The Role of Development Finance Institutions and Aid Agencies in Zimbabwe's achievement of Sustainable Development Goals.

A Dissertation

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by

BETTY MURAMBADORO

(MRMBET002)

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Supervisor: Steven Nabieu Rogers, Ph. D.

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ABSTRACT

This research looked at external funding and its role in determining the success rate of the developmental agenda at country specific level. To undertake this investigation, the role of external funding was assessed alongside other factors largely viewed to be also relevant in discussing the success of the development agenda. The research relied on primary data collected from various participants deemed to be relevant stakeholders in development studies and its success drivers. The sample comprised bilaterals, multilaterals, aid agencies, private commercial sector, policy makers, regulators and the UN agencies. Extensive research was conducted using semi-structured questionnaires and also supported by interviews to probe further on the key sub-topics. The other factors explored alongside external funding in terms of their significance in influencing outcome of the development agenda are strong financial institutions, strong legal institutions, economic reform, competent human capital and international trade. While the factors linked to governance were ranked highly in terms of significance in driving Zimbabwe' s achievement of sustainable development goals, the numeric difference on points scored were not materially significant. The research outcome highlighted the interconnectedness of the factors assessed in augmenting the impact of capital inflows in meeting the development agenda. In addition, it exposed the significance of broader stakeholder consultation and commitment at a national level.

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GLOSSARY OF TERMS

AfDB : African Development Bank

Afreximbank : Africa Export-Import Bank

Aid Agencies : organisations dedicated to distributing humanitarian and developmental support to assist towards sustainable growth of economies.

Bilateral : a financial institution established by a country for purposes of funding development in a developing economy.

ChinaExim : The Export-Import Bank of China

DFIs : Development Finance Institutions

External Funding : all concessionary funding from development finance institutions, aid agencies and private philanthropy.

Global Funds: communal or joint funds investing in entities across the world

IMF : International Monetary Fund

MDGs: Millenium Development Goals

Multilaterals : institutions which pool financial resources from multiple jurisdictions and fund development projects in several economies

NANGO : National Association of Non- Governmental Organizations

NGOs : Non-governmental organisations

Policy maker : a body mandated to formulate rules, standards and conditions of operating which have to be adhered to by entities operating within a set jurisdiction.

Private Commercial: deposit-taking financial institutions offering various financial products and services.

Private Philanthropy: entities or individuals focused on generously donating resources towards a good cause.

SDGs: Sustainable Development Goals

TDB : Trade & Development Bank (formerly PTA Bank)

UN: United Nations

UNDP : United Nations Development Programme

WB : World Bank

ZIMRA : Zimbabwe Revenue Authority

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The results discussed in this research were achieved through the immense support of business colleagues I have interacted with in the marketplace over the years. I was delighted by the zeal for this research shown by executives from several development finance institutions, aid agencies, selected government ministries, private commercial banks and regulators. Their passion for development finance and the sustainable development goals was reflected in the nature of responses given in the questionnaires distributed and interviews conducted.

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1 INTRODUCTION

1.1 Research Area

Under the theme "Transforming our World: the 2030 Agenda for Sustainable Development", the United Nations General Assembly in 2015 accepted a development agenda focusing on people, the planet and the earth. The member states, Zimbabwe included, agreed to collaborate in implementing a plan of action for the 17 sustainable development goals ("SDGs"), building on the gap left by the Millenium Development Goals ("MDGs"). The 17 SDGs are broadly classified into three categories, namely, economic, social, environment. The UNDP (2016) sees the SDGs mainly emphasizing the promotion of prosperity, people's well-being and protecting the environment.

Zimbabwe witnessed limited success in meeting MDGs. According to the World Bank, World Development Indicators (2011), the country underperformed across all the MDGs. However, due to insufficient data, there were statistical and information gaps in-between the years. Even the final report issued in 2016 by the United Nations Development Programme (UNDP) confirmed the incompleteness of the MDGs agenda in Zimbabwe, specifically on account of economic under-performance, continued gender inequality, inadequate healthcare facilities and adverse impact of a number of pending policy reforms. However, the limited success has been reportedly attributed to the restricted fiscal space and inefficient utilization of the limited financial resources available.

Zimbabwe, has largely been operating under a constrained fiscal space, with government committing close to 95% of revenue collected on meeting recurrent expenditure. Accordingly, very little is available from the fiscus for any meaningful development projects to be undertaken. In the nine months to September 2016, the Zimbabwe Revenue Authority ("ZIMRA") missed its target by 10%, due to underperformance of key revenue lines, namely, individual tax, excise duty and value-added tax. For several years, the country witnessed very negligible budgetary support. The developmental activity in the country over the past five years has been largely supported by concessionary loans from a few development finance institutions ("DFIs"), which include, the Development Bank of South Africa ("DBSA"), Trade & Development Bank (formerly "PTA Bank"), Africa Export-

Import Bank ("Afreximbank") and The Export-Import Bank of China ("ChinaExim"). Donor activity or external aid has been mostly subdued compared to the period prior to the hyperinflationary period in Zimbabwe. Despite all these observations on capital constraints in Zimbabwe, it is not clear the extent to which spending alone is critical in achieving SDGs.

It is worth noting that as at June 30 2016, government domestic debt stood at USD3.3 billion, whilst external debt was USD10.7billion in April 2016. The country's budget deficit during the first half of 2016 was USD623million, representing more than 300% above annual budgeted deficit of USD150million. The government has been engaging with the International Monetary Fund ("IMF"), World Bank ("WB") and African Development Bank ("AfDB") towards clearance of external arrears to multilateral lenders.

Though the specific mandates of DFIs vary, the general classification of DFIs providing concessionary funding support to Zimbabwe's developmental activity comprises multilaterals, bilaterals, non-governmental organisations ("NGOs"), private philanthropy, global funds and private commercial sector. External aid includes support in "capital projects, monetary transfers to provide budgetary support, lending to nations with balance of payments problems, food and other commodity aid, technical cooperation and emergency relief" (Cato 2002). Rao (2003) defines external aid or official development assistance as comprising concessionary capital flows from individual donors, multilateral institutions and market term loans arranged by development institutions. Similarly, for purposes of this study there will be no distinct separation of aid and concessionary patient capital provided by DFIs. These funding sources will be clustered as external funding and jointly assessed for likely extent of impact in meeting sustainable development goals in Zimbabwe.

DFIs and aid agencies have a multi-faceted role in the development agenda. While the impact can be achieved through financing, policy lobbying, capacity building, advisory services to governments, mobilizing other investors and paving way into new markets and sectors, there seems to be more emphasis on impact of external funding. Sibanda (2016) made an outright acknowledgement that "domestically mobilized resources will not be enough to finance the SDG agenda" in Zimbabwe. This was mentioned alongside the view that more players other than Government would be necessary to achieve the required funding levels.

Figure 1.1 Contribution of DFIs and aid agencies to economies

Source: Own Source

Above are some of the key activities DFIs and aid agencies play across economies. The roles extend beyond providing funding for developmental projects. However, surprisingly, in many instances when the development agenda is brought into discussion, there seems to be greater emphasis on funding than other non-monetary contributions required in driving development.

Amongst other activities, DFIs and aid agencies provide expert advice to governments. With the robust inter-continental experiences, these entities have capacity to educate governments on potential impacts of selected projects and optimum deployment of resources. DFIs "nurture countries and sectors that may not be on the radar for most mainstream investors at the moment" (African Banker, 2016, p29). This is an opportunity for DFIs to point governments towards sectors and strategies which efficiently and economically meet specific SDGs. Rao (2012) agrees that DFIs should concern themselves with integration of principles of sustainable development and this entails establishment of policies and how they are implemented.

Most DFIs have robust research teams which offer advisory services on sustainable, transparent and efficient market infrastructure. Such expert advice from DFIs, facilitates strong institutions (SDG16) and sustainable communities development (SDG11). Acemoglu and Robin (2012) in, "Why Nations Fail", expose chief reasons behind nations' prosperity and poverty. These include governance systems, rule of law, quality of economic institutions, the political environment and policy choices.

The African Guarantee Fund (AGF) as part of its de-risking products portfolio offers "capacity development of financial institutions to improve SMEs' financial product offerings". AGF provides technical assistance and strategies enhancing banks' capacity to appraise SMEs (AGF Annual Report, 2015). DFIs, such as SNV, the Netherlands Development Organisation, offer training and equip communities to undertake self-help tasks. These capacity-building initiatives contribute towards reducing inequality (SDG10) and promoting lifelong learning opportunities (SDG4).

DFIs' pave way for other investors to follow, based on the track record created. Investors naturally follow when a track record to reference has been created. As foreign direct investment increases so do economies experience improved industry and innovation (SDG9), decent work, economic growth (SDG8), as well as improvement of general well-being (SDG3). A UK fund manager acknowledges that DFIs were instrumental in raising initial funds and also "navigating through some of Africa's more opaque countries". (African Banker, 2016, p31). Despite the multiple functions DFIs and aid agencies can play, there seems to be greater focus on their funding role. Such emphasis on funding, in most instances, brings the question of the extent to which funding plays a role in achievement of sustainable development goals.

1.2 Problem Statement

It appears that there is a strong view that African governments, (Zimbabwe included,) mostly need external funding to get developmental projects done (Arezki & Sy, 2016). Commenting on Africa's infrastructure gap, Arezki & Sy (2016) argue that the greenfield nature and riskier phases of developmental projects as well as limited domestic revenue, necessitate foreign funding. There is such hype on the need for funding to support any meaningful development initiatives. However, outside the finance aspect, there seems to be less attention on other possible factors that influence successful implementation of global developmental programmes. In Zimbabwe, for instance, reports have been made of policy uncertainty and misalignment, deemed to be relevant in projects' success (KPMG, 2016). In its 2016 macroeconomic review, KPMG, shared vulnerabilities emanating from policy formulation adversely impacting Zimbabwe's development prospects. Yet with this background, the outcry is on curtailed funding and limited aid as key deterrents to development. There seems to be a misconception that all Zimbabwe needs is funding to realize success in development. The notion is to revive offshore lines of credit and get Zimbabwe back on the growth trajectory. The Lima Strategy document (2015), presented by Zimbabwe's Ministry of Finance maps the way towards clearing Zimbabwe's external debt arrears, as a means to unlock new capital inflows "in order to meaningfully contribute towards the attainment of accelerated, inclusive and sustained economic growth and poverty reduction" (p2). In this strategy document, these arrears are viewed as the chief impediment for Zimbabwe's access to new foreign funding instrumental in driving development. Basing on the concluding remarks of the strategy document, the highlight is on the need to draw foreign funders back into the country and unlock growth opportunities. But other than money, what else has a key role in delivering success in sustainable development? If there are other factors, then where do these factors rank, in comparison with funding availability? The emphasis and hype on external funding, may be misleading, particularly if there are other more pertinent factors which have traditionally not been included in development studies. There is a risk that the providers of such funding may continue to invest more energy in mobilizing increased financial resources, when in fact there could be other factors requiring the attention of multiple stakeholders in achieving the desired development outcome.

1.3 Purpose and Significance of the Research

Based on the problems highlighted in the previous section, this research aims to therefore assess the extent to which DFI funding and aid contribute to fulfilment of SDGs. In the process of doing so, it is imperative to draw lessons from the outcome of the Millennium Development Goals (MDGs) and determine what other, if any, are the key drivers in fulfilment of the development agenda. Another inevitable objective of this research is to explore the policy measures the government of Zimbabwe should consider in support of DFIs and aid agencies' effort towards arranging funding solutions to enhance fulfilment of SDGs.

Four hypotheses upon which this research is premised are as follows.

