned (\$1 441m = 100%)
21 595	2,1	26 467	2,3	21 206	1,4



## CHAPTER IX

### NATIONAL SUPPLIES

- 9.1 The primary function in this area is to rationalize and co-ordinate Government's procurement and distribution activities so as to achieve efficiency, economies of scale and maximum benefit to Government and the people of Zimbabwe. In this regard studies will be made on purchasing practices and activities, with a view to making reforms and improvements aimed at greater efficiency and economy in the use and application of public funds.
- 9.2 At the moment various Ministries, Departments, state-funded organizations and parastatal bodies procure and distribute their requirements, largely from domestic suppliers, on an *ad hoc* basis. This system was established during UDI as part of the sanctions busting system when ministries and Departments were required to buy their requirements through local suppliers. It was the practice then for external concerns to pass goods to locally based companies without questions being asked. As the whole system depended on secrecy, recipients of goods had little opportunity of questioning the prices and/or the quality of goods purchased. Some unscrupulous middlemen exploited this opportunity for private benefit. While it is reasonable to assume that the return to legality and lifting of sanctions improved the situation, no deliberate effort, however, has been made to return to the pre-UDI, normal, efficient and economic procurement practices.

#### Objectives and strategy

- 9.3 The broad objectives are:
- (i) To formulate a system of procurement whereby bulk purchases will be under-taken on behalf of Government, parastatal bodies and State organizations;
  - (ii) where this is economically desirable to redirect the purchase of such organizations' requirements away from private traders;
  - (iii) To examine imported goods and services with a view to determining whether these cannot be more effectively provided from national sources;
  - (iv) to re-examine comprehensively the service organizations falling under central government i.e. Central Mechanical Equipment Department (CMED), Government Central Stores, Department of Printing and Stationery, the Government Tender Board, Furniture Stores and the Education Supplies Unit so as to ensure that the organizations provide efficient service to Government and the Nation;
  - (v) in such fields as industry and energy development, women's affairs and community development and all other relevant activities and organizations, to explore the possibility of establishing local industries in rural areas to manufacture less sophisticated goods such as uniforms for schools, the army, police, prisons, etc;
  - (vi) to establish an inspectorate for ensuring that goods ordered are delivered in specified quantities, quality and at the right prices;
  - (vii) to establish a trade library which would be a depository of information on sources of supply available both within and outside Zimbabwe;
  - (viii) to examine the possibility and desirability of establishing a unit which would maintain strategic reserves of essential goods needed in times of national crisis or disaster;
  - (ix) to establish supply points for most government requirements; and
  - (x) to undertake stores management training to augment skills presently in short supply.
- 9.4 To achieve these objectives Government will adopt the following strategies:
- (i) carry out a thorough investigation of the purchasing practices of Government and parastatal organizations. The present Government Tender Board will be transformed into a Central Purchasing Authority and the whole tender procedure will be overhauled. Supply sections or units currently falling under various Ministries and Departments will be rationalized or co-ordinated;
  - (ii) Government has already taken initial measures to ensure that organizations like CMED purchase their imported requirements direct from overseas suppliers rather than through local supplies. The switch will be effected with due care so as not to disrupt the smooth supply of goods. It is expected that this will be extended to encompass parastatal bodies and any other Government agencies during the plan period. It is estimated that in just one area of Central Government, a potential of about \$3 million could be saved annually if vehicles and vehicle spares were supplied directly from overseas; and
  - (iii) undertake studies to determine the possibility and desirability of establishing state enterprises to produce certain types of government's bulk requirements. Immediate measures will be taken to reactivate the government furniture factory which stopped making furniture during the UDI. The Ministry will examine the feasibility of utilising prisoners to produce certain bulk requirements for Government such as those for hospitals, schools the army and prisons;



## Programmes

### Central Mechanical Equipment Department (CMED)

- 9.5 The Department suffers from major capital problems that inhibit the rational replacement of its vehicles and other equipment. During UDI the Department was forced to convert hundreds of vehicles into armoured states rendering them unsuitable and uneconomic for civilian use. A major portion of CMED's capital reserves were transferred to the Exchequer for budget balancing purposes. At the moment 56 per cent of vehicles on the road are either over-aged or in armoured states and unsuited for normal operations. It is estimated that \$40 million will be required over the plan period to remedy this situation with \$23 million being required for the first year of the plan.
- 9.6 As already noted measures have been taken to ensure that CMED imports its vehicles and spares requirements direct from overseas suppliers. At the same time measures are underway to modernize, improve and extend the Department's repair and maintenance facilities so as to ensure that it undertakes these services itself rather than through contracting to the private sector.

### Government Central Stores

- 9.7 This department has a stores stock value of about \$11 million. It lacks capital to maintain adequate stocks with the result that management is forced to make small purchases when bulk purchases would achieve standardization, rationalization and economies of scale. The stores will be re-organized to enable them to handle the distribution of most Government, parastatal and other government organizations' requirements.

### Department of Printing and Stationery

- 9.8 This department is suffering from a shortage of staff which is critical in the technical fields. Government has embarked on an extensive external recruitment campaign and of training Zimbabweans to take over in the medium and long term.
- 9.9 The department's activities will be extended to include printing of most stationery requisites such as school exercise books. This requires a modernization programme with capital requirements estimated at \$250 000.

### Government Furniture Stores

- 9.10 Prior to UDI the bulk of Government's furniture requirements was manufactured by this department. This function was passed on to the private sector resulting in Government paying more for its furniture requirements including the manufacturer's overhead costs. During the plan period efforts will be made to re-organise the department to enable it to produce the bulk of Government furniture requirements.

### Educational Supplies Unit

- 9.11 A study will be undertaken to determine how best the unit can be restructured to make its services more efficient and effective.

### Medical Stores

- 9.12 This department will be incorporated into the national supplies structure during the plan period.
- 9.13 The PSIP for the national supplies is provided in the table below.

### P.S.I.P. for 1982-83 to 1984-85

#### NATIONAL SUPPLIES (\$'000)

Sector	1982/83		1983/84		1984/85	
	Allocation	% of total allocation (\$1 018m = 100%)	Planned	% of total planned (\$1 162m = 100%)	Planned	% of total planned (\$1 441m = 100%)
1. Government Printer . . . . .	178	—	410	—	575	—
2. C.M.E.D. . . . .	38 279	3,7	6 097	0,5	6 680	0,5



## CHAPTER X

### TRADE AND COMMERCE

- 10.1 Trade, particularly foreign, plays a critical role in the growth and development of the Zimbabwean economy. As the economy emerges from a closed to an open one it is not only necessary that it adjusts quickly to the new condition but also that it makes maximum efforts to benefit from new and increased trading opportunities.

#### Objectives and strategy

- 10.2 In the domestic markets there is a need to increase the distribution of goods and services (at affordable prices) and to safeguard local enterprises against unfair trading practice from external markets. In order to pursue these objectives, Government will:

- (i) promote and diversify trade and commerce at home and abroad;
- (ii) establish new trading institutions and strengthen existing ones;
- (iii) improve and regulate trading conditions and terms including the prescription and maintenance of trading standards as well as consumer protection through legislation and publicity;
- (iv) enter into, develop and maintain regional and international trading arrangements as well as monitor trade information with a view to advancing and protecting Zimbabwe's trade and commercial interests;
- (v) promote small-scale traders and co-operators; and
- (vi) generally consult and closely co-operate with traders to achieve the above objectives.

- 10.3 In order to improve Zimbabwe's trade with other nations, Government will do the following:

- (i) establishment of a State Trading Corporation (STC) to undertake export and import transactions;
- (ii) establishment of trade representation in several countries during the plan period;
- (iii) disseminating information on new markets to Zimbabwe enterprises;
- (iv) training of more staff to man trade missions abroad;
- (v) participation by Zimbabwe at international trade fairs;
- (vi) encouragement of exchange of visits between Zimbabwean and foreign business enterprises;
- (vii) use both the transformed foreign exchange allocation system and the import licensing mechanism to achieve these objectives; and
- (viii) where this is economically justifiable and is in the interests of the economy, promote barter trade with other trading nations.

- 10.4 Trade representations have been established in the following countries: Mozambique, Zambia, United Kingdom, Federal Republic of Germany and Belgium. More will be established during the plan period.

- 10.5 In its effort to transform internal trade, Government will pursue the following strategies:

- (i) develop consumer co-operatives in rural areas;
- (ii) increase the volume of trade in rural areas;
- (iii) improve the effectiveness of the price control system as well as consumer-protection mechanisms;
- (iv) modify import controls; and
- (v) increase state participation in local trade.

#### Programmes

- 10.6 The Ministry's programmes will consist of the following:

- (i) establishment of a Small Enterprise Development Corporation (SEDCO) designed, among other things, to promote and assist the establishment and development of co-operative and business enterprises, and to promote schemes of existing co-operatives, improving and modernising their organisations while providing financial assistance, management counselling, management training, information and advice;
- (ii) establishment of the State Trading Corporation (STC) which, besides participating in foreign trade, will also undertake the distribution of commodities in the domestic market at wholesale and retail levels; and
- (iii) introduction of consumer protection legislation and strengthening the Trade Measures Branch by establishing other offices in Gweru and Mutare.



