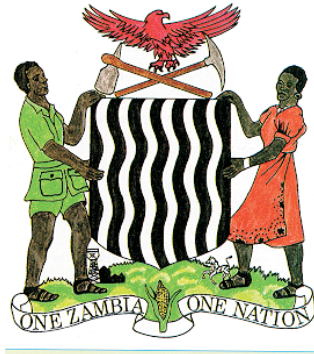




**Republic of Zambia**

**STRATEGIC PLAN FOR THE  
MINISTRY OF COMMERCE,  
TRADE AND INDUSTRY  
2006 - 2010**



**Republic of Zambia**

STRATEGIC PLAN FOR THE  
MINISTRY OF COMMERCE, TRADE AND IN  
2006 - 2010

## FORWARD

The Ministry of Trade Commerce, Trade and Industry (MCTI) reviewed and developed a five year Strategic Plan for the period 2006 - 2010 following the expiry of the 2001 - 2005 Strategic Plan.

The main aim of the 2006 - 2010 strategic Plan is to promote the growth and development of the commercial, trade and industrial sectors as espoused in the Fifth National Development Plan (FNDP) and the Commercial, Trade and Industrial (CTI) Policy.

The 2006-2010 Strategic Plan provides the Ministry with a current operational framework and it has articulated the mission, goal, objectives and their associated strategies and performance indicators.

The revised Strategic Plan has taken into account the various changes that have taken place in the environment as well as the challenges and failures encountered during the implementation of the 2001-2005 Strategic Plan. The 2006-2010 Plan will aim at building on the successes of the previous plan as well as being responsive of the dynamics of the political, economic, social, and technological environments.

During the period 2006-2010, the Ministry's mission will be:

**" To effectively and efficiently facilitate and promote sustainable growth, development and competitiveness of the commercial, trade and industrial sectors in order to enhance socio-economic development."**

Furthermore, the goal of the Ministry during the same period of 2006-2010 will be:

**"To attain sustainable, diversified and competitive domestic and export-led commercial, trade and industrial sectors in order to enhance socio-economic development."**

The successful implementation of this Strategic Plan will largely depend on the support and cooperation of staff and various stakeholders. The growth of the commercial, trade and industrial sectors will only be achieved if the private sector played a pivotal role. As such it is expected that the private sector will take a leading role and Government will endeavour to facilitate the creation of an enabling environment.

The successful production of this Plan would not have been possible without the support, dedicated commitment and contributions of members of staff, Statutory bodies under MCTI, Business associations and other stakeholders, Special tribute goes to Management Development Division (MDD), Cabinet office for their guidance in reviewing the Strategic Plan.

It is my sincere hope and trust that MCTI management and staff will translate this plan into operational work plans and annual budgets to ensure that its contents are effectively implemented.

Honourable Felix Mutati, MP  
Ministry of Commerce, Trade and Industry

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## APPENDIX: CORE FUNCTIONAL STRUCTURE FOR MCTI

## Table of Acronyms

AGOA	African growth Opportunity Act
APAS	Annual Performance Appraisal System
BoZ	Bank of Zambia
CEE	Citizens Economic Empowerment
COMESA	Common Market for Eastern and Southern Africa
CSR	Corporate Social Responsibility
CTI	Commercial, Trade and Industry
EBA	Everything But Arms
EBZ	Export Board of Zambia
EDF	European Development Plan
FNDP	Fifth National Development Plan
FTA	Free Trade Area
GDP	Gross Domestic Product
GSP	Generalized System of Preferences
HIPC	Highly Indebted Poor Countries
ICT	Information and Communication Technology
IT	Information Technology
LAN	Local Area Network
MCA	Millennium Challenge Account
MCTI	Ministry of Commerce, Trade and Industry
MDD	Management Development Division
MFEZ	Multi Facility Economic Zone
MOE	Ministry of Education
MSME	Micro small Medium Enterprise
MTEF	Medium Term Expenditure Framework
MYSCD	Ministry of Youth, sport and Child Development
NTE	Non-Traditional Export
PACRO	Patents and Companies Registration Office
PMP	Performance Management Package
PRGF	poverty Reduction growth facility
PSD	Private Sector Development
PSRP	Public Service Reform Programme
SADC	Southern African Development Community
SEDB	Small Enterprises development board
SQAM	Standards, Quality Assurance, Accreditation and
	Metrology
SSIAZ	Small Scale Industries Association of Zambia
ZABS	Zambia Bureau of Standards
ZACCI	Zambia Association of Chambers of Commerce and Industries
ZBF	Zambia Business Forum
ZAM	Zambia Association of Manufacturers
ZCC	Zambia Competition Commission
ZCSMBA	Zambia Chamber of Small and medium Business Association
ZDA	Zambia Development Agency
ZEPZA	Zambia Export Processing Zones Authority
ZIC	Zambia Investment Centre
ZPA	Zambia Privatisation Agency.
ZWMA	Zambia Weights and Measures Agency



# 1. INTRODUCTION

## 1. BACKGROUND

1.1.1 The Ministry of Commerce and Industry (MCI) Government has agreed with the private sector to introduce a regulatory framework to enhance the competitiveness of the Zambian economy.