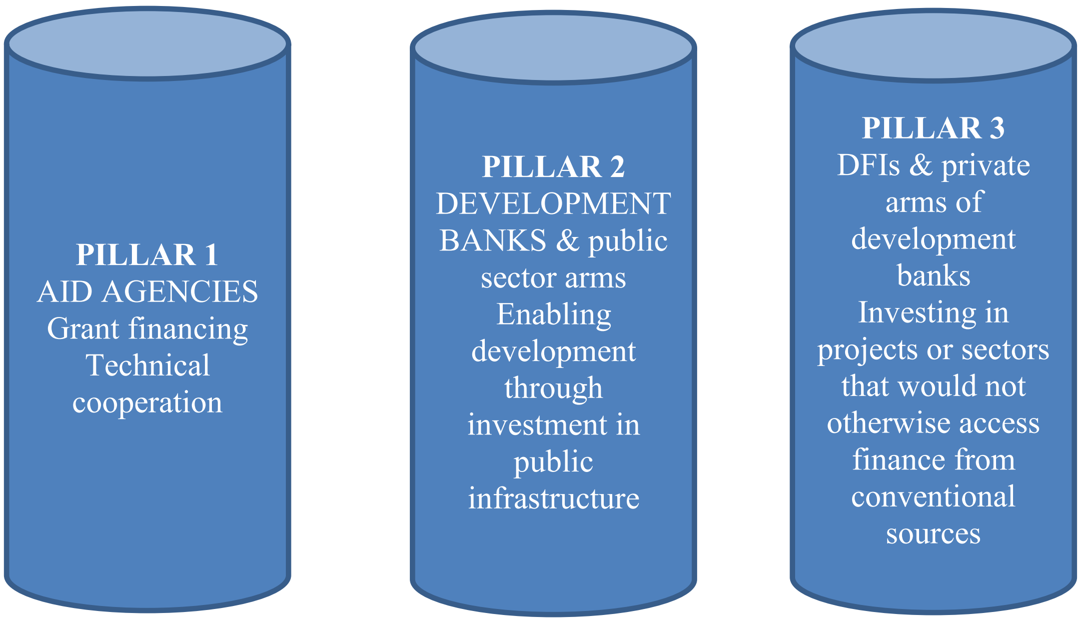
H1 : DFI funding and aid have a limited role to play in fulfilment of SDGs;

H2 : Impact of DFI funding and aid on development is quite significant, only if supported by strong governance structures;

H3 : Impact of DFI funding and aid on development is quite significant, on condition that development agenda is supported by the general populace;

H4 : The impact of DFI funding and aid has to be augmented by competent human capital. Views have been expressed on how the SDGs will be funded (United Nations, 2014). Discussions have been held on whether developing nations can really afford the SDGs. At national level, the aspect of financing takes centre stage when discussing developmental initiatives, creating an impression that the real solution to SDGs fulfilment is “money”. Sibanda (2016) discussed what lessons Zimbabwe derived from the unfinished MDGs agenda and what the implications are for the journey towards SDGs fulfilment. Among other factors, he strongly reiterated the need for continued engagement with the international financing community to unlock deep pockets of capital. Further to this, he emphasized that domestically mobilized resources will never be adequate in driving the development agenda and that the government definitely cannot be the sole player. Advisors (2010) cemented this position by stating that it will be an impossible mission to drive sustainable development without scaling up the involvement of DFIs. DFIs in this instance are singled out as the most direct channel which can shoulder delivery of the development agenda. Advisors (2010) spoke of the “Third Pillar” in development policy, bringing out emphasis on the significance of external funding in the development agenda.

Figure 1.2 Support levels in development phases



Carter et al (2014) acknowledged the possibility of funding gaps within the domestic markets, necessitating the need to establish extensive programmes which identify such gaps and matching them with international resources. In this process the international financing community serves to influence benchmarking development projects to acceptable standards, rendering them supportable.

The Global Development Finance publication (2004) discusses the robust infrastructure development Africa needs, across core areas such as power supply, telecommunications and access to clean water. Africa is mentioned as the key driver of infrastructure demand in the world. The limiting factor in achieving meaningful development is said to be access to the magnitude of funding required. It is the capacity to raise the required funding locally and sustainability of such sources that is questioned. The Global Development Finance (2004) argues that such capacity is mainly entrenched in the global capital markets, which have the depth, level of sophistication, an array of appropriate funding instruments, maturity and size to arrange the billions worth of funding to drive meaningful investment. These global funders are seen as having the capacity to access lower cost funding, structure investment partnerships which the host countries' government can barely manage to and lure multinational contractors with ability to introduce more modern technology.

This research seeks to understand the extent to which DFI funding and aid are central to successful meeting of SDGs. The chief stakeholders, in this instance, are the government of Zimbabwe, development finance institutions and aid agencies. There is need to encourage government to focus energy on the appropriate prerequisite(s) of success in sustainable development. This research enhances determination of the necessary policy measures. DFIs are not just expected to pour funding, but to also determine what policy loans are required to drive corrective behaviour at national level. Aid agencies are expected therefore to determine the appropriate "carrot and stick" measures to align funding with conditions necessary to achieve specific SDGs. For instance, Moyo (2012) confirms that in the 1990s the World Bank insisted on pledging additional support on condition that the recipient countries would also channel funds into improving governance structures, reducing bureaucracy and improving civil service.

Other carrot and stick possibilities have been in the form of incorporating Equator principles from due diligence stage, project construction, to operational years during loan-life, thereby promoting positive environmental and social outcomes. The Equator Principles address acceptable environmental and social impacts. The focus areas include environmental factors, social aspects, stakeholder engagements, lenders' covenants, accountability in reporting, transparency and grievance mechanism. Enforcement of these principles by DFIs in lending, influences attainment of almost all the SDGs. Also in investment analysis and decision-making processes, DFIs incorporate social responsible investment (SRI) practices. This facilitates sustainability considerations which are core to the SDG agenda. The direct impact is curtailing short-termism in projects, thereby taking a long-term view beyond achieving quick returns.

There is literature contending that Africa does not really need aid or external funding but more of own solid economic governance structures and rule of law (Moyo, 2012; Acemoglu and Robinson, 2008). The argument here is that, with sound economic governance structures, everything else falls into alignment and the much-needed funding will be self-generated within the same countries. Moyo (2012) explains that in most countries, there is a significant middle class which contributes into the national fiscus by way of taxes paid. Such tax payers then hold the government accountable in how the national revenues are budgeted. When aid is then brought in, the national authorities become less compelled to be accountable to the citizens as the aid inflows reduce dependence on locals. She argues that the tax paying communities are instrumental in stimulating long-term sustainable development, mainly because of their lobbying for policy reforms and accountability. According to Moyo, it follows that continued aid disarms civil society and robs the nations of the much needed social capital that should cement the core pillars of business, politics and the economy at large.

In what Moyo described as "the silent killer for growth", she presents multiple adverse effects which then follow increased aid inflows. Her argument rests on the possible conflicts as politicians wrestle to retain or gain more power in order to access the unlimited aid inflows. In addition, Moyo sees aid as contributing to negative effects on key elements of the economy. She mentions disruption emanating from increased consumption drive as opposed to investment and savings as well as other related problems brought about by sudden influx of cash in poorly managed domestic economies. Moyo (2012) proposes a road map which is premised on an imminent withdrawal of further aid inflows. Such imagination of cessation of aid will prompt the developing countries to have the political will to formulate sustainable and responsible means of increasing domestic savings, trade, foreign direct investments and gaining access into international capital markets. Such bold stance will allow Africa to take ownership of its development agenda and wean itself off dependency syndrome.Contrary to this, is another view that most economies have funding gaps, regardless of economic status, and this necessitates aid and external borrowings. So for any meaningful development work to happen, external funding is key (Chenery & Stout, 1966; Rao, 2003). This research seeks to assess the relevance of the two contending literatures to the Zimbabwe situation. If such relevance is minimal, this research should establish the factor(s) applicable to Zimbabwe. Ultimately, the research will draw crucial advice to governments, DFIs and aid agencies in their quest to maintain relevance in delivering SDGs by 2030.

1.4 Research Questions

The questions explored in this research included the following: To what extent are the roles of DFIs and aid agencies relevant in meeting the SDGs in Zimbabwe? How does external funding drive the fulfilment of sustainable development goals in Zimbabwe? To what extent is access to external funding and DFI funding important for the success rate of fulfilment of SDGs ? The underlying assumption for these questions is that a number of Africa's finance ministers are repeatedly seeking external funding, on the assumption that this is critical in achieving the goals, it is not clear what happens to the successful achievement of SDGs when such funding fails to materialize.

1.5 Research Scope

The scope of the research explores broad variables deemed to be key elements impacting the development agenda, with a view to then narrow towards assessing the significance of external funding. While the research is focusing on SDGs, the MDGs era is brought in to derive possible key learnings relevant for this successor programme. Prior to the hyperinflation, Zimbabwe enjoyed significant donor activity. As the operating environment deteriorated, an exodus of the key donor community was experienced. To date, the donor activity is still somewhat constrained. At a national level, it is worthwhile to assess to what extent DFIs and aid agencies' funding influences public participation in national budget processes, budget accountability, budget transparency and economic governance structures in driving Zimbabwe's implementation of SDGs.

Closely related to national budget issues and the government's administrative capabilities are the following elements of development which have an impact on the development agenda. It is important to note that external funding comes with conditions that influence other multiple elements, some of which are shown in the table below. These elements cascade directly or indirectly from the nature of the funding offered at national and private sector levels. DFIs and aid agencies are known to include terms and conditions, representations and warranties, conditions precedent as well as multiple covenants. These influence governance structures and policy direction.

Figure 1.3 Elements impacting the development agenda

Funding from development finance institutions and aid agencies;
Utilization of internally generated resources for development financing;
Strong local institutions;
Market-friendly policies;
Strong competent human capital;
Foreign trade;
Rule of law?

Source: Own Source

The 17 SDGs can be grouped into three clusters, namely, economic, social, and environmental. This research will gauge to what extent these three categories require external funding as a catalyst to ensure their fulfilment. It is worthwhile to explore how Zimbabwe fared in fulfilment of the predecessor global development programme, MDGs, and investigate what factors in Zimbabwe influenced such outcome. Though running for a similar time period, SDGs (2016-2030) are a more inclusive and comprehensive follow-up set of goals to the MDGs (2000-2015). While there are differences in quantum and composition of the two goal sets, both sets were designed to positively impact economies, with an ultimate goal or achieving better livelihoods world over. The question relevant here is on the extent to which external aid agencies and DFI in Zimbabwe during the MDGs era influenced how the country fared in this earlier development agenda. Understanding how Zimbabwe fared during the MDGs era helps assess what influenced the country's level of success then, and will be important in debating how Zimbabwe should reposition herself to record greater success in the SDGs agenda. A key question worth addressing in this research relates to the extent to which external funding is critical in successful realisation of SDGs.

1.6 Research Assumptions

This research is conducted based on two assumptions. First, based on the informed consent letter signed by the participants prior to responding to the questionnaire and interview questions, the participants have a genuine interest in the development agenda of Zimbabwe and have no other ulterior motives in participating in this study. In addition, the participants agreed to be involved in the research unconditionally. Given the ease of securing the appointments and the willingness to invite other potential participants into the discussion, it is reasonable to assume that there was genuine commitment to invest time and expert input into this research.
Secondly, judging from the response rate, when the research topic was introduced to the participants, it is assumed that the participants have a reasonable understanding of the background to the origins of the Millenium Development goals and Sustainable Development goals as well as their relevance to Zimbabwe. The sample selected targeted professional individuals in strategic decision-making positions in organisations, with in-depth knowledge of the subject both from an academic perspective and practical experience in national development activity. In introducing the subject matter, none of the participants showed ignorance on the key terms used in constructing the questionnaire. Some of them were able to recite selected SDGs from personal memory. Further, it is assumed that government officials in Africa and even scholars largely believe that funding is crucial in the development agenda. Therefore, it is expected that most of the research participants will have some position on this.

2 LITERATURE REVIEW

While the United Nations General Assembly in August 2015, acknowledged the key role financial resources will play in fulfilling SDGs, there remains debate on the effectiveness and the role external funding has on development. There are assertions that external funding has a key role in development, but there are also extreme views calling for total exclusion and irrelevance of such funding. Such extreme positions advocate for rule of law and sound economics governance structures, amongst other factors, as the heartbeat to stimulation of development (Moyo, 2012).