10.7 The PSIP for trade and commerce is shown in the table below.

**P.S.I.P. for 1982-83 to 1984-85**

**TRADE AND COMMERCE  
(\$'000)**

1982/83		1983/84		1984/85	
Allocation	% of total allocation (\$1 018m = 100%)	Planned allocation	% of total planned (\$1 162m = 100%)	Planned allocation	% of total planned (\$1 441m = 100%)
40	—	6 260	0,5	7 000	0,5

## CHAPTER XI

### FINANCE, ECONOMIC PLANNING AND DEVELOPMENT

- 11.1 The major challenge in the area of Finance, Economic Planning and Development is the establishment of an effective institutional planning infrastructure for coherent, effective and comprehensive development planning. The establishment and development of an effective technical, analytical and administrative planning capability in Government is an essential element in improving the effectiveness of the entire planning process. Further the establishment of an adequate socio-economic data base and development and extension of essential computer software for its management, storage, retrieval and analysis are necessary to improve planning and economic development and management.

#### Objectives and strategy

- 11.2 During the plan period Government will seek to:
- (i) establish a more adequate machinery for comprehensive planning;
  - (ii) establish a co-ordinated and coherent regional planning machinery;
  - (iii) provide the necessary support for effective and co-ordinated plan implementation;
  - (iv) integrate annual budgets with annual plans as part of the reform of the budgetary process;
  - (v) provide and develop efficiently managed analytical computing facilities to Government and its agencies;
  - (vi) improve and extend the Nation's statistical data base;
  - (vii) computerise planning and development;
  - (viii) establish institutions for resource mobilization and State participation; and
  - (ix) train and develop planning, analytical, management, and administrative personnel in the area of finance and planning and proposed planning and programming units in government departments.
- 11.3 The strategy will involve restructuring and transformation of inherited institutions in order to achieve operational efficiency through:
- (i) training and development of staff in the areas of finance, development planning and programming;
  - (ii) institution building and re-organisation of central co-ordinating machinery. Thus Government will establish the Zimbabwe Development Bank (ZDB) and the Zimbabwe Development Corporation (ZDC), the objectives of which are stated in Volume I (Chapter 7) of the Plan;
  - (iii) reforms, including integration of the budgetary system with planning processes which will involve reclassification of some budgetary categories. Major economic reforms in areas such as of land reform, resettlement and development, foreign exchange allocation system and mechanism, development and extension of co-operatives and state farms will be undertaken. To assist the reform process studies and commissions will be commissioned including the Tax Commission and the Monetary and Financial Commission; and
  - (iv) study and evaluation of experiences of other countries in evolving successful socialist forms of ownership, production and distribution, and relating them to Zimbabwean conditions.
- 11.4 These strategies will be translated into concrete programmes and activities some of which are outlined below.

#### Programmes

##### Improving and extending the planning machinery

- 11.5 Government will improve and extend the planning infrastructure in order to enhance effectiveness in plan formulation, implementation, monitoring, reviewing and evaluation. The planning infrastructure will be extended to include:
- (i) links with Central Government Machinery consisting of all the principal organs of the State including the Cabinet and the Cabinet Committee on Development;
  - (ii) a National Consultative Council (NCC) in which elements of Central Government meet with the private sector, trade unions, farmers' unions, co-operative associations, employers' organizations and representatives of local authorities;
  - (iii) a machinery for popular participation involving local government bodies, workers groups, youth and women's organizations, etc; and
  - (iv) planning committees serviced by planning and programming units in government departments.



- 11.6 The central economic planning and development agency of Government will be significantly strengthened both organizationally and in terms of manpower. The Ministry will assist operational ministries in establishing and developing, planning and programming units intended to strengthen their capacities in the planning and development of management.
- 11.7 The establishment of the Scientific Computing Centre (SCC) as a service bureau, initially serving 17 government agencies and ultimately, a much larger number throughout the country, and the computerization of finance and planning will assist the central planning agency and programming units in plan formulation, implementation, monitoring, evaluation and review.

#### Plan Implementation, Monitoring, Evaluation and Review

- 11.8 The central planning agency will play a key role in the implementation of the plan by:

- (i) recommending necessary policy measures for stimulating investment and production;
- (ii) recommending necessary administrative and procedural changes and any other factors causing undue delays in plan implementation;
- (iii) ensuring prompt and adequate monitoring of plan projects and programmes and carrying out and submitting periodic reviews to Government; and
- (iv) ensuring early identification of unanticipated constraints and recommending quick and *efficient solutions of them*.

#### Preparation of Annual Plans and Budgets and Medium and Long Term Plans

- 11.9 Beginning with the second year of the plan, Government will prepare annual plans which will be integrated with annual budgets. The formulation of annual plans will provide the opportunity for a general review of the economy and the plan and will call for necessary adjustments to take account of unanticipated events within the framework of the objectives and strategies of the plan.
- 11.10 The research and analytical foundation of the first Five Year Development Plan will be laid during the early part of the plan period. It will involve constructing the necessary quantitative planning and forecasting models such as an input-output and economy-wide econometric models. In addition, the research foundations for a long term perspective plan will be laid during the period so that a Five Year Development Plan can be formulated with a long term perspective.

#### Data collection

- 11.11 There are important statistical gaps in a number of areas which urgently require filling up. The 1982 population census will provide urgently needed information on the size, structure and characteristics of the population. The transactions matrix of the input-output model urgently requires updating. In addition, there is need to gather, on a regular basis, socio-economic information relating to:
- (i) the peasant sector
  - (ii) rates of unemployment and under employment; and
  - (iii) economic activities relating to the informal sector.
- 11.12 In order to undertake these and other tasks including redefinitions of some currently employed statistical concepts and reviewing of customs tariff and trade data, the Central Statistical Office (CSO) will be strengthened. To ensure that the statistical needs of users are adequately met the CSO will organise workshops with users to discuss and determine their data requirements and so assist the CSO in its formulation of a programme for data gathering and presentation. The CSO will also play a critical role in the establishment of an Integrated National Data Bank (INDB) discussed below

#### Computerization of planning activities and the Creation of an Integrated National Data Bank

- 11.13 As already noted Government has established the SCC. The facility, also used for data monitoring and capture for the 1982 Census, enables computerization of the major development planning functions thus enhancing its effectiveness in policy and plan formulation and implementation and in reporting, reviewing and evaluation of government policy measures and programmes. It will also provide support in the budgetary process and general analytical and macro-economic policy formulation and management and review. The SCC will assist in the establishment of an INDB which will be easily accessible to all members and users of the SCC throughout the country. It is expected that most government departments which carry out analytical and scientific work will be connected to the centre well before the end of the plan period.



### Enhancement of the Economy's Absorptive Capacity

- 11.14 Government is conscious of a number of constraints limiting the economy's absorptive capacity. This problem exists in, among other areas, project identification, preparation, design and implementation. If unattended to the constraints may significantly reduce the rate of commitment and disbursements of funds pledged at the ZIMCORD and hence retard the rate of capital formation and development of the economy. Government will, therefore, facilitate efficient use of technical assistance and consultancies pledged at ZIMCORD to improve the economy's absorptive capacity.

### Public Sector Investment Programmes (PSIP)

- 11.15 Total capital expenditure requirements for the Department of Customs and Excise over the plan period amount to \$3,6 million (see the table below). Priority will be given to construction of adequate customs facilities at Beitbridge Border Post, including a customs hall, search and anti-smuggling facilities and office accommodation.
- 11.16 Work will commence on the new Plumtree Border Post to meet the requirements of increased activity at this crossing point. The present post is situated some eight kilometres from the actual border which has not only made it difficult to process the increased traffic but has made it nearly impossible to prevent the illegal trafficking and smuggling which has also increased sharply.
- 11.17 The Department of Customs and Excise will embark on a task of working out a new tariff nomenclature based on the Customs Co-operation Council Nomenclature.
- 11.18 The department of Taxes will carry out a training programme and will prepare itself for the implementation of the agreed recommendations of the Tax Commission.
- 11.19 The PSIP for finance, economic planning and development is shown below.

### P.S.I.P. for 1982-83 to 1984-85

#### FINANCE, ECONOMIC PLANNING AND DEVELOPMENT (\$'000)

Sector	1982/83		1983/84		1984/85	
	Allocation	% of total allocation (\$1 018m = 100%)	Planned	% of total planned (\$1 162m = 100%)	Planned	% of total planned (\$1 441m = 100%)
1. Customs and excise . . . . .	50	—	970	—	2 600	0,2
2. Treasury - participation fund . . . .	40 000	3,9	30 000	2,6	35 000	2,4



## CHAPTER XII

### LOCAL GOVERNMENT AND TOWN PLANNING

- 12.1 The success of Government's efforts in redressing the present unbalanced development in Zimbabwe depends, to an extent, on the efficiency and sensitivity of a system of local government. Judicious management of local resources and the provision of essential services are necessary in establishing an environment attractive to potential investors. A well organized, democratic and efficient local government system is essential in translating national goals in to projects and programmes and in order to bring benefits to the people at the grassroot levels.