1.1.2 The Minister of Commerce and Industry has issued the following Gazette Notice No. 47 of 2004:

- Investment Promotion Policy
- Trade Licensing Policy
- Privatisation Policy
- Commercial, Industrial and Trade Policy
- Companies and Business Names
- Foreign Trade Policy and Agreements
- Industrial Research
- Patents, Trade Marks and Designs
- Weights and Measures
- Competition and Fair Trading
- Medium and Small Scale Enterprises (SMEs) Development
- Standardisation, Standards and Quality Assurance

1.1.3 The Minister has established the following institutions:

- Zambia Development Agency (ZDA)
- Zambia Bureau of Standards (ZABS)
- Zambia Competition Commission (ZCC)
- Zambia Institute of Marketing (ZIM)
- Zambia Weights and Measures Agency (ZWMA)
- Patents and Companies Registration Office (PACRO)

1.1.4 The Government has set up a Public Service Reform Programme (PSRP) to improve the efficiency of the public service. The programme will be implemented through the Public Service Reform Programme (PSRP) and the Public Service Reform Programme (PSRP).

1.1.5 The Ministry of Commerce and Industry:

To facilitate and promote the growth, development and industrialisation and socio-economic development.

The ZDA is a merge of the following institutions: Export Board of Zambia (EBZ), Zambia Investment Centre (ZIC), Small Enterprise Development Board (SEDB), Zambia Export Processing Zones Authority (ZEPZA) and the Zambia Privatisation Agency (ZPA).

1.1.6 The goal that we are to:

To develop a system that will be able to handle the processing of data in a way that is suitable for the needs of the business.

1.1.7 The aim of the project is to develop a system that will be able to handle the processing of data in a way that is suitable for the needs of the business.

1.1.8 Since the system is to be developed in a way that is suitable for the needs of the business, it is necessary to ensure that the system is able to handle the processing of data in a way that is suitable for the needs of the business.

1.1.9 The system is to be developed in a way that is suitable for the needs of the business, and it is necessary to ensure that the system is able to handle the processing of data in a way that is suitable for the needs of the business.

1.1.10 The system is to be developed in a way that is suitable for the needs of the business, and it is necessary to ensure that the system is able to handle the processing of data in a way that is suitable for the needs of the business.

To ensure that the system is able to handle the processing of data in a way that is suitable for the needs of the business, it is necessary to ensure that the system is able to handle the processing of data in a way that is suitable for the needs of the business.

1.1.11 The system is to be developed in a way that is suitable for the needs of the business, and it is necessary to ensure that the system is able to handle the processing of data in a way that is suitable for the needs of the business.

1.1.12 The system is to be developed in a way that is suitable for the needs of the business, and it is necessary to ensure that the system is able to handle the processing of data in a way that is suitable for the needs of the business.



## 1.2.1 ENVIRONMENTAL ANALYSIS

1.2.1 The Strategic Plan of the Ministry of Commerce, created and discussed over the following:

### a) Environmental Analysis

This is an analysis of both the external and internal environments in which MCTI has been operating in the last five (5) years and is expected to operate in future. The analysis takes account of the performance of the Ministry in the last five (5) years and the major social, economic, political, legal and technological developments that have taken place during the same period under review which have had an impact, positive or negative, on the operations of the Ministry and which may be of significance in future.

From this analysis, the Ministry's Strengths and Weaknesses as well as Opportunities and Threats (SWOT) are identified. In addition, the Ministry's clients and their needs that it is expected to be fulfilling are defined and the core issues that need to be addressed in order to make significant improvements in the quality of service delivery are discussed.

### b) Mission Statement

The revised mission statement, justifying the fundamental purpose for the existence of MCTI in the next five (5) years is presented and discussed. The mission statement provides for the new vision of success that the Ministry will strive towards and a framework within which management decisions will be made and programmes, projects and activities will be undertaken in the next five (5) years.

### c) Goal Statement

The goal statement, projecting strategically what MCTI intends to practically achieve in the next five (5) years and providing operational direction and focus is redefined in line with the revised mission statement, and taking into account the issues raised under the environmental analysis.

### d) Objectives and Performance Indicators

The revised objectives, which are specific, measurable and result-oriented statements of what MCTI intends to achieve in the next five (5) years are presented and discussed. The objectives have been revised in line with the revised mission and goal statements, and taking into account the Ministry's accomplishments in the last five (5) years, the revised needs of its clients and national priorities. The preferred course of action (strategies) that MCTI will take in order to achieve the objectives and effectively address the core issues identified are also presented, taking into account the SWOT of the Ministry. The revised objectives are accompanied by performance (output) indicators, which

## E ) P r e - C o n d i t i o n s

Factors that are crucial to the successful implementation of the Strategic Plan and which must, therefore, be in place are highlighted. Some of the factors may be outside the control of the Ministry, in which case cooperation and support from other institutions and authorities will be critical in ensuring that an enabling environment is created for the successful implementation of the Plan.

## f ) G e n e r a l a s s u m p t i o n s

The general conditions that should exist at both the organisational level and in the external environment to ensure successful implementation of the revised Strategic Plan are outlined.

## g ) L i n k i n g t h e S t r a t e g i c P l a n t o t h e B u d g e t P r o c e s s

Budgeting is an integral part of the Strategic Planning process. Strategic Plans are implemented by translating them into annual departmental and individual work plans. The work plans are costed and form the basis for the annual budgeting process. The principles for linking the revised Strategic Plan to the budget and, therefore, operationalising it are discussed.

## h ) M o n i t o r i n g a n d E v a l u a t i o n o f t h e S t r a t e g i c P l a n

Monitoring and evaluation of the Strategic Plan are essential for ensuring that the Plan is implemented effectively. The Ministry will establish a monitoring and evaluation framework to track progress and assess the impact of the Plan. The Ministry will also conduct regular reviews of the Plan to ensure that it remains relevant and effective. The Ministry will also conduct regular reviews of the Plan to ensure that it remains relevant and effective.

