



# 2022-2026 **STRATEGIC PLAN**



**Prepared by:  
Zambia Development Agency  
in collaboration with  
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LUSAKA**

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## ACRONYMS

BSC	Balanced Scorecard
CPs	Cooperating Partners
CRM	Customer Relationship Management
DDI	Direct Domestic Investment
8NDP	Eighth National Development Plan
FDI	Foreign Direct Investment
ICT	Information Communication and Technology
ITBD	Investment, Trade and Business Development
JVs	Joint Ventures
LDI	Local Direct Investment
MoUs	Memoranda of Understanding
MSMEs	Micro, Small, Medium Enterprises
MSMED	Ministry of Small and Medium Enterprise Development
M&E	Monitoring and Evaluation
MFEZs	Multi Facility Economic Zones
NTBs	Non-Tariff Barriers
NTEs	Non-Traditional Exports
OD	Organisation Development
R&D	Research and Development
SMEs	Small, Medium Enterprises
SEZ	Special Economic Zone
ZDA	Zambia Development Agency



## FOREWORD



### Strategic Outcomes

*Attract USD 36 Billion  
FDI (\$27bn) LDI (\$9bn)*



*Grow Exports From  
USD 11.64bn to USD; 26.65bn*



*Grow NTEs From  
USD 3.52bn to USD 11.65bn*



*Create 500,000 decent Jobs*



*Graduate 50 Medium  
Businesses to Large Multinationals  
Corporation*



*Actualize USD 25bn*



The Zambia Development Agency Strategic Plan for the period 2022-2026 has been developed to position the Agency to effectively contribute to the economic transformation agenda of the country as espoused in the Eighth National Development Plan (8NDP) and Vision 2030. Building on the successes of the previous Strategic Plan (2018-2021), the Plan has consolidated the desire and actions to be taken by the ZDA Board, Management, Staff and various other stakeholders to turnaround, re-engineer and transform the ZDA to enhance its performance and corporate image.

The Plan's strategic focus for the next 5 years will be on:

1. Attracting significant export oriented foreign and domestic investments;
2. Promoting and attracting investment into agriculture, tourism, mining, manufacturing and enabler sectors such as energy, infrastructure and ICT;
3. Analysing and prioritising sectors and integrated value chains (i.e. cotton, electrical, timber, horticulture) with potential to enhance growth, value addition, job creation and exports;
4. Promoting the development and commercialisation of Special Economic Zones (SEZ) such as Integrated agro industrial parks;

5. Creating and/or facilitating development of export ready products;
6. Profiling and/or packaging climate smart investment (Green and Blue Economy) projects including promotion of carbon credits;
7. Facilitating Joint Ventures/ Partnerships and transitioning medium level businesses into Large National Corporations through specialist Business Development Services; and
8. Research and advocating for policy measures (i.e. smart incentives, reduction in cost of doing business) that will facilitate an enabling business environment for growth and competitiveness of businesses.

The Plan is intended to achieve the below strategic results/outcomes:

1. Attract a total of at least USD 36 billion in both Foreign (\$27bn) and Domestic (\$9bn) investment by 2026;
2. Grow total exports from USD 11.64 billion in 2022 to USD 26.65 billion in 2026;
3. Grow Non-Traditional Exports from USD 3.52 billion in 2022 to USD 11.65 billion by 2026;
4. Create 500,000 decent jobs by 2026;
5. Transition 50 medium sized businesses into Large Multinational Corporations by 2026; and
6. Contribute to GDP by actualising USD 25 billion worth of investments by 2026.

The Board wishes to assure stakeholders that it will provide strategic oversight to ensure effective execution of the Plan and achievement of set targets.

I look forward to continued support from Government, the private sector, development and cooperating partners and all the stakeholders in our endeavour to achieve the set targets. The Agency will remain committed to deliver on its mandate and contribute to the development agenda of transforming Zambia into a prosperous and industrialised upper middle-income country in line with vision 2030.



Professor Biemba Maliti  
**BOARD CHAIRPERSON**

## ACKNOWLEDGEMENTS



The five (5) year ZDA Strategic Plan (2022 – 2026) provides a framework within which the Agency will operate over the next five years in line with its mandate and vision of a world class Agency fostering a transformed and prosperous economy for Zambia. Management will be steadfast in ensuring full implementation of the Plan and achieving the targets and outcomes projected in the Plan.

On behalf of Management and indeed on my behalf, I extend my appreciation to the Board of Directors, Management and members of staff for the team spirit shown during preparation of the Plan. I also extend gratitude to investors, exporters, MSMEs, academia, media, development and cooperating partners, private sector associations, Government institutions and various other stakeholders for their valuable input into the Strategic Plan. To our Consultant, Management Development Division (MDD), I thank you most sincerely for the technical support rendered in developing this important document.



Albert Halwampa  
**DIRECTOR GENERAL**



## EXECUTIVE SUMMARY

The Zambia Development Agency (ZDA) is Zambia's premier economic development Agency with a multifaceted mandate of promoting and facilitating trade, investment and business development services in the country. The Agency is also responsible for building and enhancing the country's investment profile for increased capital inflows, capital formation, employment creation and growth of businesses.

The purpose for development of the Strategic Plan is to position the Agency to effectively contribute to the economic transformation agenda of the country as espoused in the Eighth National Development Plan (8NDP) and ultimately the Vision 2030.

The methodology used to develop the 2022 – 2026 Zambia Development Agency Strategic Plan involved a two-phased approach comprising of the Institutional Assessment and Organisational Development underpinned by the Balanced Scorecard principles. The Institutional Assessment involved undertaking Performance Assessment, conducting an internal capability assessment to establish Zambia Development Agency's distinctive competencies, as well as, analysing the macro-environment. The McKinsey 7s Model, Simple Change Management Model, Objective and Problem Trees, SWOT and PESTEL Analyses were used in the assessment.

Based on these analyses, Zambia Development Agency has set out a strategic operational framework for the period 2022 to 2026 comprising of the following:

### **Vision:**

***"A world class Agency fostering a transformed and prosperous economy for Zambia"***

To realise the vision, the Zambia Development Agency has identified three (3) thematic areas of focus and their related strategic results as follows:

- a) **Theme 1:** Trade and Investment resulting in a Competitive Economy;
- b) **Theme 2:** Stakeholder Coordination resulting in Stakeholder Buy-in; and
- c) **Theme 3:** Operational Excellence resulting in Efficient and Effective Service Delivery.

To ensure that the Zambia Development Agency performs well in the three (3) thematic areas, it has set for itself a Mission.

### **Mission Statement:**

***"To promote and facilitate sustainable trade and investment for a diversified and industrialized economy."***

## Core Values:

### **Diversity, Innovation, Excellence, Team Spirit, Integrity, and Courtesy**

The Agency will focus on the following strategic objectives during the period of the Plan:

- a) Improve Investment Promotion and Facilitation;
- b) Improve Trade Promotion and Facilitation;
- c) Improve Business Development;
- d) Improve Stakeholder Engagement;
- e) Increase Financial Base and Sustainability;
- f) Enhance Financial Management;
- g) Enhance Systems and Processes;
- h) Improve Human Capital; and
- i) Enhance Tools, Equipment and Infrastructure.

To facilitate implementation, the Strategic Plan will be operationalised through costed Annual Departmental and Individual work plans. In order to ensure successful implementation and realisation of the desired impact, the implementation of the Plan will be monitored continuously, to undertake necessary interventions. At the end of the plan period, a final review will be undertaken to establish the extent of the Strategic Plan implementation and its impact.

# 1

## INTRODUCTION



# 1. INTRODUCTION

The Zambia Development Agency (ZDA) Strategic Plan (2022-2026) is premised on the country's blue print, the Eighth National Development Plan (8NDP) 2022-2026 which is also the building block for the Vision 2030 under which the country aspires to transform into an industrialized, upper middle-income country by 2030.

## 1.2 Background

### 1.2.1 Statutory Mandate

The ZDA is a statutory body under the Ministry of Commerce, Trade and Industry and is responsible for fostering economic development in Zambia by promoting and facilitating trade and investments through a coordinated private sector led strategy. The Agency is mandated to build and enhance Zambia's investment profile for increased capital inflows, capital formation, employment creation, and business development.

In 2006, the Zambia Development Agency Act No. 11 of 2006 was enacted with the purpose to, among other things, foster economic growth and development by promoting trade and investment in Zambia through an efficient, effective and coordinated private sector led economic development strategy. The Act also established the ZDA as a one-stop facility, which would ensure, among other matters, client focus, dialogue with the private sector and create confidence in public sector support for business.