#### Objectives and strategy

- 12.2 Government will work closely with local authorities in pursuit of the following objectives:
- (i) efficient servicing of the country's local authorities in their financial, administrative, legal, planning and, where appropriate, their training needs;
  - (ii) promotion of viable self-reliant and vigorous authorities and encouragement of active participation at grassroot levels in government policy formulation and implementation;
  - (iii) promotion of growth and development in rural areas; and
  - (iv) ensuring Government presence and co-ordination at both district and provincial levels.
- 12.3 Local authorities will pursue the following objectives:
- (i) provision (at least cost) of basic and essential services to the population of their respective local areas;
  - (ii) provision of economic development stimuli, and improved public facilities to attract potential investors; and
  - (iii) provision of popular democratic, efficient and cost conscious and development-oriented administration.
- 12.4 An important part of Government strategy will be the development and employment of a staff structure aimed at motivating, advising and servicing the local authorities in all their needs. In addition Government will attempt to develop an effective two-way communication system with local authorities. It will establish training and development teams and hold regular seminars and workshops for councillors in order to bring them up to date with relevant aspects of policy its implementation and administration. In addition, it will employ staff in rural areas to assist and motivate people to plan and help themselves in their own environments; provide administrative staff and centres at both district and provincial levels; administer grant aid to councils in their formative and at other stages; co-ordinate local efforts with other ministries and agencies; provide financial loans to enable local authorities to make purchases of capital goods and undertake capital projects; and provide a legal, financial and administrative framework to back up and service the activities of Government field staff.
- 12.5 In the case of local authorities the main thrust will be in the following areas:
- (i) employment of an experienced and qualified staff capable of administering the numerous technical services provided to the population;
  - (ii) planning and execution of new works;
  - (iii) acquisition and maintenance of plant and machinery for road, water, sewerage, electrical and other services;
  - (iv) construction of new housing and maintenance of existing stocks;
  - (v) provision of protective services such as fire and ambulance forces;
  - (vi) recruitment and training of new staff;
  - (vii) provision of planning services for their respective areas; and
  - (viii) conception, formulation and implementation of programmes for raising local revenue.

#### Programmes

- 12.6 Through the PSIP, Government is providing \$20 million to Urban and Rural Councils supplemented by own resources of \$4.6 million towards general development in 1982/83 (see the table below). The 1983/84 and 1984/85 provisions are currently estimated at \$22 million and \$14 million, respectively, with supplements of \$4 million and \$3 million from urban and rural councils respectively. As already noted (Chapter V) government policy is to promote industrial decentralization and to diversify the resource base of existing towns so as to assist in employment creation. Development of the general infrastructure of existing towns will increase capacities to engage in economic activities and will help to raise rural productivity.
- 12.7 In 1982/83 the plan provides for \$7 million for the Darwendale Water Scheme in Harare and a further \$16 million (Bulawayo \$15 million) for general development and provision of services



to communities in these areas. In 1983/84 and 1984/85 the two major cities should continue to fund most of their general development from own resources except for the Darwendale Scheme which will require another \$8 million in 1983/84 and \$7 million in 1984/85 from Government.

- 12.8 The general development of growth points and rural service centres (including former proclaimed townships in communal lands) has been allocated \$8 million from Government for 1982/83 - expected to rise to \$14 million and \$20 million in 1983/84 and 1984/85, respectively. Development efforts in this direction will increase in the light of new Government policies in this area, i.e. the development of the physical infrastructure required to support economic development and to provide services to rural communities. The main objective will be to provide service infrastructure in selected centres in communal lands. Potentially viable centres with a sound economic base will be given priority because they have an income base that can attract investors. District service centres will also receive high priority because Government and local authorities will operate from them.
- 12.9 Donor funds in general are directed through the District Development Fund (DDF) whose major task will be primary development and reconstruction of rural areas in respect of primary water supplies, roads, water and communications.
- 12.10 Government contribution to D.D.F.'s capital programme is \$6 million in 1982/83 and \$7 million and \$9 million in 1983/84 and 1984/85, respectively. Donor funding of \$1,2 million together with other gifts in kind, will meet part of D.D.F.'s vehicle requirements.
- 12.11 The D.D.F. will concentrate on boreholes using hand pumps, dams and wells, all of which have low recurrent costs.
- 12.12 Other government activities in local government include purchase of urban land for all Government purposes and development of state townships. Government allocation of \$2 850 million has been earmarked for purchase in Rutenga state township; the former polo ground (Harare) and Government houses in Gwanda. A provision for \$500 000 and \$500 000 have been made for 1983/84 and 1984/85, respectively.
- 12.13 As regards the development of state townships, \$322 000 has been allocated for 1982/83 for Hwange, Chalala, Chirundu, Harare and Rutenga. The main focus is on infrastructural development of commercial stands in areas where no local authority exists or where the local authority is unable to carry out such development. Development at Chawara, Hwange, New Township, Middle Sabi are expected to begin in 1983/84. Some of these provisions are in anticipation of major development projects in the areas mentioned that are expected to begin during the plan period.
- 12.14 Services and projects which are the responsibility of the district councils that receive straight grants from the Ministry for administration, maintenance of existing services and the provision of offices are not included in the PSIP.
- 12.15 Government places great importance to the provision of offices and staff accommodation for the 55 district councils. It has drawn up a plan of action for the next four years. Each year Government plans to assist at least 10 district councils in building administrative offices and staff accommodations. The cost of each office complex plus staff housing is estimated at \$100 000. Forty five of the 55 district councils need these facilities. Annual grants to be disbursed by Government for these projects will be over \$1 million.
- 12.16 The PSIP for local government and town planning is shown in the table below:

#### P.S.I.P. for 1982-83 to 1984-85

#### LOCAL GOVERNMENT AND TOWN PLANNING (\$'000)

Sector	1982/83		1983/84		1984/85	
	Allocation	% of total allocation (\$1 018m = 100%)	Planned	% of total planned (\$1 162m = 100%)	Planned	% of total planned (\$1 441 = 100%)
1. District Development Fund . . . . .	9 610	0,9	14 300	1,2	19 200	1,3
2. Growth and rural centres . . . . .	8 000	0,8	14 000	1,2	25 000	1,7
3. Urban and rural councils . . . . .	76 600	7,8	103 363	8,9	109 446	7,6
4. State townships . . . . .	322	—	740	—	430	—
5. Purchase of land for state . . . . .	2 350	0,2	500	—	3 000	0,2



## CHAPTER XIII

### EDUCATION AND CULTURE

- 13.1 Government recognises that education is a basic human right. It also recognises that education is an investment in human capital which sustains and accelerates the rate of economic growth and socio-economic development. The challenge for educational development in Zimbabwe is not only one of redressing the educational, qualitative and quantitative imbalances in the inherited system but also that of meeting the exceedingly large new demands with limited resources.

#### Objectives and strategy

- 13.2 Government will endeavour to attain the following broad objectives:
- (i) develop curricula relevant to national socio-economic objectives, cultural ethos, intellectual and skill needs of Zimbabwe. To this end education will be linked closely to productive activities and manpower requirements of the Nation;
  - (ii) provide good quality universal, primary education;
  - (iii) within the fiscal constraints of a developing country, provide relevant secondary schooling to as many people as are required by the manpower needs of Zimbabwe's growing economy;
  - (iv) provide adequate tertiary education at university and teacher training colleges;
  - (v) provide constant upgrading and supervision of teachers so as to improve the quality of teaching and learning;
  - (vi) develop a strong non-formal education section which will enable those who were unable to pursue their education due to the policies of the past colonial administrations; and
  - (vii) ensure that education is not only qualitatively improved but is as cost effective as possible so as to avoid the danger of the education services sectors depriving the productive and other sectors of essential investments.
- 13.3 Government will adopt the following strategy to attain the objectives stated above:
- (i) free tuition at primary level to enable all children to attend school;
  - (ii) extension of secondary education facilities to rural areas. Each district will have at least one government secondary school. Local authority and mission-schools will also be expanded to cope with the growing demand for secondary education. Greater emphasis will be placed on the development of rural day secondary schools as opposed to boarding schools as a means of providing secondary education to larger numbers at affordable cost. However, boarding secondary schools will be developed where concentration of specialist personnel and equipment is essential as, for example, the senior secondary level;
  - (iii) emphasis on the development of relevant curricula at all levels linked with the extension of distance education teaching methods in order to reach a wider clientele. Government aims to develop modular structured material for secondary school level so that opportunities for secondary education can be greatly expanded;
  - (iv) emphasis on scientific, technical and productive education at all levels so that education can become a more effective factor in development. In this regard close links will be maintained between educational planning and curricula and the manpower requirements of the economy. Reform of the structure of education in order to enable Government to attain its objectives more efficiently; and
  - (v) streamlining and decentralizing education administration in order to attain efficiency.

#### Programmes

##### Primary Schools

- 13.4 Government generally expects parents and members of each community to contribute substantially to capital development of their primary schools. Therefore no funds are directly earmarked for capital development of primary schools. For resettlement areas, however, capital development funds for primary schools will be provided under lands, resettlement and rural development.

##### Secondary Education

- 13.5 Forty Government rural secondary schools with at least one school for each district are planned over the plan period. Local authority and mission schools will also be expanded. A greater part of the expansion of secondary education will of necessity be in private secondary schools which Government will continue to support.

## Teacher Education

13.6 In 1981, the proportion of qualified teachers was nearly 25 per cent of the total. The low proportion resulted from the doubling of enrolment at primary and secondary school levels. Government will attempt to rectify the situation through expansion of teacher training facilities over the plan period.