2.1 Drivers of Development

2.1.1 Role of External Funding and its Effectiveness

Under "Means of Implementation" clauses 41,43 and 44, the UN Assembly recognizes mobilization of financial resources locally and internationally in fostering the development agenda. It is interesting to note the attention given to the role of national parliament in the legislative processes, budgetary systems and ensuring accountability. While the international financial institutions are acknowledged by the Assembly, their effectiveness has to be supported by strong local governance systems.

Admittedly an outdated model, yet still being applied, the Two-gap model (Chenery & Stout, 1966), also known as the Financing Gap model (Rao 2003) identifies external funding as the means towards filling the in-country funding gap after taking into account domestic savings and private investment. Following this gap theory, numerous surveys and reputable international publications highlight certainty of funding gaps in every economy, an indication that only external funding can make the difference to meaningful development.

The financing gap theory suggests that recipient countries need some form of project funding for meaningful development to happen. The theory sees a direct link between economic growth and level of investment. The recipient countries are viewed as having limited capacity to generate own investment and capital to develop. Therefore donors step-in to fill this gap. Such aid, according to the gap theory, should encourage governments to increase saving to then re-invest in the economy. Based on historical evidence, this has been challenged. According to Rao (2003), there are mixed reports to the extent of failure or success of external aid. He argues "the effectiveness or development impact of external aid has remained a complex issue over the past decades" (Rao, 2003, p.106). There is possibility of recipient countries increasing their government spending instead, in response to the "newly found" source of inflows. The wider the difference between savings and investments, the greater the financing gap and hence the more foreign aid desired. This possible manipulative element to attract more aid has been criticized. Despite such criticism, there are international financial institutions still applying the financing gap model in projecting the aid necessary.

Easterly (1999) assessed eighty-eight recipient countries in terms of impact of aid on development, with the dependent variable being Investment/ gross domestic product and overseas development assistance as the independent variable. The investigation only found six out of eighty-eight countries having a positive significant coefficient. In conclusion, Easterly argued that there is no firm confirmation that filling the gap leads to increased development or growth.

The African Banker publications in a number of articles reinforce DFI funding activity in the developing countries as the centrepiece in filling the infrastructure gap. In addition, DFIs have been labelled as Africa's market-makers because of the key role in developing capital markets and supporting growth. In an effort to plug the perceived financing gap, DFIs have been increasing their balance sheets. It is widely believed that the commercial lenders are less likely to provide the much needed investment than foreign DFIs.

The debate continues on exactly what Zimbabwe really needs to drive the sustainable development agenda. There are logical arguments derived from the financing gap theory and the mandate DFIs carry. Adding to the debate, Cato (2002), asserts that due to misalignment and independence of incentives or motives between the recipients and external financiers such capital flows are rendered ineffective. The possible resultant ills like rent-seeking, maximizing short-term political support and corruption, taint continued aid. Cato (2002) asserts that the most feasible alternative to external funding is to stimulate global economic development by removing trade barriers and any government interventions which distort efficiency of the economy. In developing this argument further, Cato (2002) reaffirms that it is not the increase in foreign aid which fosters modernisation of standards of living for the world's less privileged societies.

The writings of Moyo (2012) in "Dead Aid" as well as Acemoglu and Robinson (2012) in "Why Nations Fail" are difficult to ignore when escalating the debate on external funding impact on development. Moyo dismisses aid and concessional loans on grounds of fostering manipulative behaviour to create a continued needy picture, thereby thwarting developmental initiatives and creating perennial over-dependence on external funding. To back-up her argument that aid is not the optimum solution, Moyo presents a series of evidence of economies which benefited from such funding but resulting in no commensurate level of sustainable economic growth and poverty reduction. As an alternative, she highlights setting the right policies as the centrepiece for fostering development. She argues that, with the right policies in place, Africa, can turn itself around. Access to capital then comes in as a sweetener after the right policy framework.

2.1.2 Strong legal institutions, property rights and rule of law

Contrary to the UN Assembly assertion, Curott (2010) dismisses the relevance of external aid in development results. Curott argues that aid stimulates wrong behaviours politically such as "waste, corruption, politicization and privilege-seeking" thereby deterring economic development. As an alternative to aid, Curott argues that what the developing world really needs are legal institutions geared to promote protection of private property and upholding rule of law. This is viewed as the major conduit for sustainable development. A critique on effectiveness of aid is presented based on history of development trends observed across Africa, as aid flows are recorded. In the assessment done, Curott dismisses aid on account of little development observed, negative economic growth in some instances, economic reasoning and historical evidence. A puzzling revelation presented is on how the first nations to develop did not access any foreign aid to witness the economic growth and development decades ago.

In a study specific to Bangladesh, authors Mahmud, Ahmed and Mahajan (2008) found that institutional reforms are instrumental in maintaining a sound economic order. In a related discussion, Acemoglu and Robinson (2008) agreed that institutional reform drives resolving of development problems and poverty. They explain that the differences in the form, strength and quality of institutions account for the differences in prosperity across nations.

2.1.3 International Trade and enabling policies

In assessing the extent to which aid helps poor countries to prosper, Cato (2002) presented additional variables to the debate on key drivers of sustainable development. International trade and introduction of market friendly policies are highlighted as more meaningful drivers of development rather than injection of any form of external funding into the economy. International trade initiatives trade and sound market policies are weighed against external funding. Can trade really be more effective in developing an economy compared to aid flows?

Zimbabwe, based on 2016 economic performance, suffered a negative trade balance (European Commission, 2018). It remains debatable on whether such trade deficit is entirely detrimental or somewhat beneficial to an economy.

2.1.4 Economic Reform

In an earlier debate, Burnside and Dollar (2000) maintained a position that aid does make the impact but only when backed by economic reform in the recipient country. Maskymenko and Rabbani (2011) tested the impact of economic reform and human capital on key economic variables in India and South Korea. They found that the two factors have long-term significant impact on economic growth in both countries. Human capital was found to have positive effect in both countries' economic development. Economic reform was noted as having a positive impact in South Korea, but negative in India. The difference was mainly explained by different degrees of efficacy of reform measures, such as hesitant approach to reforms implementation, timing and other country-specific issues in India. The outcome of the research was inconclusive, pointing towards the need to consider a wider range of countries which have undertaken market reforms and human capital development.

Phimphanthavong (2012) studied developments in Laos and found that economic and institutional reforms were instrumental in the growth witnessed in Laos in the 1990s into 2000s. The country transitioned from a socialist system in the 1970s which had largely contributed to the poor citizenry, to a market oriented state in 1986, which ushered in strong economic development and poverty alleviation.

2.1.5 Competent Human Capital

A contrary perspective from the New Growth Theory, disregards impact of international trade and even foreign aid on development but gives all the credit to competent human capital as the key. The theory asserts that the skilled population influences ability to internalize modern technology while government upholds property rights, thereby minimizing government distortions and hence capital accumulation. Wilson and Briscoe (2004) investigated the impact of human capital on economic growth. They found that investing in human capital through education and training had a strong positive link on productivity, output and general economic performance. Quality of leadership, skill and qualifications were observed to influence competitive advantage and performance. Further research is required though in impact measurement, especially given the inconsistency in accessing accurate statistics. Hansson, et al

(2004) undertook a similar investigation and concluded that “human capital is a major factor in generating future growth and prosperity”, thus explains “the rise and fall of nations”. UNESCO (2013) found Zimbabwe to have over 80% literacy rate in both the adults and youth categories. This is not commensurate with the country’s economic and prosperity ranking, hence worth interrogating further.

2.1.6 Strong institutions, government accountability and responsiveness

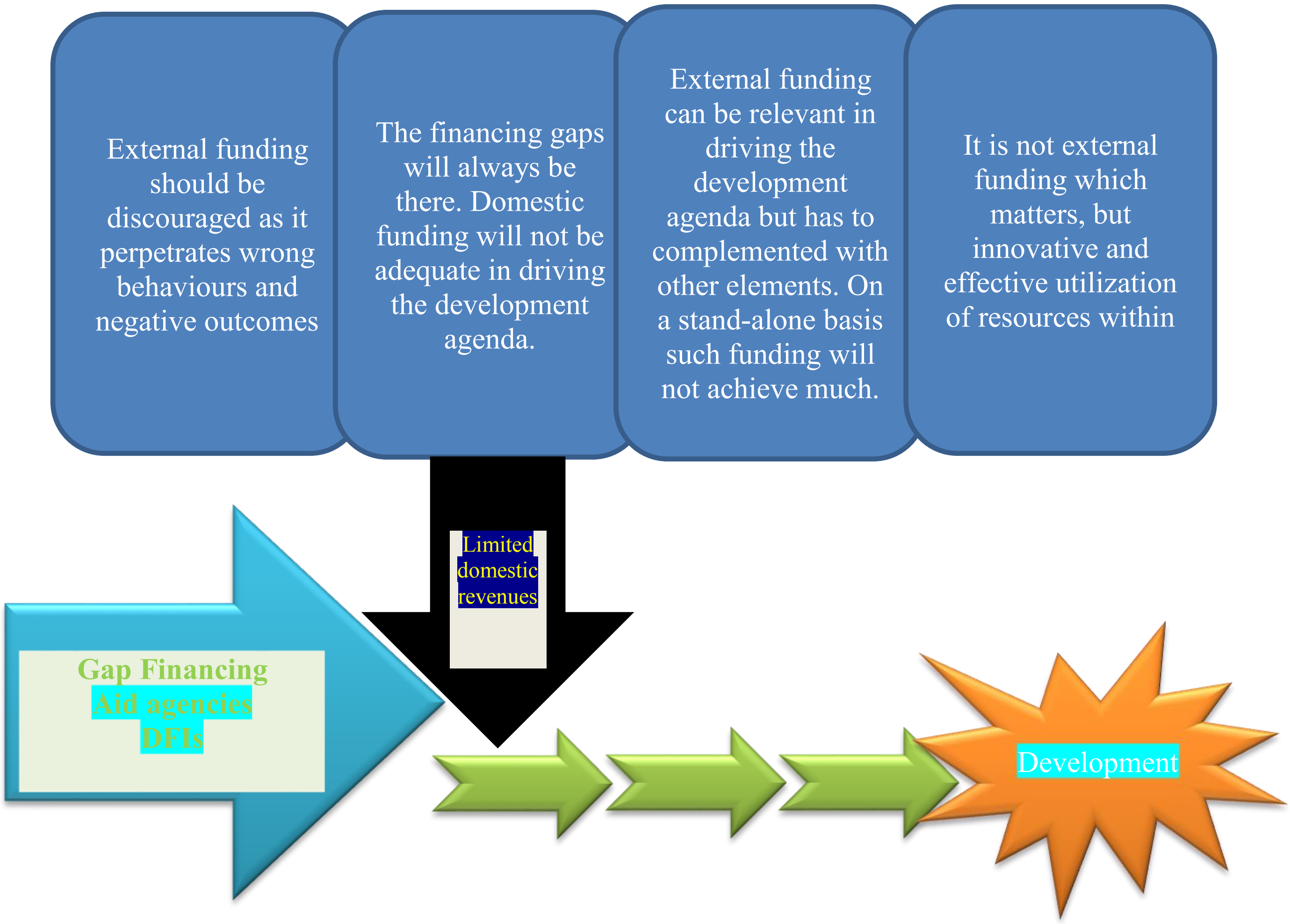
Almost with the same rigour as Moyo (2012), Acemoglu and Robinson (2008) strive to explain the sharp differences in incomes and standards of living in different countries. The two build interesting momentum as they unlock the puzzle behind the high poverty levels in some geographies and yet are surrounded by prospering nations. In investigating the constraints, negligible attention is paid to the role of external funding. Instead Acemoglu and Robinson believe that the answer rests in government accountability, responsiveness to citizens and creating an enabling environment for citizens’ economic creativity. In all this, the two demonstrate by using specific historical examples which prove that economic trajectory is largely determined by the institutions a nation has. Extractive economic and political institutions shoulder the blame for nations’ failure. These institutions are said to cause nations failures if they do not create -incentives for savings, investments and innovation.