In 2022, the creation of the Ministry of Small and Medium Enterprise necessitated realignment of the functions and ultimately enactment of the Zambia Development Agency Act No. 17 of 2022 that repealed and replaced the 2006 Act. The objects of the 2022 Act are to, among other things, continue the existence of the ZDA, re-define its functions, re-constitute the Board of the Agency, and provide for its functions.

Stemming from the repealed of the 2006 Act, was also the enactment of the Investment, Trade and Business Development (ITBD) Act No. 18 of 2022. The ITBD Act's purpose is to foster economic growth and development by promoting trade, business development and investment in the Republic through an efficient, effective and coordinated private sector led economic development strategy, promote investment through joint ventures and partnerships between local and foreign investors and facilitate the development of industrial infrastructure and commercial services.

The ITBD Act continued the technical aspects of the ZDA Act of 2006 by refining functions on trade and industrial development, investment promotion. It also guarantees, investment incentives, trade and industrial development fund and licences, permits and certificates of registration. Further, the new Act has strengthened the monitoring, refined administration of licences and incentives, facilitation and regulation of economic zones. The ITBD Act also provides for establishment of an investment and trade fund to enhance the promotion of trade and investment among other functions.

### 1.2.2 Specific Functions

The Specific functions of the Zambia Development Agency as outlined in Section 5 (2) of the Zambia Development Agency Act No. 17 of 2022 are as follows:

- (a) Issue licences, permits or certificates of registration under the Investment, Trade and Business Development Act, 2022;
- (b) Advise the Minister on matters related to investment, export promotion, business development and privatisation;
- (c) Implement and monitor policies, strategies in investment, export promotion, business development and privatisation;
- (d) Assist in securing permission, an exemption, an authorisation, a licence, bonded status, land and any other thing required from a State institution for the purposes of establishing or operating a business;
- (e) Facilitate and promote the development of special economic zones;
- (f) Promote and facilitate partnerships, joint ventures, business linkages, access to capital and other strategic alliances including the transfer of appropriate technology and skills relating to industry development and productivity;
- (g) Maintain regular, productive and effective dialogue and cooperation with the public and private sector;
- (h) Provide business development services to a business; and
- (i) Collect, collate and disseminate information on matters of investment, export promotion, business development and privatisation.

In addition, in the exercise of the Agency's functions under this section, the Agency will have regard to the need to —

- (a) Facilitate the implementation of policies on reducing the cost of regulating businesses in accordance with the Business Regulatory Act, 2014;
- (b) Encourage the development and growth of industries in the Republic that are efficient in their use of resources, innovation and internationally competitive;

- (c) Facilitate adjustments to structural changes in the economy and the avoidance of social and economic hardships arising from those changes;
- (d) Increase employment and wealth creation opportunities in the Republic;
- (e) Promote the growth of exports;
- (f) Promote regional development, cooperation and integration;
- (g) Maintain consistency, coherence and mutually reinforcing measures;
- (h) Monitor the progress made by the Republic's trading partners in reducing both tariff and non-tariff barriers;
- (i) Ensure that the industry develops in a way that is ecologically sustainable;
- (j) Facilitate the implementation of international obligations and commitments under international treaties to which the Republic is a party in relation to the purposes of this Act; and
- (k) Maintain regular, productive and effective dialogue and cooperation with public and private sector.

In performing the above stated functions, the Agency is also governed by the Investment, Trade and Business Development Act No. 18 of 2022. The Act aims to foster economic growth and development by promoting trade, business development and investment in the Republic through the following:

- a) An efficient, effective and coordinated private sector led economic development strategy;
- b) Promotion of economic diversification through the growth of exports;
- c) Promotion, facilitation, protection and monitoring domestic and foreign direct investment;
- d) Promotion of investment through joint ventures and partnerships between local and foreign investors;
- e) Facilitation of the development of industrial infrastructure and commercial services;
- f) Promotion of research on matters related to industrial development;
- g) Facilitation of the protection of infant industries; and
- h) Matters connected with, and incidental to, the foregoing.

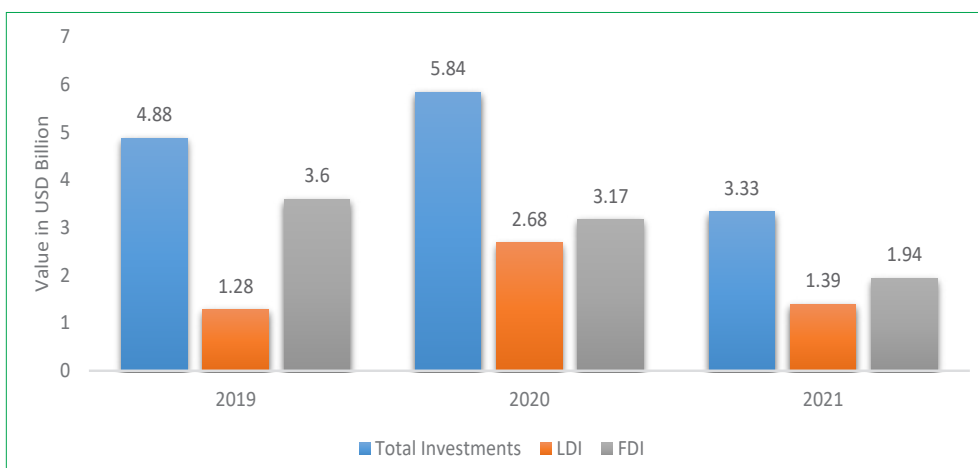


### 1.2.3 Situation Analysis

#### 1.2.3.1 Foreign Direct Investment Flows into Zambia

In the period between 2019 and 2021, investments in Zambia were predominantly made-up of Foreign Direct Investments (FDI) with Local Direct Investment (LDI) accounting for less than 45% of the total investments. Figure 1 shows the composition of total investments from 2019 to 2021.

**Figure 1: Foreign Direct Investment Flows into Zambia**



Source: Zambia Development Agency

The country recorded low capital inflow from local investors as opposed to FDI that accounted for a huge amount of total investments in the period between 2019 and 2021. FDI constituted a larger share of total investments with 73.77, 54.28 and 58.2 percent in 2019, 2020 and 2021 respectively. Figure 2 further indicates an overall reduction of total committed investments from USD 3.6 billion in 2019 to USD 1.94 billion in 2021. In 2020, the country recorded the largest amount of total committed investment of USD 5.84 billion and correspondingly the largest amount of LDI at USD 2.68 billion.

The Manufacturing Sector was the highest recipient of FDI inflows into Zambia amounting to USD 456.8 million, followed by Deposit taking corporations and then Wholesale and Retail Trade, while Agriculture accounted for the least inflow of USD 38 million during the same period.

Conversely, mining and quarrying registered the highest outflows, which amounted to negative USD 94.8 million. The outflows from this sector may be attributed to the COVID-19 pandemic, which adversely impacted global economies as most countries imposed lock downs in their countries which restricted movements of

people, goods and services hence disrupting global supply chains. Figure 2 shows FDI by sectors between 2019 and 2021.

**Figure 2: Foreign Direct Investment Flows by sector into Zambia**

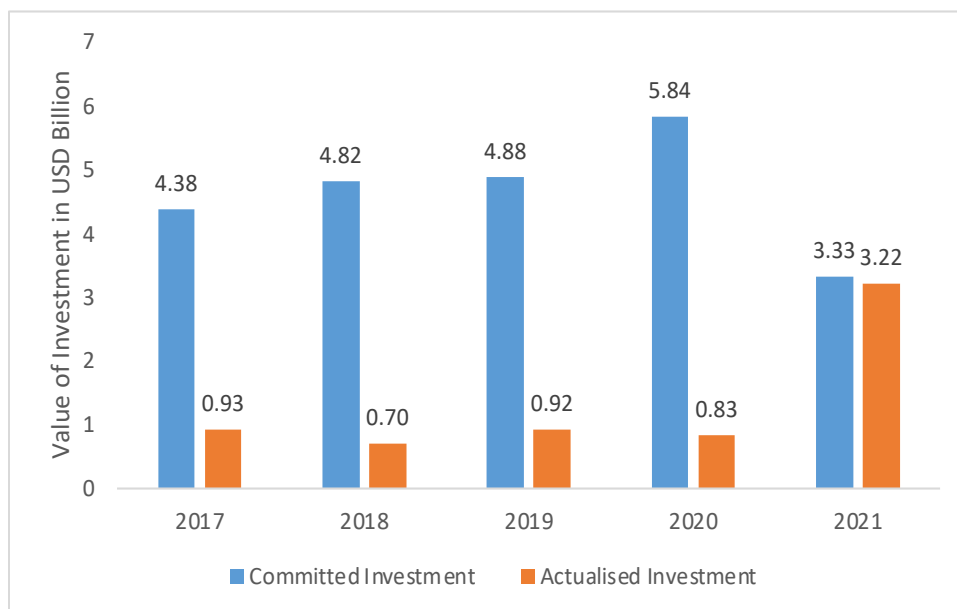


*Source: Foreign Private Investment & Investor Perceptions Survey Reports, (2019-2021)*

## Committed Vs Actualised Investment

In the process of accounting for investments in the country, the Agency records the value of investment committed by investors and tracks progress by establishing how much investment is actualised. Figure 3 shows the committed vs actualised investment for the period 2017 – 2021.