## i ) S t r u c t u r a l I m p l i c a t i o n s

The implications of the Strategic Planning process presented. These implications relate to the Ministry, therefore its impact on the staffing levels and

## 2. ENVIRONMENTALY S I S

2.1

The Ministry of the Environment and Natural Resources of the Government of Armenia is responsible for the implementation of the national policy on environmental protection and the development of the environmental sector. The Ministry is also responsible for the implementation of the national policy on environmental protection and the development of the environmental sector.

## 2.1. EXTERNAL ENVIRONMENTALY S I S

2.1.2.1

Since the independence of Armenia, the environmental situation has improved significantly. The Government has implemented a number of measures to improve the environmental situation, including the development of the environmental sector and the implementation of the national policy on environmental protection and the development of the environmental sector.

## 2.1.3. Environmental Situation

2.1.3.1

The environmental situation in Armenia is generally stable. The Government has implemented a number of measures to improve the environmental situation, including the development of the environmental sector and the implementation of the national policy on environmental protection and the development of the environmental sector.

2.1.3.2

In this regard, the Ministry of the Environment and Natural Resources is responsible for the implementation of the national policy on environmental protection and the development of the environmental sector.

2.1.3.3

The environmental situation in Armenia is generally stable. The Government has implemented a number of measures to improve the environmental situation, including the development of the environmental sector and the implementation of the national policy on environmental protection and the development of the environmental sector.

2.1.3.4

Another tradeable option to place a credit year is the growth of the length of the working hours, for example, the fact that the Commission is still in the process of creating a new industrial policy which is a key to the future of the Community. It is important to have a clear and effective industrial policy in the future.

2.1.3.5

The next important element is the awareness of the Member States of the need to create a common framework for the development of the Community. This is the basis for the development of the Community.

2.1.3.6

The first year has seen a number of activities in the area of evidence in the field of social justice, such as the work of the Commission on the subject of the social dimension of the Community. The Commission has also been working on the subject of the social dimension of the Community. The Commission has also been working on the subject of the social dimension of the Community. The Commission has also been working on the subject of the social dimension of the Community.

## 2.1 Development of the Legal Environment

2.1.4.1

The first year has seen a number of activities in the area of evidence in the field of social justice, such as the work of the Commission on the subject of the social dimension of the Community. The Commission has also been working on the subject of the social dimension of the Community. The Commission has also been working on the subject of the social dimension of the Community. The Commission has also been working on the subject of the social dimension of the Community.

2.1.4.2

The second year has seen a number of activities in the area of evidence in the field of social justice, such as the work of the Commission on the subject of the social dimension of the Community. The Commission has also been working on the subject of the social dimension of the Community. The Commission has also been working on the subject of the social dimension of the Community. The Commission has also been working on the subject of the social dimension of the Community.

2.1.4.3

The third year has seen a number of activities in the area of evidence in the field of social justice, such as the work of the Commission on the subject of the social dimension of the Community. The Commission has also been working on the subject of the social dimension of the Community. The Commission has also been working on the subject of the social dimension of the Community. The Commission has also been working on the subject of the social dimension of the Community.

2.1.4.4 In the past, the environment has been degraded by the activities of the commercial sector. The Government has established the Zambia Environmental Agency (ZEMA) to coordinate and regulate environmental activities. The Government is committed to ensuring that the environment is protected and that the activities of the commercial sector are regulated. The Government is also committed to ensuring that the environment is protected and that the activities of the commercial sector are regulated.

2.1.4.5 The Government is committed to ensuring that the environment is protected and that the activities of the commercial sector are regulated. The Government is also committed to ensuring that the environment is protected and that the activities of the commercial sector are regulated.

## 2.1.5. Environmental

2.1.5.1 The Government is committed to ensuring that the environment is protected and that the activities of the commercial sector are regulated. The Government is also committed to ensuring that the environment is protected and that the activities of the commercial sector are regulated.

2.1.5.2 A number of factors have contributed to the degradation of the environment. The Government is committed to ensuring that the environment is protected and that the activities of the commercial sector are regulated. The Government is also committed to ensuring that the environment is protected and that the activities of the commercial sector are regulated.

2.1.5.3 High levels of deforestation and the degradation of the environment have led to a number of environmental problems. The Government is committed to ensuring that the environment is protected and that the activities of the commercial sector are regulated. The Government is also committed to ensuring that the environment is protected and that the activities of the commercial sector are regulated.

2.1.4.4 In the past, the environment has been degraded by the activities of the commercial sector. The Government of Zambia has established the Environmental Protection Agency (EPA) to coordinate and monitor the environment. The EPA is a statutory body established by an Act of Parliament. The EPA is responsible for the implementation of the Environmental Protection Act (EPA) and for the regulation of the environment. The EPA is also responsible for the monitoring and assessment of the environment. The EPA is a key institution in the environmental management process.

2.1.4.5 The enactment of the Environmental Protection Act (EPA) in 2006 was a landmark event in the history of environmental protection in Zambia. The EPA is a statutory body established by an Act of Parliament. The EPA is responsible for the implementation of the Environmental Protection Act (EPA) and for the regulation of the environment. The EPA is also responsible for the monitoring and assessment of the environment. The EPA is a key institution in the environmental management process.

## 2.1.5. Environmental Management

2.1.5.1 The Environmental Management Act (EMA) is a key institution in the environmental management process. The EMA is a statutory body established by an Act of Parliament. The EMA is responsible for the implementation of the Environmental Management Act (EMA) and for the regulation of the environment. The EMA is also responsible for the monitoring and assessment of the environment. The EMA is a key institution in the environmental management process.