2.2 Conclusion

2.2.1 The Research Gap

The literature on the extent that external funding has on development is not conclusive. In some instances, the impact of external funding is outrightly dismissed. Other authors view the impact of such funding as conditional and dependent on other drivers. Whether each of the drivers can be impactful independent of the others is another debatable matter. A key area worth of further investigation is what a nation can do from within its own borders to create new capacity to tackle the social, environmental and macro-economic categories of the SDGs, before advocating for external funding. The diagram below summarizes the literature reviewed.

Figure 2.1 Summarized literature review



3 RESEARCH METHODOLOGY

3.1 Research Approach and Strategy

This research followed a qualitative design to allow for a deeper understanding of the perceptions and explore the unique experiences the different interviewees have of the Zimbabwe operating environment. Given the sensitivity of the subject matter, some level of flexibility was necessary and a qualitative approach was best suited in achieving this. Explaining the various views may be difficult to articulate in quantifiable or measurable terms. The research explored multiple factors which could not easily be quantified. The idea was not to quantify the developmental outcomes influenced by each of the factors explored but to merely investigate the actual reasoning on the extent of the influence, based on the participants' experience and understanding of development studies. In addition, the approach selected allowed for an original practical feel of the environment, which cannot be experienced at the level desired in numeric terms. A descriptive capability and flexibility was therefore achieved as a result of use of this approach.

Given the infancy of the subject of SDGs, this means exploring into an area which has not yet been fully understood or properly identified, hence the preference for a qualitative approach (Hancock, et al (2009). It was anticipated that the data to be derived from the research and the explanation to be developed could not be completely expressed in numeric form. In addition, a qualitative research approach benefits from deriving multiple realities directly from the participants, thus providing deep insights which quantitative methods may not achieve. The targeted classes of interviewees were approached in their natural setting. The reasoning was inductive and allowed for "rich descriptions" and well as "trustworthiness of findings"(Pearson Education Canada, 2007).

The qualitative nature of this research followed an inductive thematic approach. The intention was to investigate and generate possible new theory emerging from data collected. There was identification and coding of themes emerging from the data. The in-depth interviews, based on semi-structured questionnaires facilitated a free-flow of data. Inductive thematic analysis entails reading through the data, identifying core themes, coding them and facilitating interpretation. The research relied on primary data sources to allow opportunity for independent and original thinking rather than focusing on existing thinking.

3.2 Data Collection, Frequency and Choice of Data

A mixed approach was used in data collection. This involved engaging selected entities for in-depth face-to-face semi-structured interviews, telephone interviews and electronically administered questionnaire. To enhance in-depth responses, especially given the inter-connectedness of the research questions a combination of multiple research tools was found to be most appropriate. The nature of the topic required involvement of a special calibre of individuals who generally may want flexibility in the research tools used. So the mixed approach in data collection tools was meant to cater for privacy, time management, availability and any other preferences the target interviewees were likely to present. Company reports and publications relating to activities of selected DFIs as well as agencies were also used in preparing for the interviews. These assisted in achieving reasonable control over the data.

3.3 Sampling

The universe of sources of the data comprised development finance institutions in their different categories, UN Agencies with representation in Zimbabwe and relevant policy makers under the government of Zimbabwe. The subject of fulfilment of sustainable development goals in Zimbabwe provokes the core focus of various institutional or population groups. These groups include the multilaterals, bilaterals, private philanthropy, global funds and private commercial sector. Added to this list are UN agencies with representation in Zimbabwe; policy makers such as government of Zimbabwe ministries, Zimbabwe Investment Authority (ZIA), Reserve Bank of Zimbabwe (RBZ); Non-governmental organisations (NGOs) particularly environmental activists, human rights organisations and donor agencies. Each of the population categories required specific sampling methods on account of uniqueness of size and geographical distribution.

Figure 3.1 Population categories and sampling methods applied

Category	Population Size Confirmation	Sampling Method	Justification of Sampling method
Multilaterals	Publications from Ministry of Finance, Reserve Bank of Zimbabwe confirm the active multilaterals in the market	Random sampling	-multilaterals almost do the same tasks; -very few multilaterals have focused on Zimbabwe in recent few years.
Bilaterals	"	Non-probability, judgemental sampling	-there are a few known bilaterals which have been actively involved in Zimbabwe
Private philanthropy	"	Non-probability random sampling	There are numerous such entities serving almost the same purpose.
Global funds	"	Non-probability, judgemental sampling	-there are a few known global funds which have been actively involved in Zimbabwe
Private commercial sector	Made reference to Reserve Bank of Zimbabwe list of registered commercial banks	Stratified random sampling.	-There are two broad categories -local and foreign banks. Random selection from the two ensured a balanced coverage without the need to engage all the individual banks.
Policy Makers and regulators	Official list of government ministries and regulatory bodies. Official government institutions overseeing	Non-probability. Convenience Sampling	-there are a few specific policy makers regulators with significant relevance for this specific research topic.

	inflow of external funding.		
UN Agencies	Referred to list of UN Agencies with representation in Zimbabwe	Stratified random sampling	-Ensured coverage of all available categories but without need to engage all the individual constituents
Funders of Non-governmental organisations (NGOs)	National Association of NGOs (NANGO) maintains the full list of registered NGOs operating in Zimbabwe	Stratified random sampling	-there are three categories :- human rights organisations, donor agencies, environmentalists -randomly chose from each of the categories and focused on the funders specifically.

Multilaterals and Global Funds

There are few multilaterals which have been actively involved in Zimbabwe over the past few year, in terms of providing funding and maintaining representation in the country. Three multilateral were interviewed on account of the quantum invested over the past five years and publicly noted visibility in the country.

Bilaterals

While there are about seven bilateral institutions publicly known to have participated in major capital projects involving Zimbabwe- based borrowers over the past five years, only three have been topical in terms of participating in multiple capital raising initiatives in the country. Of these three, two were selected and interviewed, on account of accessibility.

Private Philanthropy

Investigations revealed that there is no credible authority maintaining an updated database of private philanthropists, as a source of credible information. In addition, some private philanthropists deliberately do not make themselves publicly known. It is also interesting to note that almost all corporates have corporate social investment activities, which effectively qualifies them as philanthropists. The research therefore relied on the private commercial sector category.

Private commercial sector

At the time of this research, there were fourteen registered commercial banks, of which eight are foreign-owned and six local. The sample drawn for this research comprised <u>eight</u> commercial banks, five being foreign-owned and three local.

Policy makers and regulators

While it can be acknowledged that the all government constituents have a role to play in fulfilment of the seventeen SDGs, there are certain SDGs which can clearly be tracked to specific government ministries and regulatory bodies. At the time of this research there were thirty government ministries, and of these, <u>nine</u> were selected on the basis of their direct relevance towards specific SDGs.

UN Agencies

The UN agencies operational in Zimbabwe are administered centrally through UNDP, as <u>one</u> portfolio. Therefore an extensive interview was conducted within the parent office and negated the need to approach the multiple underlying agencies separately.

Funders of Non-governmental organisations

It was noted that, while there are numerous NGOs on the NANGO register, it is yet to be ascertained how many are still active and with meaningful representation in the country. The dwindling and inconsistency in activity is largely due to the perceived country risk environment, which has contributed to the exit of some NGOs. Moreover, the remaining NGOs are largely engaging in humanitarian activities rather than running as actual aid agencies providing developmental funding. In light of the risk of inaccurate population estimation, the focus was on the actual main funders of the NGOs community in the country rather that the NGOs themselves. <u>Seven</u> funders of NGOs activity were interviewed.

A total sample of thirty was achieved from the above population groups. The same questionnaire was used across all the thirty-one participants. Consistent interview questions were presented to all participants to augment the data provided from completion of the questionnaires.

RESPONSE RATE

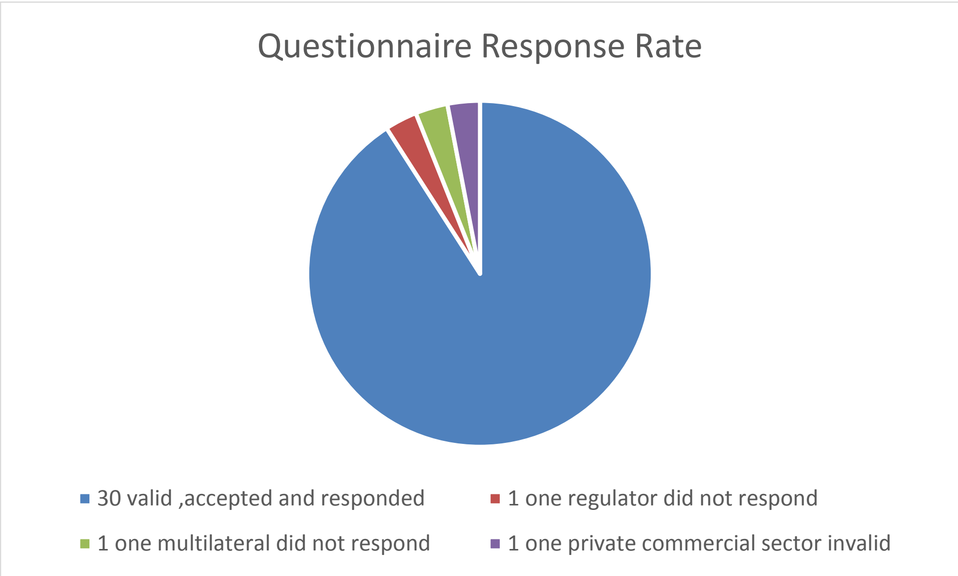


Figure 3.2 Response Rate

Thirty-three questionnaires were deployed. One regulator and one multilateral did not firm up on an appointment. One private commercial sector participant made errors in some sections, rendering the outcome invalid. Thirty questionnaires where accepted and completed.

Participants

	Number
Multilaterals	3
Bilaterals	2
Policy makers	6
Regulators	3
UN	1
Private commercial sector (banks)	8
Aid agencies/funders of NGOs	7
Total	30

Figure 3.3. Participants

3.4 Data Analysis Methods

Techniques of data analysis used are qualitative in nature and the strategy involved coding and categorising. Data collected were read with a view to pick out themes, categories, patterns and relationships. The process first focused on organizing the data in tabular form, sorted by respondent, question and other features. To facilitate this, the questions answered were identified and differentiated. The data or answers to the various interview questions were initially written in verbatim form. A list of recurring words, ideas, concepts or themes from the interviewees were noted against each key question. Such arrangement of the responses allowed for ease of picking out core themes.

There was continuous examination of detail and in-depth assessment of any new information emerging. Grbich (2013) supports interrogation of the data backwards and forwards to identify linkages and relationships. As a means of ensuring reliability and validity of the research, Roshan (2009) recommends the concept of reflexivity, which entails continual construction of themes throughout the research process. Such interrogation and identification of multiple themes serve to minimize personal bias.

Thereafter finding and organizing ideas and concepts followed. The specific recurring words revealed the interviewees' perceptions, attitudes and views. To enhance accuracy of interpretations of the responses, during transcription and translation, no "cleaning up" of verbatim was undertaken. True translation, original speech patterns were retained to ensure accuracy. This also ensured that best reflection of the outcome of the conversation was captured as accurately as possible. The recurrent words or phrases were organized into codes or categories.

Each of the response categories were assessed for connectedness to one or more associated themes, hence providing a deeper interpretation of the data. Therefore the different categories were collapsed under one main encompassing theme. This meant establishment of relationships by creating categories and sub-categories. These relationships were drilled deeper to achieve the least number of categories. To enable construction of a graphical presentation of the above rankings, reverse weights were applied. For instance, in each case where a factor was ranked 1^{st} , then 6 points were allocated. It therefore followed that a factor ranked 2nd, 3rd, 4th, 5th and 6th got allocated 5points, 4points, 3 points, 2 points and 1 point respectively.