**Figure 3: Committed Vs Actualised Investment**



Source: Zambia Development Agency

The country recorded huge amounts of investment commitments as opposed to what was actualised from 2017 to 2021. The highest investment commitments were recorded in 2020 amounting to USD 5.84 billion. Albeit, only USD 834 million of investment was actualised, representing 14 percent of actualised investment. This was attributed to inadequate strategy and interventions to optimise commitments into actual investment during the Covid-19 peak period. The investment actualisation rate in 2021 increased to 96.7 percent as economic activities increased after a reduction in Covid-19 restrictions.

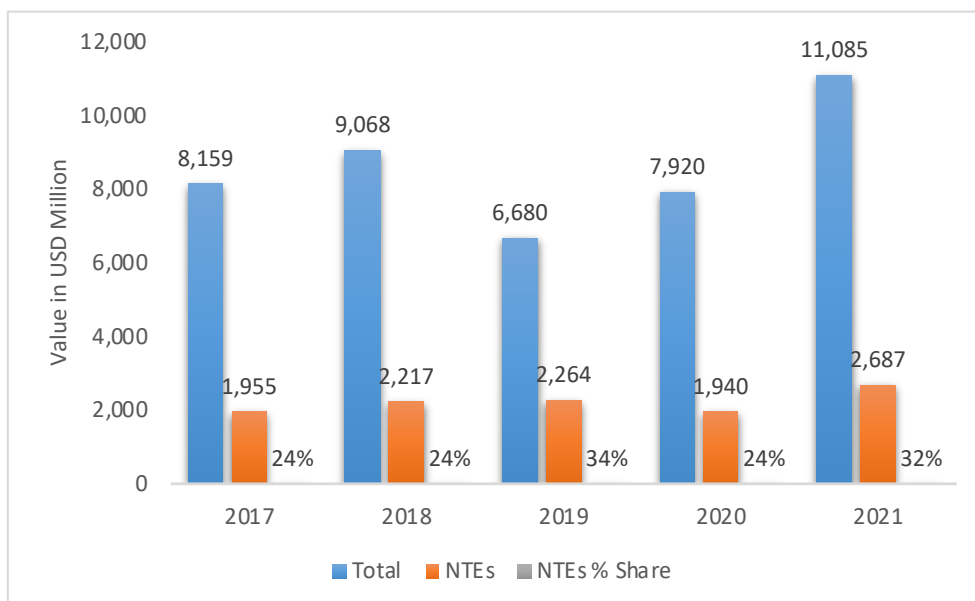
### Export Earnings 2017 – 2021

In the quest to promote a diversified economy, the Agency promotes and facilitates growth of Non-Traditional Exports (NTEs). Non-traditional exports include any other export products except Copper and Cobalt.

During the period between 2017 and 2021, the country recorded a gradual increase in total export earnings from USD 8.16 billion in 2017 to USD 11.09 billion in 2021. However, NTEs contribution to the total export earnings continued to be low in the ranges between 24% and 34%.



**Figure: 4: Zambia Export Composition**



Source: Zambia Development Agency

From investments and trade recorded between 2017 and 2021, the country still has potential to grow its investment and trade earnings. It is also evident that TEs continued to dominate total exports, domestic investment relatively continues to be low and investment actualisation rate continued to be low. The 2022 to 2026 Strategic Plan has put in place appropriate and robust strategies to respond to the current situation. Some measures are aimed at enhancing value chains, diversifying markets, increasing NTEs, promoting direct domestic investment and attracting more FDI, among others.

### 1.3 Management and Operational Structure

The overall strategic oversight and direction of the Agency is provided by the Board of Directors, who are appointed by the Minister in charge of Commerce, Trade and Industry. The day-to-day operations are overseen by the Director General who is assisted by a team of six (6) Directors. The operational Divisions are as follows:

- 1) Export Development;
- 2) Investment;
- 3) Policy and Planning;
- 4) Enterprise Development;
- 5) Finance and Administration; and
- 6) Board Secretarial and Legal Services.

In addition, the Director General is assisted by the following Units:

- 1) Procurement and Supplies;
- 2) Systems Assurance; and
- 3) Communications and Public Relations.

## **1.4 Strategic Operational Linkages**

ZDA has established strategic partnerships to foster efficient operations and effective implementation of its mandate. The partners include exporters, investors, media, academia, Embassies and High Commissions, Cooperating Partners, Government Institutions and Business Associations. These partners assist the Agency in implementing its mandate relating to promoting and facilitating trade, investment and business development thereby contributing to economic development of the country.

## **1.5 Rationale for Developing the 2022 – 2026 Strategic Plan**

The development of the 2022-2026 Strategic Plan was necessitated by the expiry of the 2018 - 2021 Strategic Plan, realignment to the 8NDP which set the Government's economic transformation and development agenda. This was in addition to the newly enacted ZDA Act No 17 of 2022 and Investment, Trade, and Business Development (ITBD) Act No 18 of 2022 which streamlines the Agency's mandate.

## **1.6 Methodology**

The strategic planning approach used to develop the 2022 to 2026 Strategic Plan is the integrated Institutional Assessment/Organisation Development – Balanced Scorecard (IA/OD-BSC). The IA/OD BSC is a two-phased approach that took into consideration a critical analysis of the Zambia Development Agency's operations including its achievements and challenges with proposed recommendations for improved performance.

The first phase, the Institutional Assessment (IA) involved conducting an internal capability assessment to establish Zambia Development Agency's distinctive competencies, as well as, analysing the macro-environment. The various tools applied were the McKinsey 7s Model; Simple Change Management Model; Objective and Problem Trees; Strengths, Weaknesses, Opportunities and Threats (SWOT); and Political/Policy, Economic, Social, Technological, Environmental/ Ecological and Legal (PESTEL) Analyses. In addition, various stakeholders were engaged to solicit for information on the current and future outlook of the Agency and to suggest areas of focus to enhance the execution of the Institution's mandate.

The second phase, the Organisation Development (OD) involved determining the strategic direction of the Agency. The information collected from the Institutional Assessment facilitated the Organisational Development process of determining the strategic direction for the Zambia Development Agency for the period 2022 – 2026 in relation to its Vision, Mission, Core Values, Strategic Themes and Strategic Objectives. The strategic direction was based on the Balanced Scorecard (BSC) principles, which takes a holistic approach in mapping the strategic direction and provides a framework for measuring the performance of an institution.

The Strategic Plan was developed with technical support from the Management Development Division of Cabinet Office and spearheaded by a Core Team composed of members of staff from all the Departments and Units in the ZDA.

# 2

## ENVIRONMENTAL ANALYSIS



## 2. ENVIRONMENTAL ANALYSIS

### 2.1 External Analysis

The analysis of the Zambia Development Agency's external environment focused on Political/Policy, Economic, Social, Technological, Environmental/Ecological and Legal (PESTEL) developments that had or may have an impact on the operations of the Agency. The analysis also included taking into account stakeholders' interests and clients' needs.

#### 2.1.1 PESTEL Analysis

##### 2.1.1.1 Political/Policy

###### i. **Development of the Eighth National Development Plan (8NDP)**

The development of 8NDP provides a clear policy direction, particularly Pillar 1: Economic Transformation and Job Creation, which is aligned to the Agency's mandate of wealth and job creation through investment and export promotion and facilitation.

The Agency will leverage on the provisions of the 8NDP to effectively execute its mandate and streamline Agency functions to focus on trade and investment.

###### ii. **The Establishment of the Ministry of Small and Medium Enterprise Development**

The creation of the Ministry of Small and Medium Enterprise Development (MSMED) streamlined the Agency's mandate allowing it to focus on investment, export promotion and business development facilitation, while hiving off the mandate of entrepreneurship development.

The Agency will strengthen collaboration with the new Ministry to support growth-oriented businesses that are export ready and prepared for joint ventures and partnership.

##### 2.1.1.2 Economic

###### i. **Worsened Credit Rating Score for 2021**

The credit rating score for Zambia, according to Standard and Poor's 500 (S&P) worsened from the highly speculative rating of B- in August, 2018 to a negative outlook rating of CCC- in September, 2020. This negative rating eroded investor confidence.