- (i) *Zimbabwe Intergrated National Training Educational College (ZINTEC)*  
This programme was established in order to produce teachers through an accelerated and cost effective training programme.
- (ii) *Expansion of Teacher Training Colleges*  
The following teacher training colleges are scheduled for expansion during the plan period:  
Hillside, Gweru, Mutare and Seke teacher training colleges as well as Andrew Louw Zintec Teachers' College.
- (iii) *New Teacher Training Colleges*  
New colleges will be built in Belvedere (Harare), Chinhoyi, Gwanda and Rusape.
- (iv) *Education Service Centre*  
The centre will comprise of the Zintec National Centre and the Curriculum Development Centre. Two other sections - culture and non-formal education will be expanded or come into existence during the plan period.
- (v) *Housing for District Education Officers*  
Government plans to improve the housing conditions of its district education officers.
- (vi) *The Culture Division*  
It is planned to establish a National Library and Documentation Services Centre, 15 Culture Houses, a National School of Dancing and an Arts and Craft Centre.

## University of Zimbabwe

13.7 The University will embark on the following projects during the plan period:

- (i) expansion of residential accommodation;
- (ii) construction of the Faculty of Veterinary Sciences; and
- (iii) extension of the University Library and tutorial facilities.

13.8 The PSIP for education and culture is shown below.

### P.S.I.P. for 1982-83 to 1984-85

#### EDUCATION AND CULTURE (\$'000)

Sector	1982/83		1983/84		1984/85	
	Allocation	% of total allocation (\$1 018m = 100%)	Planned	% of total planned (\$1 162m = 100%)	Planned	% of total planned (\$1 441m = 100%)
1. Education . . . . .	24 859	2,4	27 521	2,4	29 301	2,0
2. Cultural affairs . . . . .	1 350	0,1	1 800	0,2	1 950	0,1
3. University . . . . .	9 620	0,9	10 949	0,9	10 215	0,7



## CHAPTER XIV

### MANPOWER PLANNING AND DEVELOPMENT

14.1 Previous administrations had discriminatory programmes of manpower training and development. In addition, past manpower development programmes relied heavily on external supply of human resources and thus neglecting training and development of, especially the large pool of often well educated and able, blacks. The combination of this neglect, the loss of skilled manpower through emigration and the large demand for skilled manpower arising from the expansion of economic and development programmes has created a manpower shortage of considerable magnitude.

#### Objectives and strategy

- 14.2 Government will strive to attain the following objectives:
- (i) mobilization of the country's human resources to achieve self-sufficiency in all vital skills in as short a time as possible;
  - (ii) building a foundation for a scientific and technological revolution through planned manpower training and development;
  - (iii) co-ordination and evaluation of in-service training programmes in both the private and public sectors;
  - (iv) ensuring the efficient deployment of available skills among the various sectors of the economy; and
  - (v) providing ex-combatants, many of whom left school to join the struggle, a means to acquire new skills and improve themselves so that they can participate actively and effectively in the socio-economic development of the country.

- 14.3 Government will adopt the following strategies:
- (i) co-ordinate programmes with community development and women's affairs to ensure equal training opportunities for men and women;
  - (ii) link up youth training programmes (as developed by youth, sport and recreation) with the planned skill centres to ensure uniformity in training programmes; and
  - (iii) establish, expand and develop in collaboration with the private sector, a system of worker education that includes job-related training.

#### Programmes

- 14.4 Government will undertake the following programmes over the plan period:

- (i) apprenticeship training;
- (ii) institutional training in colleges;
- (iii) instructor training;
- (iv) up-grading semi-skilled workers through a new system of grading;
- (v) establishing the National Vocational Training and Development Centre;
- (vi) enhancement and regulation of private colleges; and
- (vii) technical instruction in schools.

- 14.5 The PSIP for manpower planning and development is indicated below.

#### P.S.I.P. for 1982/83 to 1984/85

#### MANPOWER PLANNING AND DEVELOPMENT (\$'000)

1982/83		1983/84		1984/85	
Allocation	% of total allocation (\$1 018m = 100%)	Planned allocation	% of total planned (\$1 162m = 100%)	Planned allocation	% of total planned (\$1 441m = 100%)
8 568	0,8	12 000	1,0	20 300	1,5



## CHAPTER XV

### LABOUR AND SOCIAL SERVICES

15.1 The development of the worker, his meaningful and active participation in production and distribution, his security of employment and the creation and development of a progressive worker environment are key elements of a democratic egalitarian, growing and developing society. To ensure the existence of such a society legal and institutional reforms, self-determination, education and training will be required. Equally the development of progressive and enlightened management are essential elements of a harmonious and productive labour and industrial relations system.

#### Objectives and strategy

15.2 Government, will pursue the following objectives:

- (i) transformation of worker - employer relations to ensure their consistency with a socialist philosophy;
- (ii) implementation of worker participation in management and establishment and development of self-managed enterprises; and
- (iii) improvement of the work environment by making it safer from occupational hazards.

15.3 Government will adopt the following strategies in pursuing the objectives outlined above:

- (i) development and expansion of workers' education and consciousness and improvement of his status and his productive skills;
- (ii) reform and transformation of the legal and institutional framework of industrial relations so that it is consistent with the new socio-economic order;
- (iii) facilitation of progressive acquisition of productive entities by workers whenever this becomes necessary and economically viable;
- (iv) promotion of, where possible, labour intensive technologies;
- (v) encouragement of self-employment and the strengthening of the urban and rural informal sectors;
- (vi) monitoring of employment trends in all sectors with a view to maximizing the matching of employment opportunities with employment seekers and anticipating skills needs for purposes of forward planning;
- (vii) provision of public assistance in circumstances of lost or unavailable income;
- (viii) establishment of a viable social security system related to the employment situation;
- (ix) provision of consulting, advisory and probation and rehabilitation services;
- (x) maintenance of the most up to-date information about occupational hazards and transmitting it to the workers and employers through in-service educational programmes and on-site inspectorate supervision;
- (xi) participation in planning and modelling enterprises so that health and safety of workers are taken into account at that stage;
- (xii) utilization of workers' and employers' organizations to promote occupational health and safety; and
- (xiii) ensuring adequate compensation and effective rehabilitation for injured workers.

#### Programmes

15.4 The following programmes are envisaged over the plan period:

- (i) a programme of worker and employer education with a variety of concepts and skills; and
- (ii) new labour legislation designed to:
  - (a) provide a forum for quick arbitration and settlement of disputes by employees, trade unions, and employers in a manner least disruptive of production;
  - (b) strengthen the role and responsibilities of trade unions in labour relations, including that of the Zimbabwe Confederation of Trade Unions; and
  - (c) guarantee the right of every employee or employer to membership of the appropriate trade union, or employers' organization on an industry or occupation - wide basis;
- (iii) programmes for employment generation, especially for laid off workers with usable skills, and programmes for enhancement of the capacity of people, especially in rural areas, to generate supplementary cash incomes;
- (iv) expansion and additions to existing probation services;
- (v) examination, design and implementation of a national social security and pension scheme;
- (vi) rationalization and provision of adequate rehabilitation services;
- (vii) provision of adequate care for refugees;
- (viii) overhauling and modernization of the public assistance concepts, procedures and institutions;



- (ix) widening the coverage of the Workmen's Compensation Insurance Fund so as to ensure that all employees are covered by injury compensation programmes;
- (x) improve access to rehabilitation facilities for injured workers; and
- (xii) increase occupational safety.

15.5 The PSIP for labour and social services is shown below.

**P.S.I.P. for 1982/83 to 1984/85**

**LABOUR AND SOCIAL SERVICES  
(\$'000)**

1982/83		1983/84		1984/85	
Allocation	% of total allocation (\$1 018m = 100%)	Planned allocation	% of total planned (\$1 162m = 100%)	Planned allocation	% of total planned (\$1 441m = 100%)
5 552	0,5	220	—	—	—

## CHAPTER XVI

### HEALTH

- 16.1 Government recognizes that access to adequate health facilities is a basic right and is conscious of the important role of a healthy nation in the socio-economic development of the country.
- 16.2 In the past great emphasis has been placed on curative care as evidenced, for example, by the fact that the annual expenditure on curative care constituted over 85 per cent of the national health budget. However, a high proportion of pathologies afflicting the majority of the population, particularly in the rural areas and commercial farms are related to poor nutrition, absence of, or inadequate sanitation and safe water, poor hygiene, substandard housing, poor education and ignorance of preventive health care. These are diseases closely associated with conditions of chronic poverty, ignorance and underdevelopment but which are nevertheless preventable. Thus over 80 per cent of infants' deaths are due to nutritional deficiencies and diarrhoea/intestinal diseases, communicable diseases such as measles, pneumonia, tetanus and maternity-related and neonatal problems.
- 16.3 In addition to an unbalanced distribution of qualified personnel and an effective discrimination based on race and income there is a spatial imbalance in the provision of health services. The rural population constitutes about 80 per cent of the total population and yet the total number of hospital beds in urban areas is almost twice the number in the rural areas. The country as a whole has one doctor per 8 000 population; but it is estimated that in rural areas there is one per almost 100 000. Private medical care, absorbing almost one-third of the nation's medical doctors, caters for the healthiest small, and high income group whose members are covered by medical aid schemes.
- 16.4 In order to redress these imbalances and anomalies, an integrated national health programme lays emphasis on preventive medicine and promotes healthy life styles for all. But the main thrust will be in the rural areas where, partly because of past neglect, the main task of improving the health of the nation lies.