3.5 Research Reliability and Validity

Reliability and validity in data collection, consolidating the findings and data analysis were closely monitored. The data was collected within a three-week period to ensure that the dynamic nature of events in Zimbabwe and possible short-term changes and their effects do not significantly influence outcomes. The timely and consistent collection period limited possible maturation effects on the research conclusion. The questionnaire and the supporting interview questions were worded and structured in a simplified format, to minimize possibility of interviewers withdrawing from the research, before completion of all the questions. This prevented possibility of incomplete questionnaires. To eliminate instrument bias, a standardised scoring format was used across the questionnaire.

Recognizing possibility of biased questions which can influence the participants' answers, open-ended questions were included in the questionnaire and in the face-to face conversation no leading questions were presented. This allowed the participants to freely share own original thoughts. The questions were worded in a manner that eliminated risk of unanswerable question bias or misunderstood question bias. Further, there was room for the participants to attach a weighting reaffirming the strength of the answers given.

In facilitating discussions with each of the participants and to eliminate moderator bias, a neutral voice tone, language style and body language were maintained. In addition, no personal opinions were brought in to allow the participants freedom of expression. Moreover, the participants were approached in their respective business environments or venues preferred to provide adequate comfort in delving into more detail.

Validity addresses the accuracy with which the measuring method is applied to what will be measured. Reliability focuses on the consistency on the findings throughout the transcribing and analysis stages. A systematic and consistent way of analysing the research was maintained. Different forms of triangulation were considered to promote dependability of findings and enhance validity. Views from different market players were considered to obtain different perspectives on the specific core questions. In addition, different researchers were used to conduct the same interviews or analyse the same data as a way of testing validity.

Lastly, the analysis led into the possible and plausible explanations to the findings. Having noted the summary of the findings and themes, these were assessed against the literature. This involved re-reading the data for further analysis to extract insights. This iterative approach helped to highlight major outliers or surprises or any alignment with literature noted. The implications of the over-arching themes were explained. Depending on the theme and quantity of related grouped questions, frequency tables, graphical representation of data were used. These were based on a concise and simplified scoring system, allowing ease of interpretation of the results

3.6 Limitations

There are limitations of the data collection tools selected. If the tools are self-administered, the response rate tends to be lower, since the participants would have been left to go through the questionnaires on their own. Participants were directly engaged both telephonically and face-to-face allowing for an opportunity to ensure direct intervention in getting all questions responded to. While the response rate was high, some participants had time constraints and therefore were deprived of the opportunity to mine out more information particularly on the open-ended questions towards the end of the questionnaire.

There was possibility of knowledge gaps of participants depending on their level of involvement in the subject area. The background details on the development agenda were revisited to ensure alignment before administering the questionnaires. Due to busy schedules of some of the selected participants there were response delays in firming up the time slots. To counter these limitations, alternative personnel at similar level were approached and related organizational publications used to derive additional data.

4 RESEARCH FINDINGS, ANALYSIS AND DISCUSSION

RESEARCH FINDINGS

One third of the multilaterals rated economic reform as the most important, while two thirds ranked strong legal institutions as crucial in driving the development agenda for Zimbabwe. It is interesting to note that funding was ranked fifth and sixth by the same category of research participants. All the multilaterals interviewed ranked strong financial institutions second, while competent human capital was ranked fifth and sixth. Bilaterals ranked strong legal institutions first in terms of importance in facilitating Zimbabwe's achievement of sustainable development goals. Funding was glaringly ranked least important at fifth and sixth. As for the policy makers category, no clear lead was observed as some insisted on ranking all the six factors as complementary and therefore equally important. However, it is interesting to note that three out of six of the policy makers selected ranked funding as fifth and sixth in terms of importance.

None of the research participants in the regulators sample ranked funding first. However, there was a variance on what they ranked first. The results indicated an even spread on three variables, namely, economic reform, strong financial institutions and strong legal institutions. Insights from the UN discussions concluded with ranking funding last in terms of relevance in the achievement of SDGs in Zimbabwe. Strong financial institutions were ranked first, competent human capital second and economic reform third. A clear lead was observed in the private commercial sector category, where five out of eight ranked strong financial institutions as most critical in driving the development agenda in Zimbabwe.

Aid agencies showed no clear lead, with outcomes scattered across the six factors assessed in this research. It is worth noting that only fourteen percent ranked funding first. Below are the consolidated results for the entire sample comprising bilaterals, multilaterals, aid agencies, private commercial sector, policy makers, regulators and the UN agencies.

Significance of external funding in achievement of SDGs

YES	NO
29	1

From the sample of thirty participants, twenty-nine acknowledged that external funding has a role to play in Zimbabwe's achievement of sustainable development goals. However, the twenty-nine widely differed on what score they allocated in terms of strength of the significance of funding on a scale of 1 to 10, with a score of 1 signifying least strength and 10 strongest. Fifty-seven percent of the total sample gave a score of 8 and above.

1	2	3	4	5	6	7	8	9	10
0	0	2	0	4	3	3	8	2	7

The single participant who declined the relevance of external funding in Zimbabwe's development agenda argued that the country needed to "mobilize own resources as donors will not do much". The argument presented touched on how the Africa has continued to face developmental challenges despite injection of donor resources. In addition, emphasis was placed on the "need for fair trade and good governance instead of donations". In concluding the argument, the participant reiterated that "previous programmes have not yielded results, even having received funding", and this raises a concern that there could be other non-financial factors influencing success of developmental programmes.

The majority who scored external funding highly, commented that Zimbabwe has faced significant dilapidation over the years and needs rehabilitation and that such infrastructure gap cannot be fully funded from internally generated resources.

Significance of strong legal institutions, property rights and rule of law

YES	NO
29	1

Similarly to the question on funding, twenty-nine participants acknowledged the role of strong legal institutions in Zimbabwe's achievement of SDGs. However the strength of the scores resoundingly shows high rating of this factor as shown below. Ninety percent of the total sample gave a score of 8 and above.

1	2	3	4	5	6	7	8	9	10
0	0	0	0	1	0	1	4	8	15

The participants who allocated low scores expressed concern that "ambiguity and lack of clarity of laws" undermine effectiveness of the legal institutions within the Zimbabwe operating environment. In addition, it was commented that there is no meaningful representation of strong legal institutions in the development agenda. A further concern raised was on how "the laws are not fully enforced, despite legal structures being in place". This is an indication that the prevailing policy environment could be a deterrent in effectiveness of the legal institutions.

Significance of international trade and enabling policies

YES	NO
29	1

Twenty-nine participants acknowledged the relevance of international trade and enabling policies in Zimbabwe's development agenda. Of these, seventy-six gave a score of 8 and above, in terms of strength.

1	2	3	4	5	6	7	8	9	10
0	0	0	1	1	2	3	12	5	5

The accompanying comment against the low scores allocated largely focused on the alleged disrespect of trade agreements within the trading partners across Africa and beyond. In support of the strong scores, it was commented that Zimbabwe has a lot of natural resources that can be traded to generate capacity for industrialization and foreign currency inflows to finance own development.

Significance of competent human capital

YES	NO
29	1

Of the total sample, twenty-nine acknowledged the relevance of strong human capital in Zimbabwe's development agenda. Eighty-six percent gave a scoring of 8 and above.

1	2	3	4	5	6	7	8	9	10
0	0	0	0	2	1	1	6	9	10

The comments given by the participants who allocated low scores did not anticipate impact of competent human capital to be that significant in the Zimbabwe's development agenda, given the skills flight over the years, which inevitably is benefiting external economies. It was shared that the country has competent human capital but prone to skills flight. The high level of unemployment in the country was said to lead into under-utilized human resources hence vulnerability to brain drain. An interesting view expressed was that the local curricula may not be relevant to effectively address industry and environmental needs underscored in the SDGs.

Significance of economic reform

YES	NO
28	2

Twenty-eight participants acknowledged the relevance of economic reform in the Zimbabwe development agenda. Eighty -two percent allocated scores of 8 and above.

1	2	3	4	5	6	7	8	9	10
0	0	0	1	0	0	4	7	5	11

The comments accompanying the low scores revealed that success of economic reform is dependent on who is leading the economic reform. An example given was on how an economic reform championed by IMF and World Bank in the form of structural adjustment programmes, such as the Economic Structural Adjustment Programme (ESAP) in Zimbabwe, did not result in the desired effect of improving economies of lower-middle-income countries (LMICs). It was argued that it is better to have own home-grown solutions. Such cases of home-grown solutions were said to be rare, as funding is often tied to achieving targets on indicators set by the IMF and World Bank. A general comment shared emphasized the inability and reluctance to reform observed in most African countries, hence limited confidence in terms of the real impact such reforms can make.

Significance of strong financial institutions, government accountability and responsiveness

YES	NO
29	1

Twenty-nine acknowledged the relevance of strong financial institutions in the development agenda. Of these ninety-seven percent gave a score of 8 and above.

1	2	3	4	5	6	7	8	9	10
0	1	0	0	0	0	0	4	11	13

The comments accompanying the low sentiments expressed concern on “indiscipline across the financial services sector” which undermines confidence such institutions can bring to the development agenda. In addition, it was stated that there is “too much politicisation of everything, where finances are involved”. Most institutions mandated to administer policy-making and implementation are largely pro the winds of politics.

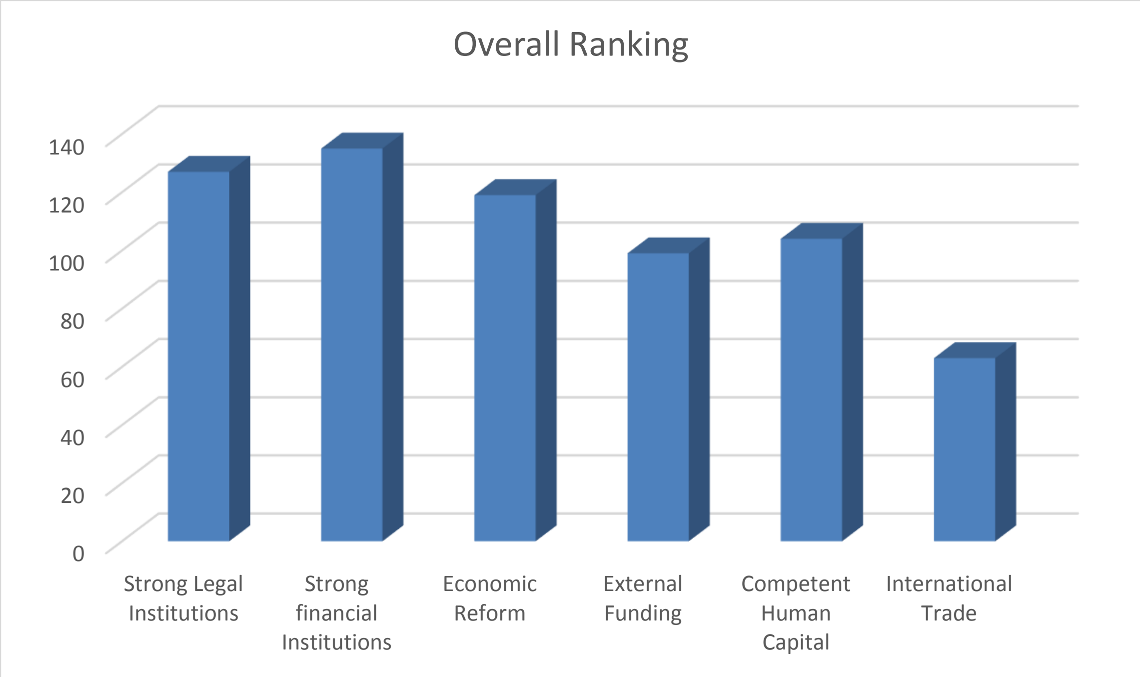
Overall Ranking of the six categories

After presenting views on the six factors covered in the research, all participants in each of the categories were requested to rank the six factors in order of importance in driving the Zimbabwe development agenda. Below is the outcome of the rankings given by the thirty participants.