The Agency will review and recommend incentives that will attract investment to mitigate the challenge.

ii. **Fluctuating Inflation and Exchange Rates**

During the period under review, annual inflation increased from single digit of 7.5 percent in 2018 to double digit of 22.1 percent in 2021, with the highest jump recorded in 2020 from 9.1% in 2019 to 15.7% in 2020 representing an increase of 6.6 percent (Source; Bank of Zambia Data). The average exchange rate (ZMW to USD) fluctuated between 10.5 in 2018 to 20.1 in 2021 with the highest depreciation recorded in 2020 of 18.3 from 12.9 in 2019 representing an increase of 5.4 percent (Bank of Zambia, 2021).

The increase and volatility of inflation and exchange rate negatively affected the Agency as it increased the cost of operations and the execution of the mandate.

The Agency will enhance resource mobilisation and rationalise allocation of resources to mitigate the impact of fluctuating exchange rates.

### 2.1.1.3 Social

i. **Outbreak of Covid-19**

The Covid-19 pandemic negatively affected the Agency as it disrupted the operations of the Agency and reduced investment.

To mitigate the effects of Covid-19, the Agency will invest in ICT equipment and state of the art software, strengthen adherence to health guidelines as well as advocate for incentives that promote investment.

On the other hand, Covid-19 created an opportunity to roll out digital services.

The Agency will develop a digital culture within the Agency, sensitise end users on digital services and Invest in ICT equipment and state of the art software to optimise the opportunity.

### 2.1.1.4 Technological

i. **Roll out of e-Government Platform**

The roll out of e-Government platform enhanced efficiency in the provision of services, reduced the Agency's susceptibility to corruption and reduced the cost of operations.

To optimise this, the Agency will sensitise potential and existing clients on the services and roll out more services onto the e-Government platform.

On the other hand, the roll out of e-Government platform is susceptible to cyber-attacks. The Agency will invest in cyber security systems and sensitise staff on cybercrimes.

#### **2.1.1.5 Environmental/ Ecological**

##### **i. Effects of Climate Change**

The effects of climate change such as droughts, floods and heat waves have negatively affected investment in Agriculture, Energy and Tourism Sectors.

The Agency will promote climate smart investments to mitigate the challenge presented by climate change.

#### **2.1.1.6 Legal**

##### **i. Enactment of the Zambia Development Act No. 17 of 2022**

The Act provides for continued existence of the Agency and redefines its functions. The Act Streamlines the Agency's mandate to focus on investment, export promotion and Business Development facilitation.

The Agency will leverage on the provision of the Act to effectively execute its mandate.

#### **2.1.2 Stakeholder and Client Analysis**

##### **i. Clients and their needs**

An analysis of the clients' needs was undertaken. Clients are individuals/ groups of individuals/institutions the Zambia Development Agency was primarily created to provide a service to in order to meet their needs. The following are the clients of the Zambia Development Agency:

## Zambia Development Agency Clients

**Table 1: ZDA Clients**

S/N	Client Cluster	Needs
1.	<b>Growth oriented enterprises</b>	<ul style="list-style-type: none"> <li>• Registrations of Investments</li> <li>• Capacity Building</li> <li>• Linkage to financing institutions and markets</li> <li>• Business Advisory services</li> <li>• Business and market information</li> <li>• Facilitation of product development</li> <li>• Facilitation of Joint Ventures and Partnerships</li> </ul>
2.	<b>Investors</b>	<ul style="list-style-type: none"> <li>• Multi Facility Economic Zone Permits</li> <li>• Registrations of Investments</li> <li>• Recommendation for fiscal incentives</li> <li>• Facilitation of Investor Permits</li> <li>• Facilitation of acquisition of land</li> <li>• Facilitation of market linkages</li> <li>• Facilitation of Joint Ventures and Partnerships</li> <li>• Business and market information</li> </ul>
3.	<b>Exporters</b>	<ul style="list-style-type: none"> <li>• Information on trade and investments opportunities</li> <li>• Capacity building</li> <li>• Facilitation of Product development</li> <li>• Linkages to export markets and financing options</li> </ul>

### ii. Stakeholders and their Interests

In addition to clients and their needs, an analysis of the stakeholders and their interests was undertaken. Stakeholders are individuals/groups of individuals/institutions that have an interest/stake/claim in the operations of the Zambia Development Agency: and are affected by decisions made by the Zambia Development Agency:

The stakeholder analysis identified the stakeholders and their areas of interest as presented below:

### Stakeholder Identification, Mapping and Analysis

**Table 2: Stakeholder Identification, Mapping and Analysis**

S/N	Stakeholder Cluster	Area of stakeholder's Interest
1.	<b>Government Statutory Bodies</b>	<ul style="list-style-type: none"> <li>• Collaboration on sharing information related to Tax incentives and rebates for investors who qualify for ITBD incentives.</li> <li>• Collaboration on undertaking joint research.</li> <li>• Provision of statistics related to pledged investments and employment.</li> <li>• Verification of pledged investment amount.</li> <li>• Verification of ZDA certificate of registration for transporters.</li> <li>• Collaboration on sharing of information relating to the business environment.</li> </ul>
2.	<b>Research Institutes</b>	<ul style="list-style-type: none"> <li>• Collaboration on research relating to business development.</li> <li>• Collaboration on research relating to investment, trade and business development.</li> <li>• Collaboration on sharing information related to investment.</li> <li>• Collaboration on sharing information related to investment, trade and business development.</li> <li>• Collaboration on promotion of trade and investment.</li> </ul>
3.	<b>International Investment and Trade Promotion Agencies</b>	<ul style="list-style-type: none"> <li>• Collaboration on information sharing on best practices.</li> <li>• Collaboration on export promotion.</li> <li>• Collaboration on both investment and export promotion.</li> </ul>
4.	<b>International Multilateral Organizations</b>	<ul style="list-style-type: none"> <li>• Prudent utilisation of resources.</li> <li>• Effective implementation of programmes on trade and investment.</li> </ul>



## 2.2 Internal Analysis

### 2.2.1 Past Performance

A performance analysis was conducted to determine the extent of achievement of set targets and ultimately establish the overall institutional performance. A three-tier rating was used to classify the performance of the Agency as highlighted below:

- Code 1 - **Red** for below Average Performance (0% to 49.9%);
- Code 2 - **Yellow** for Average Performance (50% to 79.9%); and
- Code 3 - **Green** for Above Average Performance (80% to 100%).

The Performance is based on the Zambia Development Agency 2018 to 2021 period of the Strategic Plan. During the period, the Agency recorded a below average performance with the rating as shown in the table below.

**Table 3: Performance of ZDA 2018 to 2021**

<b>OVERALL INSTITUTIONAL PERCENTAGE RATING</b>	<b>49.36</b>
<b>RATING AND COLOUR CODE</b>	<b>1</b>
<b>AVERAGE PECENTAGE RATING FOR SUPPORT OBJECTIVES</b>	<b>34.66</b>
<b>RATING AND COLOUR CODE</b>	<b>1</b>
<b>AVERAGE PECENTAGE RATING FOR CORE OBJECTIVES</b>	<b>71.41</b>
<b>RATING AND COLOUR CODE</b>	<b>2</b>

The above performance was affected by a number of constraining factors which included the following:

- 1) Inadequate funding;
- 2) Inadequate staffing;
- 3) Inadequate investment incentives for MSMEs;
- 4) COVID-19 Pandemic disrupted operations;
- 5) Board and Director General instability which impacted the Agency's direction and vision;
- 6) High staff attrition;
- 7) Macro-economic shocks; and
- 8) Suspension of the issuance of licenses.

## 2.2.2 Institutional Capability Assessment

The Institutional Capability Assessment conducted provided an in-depth analysis of the Zambia Development Agency's status internally. The Internal analysis identified the gaps and provided appropriate interventions as part of input into the preparation of the 2022 – 2026 Strategic Plan. The analysis was based on the McKinsey's 7s Model and the SWOT analysis. The identified challenges will need to be addressed for Zambia Development Agency to effectively implement its Strategic Plan.

### 2.2.2.1 McKinsey 7s Model

The analysis focused on the following interrelated factors relating to the Strategy, Structure, Systems, Staff, Skills, Shared values and Style of leadership and management. The model established challenges in the seven areas as highlighted below.

#### a) Strategy

The Agency Strategic Plan expired in 2021. There were inadequacies in the Plan as the targets were unrealistic.

#### b) Structure

The Structure of the Agency is inadequate considering the change in mandate of the Agency. The mandate of entrepreneurship development was hived off following the creation of the Ministry of Small and Medium Enterprise Development. The structure has the following inadequacies:

- i. Some key positions such as Resource Mobilization Specialist are missing;
- ii. Some functions such as provision of business development services to growth oriented enterprises as well as facilitation of value chain development across economic sectors are missing; and
- iii. Inadequate numbers provided for some positions.