2.1.5.2 Another key institution in the environmental management process is the Environmental Protection Agency (EPA). The EPA is a statutory body established by an Act of Parliament. The EPA is responsible for the implementation of the Environmental Protection Act (EPA) and for the regulation of the environment. The EPA is also responsible for the monitoring and assessment of the environment. The EPA is a key institution in the environmental management process.

2.1.5.3 High level environmental management is a key institution in the environmental management process. The High Level Environmental Management (HLEM) is a statutory body established by an Act of Parliament. The HLEM is responsible for the implementation of the High Level Environmental Management Act (HLEM) and for the regulation of the environment. The HLEM is also responsible for the monitoring and assessment of the environment. The HLEM is a key institution in the environmental management process.



2. Development of the English Language

2.1.6.1 The development of the English language in the 19th century was characterized by the introduction of the printing press, which led to the standardization of the language and the spread of literacy. This period also saw the rise of the novel and the development of the English novel as a literary genre.

2.1.6.2 The development of the English language in the 20th century was characterized by the influence of American English, particularly in the areas of vocabulary and grammar. This period also saw the rise of the English language as a global lingua franca, particularly in the context of international trade and communication.

2.1.6.2 The development of the English language in the 21st century has been characterized by the rapid pace of technological change, particularly in the areas of digital communication and the internet. This has led to the emergence of new forms of communication, such as text messaging and social media, and has also led to the development of new vocabulary and grammatical structures. The influence of American English continues to be significant, particularly in the areas of technology and business.

## 2 . I N T E R N A T I O N A L E N V I R O N M E N T A L I M P A C T A S S E S S M E N T

### 2 . P E R F O R M A N C E I T E M S

#### 2 . 2 . 1 . 1

In review of the MGT 1201 - 2005 Performance Indicators, the Department has identified areas for improvement. The Department will continue to monitor and report on these indicators. The Department will also continue to improve its performance in these areas. The Department will also continue to improve its performance in these areas.

#### a ) H u m a n R e s o u r c e A d m i n i s t r a t i o n

The Department of Human Resources Administration is responsible for the provision of human resources services to the Department. The Department will continue to improve its performance in these areas. The Department will also continue to improve its performance in these areas.

The Department of Human Resources Administration is responsible for the provision of human resources services to the Department. The Department will continue to improve its performance in these areas. The Department will also continue to improve its performance in these areas.

#### b ) P l a n n i n g f o r D e p a r t m e n t

The Department of Planning is responsible for the provision of planning services to the Department. The Department will continue to improve its performance in these areas. The Department will also continue to improve its performance in these areas.

The Department of Planning is responsible for the provision of planning services to the Department. The Department will continue to improve its performance in these areas. The Department will also continue to improve its performance in these areas.





The Department was also involved in bilateral agreements signed include: Everything But Arms Opportunity act (AGOA) with United States of America; Southern African Development Community (SADC) Trade Protocol; Common Market for Eastern and Southern Africa (COMESA) Free Trade Area (FTA); and Zambia Incentives for Investment Act. MCTI further facilitated the review of tariff structure.

## 2.3 IDENTIFICATION OF STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT ANALYSIS)

2.3.1 A number of factors have been identified as strengths, weaknesses, opportunities and threats to MCTI. The following are the key findings from the SWOT analysis of MCTI in the international environment. The following are the key findings from the SWOT analysis of MCTI in the international environment:

### 2.3.1 Strengths

2.3.2.1 The following are the key findings from the SWOT analysis of MCTI:

#### a) High Quality of Professional Staff at All Levels

MCTI has competent profession/technical staff at all levels capable of executing complex and challenging assignments effectively and efficiently. There is need, therefore, for MCTI to build on this strength in order to ensure effective implementation of ministerial programmes. In order to achieve this, MCTI should, among other things, develop and implement measures aimed at providing training on a continuous basis, improving staff welfare as well as motivating and retaining personnel.

#### b) Adequate ICT Equipment

The availability of ICT equipment has made easy, data processing, communication via the internet, phones, intercom, etc. This has contributed to the efficiency and effectiveness of service delivery to clients by the Ministry. MCTI should ensure that there is continuous maintenance of the ICT equipment. In addition, there is also need for further capitalization in terms of ICT equipment and training of ICT staff.

#### c) Central Location of Office

MCTI is located in an area where they are a number of other Ministries and clients. This has made the Ministry easily accessible by clients.

In addition, the Ministry is located in an area where they are a number of other Ministries and clients. This has made the Ministry easily accessible by clients.

## 2.3.3 Weaknesses

2.3.3.1 In spite of the strengthening of the MCTI, there are some weaknesses which have a negative impact on the success of the implementation of the reform. These include:

### a) Inadequate staff

MCTI has a number of vacant positions, a situation which has led to inadequate staffing. This has resulted in the inability of MCTI to effectively execute programmes due to work overload on the limited number of staff that is currently in place. There is need for MCTI to ensure that vacant positions are filled. Further, the problem of critical shortages of staff is mainly due to a high rate of staff turnover due to lack of incentives to motivate and retain members of staff. In this regard, there is need for MCTI to develop and implement an internal incentive scheme as well as generally improve staff welfare conditions. This might contribute to the reduction in the turnover.

### b) Inadequate Logistics

MCTI has inadequate transport, office furniture, office space and lack of maintenance of equipment. This tends to have a negative impact on service delivery and hence the need to address it. There is need for MCTI to prioritise the procurement and maintenance of vehicles to provide transport, set-up internal standards of maintenance of machinery, procurement of office furniture and create more space.