#### Objectives and strategy

- 16.5 It is planned to establish and develop an integral National Health Service (NHS) based on primary health care with major emphasis on preventive and promotive measures. Government will redress the spatial imbalance in the provision of health services by focussing attention on increasing health facilities in the rural areas. However, because of the mutual interdependence between health and other elements of socio-economic development, the rural health programme will be integrated with measures and programmes for the improvement of the rural infrastructure including education, housing, agriculture, water supply and waste disposal each of which will have a direct, and indirect positive impact on the physical and social well-being of the population.
- 16.6 At present rural health facilities are severely understaffed. Since the existence of qualified medical personnel is an essential input into the health programme, Government will investigate and determine the most efficient utilization of this resource within the framework of the NHS and the context of broader national objectives.
- 18.7 The main operational objective of the NHS is "health for all by the year 2000". Implicit in this target are the eradication of malnutrition, limitation of the occurrence of preventable and communicable diseases, and a reduction in the rate of mortality, particularly infant mortality.
- 16.8 The salient features of the envisaged health service strategy of the future are:
  - (i) *personnel*  
through village health workers who, drawn from and selected by their communities, serving between 50 and 200 families each, mobile and provided with health supplies, will constitute the first level of contact between the community and the health service;
  - (ii) *proximity of facilities*  
health service centres will be strategically located so as to serve approximately 10 000 people each in catchment areas with a radius of about 8km;
  - (iii) *popular participation*  
some of the main activities of health promotion can be performed best by the people themselves. A programme of mobilization will be launched to encourage the people to utilize the preventive care services and stimulate participation in activities designed to improve hygiene, nutrition, the environment, and agricultural practices;



- (iv) *health education*  
there will be an intensive programme of health education at all levels; and
- (v) *integration of traditional and modern health care*  
research into traditional health care which, previously received little or no attention, will be encouraged and the increased involvement of older members of rural communities in health promotion and education programmes will be fostered.

## **Programmes**

### **Health Facilities**

- 16.9 To achieve proximity of facilities it is planned to build 316 new rural health centres during the plan period in addition to restoring and upgrading the primary care clinics that were closed or run down during the war. It is planned to upgrade existing district hospitals and build new ones in districts where none exist in order to redress the grossly unequal distribution of beds as between the urban and rural areas. The Chitungwiza Hospital will be built, Gweru Hospital upgraded and Bindura Hospital completed during the plan period.

### **Nutrition**

- 16.10 A programme of nutrition education will be launched, using health personnel at all levels, the media and schools. Attached to every district will be a nutrition village rehabilitation centre where mothers and children will receive nourishing food and where mothers will receive instructions on proper diet and food preparation. Interministerial workshops will be held for reviewing existing food and nutrition policy. The establishment of a National Nutrition Council will be considered.

### **Health Education**

- 16.11 The strategy for this programme is to train staff in the basic principles of primary health care, to involve the community in the planning and implementation of health related programmes by increasing public health awareness, to educate specific target groups on health conditions and problems, to secure intersectoral co-operation for national health promotion, and to encourage feedback from the grassroots level. Physical education will be included and emphasized as an important aspect of curriculae in schools.

### **Malaria and Bilharzia Control**

- 16.12 Programmes to combat these diseases will centre on community participation by individuals and families. Village health workers, students, teachers and others in villages will be taught spraying techniques and other control measures for malaria. Apart from the provision of clean water for household and other uses, measures such as snail control and chemotherapy will be applied in combating bilharzia. Integration of control measures with overall health measures will be emphasized and most labour costs will be covered by community effort.

## **Institutional Organization**

### **The National Health System**

- 16.13 The village health workers (VHWs) will form the base or foundation of the NHS pyramidal structure. They will be remunerated by local authorities with some assistance from the Central Government. The rural health centres, each staffed by two medical assistants and a health assistant, will provide immediate support and supervision of the activities of the VHWs, who in turn will refer patients and problems beyond their capabilities to them. Technical, supervisory and administrative support will be provided by rural and district hospitals and provincial and national hospitals.

### **Private Consultants**

- 16.14 Hitherto, in order to obtain specialist services at certain Government hospitals, private consultants have been given the right of access to beds in these hospitals and are thus able to admit their own patients. The system is not satisfactory, and it is the intention of Government to employ full-time consultant staff in numbers sufficient to provide the necessary cover for all patients admitted to Government hospitals.

### Central and Provincial Hospitals

- 16.15 Other areas of capital expenditure such as the expansion of Nurse Training facilities at Bulawayo and Harare and extensions to the Mpilo Maternity Unit, are becoming obvious, but the policy of limiting capital projects and recurrent expenditure at Central and Provincial Hospitals may have to be modified in the light of increased need for services at those centres. The rural health extension programme will result in more patients being referred to the Central and Provincial Hospitals than is the case at present, and in view of such increase in referrals there may have to be extension of services at those centres.

### Dental Services

- 16.16 Since Government dental facilities are limited to four major cities the short term goal will be to establish four more National Referral Centres for dental services, one in each of the four provinces.
- 16.17 Since shortage of personnel and lack of patient education are major dental problems facing Zimbabwe, priorities will be directed to their solution which involves, among other things, training of medical assistants from rural clinics, use of techniques of tooth extraction and oral hygiene so that they can alleviate crisis problems, screening patients and sending them to provincial referral centres.
- 16.18 A minimum of 112 dental therapists is required by year 2 000 to facilitate the promotion of primary oral health care, do minor restorations, carry out patient education programmes, extract teeth and carry out oral prophylaxis.

### Radiographic Services

- 16.19 A vigorous programme for the provision of buildings and equipment is necessary if the imbalance between radiographic facilities in the urban and rural areas is to be corrected during the plan period. Although progress has been made in the training of additional manpower which these facilities require, more remains to be done, including the provision of further teaching accommodation.
- 16.20 Quantitative information on PSIP for health over the plan period is provided below.

### P.S.I.P. for 1982/83 to 1984/85

#### HEALTH (\$'000)

1982/83		1983/84		1984/85	
Allocation	% of total allocation (\$1 018m = 100%)	Planned allocation	% of total planned (\$1 162m = 100%)	Planned allocation	% of total planned (\$1 441m = 100%)
14 687	1,4	15 412	1,3	18 250	1,2



## CHAPTER XVII

### THE PUBLIC SERVICE

- 17.1 The establishment and maintenance of a responsible, responsive and efficient public service is an essential element for the smooth functioning of Government and a pre-requisite for effective and efficient delivery of government administrative and other services. In addition, the existence of an imaginative, efficient and development oriented public service is essential for the growth and development of the entire socio-economic system.

#### Objectives and strategy

- 17.2 While the application of the 1980 Presidential Directive has gone a long way in redressing the inherited racial imbalance in the service, much still remains to be done to enhance the overall capability, efficiency, discipline and effectiveness of the service. To this end Government will seek to achieve the following:
- (i) develop national training programmes in the public sector including the provision and expansion of public sector training institutions;
  - (ii) keep under review training plans of ministries and public corporations, and evaluate all training programmes for the service;
  - (iii) ensure that training arrangements of ministries and public corporations are designed to meet their trained manpower needs;
  - (iv) provide centralized training in accordance with in-services training policies and manage government's central training institutions for civil servants;
  - (v) determine and maintain standards for public service training;
  - (vi) provide centralized training in accordance with in-services training policies and manage government's central training institutions for civil servants;
  - (vii) co-ordinate all internal and external training for the public sector;
  - (viii) monitor progress and evaluate programmes in the implementation of the public service training policies and plans;
  - (ix) ensure that the public service is appropriately and adequately staffed for the effective and efficient administration of Government;
  - (x) establish common standards for external recruitment including the recruitment of expatriates into the service; and
  - (xi) respond promptly and effectively to urgent manpower requirements of ministries.
- 17.3 The attainment of these objectives will require a two-pronged strategy the essential elements of which are:
- (i) training both public servants and other groups destined for participation in socio-economic and particularly rural development; and
  - (ii) expanding training institutions within which integrated training can be speedily and effectively developed.

#### Programmes

- 17.4 In view of the need to increase the number of well trained, efficient and disciplined civil servants, government will improve and expand existing training facilities and establish new ones throughout the country. The most important of these are:
- (i) establishment of the Zimbabwe Institute of Public Administration and Management (ZIPAM);
  - (ii) expansion of Domboshawa Centre to a National (Multi-purpose) Training Centre;
  - (iii) expansion of the Public Service Training Centre in Highlands, Harare;
  - (iv) establishment of about 30 district training centres; and
  - (v) general expansion and upgrading of existing training centres.

17.5 The PSIP for the public service is shown below.

**P.S.I.P. for 1982/83 to 1984/85**

**PUBLIC SERVICE  
(\$'000)**

1982/83		1983/84		1984/85	
Allocation	% of total allocation (\$1 018m = 100%)	Planned allocation	% of total planned (\$1 162m = 100%)	Planned allocation	% of total planned (\$1 441m = 100%)
5 974	0,6	9 965	0,8	13 000	0,9



## CHAPTER XVIII

### FOREIGN AFFAIRS

- 18.1 Zimbabwe gained independence in an international environment in which international law, convention and practice were already established. As a full and active member of the international community, Zimbabwe's task is not only that of studying and understanding these matters in order to effectively protect her vital interests but also to make her positive contribution to the world community. As a new member of the international community she must identify and develop her relationships with other nations while promoting relationship with the international community which advance understanding and peace among nations.