#### c) System

The analysis revealed that the Agency has a number of systems in place such as the Customer Relationship Management, Digital Investment Profiling System, Enterprise Resource Planning, Human Resource Management, Performance Management, Records Management, Financial Management, Fleet Management, Procurement Management, Monitoring and Evaluation, Risk Management, among others.

The following challenges were found with the systems:

- i. Most systems are manual and in some cases automated but not integrated;
- ii. Some automated systems have missing modules; and
- iii. Some systems are not developed such as the Document Management System.

**d) Staff**

It was established that all members of staff have the requisite qualifications; however, the numbers are inadequate. Out of an approved staff establishment of 121 only 68 positions are filled.

**e) Skills**

The analysis established that some members of staff are inadequate in the following skills:

- i. Data analytics;
- ii. Statistical programming;
- iii. Graphics and design;
- iv. Modelling;
- v. Training skills;
- vi. Analytical skills; and
- vii. Investment analysis; among others

**f) Shared values**

The Agency had documented shared values in line with the previous Strategic Plan as follows:

- i. Innovation
- ii. Excellence
- iii. Diversity
- iv. Integrity
- v. Team work
- vi. Responsiveness
- vii. Knowledgeable

However, it was established that there were inadequacies in upholding core values by some members of staff.

### **g) Style of Leadership/Management**

The analysis revealed that the predominant styles of leadership are Bureaucratic and Democratic. The analysis also revealed that there are negative traits exhibited in the leadership as follows:

- i. Failure to effectively supervise;
- ii. Working in silos;
- iii. Delay in providing feedback on assignments;
- iv. Giving unclear instructions;
- v. Unresponsive to staff needs;
- vi. Setting unrealistic deadlines;
- vii. Lack integrity, are not honest;
- viii. Politically inclined; and
- ix. Poor communicators.

### **2.2.2.2 SWOT Analysis**

A SWOT analysis was conducted to identify factors within the Agency in respect of Strengths and Weaknesses that would facilitate or hinder the implementation of the identified interventions. In addition, the analysis identified factors outside the Zambia Development Agency in respect of Opportunities and Threats that would either facilitate or hinder the implementation of the identified interventions. The analysis revealed the following: -

**Table 4: SWOT Analysis**

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>i. Presence of qualified, skilled and experienced personnel</li> <li>ii. Supportive management</li> <li>iii. Availability of comprehensive SOPs</li> <li>iv. Performance Management System and Targets are in place to measure organisational performance</li> <li>v. Supportive legal and policy framework</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>i. Inadequate staffing levels</li> <li>ii. Inadequate skills among staff</li> <li>iii. Inadequate and outdated work tools i.e. ICT tools, utility vehicles, office furniture</li> <li>iv. Limited regional presence</li> <li>v. Inadequate staff development</li> <li>vi. Low Staff retention</li> <li>vii. Underutilisation of CRM Systems</li> <li>viii. Weak brand identity</li> <li>ix. Low staff motivation</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>i. Strong partnerships with developing and cooperating partners</li> <li>ii. Political will from Government</li> <li>iii. Expanded market for Zambia's exports i.e COMESA, AfCFTA, etc</li> <li>iv. Government undertaking pro-business reforms</li> <li>v. The establishment of the Public Private Dialogue Forum</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>i. Inadequate government funding</li> <li>ii. Competition from other Trade and Investment Promotion Agencies around Africa</li> <li>iii. Inadequate incentives and trade promotion support</li> <li>iv. Policy inconsistency</li> <li>v. Lack of coordinated investment promotion approach with economic sector ministries</li> <li>vi. Effects of climate change</li> </ul>

Following the analysis of the internal and external environments within which ZDA operates and stakeholder engagements, key strategic issues were identified which also form part of the basis of the Strategic Direction. The summary of key issues identified include:

1. Inadequate systems and policies;
2. Inadequate provision of aftercare services;
3. Inadequate communication and public relations;
4. Inadequate focus on ICT and other sectors;



5. Inadequate coordination among Government Agencies and encroachment on the ZDA mandate;
6. Inadequate stakeholder coordination and engagement;
7. Highly centralised services;
8. Inadequate visibility and weak brand identity;
9. Slow-response to changes in the environment (trends and needs);
10. Inadequate staffing levels;
11. Inadequate skills among some members of staff;
12. Inadequate and outdated work tools;
13. Resistance to change;
14. Lack of a reward -based performance system;
15. Inadequate institutional structure;
16. Inadequacies in the styles of leadership;
17. Inadequate investment and trade incentives;
18. Inadequate funding;
19. Non-Tariff Barriers (NTBs) by other countries;
20. Failure to meet export requirements;
21. Unresolved Institutional liabilities;
22. Inadequate Monitoring and Evaluation; Special Economic Zones
23. Limited backbone infrastructure in priority locations (SEZs) meant to spur industrialisation including MFEZs, Farm Blocks, and rural areas;
24. High cost of doing business;
25. Lack of country and institutional marketing strategy (showcasing Zambia as an investment destination);
26. Inadequate trade infrastructure;
27. Limited access to appropriate export credit facilities;
28. Inadequate awareness among the public on available incentives provided for and their administration;
29. Inadequate office and storage space; and
30. Poor work culture.

# 3

## STRATEGIC DIRECTION

### 3. STRATEGIC DIRECTION

The Agency's strategic direction for the next five years (2022-2026) is informed by the 8NDP, in particular pillar 1: **Economic Transformation and Job Creation** which has associated Development Outcomes including:

- (i) Enhancing economic diversification and industrialisation;
- (ii) Enhancing citizen's participation in the economy; and
- (iii) Enhancing private sector competitiveness.

The Agency will leverage on its mandate of trade, investment and business development to effectively and efficiently contribute to the aforementioned development outcomes under pillar one (1).

The Agency efforts are expected to achieve the following strategic outcomes:

- 1) Attract a total of at least USD 36 billion in both Foreign (\$27bn) and Domestic (\$9bn) investment by 2026;
- 2) Grow total exports from USD 11.64 billion in 2022 to USD 26.65 billion in 2026;
- 3) Grow Non-Traditional Exports from USD 3.52 billion in 2022 to USD 11.65 billion by 2026;
- 4) Create 500,000 decent jobs by 2026;
- 5) Transition 50 medium sized businesses into Large Multinational Corporations by 2026; and
- 6) Contribute to GDP by actualising USD 25 billion by 2026;

The Agency has therefore set out an operational framework to guide the execution of its Mandate in the next five (5) years. This framework will guide the Agency's programmes, decision-making and resource allocation during the period 2022 – 2026 as follows:

#### 3.1. Vision

In the next five years, the ZDA envisages itself to become **"A world class Agency fostering a transformed and prosperous economy for Zambia."** The Agency will build organisational capacities in terms of competencies and a positive work culture that will propel the Institution towards excellence. The Agency will also invest in the improvement of key internal processes to ensure exceptional process standards that will translate into cost effective, timely and quality services to our clients.

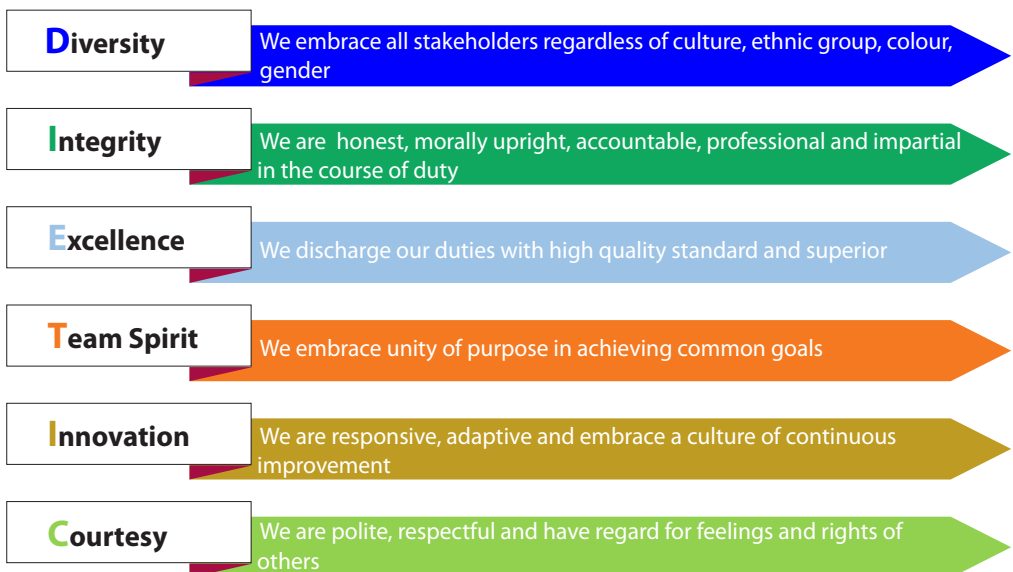
This will contribute to advancements in industrialisation and economic diversification for sustained growth driven by the agriculture, mining, manufacturing and tourism sectors. This will further increase employment opportunities for all Zambians.