### c) Non-upgrading of the curriculum in the Ministry

MCTI's curriculum is a low grade as a whole and does not correspond to the standards of the Ministry. There is need for MCTI to ensure that the curriculum is updated to meet the current needs of the country.

### d) Demotivated staff

Staff at MCTI is demotivated due to among other things poor conditions of service, delays in confirmations, appointments and promotion of staff as well as lack of internal incentives. This has brought about an increase in the level of absenteeism and low productivity. There is need for MCTI to ensure timely provision of internal incentives, rewarding of deserving officers and attending to issue of confirmations, promotions and other staff related issues.

### e) Inadequate coordination of the bodies

There are inadequate coordination of the bodies in the Ministry. This has a negative impact on the service delivery. There is need for MCTI to develop a collaborative relationship with the other bodies in the Ministry to ensure that the service delivery is improved.

## 2.3.3 Spirit

It has been observed that departments and employees of MCTI work more as individual entities rather than collective units. This has created lack of a shared vision in the implementation of programmes thereby affecting service delivery. There is need for MCTI management to inculcate new work ethics that espouses such values as shared vision, team work, inter-dependency among others to create a conducive environment.

### 2.3.4 Opportunities

2.3.4.1 A number of positive (corporate) environments in which MCTI operates have been identified and are detailed in the table below. It is noted that the weaknesses identified in the implementation of the SEDAT Programme are the following:

#### a) Political Will

The public support from senior political figures, particularly the Head of State, is key for creating an environment where the Commercial, Trade and Industrial sectors can grow and develop. This political will should enable MCTI to upgrade and/or improve its legislative framework, formulate and provide clear policy direction and undertake its full mandate without negative political interference. This also encourages continued of programmes and activities. Therefore, there is need for MCTI to exploit the good will and maintain high levels of good governance.

#### b) Accelerated Growth

The rapid growth in the economy has led to a large and vibrant private sector. This has led to a need for the Government to create a conducive environment for the private sector to flourish. The Government has taken various measures to attract foreign investment and to create a conducive environment for the private sector to flourish.

#### c) New Mining Opportunities

The mining sector has witnessed new mining opportunities with new mines opening up. This situation has resulted in employment creation, increased revenue generation sources for the Government and increased foreign exchange. There is need to encourage value addition, more investments and inter-industry linkages in the mining sector.

#### d) Adoption of National AIDS Policy

The adoption of the National AIDS Policy has provided various institutions an opportunity to develop HIV and AIDS Policy for the work place. This will provide

## e) Availability of Natural Resources and Weather Patterns

The availability of abundant natural resources and good weather patterns have been a source of growth for the Non-Traditional Exports (NTEs) that Zambia exports to other countries and regions. The Government should put in place measures that will ensure that environmental friendly methods are used in the production process so as to preserve the natural resources. In addition, there is need to address the supply side constraints in order to promote NTEs. Further more, there is also need to negotiate for increased export market access and build capacity in relevant statutory bodies promoting NTEs.

## f) Technological Elements

The improvement in the technological world has facilitated trade and industrial development through e-commerce. There is need to ensure that the local business community has access to affordable technological equipment that will promote the use of ICTs. There is also need to accelerate the regulation and implementation of e-commerce if MCTI is to take advantage of the technological advancements been experienced.

## g) Political Stability

The political stability that Zambia has continued to enjoy since independence has created a conducive and stable business environment. This has further lead to increased investment, donor confidence and good will (e.g. Private Sector Development (PSD), Millennium Challenge Account (MCA), and European Development Fund (EDF)). There is need to further exploit the good will and maintain high levels of good governance.

## h) Existing Barriers

The Ministry must take steps to address the barriers to trade and investment. The Ministry should ensure that the regulatory framework is conducive to trade and investment. The Ministry should also ensure that the regulatory framework is conducive to trade and investment. The Ministry should also ensure that the regulatory framework is conducive to trade and investment.

## 2.3.5.1

Besides the support from MCTI, there are a number of other factors that are hindering the success of the investment promotion activities. These factors are:

### a) Inadequate Feedback from Stakeholders

There is not much co-operation being received from stakeholders in the provision of information and data. This has made the work of compiling economic reports difficult. There is need for MCTI to strengthen linkages with stakeholders to

b) High prevalence of HIV/AIDS

The high prevalence of HIV and AIDS has resulted in huge losses in terms of human capital and loss of man hours. There is need therefore, for MCTI to put in place deliberate sensitization programmes for all staff on the dangers of HIV and AIDS. Furthermore, MCTI should expedite the development of an HIV and AIDS workplace policy.

c) Poor working conditions for workers

Despite restrictive working conditions in the office that have been improved, there has tended to be a moral decline in staff performance. The resurgence in the Government's critical view on salaries and conditions of service in order to improve the performance of the public service.

d) Inadequate funding

Over time, the operations of MCTI have been severely affected by inadequate and untimely funding due to strict fiscal policies and narrow Government resource base. With the attainment of the HIPC completion point as well as the remarkable improvements in the economy over the past four years, it will be necessary for MCTI to explore all possible ways and means of mobilizing additional resources that have been freed after debt write-off by bilateral and multilateral lending institutions. There is need therefore, for MCTI to lobby Government for increased budgetary allocation.

## 2. CALL I E N A T I O N S T H E N E E D S

2.4.1 During the period of the Strategic Plan, the main challenge is to identify the clients and service providers who address the implementation of the plan. The area is as follows:

a) General Public

2.4.2 The general public is the MCTI's primary provider of information and feedback.

b) Business Associations

A number of business associations have been identified as requiring services from MCTI. These include the following: Zambia Business Forum (ZBF), Zambia Association of Manufacturers (ZAM), Zambia Association Chambers of Commerce and Industry (ZACCI), Zambia Chamber of Small and Medium Business Association (ZCSMBA), Small Scale Industries Association of Zambia (SSIAZ), Women Entrepreneurship Development Association of Zambia and the Zambia Federation of Women in Business.