#### Objectives and strategy

- 18.2 The conduct of foreign relations is the link between the Government of Zimbabwe and foreign governments and some international organizations. It involves research and monitoring of world events and in the analysis of world affairs in order to keep Government abreast of developments abroad. In addition, it seeks to project Zimbabwe's foreign policy abroad and promote the adoption by other governments of positions consistent with the interest of Zimbabwe. The conduct of foreign relations also provides Zimbabwe nationals abroad with protection, consular facilities and assistance under the Geneva Convention on consular relations. Through the services of local diplomatic corps, foreign dignitaries and delegations to and from Zimbabwe are provided with all protocol facilities.

#### Programmes

- 18.3 In order to effectively conduct foreign relations, Head Office departments and missions abroad must be adequately staffed with sufficiently trained personnel. In this regard existing missions will be expanded, new missions opened and staffed with better trained personnel. This will involve the purchase and construction of chanceries and residences abroad.
- 18.4 An extensive training programme which will cover all aspects of foreign relations work at all levels of responsibility will be established over the plan period. The programme will cover *international relations, foreign languages and important events and development projects taking place in Zimbabwe and abroad.*
- 18.5 The PSIP for foreign affairs is shown below.

#### P.S.I.P. for 1982/83 to 1984/85

#### FOREIGN AFFAIRS (\$'000)

1982/83		1983/84		1984/85	
Allocation	% of total allocation (\$1 018m = 100%)	Planned allocation	% of total planned (\$1 162m = 100%)	Planned allocation	% of total planned (\$1 441m = 100%)
2 500	0,2	3 000	0,3	3 500	0,2

## CHAPTER XIX

### YOUTH SPORT AND RECREATION

19.1 The success of the country's reconstruction and development programmes depends, to an extent, on the effective mobilization and active participation of the youth. In the past comprehensive programmes for the development of youth and of sports and recreation (particularly among the blacks) were either inadequate or non-existent. This deficiency was particularly felt in the rural areas.

#### Objectives and strategy

19.2 Government will strive to achieve the following objectives in the youth and recreation area:

- (i) development of socially conscious, disciplined and self-reliant youth on whom the future continuity of the nation depend;

- (ii) development of socialist orientation among the youth; and

- (iii) promotion of a physically fit society through sport and recreation.

19.3 Government will employ the following strategies in order to attain the objectives stated above.

- (i) training the youth in productive, civic and cultural skills;

- (ii) training the youth in self-reliance and national defence;

- (iii) engaging the youth in national and cross-cultural activities to enhance national integration;

- (iv) educating the youth politically and ideologically;

- (v) promotion of sport both for physical fitness and recreation purposes; and

- (vi) increasing sporting facilities and access to existing ones.

#### Programmes

19.4 The following programmes will be implemented during the plan period:

- (i) establishment of National Youth Training Centres for leadership training of youth, sport and recreation;

- (ii) establishment of at least one training centre in each district;

- (iii) establishment of at least one rural youth centre, one urban youth centre and one youth academy in each province;

- (iv) organization of youth into Youth Brigades which will assist in self-help projects and other community work;

- (v) development of a National Sports Programme so as to bring sports to as many people as possible; and

- (vi) co-ordination of youth and sporting organizations through National Sports Councils.

19.5 The PSIP for youth, sport and recreation is provided below.

#### P.S.I.P. for 1982/83 to 1984/85

#### YOUTH, SPORT AND RECREATION (\$'000)

1982/83		1983/84		1984/85	
Allocation	% of total allocation (\$1 018m = 100%)	Planned allocation	% of total planned (\$1 162m = 100%)	Planned allocation	% of total planned (\$1 441m = 100%)
13 250	1,3	19 275	1,7	26 000	1,8



## CHAPTER XX

### COMMUNITY DEVELOPMENT AND WOMEN'S AFFAIRS

- 20.1 Real and lasting community development can only be achieved if and when the members of the community are willing and able to be actively involved in its development. For this and other reasons it is essential that communities be self-reliant to achieve and sustain development. The Government role in this is to support community initiatives through counselling, mobilization and co-ordination of community resources and efforts.

#### Objectives and strategy

- 20.2 Government will strive to achieve the following objectives in this area:
- (i) raising (through community programmes) the standard of living of the people, particularly the hitherto neglected rural people;
  - (ii) reinforcing and extending the role of women in community development; and
  - (iii) stimulating and sustaining grassroot level participation in the development process through suitable institutional mechanisms.
- 20.3 The following strategies will be pursued:
- (i) mobilization, development and utilization of available local resources;
  - (ii) co-ordination of community effort with national and local authorities and other agencies to avoid duplication and wasting resources; and
  - (iii) direct involvement of members of communities in the decision making process in matters which affect them.

#### Programmes

- 20.4 Government will implement the following programmes:
- (i) research into community needs, especially those that affect women;
  - (ii) promote non-formal education to enhance people's capacity to participate effectively in community-based development programmes;
  - (iii) promote education in primary health care;
  - (iv) assist in individual skill formation, community self-reliance, and co-operative development; and
  - (v) assist in the organization of a pre-school service throughout the country and other community aided self-reliant institutions and clubs.
- 20.5 A number of projects are already under way. The pre-school programme will be established during the plan period. Projects in this programme include the establishment of a training centre, the training of trainers and supervisors and the development of suitable curricula for pre-school children. This programme will help prepare infants for formal education, while also freeing mothers to be more involved in community development.
- 20.6 Government intends to establish a community development trust fund which will provide the resource support for community development related activities such as project identification, implementation and benefit sharing.
- 20.7 The PSIP for community development and women's affairs is given below.

#### P.S.I.P. for 1982/83 to 1984/85

#### COMMUNITY DEVELOPMENT AND WOMEN'S AFFAIRS (\$'000)

1982/83		1983/84		1984/85	
Allocation	% of total allocation (\$1 018m = 100%)	Planned allocation	% of total planned (\$1 162m = 100%)	Planned allocation	% of total planned (\$1 441m = 100%)
485	—	1 500	0,1	2 889	0,2



## **CHAPTER XXI**

### **HOME AFFAIRS**

- 21.1 The consolidation of internal peace, stability and the need to ensure that every Zimbabwean enjoys all the legal and constitutional rights conferred upon him are the fundamental basis of programmes and activities in Home Affairs.

#### **Objectives and strategy**

- 21.2 Government's objectives in this area over the plan period are to bring basic services to within reach of all citizens and to ensure that law and order prevail in the country. A certain degree of decentralization of the provinces will be achieved in meeting this goal. The police will also continue to collaborate with the Central Intelligence Organisation, the Attorney-General and the Armed Forces. An expanded Support Unit and a restructured Police Reserve will provide much needed back-up support for the regular police force.
- 21.3 A major goal is to produce a people-oriented police force and to bring its services to rural areas. An immediate goal is to achieve a satisfactory degree of racial balance so that the police force can truly reflect our national character. Over the plan period, the number of firearms in private ownership will be reduced, taking cognizance of the need to protect crops and valuable goods in transit, as well as the needs for sporting activities.

#### **Programmes**

##### **The Support Unit**

- 21.4 This specialised unit will work with the regular police force, concentrating on handling large-scale violence and unrest as in the case of banditry in some parts of the country. The unit will be strengthened through expansion, developing skills and decentralizing the system to increase its effectiveness.

##### **The Police Reserve**

- 21.5 The Police Reserve will be restructured along the following lines:
- (i) people of all races and social groups will be mobilized for a much expanded reserve;
  - (ii) the new Group A will operate mainly in urban areas while smaller units will operate in larger towns outside main urban areas;
  - (iii) the new Group B will operate mainly in rural areas, although they will at times act as back-up for the regular force in urban emergency situations; and
  - (iv) use of the Police Reserve Air Wing will be continued while at the same time investigating the establishment of a Police Air Service.

##### **The Criminal Investigation Department**

- 21.6 Each of the nine police provinces has an Officer Commanding the Police Criminal Investigation Department (CID). This department is the backbone of the regular police force. It investigates crime and deals with deportation, restrictions, extraditions and the surveillance of suspects and criminals. The CID will undergo the following changes:
- (i) reorganization at the provincial level by integrating its work with the Duty Uniform Branch in order to provide a greater depth of expertise and experience for all officers; and
  - (ii) reorganization of all units of the Headquarters in order to provide an efficient service for the entire ZRP.

##### **Village Policing**

- 21.7 Police stations were previously located close to commercial farming or mining areas, and the communal lands received little attention. In order to improve policing in communal lands Government will:
- (i) deploy the police force in accordance with population density and security needs;
  - (ii) establish police posts and stations in rural areas for village needs; and
  - (iii) introduce village police to work with other Government officials and community leaders so as to prevent crime through utilization of existing village organizational structures.



#### Immigration Control

- 21.8 The opening up of Zimbabwe to trade with neighbouring countries and the fast growth of tourism have both put additional strain on our immigration services. The following measures will be undertaken in order to ease the situation:
- (i) re-open all border posts closed during the war and investigate the need for new ones;
  - (ii) strengthen our border posts with South Africa in order to safeguard our national independence;
  - (iii) continue collaboration among the relevant government agencies in the speedy recruitment of appropriate foreign skilled personnel required for the growth and development of the national economy;
  - (iv) constantly review the issuing of work and residence permits with a view to deploying foreign skilled personnel in accordance with priorities; and
  - (v) review laws relating to immigrants, especially those related to foreign husbands and those classified as "prohibited immigrants".