Ranking →	1	2	3	4	5	6	**Total**
External Funding	6	3	4	5	5	7	30
Economic Reform	7	5	7	5	3	3	30
Strong financial Institutions	12	7	4	1	3	3	30
Competent Human Capital	2	8	4	9	2	5	30
Strong Legal Institutions	10	4	7	3	4	2	30
International Trade	2	0	2	4	9	13	30

Reverse Weights	6	5	4	3	2	1		
External Funding	36	15	16	15	10	7	99	15.14
Economic Reform	42	25	28	15	6	3	119	18.20
Strong financial Institutions	72	35	16	3	6	3	135	20.64
Competent Human Capital	12	40	16	27	4	5	104	15.90
Strong Legal Institutions	60	20	28	9	8	2	127	19.42
International Trade	12	0	8	12	26	12	70	10.70
							654	

Strong Legal Institutions	127
Strong financial Institutions	135
Economic Reform	119
External Funding	99
Competent Human Capital	104
International Trade	70



From the above graph strong financial institutions ranked first, strong legal institutions second, economic reform third, external funding fourth, competent human capital fifth and international trade sixth, in terms of significance in driving Zimbabwe' s achievement of sustainable development goals.

REASONS FOR FAILURE TO MEET MILLENNIUM DEVELOPMENT GOALS

While various reasons were given by the participants on the MDGs failure rate in some countries, the overarching concern centred on four elements, namely, government's lack of commitment at national level, limited clarity and communication, lack of consultation and collaboration with multiple stakeholders as well as influence of culture. The multiple reasons were interconnected as they largely pointed towards these four issues. The six variables on which this research was centred on were therefore taken to be somewhat peripheral to these four elements. While these six variables, namely, strong legal institutions, strong financial institutions, economic reform, external funding, competent human capital and international trade ranked statistically different, the difference was not materially significant. In interrogating how the countries fared in the MDGs era, more information was revealed beyond the six variables on which this research was based.

The frequency with which governance issues were mentioned by the different research participants affirms the significance placed on the strong legal institutions in the earlier graphical presentations. Lack of commitment towards robust governance structures was given as the chief reason why some countries failed to meet the MDGs. Despite the frequency of the comments on strong legal institutions, the actual scoring in numeric terms did not exhibit marked difference from the other variables which ranked top. Comments linked to governance issues were made twenty-one times by the participants.

On the discussions regarding the success or failure rate recorded by some economies over the MDGs era, the issue of governance was raised. However, more underlying factors arose from the discussions and these seem to point towards lack of clarity and communication at a national level, hence misalignment of priorities. The level of commitment to national developmental initiatives is limited as the greater populace is detached, since the core agenda does not filter through all societal levels. Weak administrative structures were also topical in explaining the limited success achieved in Zimbabwe's MDGs and how leakage of resources resulting from absence of accountability framework. The views expressed on lack of clarity and communication were premised on the unclear national economic policies and strong institutions to consistently support sustained economic growth in a transparent manner.

The comments touching on weak administrative structures emphasized the "bad governance, poor planning and inconsistent implementation of policies". The lack of accountability, incidence of money laundering and political mismanagement were also mentioned as chief administrative flaws characterizing most economies which struggled to meet the MDGs. In such jurisdictions, poor policy measures and implementation are said to have been common phenomena. Such poor governance is said to result in lack of appropriate prioritization of development programmes and also absence of mechanisms to monitor progress of set targets. These nations are said to have weak institutional capacity and inadequate funding, meaning government program implementation is swayed by political whims of ruling parties. The MDGs project therefore failed to take-off on account of these structural flaws. In addition, what made some economies fail in the MDGs era were lack of proper economic reforms and appropriate trade relations, which then meant poor trade performance and overreliance on donor funding, which was erratic in most cases.

Lack of commitment towards a common cause was raised in almost all categories of the research participants. Strong views were expressed on "lack of policy consistency in governments”, “lack of political will and misallocated budgets”. Also, common descriptions of these states were “weak commitment, weak or dysfunctional institutions, poor accountability” and “policy inconsistencies.” Pillaging, corruption by individuals in public office and “mismanagement of state resources by governments as well as poor socio-economic policies” were cited as part of the reasons for partial fulfilment of MDGs by some economies. Closely aligned to these issues was the failure to actually budget for the MDGs programme. MDGs cost money to implement. and where that money had been availed, corruption and resource leakages resulted in some countries being unable to meet MDGs.

Another reason raised on the limited success in meeting MDGs by some countries was the financial resources gap, which was mentioned seven times in the research findings. In comparison to the comments on governance discussed above, not much emphasis was therefore placed on the issue of funding. Interesting to note that only two answers made specific reference to foreign funding. Some donor-dependent economies saw a decline in aid which contributed to the inability by governments to incorporate MDGs in their national agenda, economic policies and plans. The perceived country risk by international funding meant limited access to offshore financing and low foreign direct investment. The lack of prioritization of an enabling investment environment and political commitment to attract investment were largely blamed for the reduced investment inflows.

In explaining the MDGs era success or failure rate, there was mention of natural occurrences beyond the governments’ capacity to control. These natural phenomena were viewed to be beyond human intervention, though not certainly applicable to most of the countries, were partly blamed for the delayed fulfilment of MDGs. Only two comments were shared in this regard, the **“v**ulnerability to weather shocks” and “accelerated rate of population growth”.

Political instability was also cited as a major concern, particularly in North Africa as a key deterrent to the MDGs development agenda. The protracted political conflicts and “countries ravaged by conflict” were cited as having had an impact of derailing almost all development initiatives in the respective nations. “War and conflict in Central Africa, North Africa and the Middle East meant that development issues took a back seat”, as the national leaders focused on consolidating power bases.

Weak fiscal controls, leading to revenue leakage, were mentioned as deterrents to amassing domestic revenue necessary for development. The large pockets of capital shifted in some economies in capital flights in search of tax havens and better returns. The unsustainable and irrelevant macro-economic structures influenced the reduced investment appetite into some jurisdictions. The bargaining power by some multinationals is also said to have led to "unjustifiable tax incentives being given to multinationals resulting in little revenue realization to combat poverty."

Global trends, specifically, the cyclical nature of certain commodities was said to have adversely affected the resource-dependent economies during the MDGs era. This diverted the attention which had been placed on the development agenda to then focus on more pressing survival strategies. The commodities price volatility is said to have affected the economic fundamentals of the highly-commodity-dependent economies, making such nations focus more on other survival strategies outside the MDGs framework.

A unique comment shared by one participant criticized the manner in which the MDGs were structured and how this inevitably contributed to the limited success rate for some countries. An example given was the issue of health- associated MDGs, specifically. 4, 5 and 6 have had impressive gains but have been only partially met as they are associated with poverty. A key concern raised was that "different MDGs were treated in silos, whereas the SDGs are more interlinked and recognise that one goal is dependent on another". The inter-linkage of the MDGs is also said to have been observed in the failure to halve the population of people suffering from hunger (MDG1) which had an effect on MDGs 4, 5, and 6 as these are all dependent on good nutrition. Further concerns, pointing towards lack of effective communication and multi-stakeholder consultation, were raised in the approach taken in developing the MDGs programme. For instance, the MDGs, like all global development approaches, took a top-down approach where programme design is at international level and cascaded down. Low-Medium Income Countries are not often involved in the program design, and in their desperation for development funding they accept the prescriptive programmes although they may not be applicable to the local context resulting in failure.

The lack of commitment was topical in almost all the discussions held with the government-linked entities, with some organization perceiving that the MDGs were the sole responsibility of specific government ministries, while the government ministries approached argued that the development agenda is relevant to all entities. The limited success in MDGs programme in some economies, according to the research participants was hampered by the "lack of political will", "lack of commitment to action MDGs" and lack of political will to empower citizens through provision of better services". The situation was worsened by the weaknesses in institutions, human capital and reform to back-up developmental action". In Zimbabwe, as the country was going through economic turmoil, market players and government seemingly focused on other survival tactics divorced from the MDGs requirements.

Lack of wider stakeholder consultation and lack of awareness at different societal levels were other areas of concern raised. Two participants shared very profound thoughts on how earning buy-in at national level could have influenced outcome of MDGs. The non-involvement of masses was cited as a common mistake many countries made in their MDGs journey. In emphasizing the views, the participants expressed concern that the majority of Zimbabweans were not aware of what MDGs were all about and could not have meaningfully contributed to an agenda they had not been taken through. The comments shared were "lack of consultation of critical stakeholders, such as the youthful population" and general "lack of knowledge of the programme as well as country preparedness."

Emphasis was made by two participants that national governments are generally inundated with competing priorities. This usually leads to diversion of resources towards adhoc and consequential projects not related to development. Such was the case with the MDGs as commented by the two participants. According to one participant, a key lesson learnt was that development funds should be channelled directly to project companies and not to government, to minimize risk of diversion. The general perception in that it is relatively easy for governments to switch commitment in face of emergency unforeseen events. Views expressed were that the governments which failed in meeting MDGs did not prioritize their economic goals effectively. Some of these countries are said to have committed massive resources building military capabilities ahead of MDGs. Such competing priorities exposed the lack of seriousness and commitment to achieving MDGs.

Competent human capital was not viewed as a major concern in the delivery of MDGs. It was explained that in most cases the governing authorities across the continent comprise skilled and educated personnel. The general view shared was that lack of competent human capital was relevant to a less extent in the fulfilment of MDGs.

REASONS FOR SUCCESS IN MEETING MILLENNIUM DEVELOPMENT GOALS

Below are the main reasons given in justifying why some countries were successful in meeting MDGs, according to the research participants. Chief reasons given were role clarity, strong governance and political will. Further scrutiny of the points raised, again points towards commitment at national level and coordinated approach in communicating the rationale behind the development agenda.

Lack of role clarity, was said to have been so evident in the Zimbabwe case, where some government ministries did not seem aware of their exact relevance or possible role in the MDGs delivery. It was reiterated that the nations which recorded higher success rates in fulfilment of MDGs demonstrated clear blueprint and implementation programmes. Moreover such nations were able to separate political agenda from economic issues necessary in driving success of the development agenda. It was noted that the "separation of political and economic issues largely translates into responsive economic policies". In addition, such governments are said to have put in place credible national visions which were then followed by resource allocations and effective execution of plans. The evidence of wide stakeholder consultation, communication and commitment was observed in the extensive research on community issues and development of programmes to resolve the issues. These national programmes were then led by government, as a show of commitment to their successful execution. A unique characteristic of these nations is the existence of professional and functional institutions independent of political influence.

Political will was emphasized as having a key role obtaining buy-in from the greater populace. It was argued that resource allocation starts with the subject areas or projects where the political will is prevalent or projects deemed to be of national strategic importance. The political structures were viewed as influential in determining where resources should be directed to. So political will matched with resource capacity influenced the success rate recorded by some nations during the MDGs era. Some of the comments given placed emphasis on the importance of “political commitment and institutional capacity.” An example of significance of government commitment shared was the case of Rwanda which was said to have achieved a lot in health and nutrition “as a result of strong government backing and good accountability.” The element of political will was also demonstrated in how the national budgets were developed around the needs of the people (pro-poor policies). In addition, the political leaders showed seriousness towards the achievement of the countries’ development goals. The uniqueness of the economies which achieved a high success rate in MDGs fulfilment was also demonstrated in the strong political will to implement programmes, ensure effective coordination, publicity and buy-in across the board as well as provision of adequate funding for MDG activities. These were also backed by the presence of strong national institutions for implementation. The countries incorporated the MDGs in their national development plans and also had budgetary allocations to complement resources from DFIs and donors. Some nations were said to have national development plans which were already addressing these elements of MDGs, well before the MDGs era commenced and this demonstrates the level of political commitment to critical issues countries were facing already. “Strong political leadership and execution capabilities anchored on strong government commitment as well as support at the highest levels of government ushered some countries into successful MDGs fulfilment.