The business associations that MCTI provide:-

Information related to the commercial, trade and industrial sectors;

### c ) S t a t u t o r y B o a r d s

MCTI is responsible for the following statutory boards: ZDA (Small Enterprise Development Board (SEDB), Zambia Investment Centre (ZIC), Zambia Export Processing Zones Authority (ZEPZA), Export Board of Zambia (EBZ), and Zambia Privatisation Agency (ZPA)), Zambia Bureau of Standards (ZABS), Zambia Weights and Measures Agency (ZWMA), Zambia Competition Commission (ZCC) and Patents and Companies Registration Office (PACRO).

~~T h e s t a t u t o r y b o a r d s e x p e c t M C T I t o :~~

- Monitor and co-ordinate the activities of the boards;
- Mobilize and provide resources;
- Provide policy direction and guidelines;
- Facilitate capacity building in training, human resource and logistics;
- Establish a National Accreditation Body and its affiliation to regional and international accreditation bodies;
- Facilitate payment of affiliation fees and other obligations to the regional as well as international bodies; and
- Facilitate publicity on operations of statutory bodies to the general public.

### d ) G o v e r n m e n t D e p a r t m e n t s / M i n i s t r i e s / A g e n c i e s

Government Departments/ Ministries/ Agencies require the following services from MCTI:

- Provision of information on developments in the commercial, trade and industrial sectors;
- Creation of forum to deal with issues related to fiscal policies e.g. tariff rebates; and
- Timely submission of responses to Cabinet Memoranda in circulation

### a ) T h e P r i v a t e S e c t o r

The private sector expects MCTI to provide:

- Information in the developments in the commercial, trade and industrial sectors;
- Policy direction and guidelines;
- Incentives; and
- Capacity building.

### f ) L o c a l A u t h o r i t i e s

The Local Authorities expect MCTI to play the supervisory role in as far as the issuance of trade licenses is concerned.



## 2 .CORE ISSUES

2.5.1 In addition to identifying the Strengths, Weaknesses, Opportunities and Threats as well as the Clients and Their Needs that MCTI is expected to address, two (2) Core Issues have also been identified which merit consideration if the performance of the ministry is to be further improved upon. These include the following:-

a ) I n a d e q u a t e f u n d i n g

The inadequate funding MCTI has been experiencing has been attributed to poor ranking of priorities by Government as well as the limited lobbying strategies by the Ministry. This situation has brought about limited capacity to undertake ministerial functions leading to poor service delivery. In addition this has also limited the Ministry's ability to adequately fund statutory bodies under it. There is need for MCTI to devise a strong strategy for lobbying for increased funding.

b ) L o w i n v e s t m e n t

The low investment levels that the country has been experiencing has resulted into the private sector being non vibrant and difficulties in taxing the informal sector. The major causes of this low investment include the poor state of infrastructure and low savings. The effects of the low investment have been massive and include limited revenue base for the Government, budget deficits, high poverty levels, increased Government borrowing, high interest rates, low productivity and unattractive tax regime. There is need for MCTI to facilitate the improvement of the investment climate, access to long term credit for the private sector and review the tax regime. In addition, MCTI should encourage the institutionalization of strict fiscal discipline by the Government and improve the economic infrastructure.

## 3 .MISSION STATEMENT

3 . 1 D u r i n g t h e p e r i o d 2 0 0 6 - 2 0 1 0 , t h e M i s s i o n S t a t e m e n t o f M C T I i s :

T o f a c i l i t a t e t h e e c o n o m i c a n d s o c i o - e c o n o m i c d e v e l o p m e n t a n d c o m p e t i t i v e n e s s o f t h e c o m m e r c i a l a n d i n d u s t r i a l s e c t o r s a n d t h e r e b y c o n t r i b u t e t o t h e e c o n o m i c a n d s o c i o - e c o n o m i c d e v e l o p m e n t

3.2 Through this revised Mission Statement, MCTI will effectively contribute towards the growth of the economy by facilitating the growth and development of the commercial, trade and industrial sectors, creation of employment and contribute to poverty reduction.

## 4 .GOAL STATEMENT

4.1. The Goal Statement projecting strategically what MCTI intends to practically achieve in the next five (5) and providing it with operational direction and focus has been developed as follows:-



4.2 Through this statement, MCTI will focus its energies and resources, in the short to medium term, on the creation of an enabling environment that supports export led commercial, trade and industrial sectors, which are poised at becoming key catalysts for sustainable socio-economic development of the country.

## 5.0 OBJECTIVES, STRATEGIES, PERFORMANCE INDICATORS

5.1 To realise the revised Mission and give MCTI specific accountabilities against which the overall performance will be measured in the next five years, the Objectives, which are specific, measurable and result oriented as well as corresponding Strategies and Performance Indicators have been revised as follows: -

### 5.0 OBJECTIVE

To formulate and develop industrial policy, to coordinate and monitor the implementation of industrial policy in the country.

#### 5.2.1 Strategies

- i. Establish a department to develop industrial policy;
- ii. Develop a policy framework to guide the implementation of industrial policy;
- iii. Develop a policy framework to guide the implementation of industrial policy;
- iv. Develop a policy framework to guide the implementation of industrial policy;

v. Facilitate the implementation of industrial policy.

vi. Develop a policy framework to guide the implementation of industrial policy.