#### Registrar General's Organization

- 21.9 The organization will be restructured in order to bring its function in line with people's needs. The following will be undertaken:
- (i) bring all activities relating to registration under the central authority of the Registrar General;
  - (ii) increase the number of centres where people can obtain registration services, and especially decentralize them so that people can have access to registration facilities in the districts; and
  - (iii) provide every Zimbabwean over the age of sixteen with an identity card by 1984.

#### The National Archives

- 21.10 The National Archives will continue to store all Government records and to provide Government with a management service by making reference material available for planning in their libraries.

#### National Museums and Monuments

- 21.11 This organization will be re-organized with a view to making its facilities accessible to more people so that more Zimbabweans can better appreciate their history and the significance of our national culture. Improvements will be expected from the following areas:
- (i) publications dealing with research findings related to the museums;
  - (ii) provision of television and radio broadcasts for the general public; and
  - (iii) Inter ministerial collaboration in museum education services. This service and Public displays will be extended to rural areas.

#### Special Functions

- 21.12 Government will strengthen other areas of its activities as follows:
- (i) further licensing of private investigators and security guards will be undertaken with a view to protecting the population against incompetent and dishonest operators; and
  - (ii) continued designating of protected places and areas for State security needs.

#### Manpower Development

- 21.13 The nation is currently experiencing a shortage of skilled personnel, and government will undertake a detailed manpower planning exercise designed to improve professional managerial and leadership skills. With regards the ZRP the following guidelines will apply:
- (i) recruitment, training and promotion procedures will be integrated in order to define a comprehensive career structure in the force. A new rank structure will be to bring the ZRP in line with international designation of police officers;
  - (ii) an injection of well-educated personnel, possibly with university or equivalent training, in order to undertake research aimed at formulating better methods of policing a dynamic society. A Staff Police College will be set up during the plan period;
  - (iii) the police/population ratio will be increased to 1:500 from the current ratio of 1:650. This will provide more adequate police services to rural areas and to important areas of economic activities;
  - (iv) training techniques will be introduced, and support for this will be sought from all quarters, including external assistance. Disciplines such as criminology, sociology,

- psychology and political science will in future be taught at police training institutions;
- (v) many ex-combatants will be absorbed into the police force; and
  - (vi) more women will be recruited into the ZRP. This will provide career opportunities for women while providing the ZRP with more suitable officers to handle police cases involving women. In addition, extra specialised personnel to deal with finger-printing and ballistics, will be recruited.

21.14 The PSIP for home affairs is shown below.

**P.S.I.P. for 1982-83 to 1984-85**

**HOME AFFAIRS  
(\$'000)**

Sector	1982/83		1983/84		1984/85	
	Allocation	% of total allocation (\$1 018m = 100%)	Planned	% of total planned (\$1 162m = 100%)	Planned	% of total planned (\$1 441m = 100%)
1. National Archives . . . . .	—	—	430	—	—	500
2. Museums and Monuments . . . . .	3 709	0,4	4 587	0,4	3 362	0,2
3. Police . . . . .	4 352	0,4	5 000	0,4	7 352	0,5



## CHAPTER XXII

### LEGAL AND PALIAMENTARY AFFAIRS

- 22.1 Government is committed to "decolonizing" the legal system in Zimbabwe and transforming the Constitution and jurisprudence. The transformation is aimed at reflecting the independent status of the country as well as ensuring harmony with its ideological disposition. Government places high priority in ensuring that the legal system and the institutional structure, is adequate and efficient in guaranteeing and protecting the rights of the people and society. Government also recognises that the accumulation of legal knowledge through research and training at all levels (including the education of the public) are the foundations of a sound and effective legal system.

#### Objectives and strategy

- 22.2 The Constitution is the supreme law of the country and the basis of our law and the legal system. Given the history and nature of our present constitution it is necessary to examine the constitution with a view to adapting it to Zimbabwean conditions and the socialist and democratic society Government is committed to establish.

#### Programmes

- 22.3 A series of repeals of all colonialist laws that were intended to reinforce and perpetuate a racial and capitalist society will be undertaken in order to move towards unification of "received law" (English and Roman Dutch Law).
- 22.4 It is planned to expand and extend Government's legal advisory functions to assure that ordinary people have access to justice at minimum cost. In addition, an extensive programme of public legal education through various media will be undertaken.
- 22.5 An identification and extensive examination of international law and treaties and their obligations on Zimbabwe will be made. The examination will include those Zimbabwe has acceded to and those she may become party to.
- 22.6 As regards the parliamentary affairs' programmes efforts will be directed towards bringing about an effective and responsive legislature, an executive Presidency, a revised, and more accurate delimitation of constituencies, and an electoral system free from political and/or financial manipulation while promoting the strengthening of an effective political and parliamentary system.
- 22.7 Active participation of the University of Zimbabwe staff and graduate and senior law students will be sought to complement Government's research staff.
- 22.8 Extensive training both at home and abroad in the entire spectrum of the legal system will be carried out.

## CHAPTER XXIII

### JUSTICE

23.1 The development of a new social order requires a corresponding system of justice which is consistent with, and promotive and protective of that order. The system of justice inherited at independence safeguarded and promoted injustices and inequalities inherent in the old order.

23.2 There is, therefore, the need to overhaul the system and establish one that is responsive to the needs of the people. The establishment of such a system of justice cannot be left too far behind other developments without risking the danger that the freedom dearly won will be left unprotected thereby making it impossible to consolidate progress. In the past, the customary law of Zimbabwe was denigrated and at best left to chiefs. Government intends to correct this. Government also intends to establish more democratic institutions of justice.

#### Objectives and strategy

23.3 Government will seek to achieve the following objectives:

- (i) unfettered access to institutions of justice;
- (ii) improving the efficiency of the system, institutions and personnel responsible for delivery of justice; and
- (iii) attainment and maintenance of complete impartiality and independence of the entire judicial system.

23.4 The strategy for attaining these objectives will be to:

- (i) establish a hierarchy of institutions corresponding and responsive to every level of society, from the local community to the national level. Not only is it intended that at the local level people choose their justices, but also that every village has available to immediate recourse to law for redress and protection;
- (ii) train justice officials, from presiding officials to magistrates, clerks of court to interpreters so as to ensure efficiency, fair and correct application of the law;
- (iii) provide and strengthen the hierarchical system of appeals and supervision, with an integrated system of institutions of justice with increasing competence, from village court to the supreme court; and
- (iv) reorient the prison system so that the protection of society and rehabilitation of offenders can be carried out jointly.

#### Programmes

##### The Envisaged Court System

23.5 Government plans to establish some 1 600 village courts operating in similar manner as the previous chief's or headman's courts. Directly above that level will be 300 community courts, feeding into periodic and resident magistrates' courts.

23.6 The prison service system will be transformed through better and relevant training for prison personnel as well as the location of some prisons in rural areas and concentration of training and rehabilitation of some prisons in rurally oriented pursuits such as agriculture and cottage industries.

23.7 The PSIP for justice is shown below.

#### P.S.I.P. for 1982-83 to 1984-85

##### JUSTICE (\$'000)

Sector	1982/83		1983/84		1984/85	
	Allocation	% of total allocation (\$1 018m = 100%)	Planned	% of total planned (\$1 162m = 100%)	Planned	% of total planned (\$1 441m = 100%)
1. Prisons . . . . .	2 810	0,3	4 271	0,4	6 000	0,4
2. Courts . . . . .	1 386	0,1	2 500	0,2	5 000	0,4



## CHAPTER XXIV

### INFORMATION, POSTS AND TELECOMMUNICATIONS

- 24.1 The collection and diffusion of information is critical in ensuring that individuals are educated (broadly defined) and are adequately informed about developments taking place in and outside their environment. Information, therefore, ensures that individuals can more effectively identify themselves with their local community, Nation and their relevant international community. The diffusion of information through adequate and effective communication channels is an essential element in motivating and mobilizing the Nation in development. Unfortunately because of the narrow political base of past administrations the information media and communication channels were poorly developed to serve the Nation as a whole.

#### Objectives and strategy

- 24.2 The major objectives of government in the area of information, posts and telecommunications is to expand and rehabilitate all communication infrastructure for both telecommunication and postal services. There exists an extensive backlog of demand for telephone and telex facilities arising, in part, from the need for replacement of obsolete plant in most urban areas.

#### Programmes

- 24.3 The programme of expansion will establish postal facilities, sub-post offices and telephone facilities in all designated points and service centres. In addition to the provision of rural post and telephone facilities, it is planned to construct and install an earth satellite station. The earth satellite station will provide a gateway exchange and a micro-wave link for routing telephone traffic to neighbouring countries. It will strengthen direct links with SADCC countries. The PSIP for the P.T.C will amount to \$164 million (see below).

#### Mass Media

- 24.4 Government will, together with other sections of the media, expand and streamline mass media. A greater part of the expansion will involve extension of press, radio, television and mobile cinema to rural areas.

#### The Zimbabwe Broadcasting Corporation

- 24.5 The planned expansion and improvement of the ZBC in rural centres and large urban areas includes importation of new equipment totalling about \$2,6 million during the first year of the plan, with additional funds required for the remainder of the plan period.