As discussed in the previous section focusing on reasons why some recorded limited MDGs success, the subject of governance structures was re-emphasized in explaining how some jurisdictions were able to demonstrate notable discipline and ultimately scoring highly in MDGs achievement. Again, the element of the respective governments’ commitment was deduced from the “existence of strong institutions, political commitment and transparency”. These economies have demonstrated sound macroeconomic policies that balance growth and social objectives. Examples of African countries said to have clear national policies and commitment towards developing are Mauritius, Kenya, Rwanda. Such countries were confirmed to have limited issues of governance, institutions and project/programme management therefore less chance of failure. The high level of commitment is largely seen in sound governance, strong institutional framework, investor-friendly policies and human capital competence. Presence of strong legal framework and general rule of law allows for government accountability, transparency and observance of rule of law. Emanating from these strong attributes are the right priorities by government towards inclusive development. With this also comes consistency in government accountability to public funds, maintenance of strong institutions and structures that curb out corruption.

Broader consultation, collaboration and policy consistency were also highlighted to be key initiatives undertaken by the countries in driving successful fulfilment of MDGs. A key attribute highlighted was the ability of such nations to integrate different communities into common cause. An interesting analogy presented by one aid agency illustrated how active community involvement positively impacts outcomes of development projects. Such community engagement entails allowing communities to develop a sense of ownership of projects and interest in future maintenance of the gains derived from such projects, long after the project sponsors have exited. The close collaboration is said to have fostered sustainability of the projects designed towards meeting the MDGs. A key attribute for the successful economies is that "they strive to engage other countries, governments and development institutions". In addition, they used the MDGs to galvanise activists and institutions to work towards objective targets. The facilitation of "private sector- public sector integration" was also said to have been instrumental in driving success of the MDGs implementation. Capacity building initiatives to ensure community sustainable interventions and elimination of donor syndrome stimulated the desire to conclude own home-grown development solutions. In addition, there was consistency and alignment of national policies as well as support mechanism for funding.

Some more fortunate nations are said to have witnessed an influx of donor funding which augmented domestic revenue and hence the success in meeting MDGs. Stable financial institutions were instrumental in facilitating such inflows and efficient deployment to planned MDG programs. A few comments were shared and these emphasized the increase in donor funding and private philanthropy, which resulted in some MDGs targets being met. Other economies celebrated the increased commodity prices, which enabled some countries in Africa to have increased financial resources to support development programmes. In addition, these nations were said to have strong institutions and competent human resource to efficiently manage allocation of the financial resources in a success of the MDG endeavour.

Trade and economic reform by some economies signified commitment to creation of an enabling environment, thereby significantly contributing to generation of domestic revenues which were subsequently directed towards to the MDGs agenda. Nations which made great strides in the MDGs are said to have built on strong trade, appropriate economic reforms to ensure proper use of public resources as well as development of a well-diversified resilient export base." The high level of commitment was also shown in the "conducive legislative and policy environment" as well as reform supported by a good political environment. Another major attribute in this regard is the "vibrant industrial sector and efficient public service delivery" such economies have.

5. ANALYSIS AND DISCUSSION

The findings from the research bring a new thought pattern, which seems to form the foundation of the road to successful implementation of the development agenda, before the funding, strong governance and other elements come to the fore. The six variables forming the basis of this research are in a way viewed as peripheral. From the responses given, the journey starts with the right level of commitment at national level, which then filters down through the societal grassroots levels. With commitment comes the robust communication required to articulate the key tenets of the development agenda and provide role clarity to multiple stakeholders. Added to communication is the stakeholder consultation and collaboration which follow, bringing a sense of ownership and alignment towards a common cause as well as acceptance of the needs requiring attention at national level. According to the research outcomes, without such buy-in, even with funding and robust governance structures, take off of the projects and long-term sustainability may not be guaranteed. Therefore it implies that commitment, communication, consultation and collaboration are the core foundational pillars for establishment of the development agenda.

After this foundation, the elements assessed in the research seem intertwined in producing the consolidated ingredients for successful execution of the development initiatives. None of the factors assessed can, on a stand-alone basis drive the development agenda. Neither can one element be completely dismissed as having no relevance to the development agenda. However, the extent to which each element is relevant varies from jurisdiction to jurisdiction. These findings negate the assertion by Moyo (2012) that external funding is irrelevant and also the view by Acemoglu and Robinson (2012) that all that is required are strong governance institutions.

Though more details on the governance structures surfaced after further probing the participants, the numeric scores relating to strong governance do not show significant difference when graphically presented alongside the other five factors. However, the views expressed on governance align with those expressed by Acemoglu and Robinson (2012). The responses largely indicate that that even if external funding is injected into an economy, it is the governance structures and weak institutional framework, which contribute to mismanagement of resources and ultimately failure to deliver on the intended developmental projects. This assertion therefore aligns with Acemoglu and Robinson's strong views on accountability and responsiveness at national level. Looking into the comments given by the participants on the countries, which recorded success in meeting the MDGs, there is general consensus that the strong institutional framework was instrumental in nurturing the success rate in the MDGs era.

By acknowledging that external financing has a role to play in Zimbabwe's achievement of SDGs, the participants largely aligned with Chenery and Stout (1966)'s thoughts on the financing gap theory. However, the comments that arose on further probing on SDGs seem to suggest that when such funding falls into "wrong hands" the search for more funding continues. The manner in which such funding is then channelled largely determines the pace at which the developmental projects are executed and hence influencing the probability of success of these projects. This is precisely what drove Moyo (2012) to dismiss the subject of aid or concessionary funding as the salvation for the developing countries in their pursuit to meet the development agenda.

Wilson and Briscoe (2004)'s findings on the impact of human capital on prosperity in an economy, seem not to apply in the Zimbabwe context. As alluded to in the interviews and questionnaires, the country celebrates an impressive literacy rate and a reputable human capital base, some of which has been exported across Africa, but the economic progress is not reflective of the calibre of such human capital.

6 RESEARCH CONCLUSIONS AND POLICY IMPLICATIONS

Based on the research findings, strong financial institutions and strong legal institutions are viewed to be significant in terms of their role in driving fulfilment of sustainable development goals. However, it must be noted that there were marginal differences noted between the factors which were ranked to be significant. The fact that there is no overall glaringly outstanding factor for the research results, renders the difference inconsequential. This may mean inter-connectedness of the variables. External funding was found to be less crucial in terms of significance. The extent of relevance of DFIs and aid agencies' funding is interpreted to be limited based on the research results. There are other emerging variables noted from the research results, indicating that none of the six variables on a stand-alone basis could significantly drive Zimbabwe's fulfilment of SDGs. These emerging variables are discussed in more detail as possible areas of further research.

Hypothesis Test Results Summary

H1 : DFI funding and aid have a limited role to play in fulfilment of SDGs;	Accepted
H2 : Impact of DFI funding and aid on development is quite significant, only if supported by strong governance structures;	Accepted
H3 : Impact of DFI funding and aid on development is quite significant, on condition that development agenda is supported by the general populace;	Pending further research
H4 : Impact of DFI funding and aid is quite significant, only is supported by competent human capital.	Rejected

Further probing of the individual research participants reveal that in addition to strong legal institutions, strong financial institutions, economic reform, funding, competent human capital and international trade, there are other dynamic elements not covered in this research which are peculiar to Zimbabwe. These elements were quite topical across all the population groups. Communication and commitment were cited as instrumental in obtaining the much-needed buy-in from the wider public and ownership of not only achieving the development goals but also maintain the fruits of such development. That sense of ownership of the development agenda calls for broader public engagement and consultation.

Classic scenarios shared by most of the research participants advocating for communication and commitment involved how, for instance, it made a difference when communities are invited to give views in the needs analysis. Having contributed to the needs analysis the community owners actively participate is tailor-making a solution which is customized to meet the very economic, social or environmental goals. This brings a sense of determination to ensure success of the subsequent developmental initiative proposed. With this comes the element of joint ownership of the developmental initiative and commitment to maintain the gains from the particular project(s). Incidentally this may be augmented by the communities' open willingness to embark on capacity building initiatives to then continue maintaining, sustaining and protecting the projects as well as the environment responsibly, longer after the funders have moved on.

Where there is no concise communication of the intended development agenda, there is risk of failing to realize national or community buy-in and commitment. The downside of such cases could be vandalism, deliberate negligence of the gains of the developmental initiative, sabotaging of the infancy phases of the initiatives and even abuse of the resources dedicated towards the projects. The underlying argument is that an economy may rank highly in terms of the six variables covered by this research, but without buy-in and commitment at all societal levels, the development agenda may meet limited success. The desire to self-organize, self-regulate and exercise ethical conduct may be non-existent on account of there being no common agenda or goal.

From the research results, the elements of communication and commitment may have far-reaching influence in driving development. It seems that commitment towards effective and efficient channelling of financial resources is a key consideration in determining success of the development agenda. The conduit through which funding is channelled may impact the pace at which funding filters to the specific workstreams. Where funding is a factor driving particular developmental projects, such funding should ideally be channelled through the project company itself or through a different vehicle involving the anchor donor where the development initiative has been fully communicated and received optimal level of commitment. Government is inundated with adhoc and sometimes urgent funding needs. According to the research findings, such cases increase the risk of funds being diverted to areas not aligned to the specific goal the funding was initial intended to achieve.

Commitment and ownership of the respective development projects at community level may have an impact on take-off of such projects as well as continued sustainability. The level of ignorance at community level of the developmental initiatives can affect achievement of the developmental goal sought. To minimize such ignorance, it is worthwhile to foster community buy-in by early engagement with communities at pre-feasibility stage. Such community consultations create an element of ownership and commitment. Inevitably, community training on how to maintain the gains of the developmental projects results. As communities, self-organize to maintain the projects, this fosters sustainability of the projects into the future.

The extent of role clarity may be a reflection of strength of communication channels. The lack of role clarity across the thirty government ministries in championing deliverables on the specific SDGs and progress monitoring inevitably creates operational bottlenecks. This underscores the importance of communication and deep consultation of stakeholders. Some government ministries have direct roles linked to specifics SDGs, while other ministries have overlapping multiple roles across the 17 SDGs. Without role clarity, it is a mission to expect meaningful progress checking at intervals. This could be worse in instances where there is joint ownership of specific tasks and targets.

It is reasonable to affirm that every citizen, regardless of role in an economy, has a role to play in the development agenda. The roles may vary from championing the development initiative, knowledge sharing in the different phases of implementing the development initiative and right through to maintenance demands of the development itself. Therefore the lack of awareness at national level and some policy makers of the SDGs undermines the level of commitment. Without commitment to a common cause, the pace at with sustainable development can be realised is curtailed. A coordinated approach may be worthwhile for Zimbabwe to consider, particularly zeroing in on specific targets rather than accepting all lock-stock and barrel. Focusing on the SDGs targets that the country can reasonably track and measure progress on could potentially yield more positive outcomes.

7 RECOMMENDATIONS FOR FUTURE RESEARCH

This research encompassed a wider population group, from which the sample was drawn. In addition, the research focused on participants who are at executive level within the corporate setting environment. This may have diluted the outcome of the research, mainly on account of the calibre of participants and the wide population groups involved. Perhaps narrowing the research to a particular stakeholder group or sector may yield more concise results on the extent of the role of DFIs and aid agencies in Zimbabwe’s achievement of SDGs. For instance, it would be interesting to explore just the DFIs or the aid agencies only on their views on the extent to which they can potentially influence Zimbabwe’s rate of success in meeting the development agenda. Or better still, to just engage the general public in the streets of Zimbabwe, outside the executive class, on their own to assess the thinking right at the grassroots level.

It may also be worthwhile to grow the spectrum of the research in two ways. Firstly, by narrowing the scope of the research to economic sector level, with particular focus on a cluster of SDGs which are closely aligned to that sector. Driving achievement of a particular cluster of SDGs may be influenced by unique set of variables which may not necessarily be as relevant to other SDGs. Drawing a sample from population groups of technocrats with in-depth knowledge of the specific sector may be helpful in mining out critical information valuable to the government and stakeholders with interest in the selected sector.