### 3.2. Mission Statement

To realise the vision and achieve the strategic results, ZDA commits itself to the following mission **“To promote and facilitate sustainable trade and investment for a diversified and industrialised economy”**. Through this mission, the Agency will focus on attraction of sustainable investment in priority sectors of the economy including Manufacturing, Mining, Agriculture, Tourism, Energy and Infrastructure; attract export-oriented investment to foster value addition and enhance participation of Zambians through strategic partnerships including joint ventures.

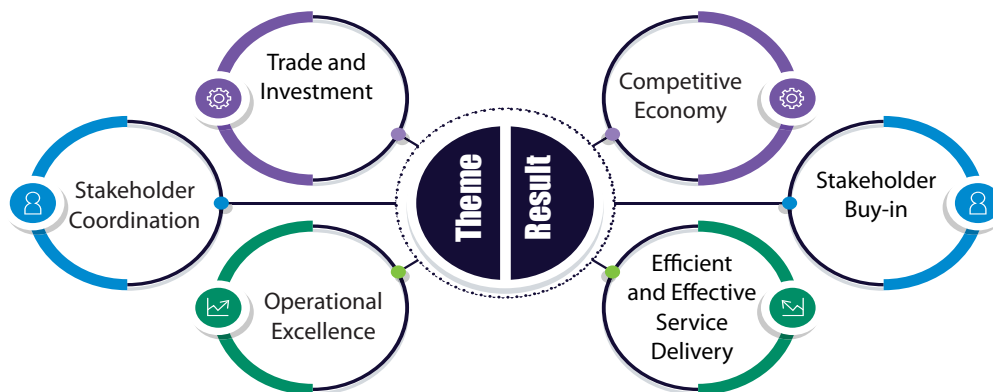
### 3.3. Core Values

The operations of the Zambia Development Agency and conduct of staff for the strategic plan period will be anchored on the following six (6) core values:



### 3.4. Strategic Themes and Results

To realise its Vision, the Zambia Development Agency has identified the following three (3) areas of focus (themes) and associated strategic results:



### 3.4.1. Trade and Investment

To achieve a competitive economy, the Agency will focus on enhancing provision of aftercare services, investment and trade incentives, ICT and other sectors, decentralise services and facilitate reduction of Non-Tariff Barriers (NTB) by other countries. The Agency will further assist exporters to meet export requirements, facilitate construction of trade and investment infrastructure in priority locations (SEZs) meant to spur industrialisation including MFEZs, Farm Blocks, and rural areas.

### 3.4.2. Stakeholder Co-ordination

To achieve stakeholder buy-in, the Agency will strengthen stakeholder engagement mechanisms, improve mapping of stakeholders as well as creating public awareness.

### 3.4.3. Operational Excellence

To achieve efficiency and effectiveness in service delivery, the Agency will improve ICT infrastructure, communication and public relations, increase-staffing levels, improve conditions of service, promote skills development among staff and usage of CRM. The Agency will also introduce reward based performance systems, improve quality of data in CRM system, enhance mobilisation and management of financial resources, re-align the organisational structure, improve client relations, develop and implement the client service charter, strengthen Monitoring and Evaluation systems and improve office and storage Space.

## 3.5. Strategic Objectives, Intended Results, Measures, Targets and Strategies

In the next five (5) years, Zambia Development Agency commits to implement nine (9) strategic objectives with their associated intended results, measures, targets and strategies (initiatives). The strategic objectives demonstrate the continuous improvements that the Agency will need to employ to achieve the desired results in the areas of focus, as follows:



**Table 5: Strategic Objectives**

S/N	Strategic Objective	Strategic Objective Description
1.	<b>Improve Investment promotion and facilitation</b>	The Agency will focus on analysing and prioritising high impact sectors (Agriculture, Tourism, Mining and Manufacturing) and integrated value chains (i.e. cotton, minerals, agro-processing, horticulture and timber) for profiling and packaging of investment (including green and blue) opportunities. The Agency will also enhance promotion and attraction of investment into enabler sectors such as Infrastructure, Energy and ICT. The Agency will also enhance promoting development of special economic zones such as integrated agro-industrial parks. In addition, the Agency will enhance research to identify source countries for targeted investment. Further, the Agency will enhance research for evidence-based policy advocacy (i.e. smart incentives, reduction in the cost of doing business) that will facilitate an enabling business environment for the attraction of investment.
2.	<b>Improve Trade Promotion and Facilitation</b>	The Agency will enhance attraction of significant export oriented, foreign and domestic investment and/or facilitating development export ready products. The Agency will also enhance research to identify markets for targeted export promotion. The Agency will ensure timely submission of technical input into trade negotiations aimed at increasing preferential access of Zambian products into regional and international markets.
3.	<b>Improve Business Development</b>	The Agency will enhance facilitation of specialised Business Development Support Services including access to finance, technology, markets, product development, joint ventures/partnerships and training to facilitate transitioning of medium sized businesses into large corporations. In addition, the Agency will enhance research for evidence-based policy advocacy (i.e. smart incentives, reduction in the cost of doing business) that will facilitate an enabling business environment for growth and competitiveness of businesses.
4.	<b>Improve Stakeholder Engagement</b>	The Agency will enhance its engagement with stakeholders, improve its brand identity and ensure that it is visible and accessible to all stakeholders. The Agency will also strengthen mechanism for coordination of stakeholders to enhance implementation of activities and programmes.

S/N	Strategic Objective	Strategic Objective Description
5.	<b>Increase Financial Base and Sustainability</b>	The Agency will enhance mobilisation of resources from both Government, Cooperating Partners and other stakeholders.
6.	<b>Enhance Financial Management</b>	The Agency will also strengthen internal controls to ensure prudent management of resources.
7.	<b>Enhance Systems and Processes</b>	The Agency will revise policies and guidelines in order to improve service delivery by members of staff. The Agency will also upgrade and leverage on electronic platforms to enhance its performance in promoting and facilitating trade and investment.
8.	<b>Improve Human Capital</b>	The Agency will improve conditions of service and build capacity among staff members in order to have a productive human resource for improved Agency performance and effective contribution towards the economic transformation agenda of the country.
9.	<b>Enhance Tools, Equipment and Infrastructure</b>	The Agency will improve the working environment in order to ensure effective delivery of services for improved Agency performance and effective contribution towards the economic transformation agenda of the country.

The detailed 2022 to 2026 Zambia Development Agency Strategic Plan log frame is shown below:

### Strategic Themes, Strategic Results, Strategic Objectives, Intended Results, Measures, Targets and Strategies (Initiatives)

**Table 6: ZDA Strategic Plan Log Frame**

Strategic Themes:	Trade and Investment	Stakeholder Collaboration		Operational Excellence
Strategic Results:	Competitive Economy	Stakeholder Buy-in		Efficient and Effective Service Delivery
Strategic Objective 1: Improve Investment Promotion and Facilitation				
Intended Results	Measures	Baseline 2021	Targets	Strategies/Initiatives
Competitive economic sectors	Billion USD Direct investment	USD18.88 billion	USD 36 billion investment into the economy by 2026.	· Strengthen implementation of the country investment marketing strategy
	Percentage actualised against committed investment	70%	80 % investment actualised against committed investment	· Enhance research · Facilitate development of SEZs
	Number Special Economic Zones (SEZs)	5	6 SEZs declared by 2026	· Strengthen monitoring mechanisms
	Value investment committed	USD 3.33 Billion	USD 8 Billion committed annually	
	Percentage Jobs actualised against committed	24,585	70 % jobs actualised against committed annually	

Investor retention	Number businesses provided with aftercare services	(159) 199%	100% targeted businesses provided with aftercare services annually	<ul style="list-style-type: none"><li>Strengthen the provision of aftercare to businesses</li><li>Facilitate business linkages</li></ul>
	Percentage reinvestments	USD 5 million	100 % increase in reinvestments by December 2026	
	Number business partnerships	45	200 business partnerships facilitated by 2026	
Strategic Objective 2: Improve Trade Promotion and Facilitation				
Intended Results	Measures	Baseline 2021	Targets	Strategies/Initiatives
Diversified export products	Number businesses trained	934	5,000 targeted businesses trained by 2026	<ul style="list-style-type: none"><li>Strengthen implementation of the country N8+1 plan</li><li>Strengthen the capacity of businesses in international competitive markets</li><li>Enhance product development</li><li>Develop new markets</li><li>Strengthen market research</li></ul>
	Percentage identified products developed	0	100% of identified products developed by 2026	
	Percentage new products exported	0	100% of identified new export products added annually	
	Number new markets	0	3 new markets penetrated by December 2026	
	Value NTEs	USD 2.69 billion	NTEs increased to USD 11.65 billion by December 2026	