#### 5.2.2 Performance Indicators

- i. CTR of 2007;
- ii. Micro Small Medium Enterprise Policy Development;
- iii. Competition and Fair Trading Act amended;
- iv. Competition Policy developed by December 2008;
- v. Companies Act reviewed by December 2008;
- vi. Trade regulations implemented by December 2007;
- vii. Industrial Policy Framework developed by December 2007;
- viii. Number of firms registered by December 2008;
- ix. Number of firms registered by December 2008;

5.2.3 Through this objective and effective implementation provide leadership in the formulation of relevant commercial, trade and industrial sectors in the and guidelines are implemented to improve the pe

## 5.03B OBJECTIVE

To effect the implementation of the programme described in the following:

### 5.3.1 Strategies

- i. Develop and implement the following strategies:
  - ii. Develop and implement the following strategies:
    - iii. Develop and implement the following strategies:

### 5.3.2 Performance Indicators

- i. Number of projects completed:
  - ii. Number of projects completed per annum;
  - iii. Number of projects completed per annum;
  - iv. Quarterly reports prepared;
  - v. Annual reports prepared;
  - vi. Monitoring and evaluation reports prepared.

5.3.3 Through this objective and effective implementation of the programme described in the following:

## 5.04B OBJECTIVE

To facilitate the implementation of the programme described in the following:

### 5.4.1 Strategies

- i. Facilitate the implementation of the following strategies:
  - ii. Facilitate the implementation of the following strategies:

## 5.4.2 Performance Indicators

- i. Guided initiative in the development of the number of private enterprises established in the private sector in the period 2007.

5.4.3 Through the implementation of the strategy, the Government will ensure that the private sector is able to contribute to the economic growth and development of the country.

## 5.5 OBJECTIVE

To promote the development of the private sector and create employment:

### 5.5.1 Strategies

- i. Develop the private sector in the development of the country;
- ii. Develop the private sector in the development of the country.

### 5.5.2 Performance Indicators

- i. Program of the private sector in the development of the country;
- ii. Program of the private sector in the development of the country;
- iii. Number of jobs created in the private sector;
- iv. Percentage of the private sector in the total employment;
- v. Reduction of the private sector in the total employment.

5.5.3 Through the implementation of the strategy, the Government will ensure that the private sector is able to contribute to the economic growth and development of the country.

## 5.6 OBJECTIVE

To attract investment in the private sector:

### 5.6.1 Strategies

- i. Facilitate the investment in the private sector;
- ii. Facilitate the investment in the private sector;
- iii. Experience of the private sector in the development of the country;
- iv. Experience of the private sector in the development of the country;
- v. Development of the private sector in the development of the country.

## 5.6.2 Performance Indicators

- i. Number of new investments per annum;
  - i. ZIDA operations in 2007;
  - i. ICIIT ECOM operations in 2007;
  - i. Expansion of Loufen investment in 2007;
  - v. Number of new jobs created by commercial and industrial enterprises per annum;
  - v. Income tax revenue from trade and industry;
  - v. Income tax revenue from trade and industry.

5.6.3 Through this objective and effective implementation of associated strategies, MCTI will identify and market the available commercial, trade and industrial potential within Zambia to the world. This is imperative in order to attract and sustain investment in the country if meaningful and sustainable socio-economic development is to be achieved.

## 5.7 OBJECTIVE

To improve the strength of MCTI's trade and industrial promotion and marketing performance in order to attract and sustain investment in the country if meaningful and sustainable socio-economic development is to be achieved.

### 5.7.1 Strategies

- i. Develop and implement a trade and industrial promotion and marketing strategy;
  - i. Facilitate trade and industrial promotion and marketing;
  - i. Facilitate trade and industrial promotion and marketing;
  - i. Develop and implement a trade and industrial promotion and marketing strategy.

### 5.7.2 Performance Indicators

- i. Number of new investments per annum;
  - i. Number of new trade and industrial enterprises;
  - i. Income tax revenue from trade and industry;
  - i. Capacity building for trade and industrial promotion and marketing in 2007;
  - v. Collaborative initiatives in trade and industrial promotion and marketing;
  - v. Number of new jobs created by trade and industrial enterprises per annum.

5.7.3 Through this objective and effective implementation of associated strategies, MCTI will identify and market the available commercial, trade and industrial potential within Zambia to the world. This is imperative in order to attract and sustain investment in the country if meaningful and sustainable socio-economic development is to be achieved.

## 5 .08B J E C T 7 I V E

Topromote the production of a lauded product to increase in  
exchange and to contribute to the :

### 5 . 8 . 1 S t r a t e g i e s

- i . Expedite operationalisation of the ZDA ;
- i i . Develop implementation strategies to address the constraint ;
- i i i . Expedite development of the implementation ;
- i v . Develop human resources and training of the employees .

### 5 . 8 . 2 P e r f o r m a n c e I n d i c a t o r s

- i . ZDA operational by December 2007 ;
- i i . Increase in the number of ;
- i i i . 20% increase in the number of ;
- i v . Increase in the number of ;
- v . Increase in the number of ;
- v i . Increase in the number of ;
- v i i . Increase in the number of ;
- v i i i . Increase in the number of ;
- x . Reduction in the number of ;

5 . 8 . 3 Throughts to be implemented as a result of the  
encouragement and support of the trade in  
which will increase the country .