#### The National News Agency

- 24.6 One of the major improvements planned for this national news agency is the opening of offices throughout the country. The primary objective of this expansion is to increase country wide coverage of information. The resident reporters in provinces will be expected to cover rural areas in the province in which they reside. Plans are also underway for increasing participation in information sharing within the non-aligned pool.

- 24.7 The PSIP for information, post and telecommunications is shown below.

#### P.S.I.P. for 1982-83 to 1984-85

#### INFORMATION, POSTS AND TELECOMMUNICATIONS (\$'000)

Sector	1982/83		1983/84		1984/85	
	Allocation	% of total allocation (\$1 018m = 100%)	Planned	% of total planned (\$1 162m = 100%)	Planned	% of total planned (\$1 441m = 100%)
1. Information . . . . .	—	—	—	—	250	—
2. Z.B.C. . . . .	3 279	0,3	4 140	0,4	5 000	0,4
3. Posts and Telecommunications . . . . .	64 000	6,3	50 000	4,3	50 000	3,5

# ANNEX

**TABLE I**  
**FINANCING OF THE PUBLIC SECTOR INVESTMENT PROGRAMME**  
**(In \$ million)**

	1982/83	1983/84	1984/85
Central Government Budget			
ZIMCORD	375	455	592
Loans	300	380	377
Grants	229	297	300
Public Corporations	71	83	77
Loans	340	327	472
Revenues	190	139	227
	150	188	245
<b>Total</b>	<b>1 015</b>	<b>1 162</b>	<b>1 441</b>



**TABLE II**  
**AGRICULTURAL AND RURAL DEVELOPMENT**  
**P.S.I.P. for 1982-83 to 1984-85**  
**(\$'000)**

Sector	1982/83		1983/84		1984/85	
	Allocation	% of total allocation (\$1 018m = 100%)	Planned	% of total planned (\$1 162m = 100%)	Planned	% of total planned (\$1 441m = 100%)
1. Agricultural - Departments . . . . .	4 455	0,4	9 032	0,7	6 800	0,5
2. Agricultural Finance Corporation . . . . .	24 039	2,3	26 034	2,2	25 168	1,7
3. Grain Marketing Board . . . . .	5 973	0,6	7 616	0,6	11 080	0,8
4. Dairy Marketing Board . . . . .	17 664	1,7	7 303	0,6	6 707	0,5
5. Agricultural Marketing Authority . . . . .	95	—	34	—	5	—
6. Cold Storage Commission . . . . .	3 924	0,4	3 461	0,3	6 902	0,4
7. Cotton Marketing Board . . . . .	6 374	0,6	669	—	1 008	—
8. Tobacco Research Board . . . . .	192	—	176	—	226	—
9. Pig Industry Board . . . . .	131	—	101	—	96	—
10. ARDA - Planning . . . . .	14 445	1,4	17 575	1,5	26 230	1,8
11. ARDA - Agricultural Operations . . . . .	8 454	0,8	11 027	0,9	24 118	1,7
12. Intensive Resettlement . . . . .	47 000	4,6	145 000	12,5	169 000	11,7
13. State farms - Purchase . . . . .	7 000	0,7	8 000	0,7	10 000	0,7
14. Land purchases - Ministries . . . . .	1 312	0,1	2 000	0,2	2 500	0,2
15. Department of Rural Development . . . . .	1 642	0,2	2 652	0,2	5 699	0,4
16. Department of Co-operatives . . . . .	6 300	0,6	3 450	0,3	1 400	—
17. Regional Water Authority . . . . .	344	—	171	—	221	—
18. Forestry Commission . . . . .	9 843	1,0	11 645	1,0	13 590	0,9
19. National Parks . . . . .	1 331	0,1	2 000	0,2	6 213	0,4
Total . . . . .	160 518	15,5	257 946	21,9	316 963	21,7

TABLE III

## ELECTRICITY AND WATER

P.S.I.P. for 1982-83 to 1984-85  
(\$'000)

Sector	1982/83		1983/84		1984/85	
	Allocation	% of total allocation (\$1 018m = 100%)	Planned	% of total planned (\$1 162m = 100%)	Planned	% of total planned (\$1 441m = 100%)
1. Electricity Supply Commission . . . .	144 931	14,3	164 865	14,2	155 555	10,8
2. Central Africa Power Corporation . . .	12 010	1,2	29 084	2,5	110 970	7,7
3. Water Resources and Development	41 958	4,1	48 500	4,2	64 250	4,5
Total . . . . .	198 899	19,6	242 449	20,9	330 775	23,0



**TABLE IV**  
**HOUSING/INFRASTRUCTURE**  
**P.S.I.P. for 1982-83 to 1984-85**  
**(S'000)**

Sector	1982/83		1983/84		1984/85	
	Allocation	% of total allocation (\$1 018m = 100%)	Planned	% of total planned (\$1 162m = 100%)	Planned	% of total planned (1 441m = 100%)
1. District Development Fund . . . . .	9 610	0,9	14 300	1,2	19 200	1,3
2. Growth and Rural Centres . . . . .	8 000	0,8	14 000	1,2	25 000	1,7
3. Urban and Rural Councils . . . . .	79 600	7,8	103 363	8,9	109 446	7,6
4. Housing . . . . .	86 423	8,5	125 664	10,8	158 011	10,9
5. State Townships . . . . .	322	—	740	—	430	—
6. Purchase of Land for State . . . . .	2 350	0,2	500	—	3 000	0,2
<b>Total . . . . .</b>	<b>186 305</b>	<b>18,2</b>	<b>258 567</b>	<b>22,1</b>	<b>315 087</b>	<b>21,7</b>

TABLE V

**SOCIAL SERVICES AND TRAINING**  
**P.S.I.P. for 1982-83 to 1984-85**  
**(\$'000)**

	Sector	1982/83		1983/84		1984/85	
		Allocation	% of total allocation (\$1 018m = 100%)	Planned	% of total planned (\$1 162m = 100%)	Planned	% of total planned (\$1 441m = 100%)
1.	Health . . . . .	14 687	1,4	15 412	1,3	18 250	1,2
2.	Community Development and Womens Affairs . . . . .	485	—	1 500	0,1	2 889	0,2
3.	Education . . . . .	24 859	2,4	27 521	2,4	29 301	2,0
4.	Cultural Affairs . . . . .	1 350	0,1	1 800	0,2	1 950	0,1
5.	University . . . . .	9 620	0,9	10 949	0,9	10 215	0,7
6.	Labour and Social Services . . . . .	5 552	0,5	220	—	—	—
7.	Youth, Sport and Recreation . . . . .	13 250	1,3	19 275	1,7	26 000	1,8
8.	Manpower Planning . . . . .	8 568	0,8	12 000	1,0	20 300	1,5
9.	Public Service Commission . . . . .	5 974	0,6	9 965	0,8	13 000	0,9
Total . . . . .		84 345	8,0	98 642	8,4	122 405	8,4



	1982/83	1983/84	1984/85
1. National Railways	135 500	105 058	124 744
2. Air Zimbabwe	1 790	1 598	1 250
3. Roads and Road Traffic	32 692	40 370	46 970
4. C.M.E.D.	38 279	6 097	6 680
5. Posts and Telecommunications	64 000	50 000	50 000
6. Civil Aviation	2 967	4 510	11 030
7. Meteorological Services	58	155	72
8. Lake Services	27	29	29
Total	275 313	207 817	240 775
	27,0	17,7	16,7

TABLE VI

TRANSPORT AND COMMUNICATION

P.S.I.P. for 1982-83 to 1984-85

(\$'000)

TABLE VII

## ADMINISTRATIVE SERVICES

P.S.I.P. for 1982-83 to 1984-85

(\$'000)

Sector	1982/83		1983/84		1984/85	
	Allocation	% of total allocation (\$1 018m = 100%)	Planned	% of total planned (\$1 162m = 100%)	Planned	% of total planned (\$1 441m = 100%)
1. National Archives . . . . .	—	—	430	—	500	—
2. Museums and Monuments . . . . .	3 709	0,4	4 587	0,4	3 362	0,2
3. Prisons . . . . .	2 810	0,3	4 271	0,4	6 000	0,4
4. Foreign Affairs . . . . .	2 500	0,2	3 000	0,3	3 500	0,2
5. Customs and Excise . . . . .	50	—	970	—	2 600	0,2
6. Government Printer . . . . .	178	—	410	—	575	—
7. Prime Minister . . . . .	—	—	500	—	500	—
8. Police . . . . .	4 352	0,4	5 000	0,4	7 325	0,5
9. Construction . . . . .	21 595	2,1	26 467	2,3	21 206	1,4
10. Courts . . . . .	1 386	0,1	2 500	0,2	5 000	0,4
11. Information . . . . .	—	—	—	—	250	—
12. Z.B.C. . . . .	3 279	0,3	4 140	0,4	5 000	0,4
13. Trade and Commerce . . . . .	40	—	6 260	0,5	7 000	0,5
14. Industry . . . . .	—	—	4 000	0,3	4 000	0,3
15. Mines . . . . .	20	—	300	—	—	—
16. Participation fund . . . . .	40 000	3,9	30 000	2,6	35 000	2,4
17. Z.D.C. . . . .	—	—	25 000	2,1	25 000	1,7
18. Tourism - Conference centre . . . . .	—	—	27 000	2,3	2 600	1,0
Total . . . . .	80 283	7,7	144 835	12,2	152 818	10,4