Increased preferential market access	Number well-articulated negotiating positions provided to MCTI	10	10 well-articulated negotiating positions provided to MCTI annually	<ul style="list-style-type: none"> <li>Enhance negotiations for preferential markets</li> <li>Strengthen monitoring and evaluation</li> </ul>
<b>Strategic Objective 3: Improve Business Development</b>				
<b>Intended Results</b>	<b>Measures</b>	<b>Baseline 2021</b>	<b>Targets</b>	<b>Strategies/Initiatives</b>
Business growth	Percentage businesses accessing finance	0	50% targeted businesses accessing finance annually	<ul style="list-style-type: none"> <li>Facilitate business linkages</li> <li>Facilitate capacity building for businesses</li> <li>Facilitate value chain development</li> <li>Facilitate product development</li> <li>Strengthen research and development</li> <li>Strengthen facilitation of joint ventures and partnerships</li> </ul>
	Percentage businesses transitioned	0	100% targeted businesses transitioned from medium size to large by December 2026	
	Percentage businesses accessing local markets	0	60% targeted business accessing local markets annually	
	Percentage businesses ready for export market	0	30% targeted businesses ready for export markets by December 2026	
	Number value chains developed	0	4 value chains developed by 2026	
	Percentage identified products developed	0	80% identified products developed by 2026	

Strategic Objective 4: Improve Stakeholder Engagement				
Intended Results	Measures	Baseline (2021)	Targets	Strategies/Initiatives
Effective programme implementation	Percentage stakeholder awareness level	0	85% stakeholder awareness levels annually	<ul style="list-style-type: none"><li>Develop and implement a communication strategy</li><li>Develop and implement the stakeholder management plan</li></ul>
	Percentage stakeholder satisfaction level	78%	100% stakeholder satisfaction levels annually	
	Percentage of signed MoUs being implemented	14 (50%)	75% of signed MoUs being implemented by 2026	
Strategic Objective 5: Increase Financial Base and Sustainability				
Intended Results	Measures	Baseline (2021)	Targets	Strategies/ Initiatives
Optimal financial resources	Value revenue increase	K3.1 million	K1,000,000 increase in revenue from other sources annually	<ul style="list-style-type: none"><li>Enhance Resource Mobilisation</li></ul>
Strategic Objective 6: Enhance Financial Management				
Intended Results	Measures	Baseline (2021)	Targets	Strategies/ Initiatives
Effective utilisation of resources	Current asset ratio	0.13	1.3 Current Asset ratio maintained annually	<ul style="list-style-type: none"><li>Strengthen internal controls</li></ul>
	Percentage legacy liabilities	ZMW 14 million	100% reduction in legacy liabilities by December 2026	
	Percentage audit recommendation resolved	36.36%	100% audit recommendations resolved annually	



Strategic Objective 7: Enhance Systems and Processes				
Intended Results	Measures	Baseline (2021)	Targets	Strategies/Initiatives
Efficient and effective services	Number services	0	6 services digitalised by June, 2024	<ul style="list-style-type: none"><li>• Re-engineer business processes</li><li>• Strengthen the legal framework</li><li>• Review and implement client service charter</li><li>• Develop and implement a business continuity plan</li></ul>
	Standard of service	70%	100% services delivered according to the client service charter annually	
Strategic Objective 8: Improve Human Capital				
Intended Results	Measures	Baseline (2021)	Targets	Strategies/Initiatives
High staff Performance	Percentage staff performance	74%	100% staff performance against individual set target annually	<ul style="list-style-type: none"><li>• Develop succession plan</li><li>• Strengthen performance management</li><li>• Strengthen implementation of capacity building programmes</li><li>• Enhance employee wellness</li></ul>
Optimal staffing levels	Structure Reviewed	47% (57staff)	90% Staffing levels attained by 31 <sup>st</sup> December, 2024 and maintained at 98% thereafter	<ul style="list-style-type: none"><li>• Review and operationalise organizational structure</li><li>• Develop and implement a staff retention strategy</li></ul>

Positive work culture	Percentage adherence to core values	0	100% staff adherence to core values annually	<ul style="list-style-type: none"> <li>Strengthen operations of the integrity committee</li> <li>Develop and implement culture remodelling programme</li> </ul>
<b>Strategic Objective 9: Enhance Tools, Equipment and Infrastructure</b>				
<b>Intended Results</b>	<b>Measures</b>	<b>Baseline (2021)</b>	<b>Targets</b>	<b>Strategies</b>
Conducive work environment	Percentage staff satisfaction	0	75% Staff Satisfaction levels annually	<ul style="list-style-type: none"> <li>Develop and implement an asset management plan</li> </ul>

*Refer to Appendix I for Zambia Development Agency 2022 to 2026-Balanced Scorecard.*





# 4

## ENABLING FACTORS



## 4. ENABLING FACTORS

The successful implementation of this Strategic Plan will be dependent on the following pre-conditions and assumptions:

### 4.1. Pre – Conditions

Pre-conditions are the critical success factors that Zambia Development Agency will need to put in place to ensure the successful implementation of the 2022 - 2026 Strategic Plan. The following are the pre-conditions:

**a) Competent and Committed Staff**

The Agency will ensure that all members of staff are knowledgeable, skilled and dedicated to duty.

**b) Positive Work Culture**

The Agency will ensure a culture that prioritises the wellbeing of employees, offers support at all levels within the organisation and policies that encourage respect, trust, empathy and support.

**c) Ownership of the Strategic Plan at all Levels**

The Agency will ensure buy-in and a good understanding of the Strategic Plan at all levels for effective implementation of activities and programmes.

**d) Conducive Work Environment**

The Agency will ensure that all the staff have access to necessary tools, adequate office infrastructure and competitive conditions of service.

**e) Appropriate Operational Structure**

The Agency will ensure alignment of the organisation structure to the Strategic Plan.

**f) Optimal Staff Complement**

The Agency will ensure that all the positions are filled and maintained.

**g) Appropriate Internal Procedures and Policies**

The Agency will ensure that appropriate procedures and policies are in place that will aid smooth execution of the Strategic Plan.

## 4.2. Assumptions

Assumptions are critical success factors outside the control of the Agency that should prevail for the successful implementation of the Plan. These include:

**a) Adequate and Timely Funding**

Government will provide funding to the Agency commensurate to the successful implementation of the Strategic Plan.

**b) Private Sector Collaboration**

There will be Private sector buy-in and effective collaboration.

**c) Stakeholder Support**

The Stakeholders including cooperating partners and Government Agencies will buy-in and support (technically and financially) the Agency in its implementation of programmes.

**d) Political Will**

The Government of the Republic of Zambia will highly prioritise and support investment and trade promotion.

**e) Consistent Policies**

Government will continue implementing pro-business reforms.

**f) Economic Stability**

The economic environment will continue to be conducive for promotion of trade and investment.

**g) Stable Climatic Conditions**

The climate will continue to be favourable for production and trading of various products and services.

# 5

## IMPLEMENTATION PLAN AND FINANCING



## 5. IMPLEMENTATION PLAN AND FINANCING

To operationalise the Strategic Plan, a costed Implementation (Operational) Plan will be broken down into annual work plans and individual work plans, with SMART targets and schedules of activities, taking into account available resources.

The Planning and Information Directorate will be responsible for the development and implementation of the Operational Plan as well as submission of progress reports to Management by December every year. The Operational Plan will be the basis for monitoring and evaluating the performance of Zambia Development Agency at three (3) levels, namely; Individual, Departmental and Institutional.

The implementation Plan will be financed through the Government Grant and support from Cooperating and Development Partners. The total cost of implementing the plan is ZMW 1.5 billion.

### 5.1. Risk Management

The Zambia Development Agency will ensure timely identification of risks which will be efficiently managed during the implementation of the 2022 - 2026 Strategic Plan. The pre-conditions, assumptions and other factors that may affect the successful implementation of the plan will be monitored periodically.

A risk management framework/system will, therefore, be put in place to ensure proper management of risks.