Secondly, it is worthwhile to consider drawing a sample from the ordinary citizens on the streets of Zimbabwe and the country-side to gauge possible cultural considerations’ impact on development. The element of culture is worth exploring in terms of its possible linkage to development. It would be interesting to investigate the role a people’s diverse cultural influences to the level of development and future sustainability. There are SDGs which focus more on the relationship of the citizens and their human behaviour to the natural habitat. Incorporating cultural-sensitive initiatives in designing and implementing development projects may have an influence in determining successful execution and future sustainability. Success rate of the development agenda may therefore have something to do with other factors not included in the scope of this research.

The six parameters focused on may have been assessed within the context of the prevailing political environment at the time of doing this research and this may have influenced the outcome. This research was undertaken at a time when Zimbabwe was experiencing increased political uncertainty and further economic decline blamed on a diverse range of factors. Perhaps conducting a similar research type when Zimbabwe has returned to normality, post the multi-currency system and the non-investment grade era, a different outcome may be realized. Another dimension could be conducting this same research in another jurisdiction other than Zimbabwe. The intention here is to explore if the outcome of this research may have been influenced by the level of sophistication of the Zimbabwe operating environment. SDGs, being a global agenda, it would be interesting to draw a closely related sample in another jurisdiction to observe how materially different the outcome can be.

Some of the research participants mentioned new factors which were not part of the factors investigated in this research, and perceived these to be catalystic is driving Zimbabwe's development agenda. It may be interesting to bring in these factors alongside the six factors already considered in this research, to observe the resultant ranking of significance a selected sample of participants will generate. Figure 7.1 below summarizes the emerging variables derived from the research worth investigating in assessing drivers of development.

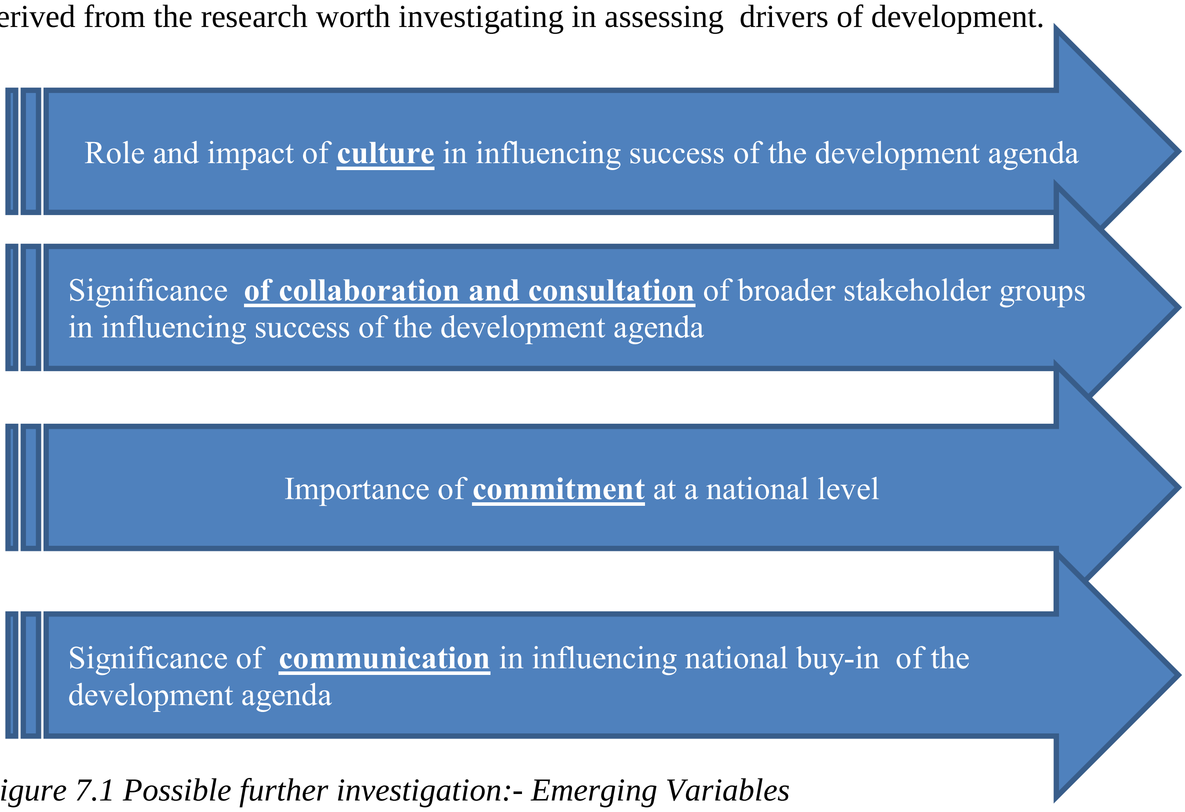


Figure 7.1 Possible further investigation:- Emerging Variables

Investigating these emerging variables may bring new thinking on what governments and funders should incorporate in forecasting success of development agenda in specific markets.

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APPENDICES

Appendix 1 Questionnaire and Interview Questions

1. **Type of organisation (please tick appropriate);**

Multilateral	Bilateral	Pvt Philanthropy	Global Fund	Pvt Commercial	Policy Makers	UN Agency	NGO	Regulator

2. **Role of funding:**
   a. Do you believe that external funding has a role to play in Zimbabwe's ability to achieve sustainable development goals (SDGs) in their three categories – social, environmental, macro economic?

YES		NO	

   b. If "No", why? Choose from the following:

	Previous programmes have not yielded results
	Funding is never adequate
	Other

   If Other, please specify………………………………………………………………….
   c. If "Yes" to what extent is external funding relevant to development, on a scale of 1 to 10 (1 being least relevant)?

1	2	3	4	5	6	7	8	9	10

3. **Role of strong legal institutions, property rights and rule of law:**
   a. Do you believe that these have a role in Zimbabwe's ability to achieve SDGs in their three categories- social, environmental, macro economic?

YES		NO	

   b. If "No", why? Choose from the following;

	Ambiguity and lack of clarity of laws.
	No representation by strong legal institutions
	Other

   If Other, please specify………………………………………………………………….

   c. If "Yes" to what extent are they relevant to development, on a scale of 1 to 10 (1 being least relevant)?

1	2	3	4	5	6	7	8	9	10

4. **Role of International trade and enabling policies:**
   a. Do you believe that these have a role in Zimbabwe's ability to achieve SDGs in their three categories- social, environmental, macro economic?

YES		NO	

   b. If "No" why? Choose from the following:

	Economy perceived as closed.
	Disrespect of trade agreements
	Other

   If Other, please specify…………………………………………………………………….

   c. If "Yes" to what extent are they relevant to development, on a scale of 1 to 10 (1 being least relevant)?

1	2	3	4	5	6	7	8	9	10

5. **Role of competent human capital:**
   a. Do you believe that competent human capital has a role in Zimbabwe's ability to achieve SDGs in their three categories- social, environmental, macro economic?

YES		NO	

   b. If "No" why? Choose from the following:

	Skills flight benefiting externals.
	Local university curricula irrelevant to address industry, environmental needs
	Other

   If Other, please specify…………………………………………………………………….

   c. If "Yes" to what extent is competent human capital relevant to development, on a scale of 1 to 10 (1 being least relevant)?

1	2	3	4	5	6	7	8	9	10

6. **Role of economic reform:**

a. Do you believe that economic reform has a role in Zimbabwe's ability to achieve SDGs in their three categories- social, environmental, macro economic?

YES		NO	

b. If "No" why? Choose from the following:

	Inability and reluctance to reform.
	Lack of sound policies.
	Other.

If Other, please specify…………………………………………………………………….

c. If "Yes" to what extent is economic reform relevant to development, on a scale of 1 to 10 (1 being least relevant)?

1	2	3	4	5	6	7	8	9	10

7. Role of strong institutions, government accountability and responsiveness:

a. Do you believe that these have a role in Zimbabwe's ability to achieve SDGs in their three categories- social, environmental, macro economic?

YES		NO	

b. If "No", why? Choose from the following:

	Lack of shared vision across government departments
	Indiscipline across
	Other

If Other, please specify…………………………………………………………………….

c. If "Yes" to what extent are they relevant to development, on a scale of 1 to 10 (1 being least relevant)?

1	2	3	4	5	6	7	8	9	10

8. **Of the six factors above, may you please rank them in terms of overall significance** (1 being the most relevant).

1	2	3	4	5	6

9.What explains the failure to meet Millenium Development Goals (MDGs) by some countries?

……………………………………………………………………………………………………
……………………………………………………………………………………………………
……………………………………………………………………………………………………

10. What explains the success recorded by some countries which significantly met the MDGs?…………………………………………………………………………………
……………………………………………………………………………………………………
……………………………………………………………………………………………………
…………………

Appendix 2 Informed Consent Letter

Dear Participant:

Re: Letter of Consent to Participate in a research survey

My name is Betty Murambadoro. I am a student at University of Cape Town in the Graduate School of Business under the supervision of Dr. Steven Rogers. You are invited to participate in a research project entitled: **The Role of DFIs and aid agencies' funding in Zimbabwe's achievement of SDGs.** The purpose of the study is to investigate whether external funding from development finance institutions and aid agencies is the main catalyst towards Zimbabwe's achievement of sustainable development goals (SDGs). It is our hope that this information can help us understand what it will take for Zimbabwe to fulfil the development agenda. There are no identified risks from participating in this research. The survey is confidential and anonymous. Your participation is completely voluntary and you may refuse to participate without consequence. The survey will take approximately thirty minutes to complete. You will receive no compensation for participating in the research study.
Responses to the interview will only be reported in aggregated form to protect the identity of respondents and it is for academic (MCom Research) purposes only. Neither the researcher nor the University has a conflict of interest with the results. Further information regarding the research can be obtained from my faculty advisor Dr. Steven Nabieu Rogers, at steven.rogers@gsb.uct.ac.za or + 27 21 406 1262. If you wish further information regarding your rights as a research participant, you may contact the Graduate School of Business, University of Cape Town at the above number.

Thank you for your consideration. Your help is greatly appreciated.

Best Regards

BETTY MURAMBADORO
MCOM Development Finance Candidate 2017, UCT Graduate School of Business.
+263 772 565 812 Zimbabwe
+268 7866 0545 Swaziland
+27 79 633 7376 South Africa

Your signature below indicates that you have read the above information
…………………………………………………………….

Appendix 3 The Sustainable Development Goals (SDGs)

Goal 1	End poverty in all its forms
Goal 2	End hunger, achieve food security and improved nutrition and promote sustainable agriculture
Goal 3	Ensure healthy lives and promote well-being for all ages
Goal 4	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
Goal 5	Achieve gender equality and empower all women and girls
Goal 6	Ensure availability and sustainable management of water and sanitation for all
Goal 7	Ensure access to affordable, reliable, sustainable and modern energy for all
Goal 8	Promote sustained, inclusive and sustainable economic growth
Goal 9	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
Goal 10	Reduce inequality within and among countries
Goal 11	Make cities and human settlements inclusive, safe, resilient and sustainable
Goal 12	Ensure sustainable consumption and production patterns
Goal 13	Take urgent action to combat climate change and its impacts
Goal 14	Conserve and sustainably use oceans, seas and marine resources for sustainable development
Goal 15	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
Goal 16	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
Goal 17	Strengthen the means of implementation and revitalize the global partnership for sustainable development

Source : UNDP

Appendix 4 The Millenium Development Goals (MDGs)

Goal 1	Eradicate extreme poverty and hunger
Goal 2	Achieve universal primary education
Goal 3	Promote gender equality and empower women
Goal 4	Reduce child mortality
Goal 5	Improve maternal health
Goal 6	Combat HIV/ AIDS, malaria and other diseases
Goal 7	Ensure environmental sustainability
Goal 8	Develop a global partnership for development

Source : UNDP