### 5.2. Monitoring And Evaluation

Monitoring and Evaluation (M&E) of the Strategic Plan will be vital for effective implementation and ascertaining its impact. The M&E framework will be developed to track progress and evaluate performance against set strategic results, strategic objectives, intended results and targets as well as institute corrective measures timely. The M&E will be done at individual, departmental and institutional levels. Accordingly, quarterly and annual progress reports on the implementation of the Plan will be coordinated by the (Department/Unit responsible for planning). The Directorate will ensure that all Directorates prepare progress reports and submit to Management for consideration. At individual level, the Performance Management System will be strengthened to monitor and evaluate performance on a continuous basis. At Directorate level, M&E will be carried out on a quarterly basis while at Institutional level it will be carried out annually.

A mid-term review will be undertaken midway through the implementation of the Plan. The review will identify challenges, if any, encountered during implementation and recommend appropriate measures for addressing the challenges where necessary. Consequently, a terminal review will be undertaken at the end of the Plan period to determine the full extent of implementation and the overall impact. The terminal review will inform the preparation of the next Strategic Plan.





# APPENDIX I

# STRATEGIC PLAN BALANCED SCORECARD

# BALANCED SCORE CARD - 2022 - 2026 STRATEGIC PLAN

A world class Agency fostering a transformed and prosperous economy for Zambia

Diversity, Integrity, Excellence, Team Spirit, Innovation and Courtesy

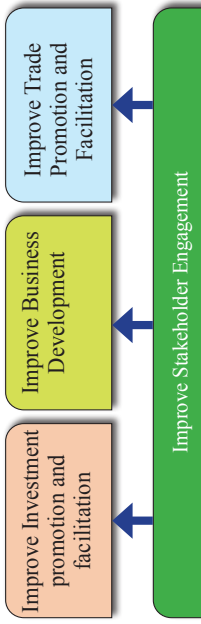
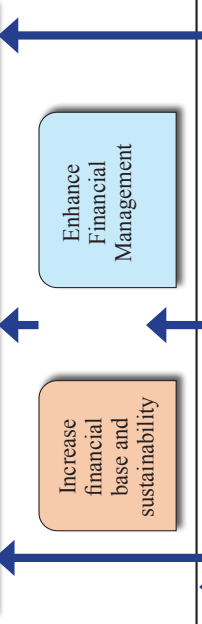
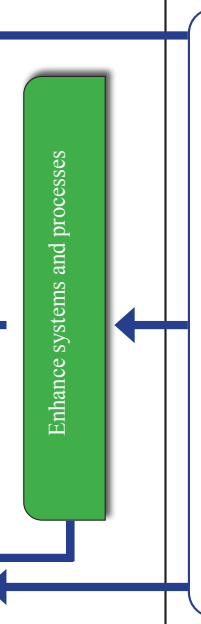
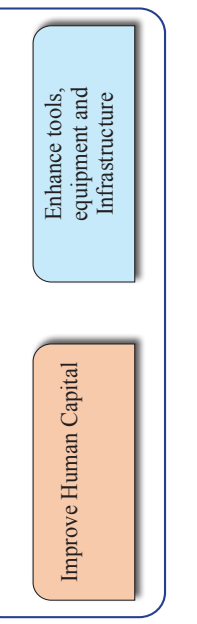
To promote and facilitate sustainable trade and investment for a diversified and industrialized economy

Operational Excellence

Efficient and Effective Service Delivery

Strategic Objectives and Strategy Map			
Customer/ Stakeholder	<div>Improve Investment promotion and facilitation</div> <div>Improve Business Development</div> <div>Improve Trade Promotion and Facilitation</div>	<div>Improve Stakeholder Engagement</div> <div>Enhance Financial Management</div> <div>Enhance systems and processes</div>	<div>Strengthen implementation of the country investment marketing strategy</div> <div>Facilitate development of SEZs</div> <div>Strengthen monitoring mechanisms</div> <div>Strengthen the provision of aftercare to businesses</div> <div>Facilitate business linkages</div> <div>Strengthen implementation of the country N8+1 plan</div> <div>Strengthen the capacity of businesses in international competitive markets</div> <div>Enhance product development</div> <div>Develop new markets</div> <div>Strengthen market research</div> <div>Enhance negotiations for preferential markets</div> <div>Strengthen monitoring and evaluation</div> <div>Facilitate business linkages</div> <div>Facilitate capacity building for businesses</div> <div>Facilitate value chain development</div> <div>Facilitate product development</div> <div>Strengthen research and development</div>
Finance/ Stewardship	<div>Improve financial base and sustainability</div>		<div>US \$ 36 billion investment into the economy by 2026.</div> <div>80 % investment actualised against committed investment</div> <div>6 SEZs declared by 2026</div> <div>USD 8 Billion committed annually</div> <div>70% jobs actualised against committed annually</div> <div>100 targeted businesses provided with aftercare services annually</div> <div>100 % increase in reinvestments by December 2026</div> <div>200 business partnerships facilitated by 2026</div> <div>5,000 targeted businesses trained by 2026</div> <div>100% of identified products developed by 2026</div> <div>100% of identified new export products added annually</div> <div>3 new markets penetrated by December 2026</div> <div>NTEs increased to USD 11.65 billion by December 2026</div> <div>10 well-articulated negotiating positions provided to MCTI annually</div> <div>50% targeted businesses accessing finance annually</div> <div>100% targeted businesses transitioned from medium size to large by December 2026</div> <div>60% targeted business accessing local markets annually</div> <div>30% targeted businesses ready for export markets by December 2026</div> <div>4 value chains developed by 2026</div> <div>80% identified products developed by 2026</div>
Internal Processes			
Organisation Capacity	<div>Improve Human Capital</div> <div>Enhance tools, equipment and Infrastructure</div>		

# BALANCED SCORE CARD - 2022 - 2026 STRATEGIC PLAN

<b>Vision</b>	A world class Agency fostering a transformed and prosperous economy for Zambia			
<b>Core Values</b>	Diversity, Integrity, Excellence, Team Spirit, Innovation and Courtesy			
<b>Mission</b>	To promote and facilitate sustainable trade and investment for a diversified and industrialized economy			
<b>Strategic Themes</b>	<b>Trade and Investment</b>	<b>Stakeholder Collaboration</b>	<b>Operational Excellence</b>	
<b>Strategic Results</b>	<b>Competitive Economy</b>	<b>Stakeholder Buy-in</b>	<b>Efficient and Effective Service Delivery</b>	
	<b>Strategic Objectives and Strategy Map</b>			
<b>Customer/ Stakeholder</b>				
<b>Finance/ Stewardship</b>				
<b>Internal Processes</b>				
<b>Organisation Capacity</b>				
	<b>Measures</b>	<b>Targets</b>	<b>Strategies/Initiatives</b>	
	<ul style="list-style-type: none"> <li>Percentage stakeholder awareness level</li> <li>Percentage stakeholder satisfaction</li> <li>Percentage of signed MoUs being implemented</li> <li>Percentage revenue increase</li> <li>Current asset ratio</li> <li>Percentage legacy liabilities</li> <li>Percentage audit recommendation resolved</li> <li>Number services</li> <li>Standard of service</li> <li>Percentage staff performance</li> <li>Structure Reviewed</li> <li>Percentage adherence to core values</li> <li>Percentage staff satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>85% stakeholder awareness levels annually</li> <li>100% stakeholder satisfaction awareness levels annually</li> <li>75% of signed MoUs being implemented annually</li> <li>K1,000,000 increase in revenue from other sources</li> <li>1:3 Current Asset ratio maintained annually</li> <li>100% reduction in legacy liabilities by December 2026</li> <li>100% audit recommendation resolved annually</li> <li>6 services digitalised by June, 2024</li> <li>100% services delivered according to the client service charter annually</li> <li>100% staff performance against individual set target annually</li> <li>90% Staffing levels attained by 31st December, 2024 and maintained at 98% thereafter</li> <li>100% staff adherence to core values annually</li> <li>75% Staff Satisfaction levels annually</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen facilitation of joint ventures and partnerships</li> <li>Develop and implement a communication strategy</li> <li>Develop and implement the stakeholder management plan</li> <li>Enhance Resource Mobilisation</li> <li>Strengthen internal controls</li> <li>Re-engineer business processes</li> <li>Review and implement client service charter</li> <li>Develop and implement a business continuity plan</li> <li>Develop succession plan</li> <li>Strengthen performance management</li> <li>Strengthen implementation of capacity building programmes</li> <li>Enhance staff welfare</li> <li>Review and operationalise Organizational structure</li> <li>Develop and implement a staff retention strategy</li> <li>Strengthen operations of the integrity committee</li> <li>Develop and implement culture remodeling programme</li> <li>Develop and implement an asset management plan</li> </ul>	

## NOTES

This image shows a single sheet of white paper with horizontal green ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.





## NOTES

[illegible]





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