## 5 .08B J E C T 8 I V E

Topromote the development of the rural area and to  
employ the population :

### 5 . 9 . 1 S t r a t e g i e s

- i . Facilitate the development of the rural area ;
- i i . Facilitate the development of the rural area ;
- i i i . Facilitate the development of the rural area ;
- i v . Facilitate the development of the rural area ;

### 5 . 9 . 2 P e r f o r m a n c e I n d i c a t o r s

- i . Number of the ;
- i i . Number of formal jobs created in rural area ;
- i i i . Number of the ;

5.9.3 Through this objective and effective implementation of associated strategies, MCTI will focus on attracting industrial investment into the rural areas. This once successfully implemented will lead to employment creation and uplifting of the living standards of the rural communities. Further, this will also contribute towards reducing the rural urban drift that the country has been experiencing.

## 5 . 0 B J E C T I V E

To p r o m o t e t h e i n d u s t r i a l i n v e s t m e n t i n t h e r u r a l a r e a s a n d t h e r e b y c o n s u m e r w e l f a r e :

### 5 . 1 0 . 1 S t r a t e g i e s

i . F a c i l i t a t e t h e i n v e s t m e n t i n t h e r u r a l a r e a s u n d e r t h e Z a m b i a n I n d u s t r i a l P r o m o t i o n A c t ( Z I P A ) ;

i i F a c i l i t a t e t h e i n v e s t m e n t i n t h e r u r a l a r e a s u n d e r t h e Z a m b i a n I n d u s t r i a l P r o m o t i o n A c t ( Z I P A ) ;

i i i D e v e l o p m e n t o f m e m b e r s h i p p r o g r a m m e s .

### 5 . 1 0 . 2 P e r f o r m a n c e I n d i c a t o r s

i . N u m b e r o f c o m p l a i n t s r e c e i v e d a n d r e s o l v e d d u a l l y ;

i i D e c r e a s e i n t h e n u m b e r o f c o m p l a i n t s r e c e i v e d a n d n o t r e s o l v e d ;

i i i N u m b e r o f c o m p a n y e m p l o y e e s r e c r u i t e d a n d t r a i n e d ;

i v . I n c r e a s e i n t h e n u m b e r o f c o m p l a i n t s r e c e i v e d a n d r e s o l v e d i n t h e r u r a l a r e a s ;

5.10.3 Through this objective and effective implementation of associated strategies, MCTI will encourage observation of competition and fair trade practices by commercial, trade and industrial organisation ensure that a level playing field is created and consumer welfare protected.

## 5 . 0 B J E C T I V E

To p r o m o t e t h e i n v e s t m e n t i n t h e r u r a l a r e a s a n d t h e r e b y c o n s u m e r w e l f a r e :

### 5 . 1 1 . 1 S t r a t e g i e s

i . D e v e l o p m e n t o f m e m b e r s h i p p r o g r a m m e s ;

i i D e v e l o p m e n t o f m e m b e r s h i p p r o g r a m m e s .

5.1 Performance Indicators

i. Quarterly report;

ii. Number of submissions received and successful in line with the objectives of the Ministry of Trade and Industry, SME Board and Multi-stakeholder platform;

iv. Number of seminars/workshops for the business

5.11.3 Through this objective and effective implementation of associated strategies, the Ministry will enhance interaction with the business community and ensure that their concerns are addressed on regular basis. Conversely, the business community is expected to collaborate with MCTI to ensure effective implementation of the ministerial programmes.

5. OBJECTIVE

To provide a clear framework for the implementation of the National Action Plan for the Digital Economy

5.12.1 Strategies

i. Develop and implement mechanisms for the introduction of national e-Governance;

ii. Develop a national portal for the e-Governance;

iii. Develop and implement a national e-Governance strategy;

5.12.3 Performance Indicators

i. Number of public participation initiatives;

ii. Updated database for the e-Governance;

iii. Website maintained;

iv. Number of stakeholders documented annually;

v. Number of queries received and resolved annually.

5.12.3 Through this objective and effective implementation of associated strategies, the Ministry will enhance interaction with the business community and ensure that their concerns are addressed on regular basis. Conversely, the business community is expected to collaborate with MCTI to ensure effective implementation of the ministerial programmes.

5. OBJECTIVE

### 5.13.1 Strategies

- i. Revise and improve implementation of the following strategies;
  - i. Develop a comprehensive programme;
  - i. Institute a Performance Management System (PMS);
  - i. Adopt a performance based salary policy;
  - v. Develop a performance appraisal system;
  - v. Develop a performance incentive scheme;
  - v. Establish a leadership training programme;
  - v. Implement a Grievance Policy.

### 5.13.2 Performance Indicators

- i. Establish a performance appraisal system;
  - i. Number of staff created in the financial year;
  - i. Number of staff recruited annually;
  - i. Training expenses incurred annually;
  - v. Number of staff recruited annually;
  - v. Number of staff recruited;
  - v. Human Resource Policy implemented in 2007;
  - v. Number of staff recruited from outside annually;
  - i. Number of staff recruited annually;
  - x. Staff welfare scheme implemented annually;
  - x. Training expenses incurred annually;
  - x. Discipline committee established in 2007;
  - x. Number of disciplinary cases reported annually;
  - x. i. v. Number of employees in the staff.

5.13.3 Through this objective and effective implementation of associated strategies, MCTI will endeavour to attract and retain a highly motivated and well trained workforce for effective performance and improved service delivery. Deliberate staff welfare schemes will be developed and implemented to augment these efforts. In addition, a new work culture and ethics espousing such virtues as hard work, honesty, integrity, transparency, accountability and team work will be inculcated. Promotions and administration of reward systems will be based on merit and closely linked to individual performance.

### 5. OBJECTIVE

To provide the necessary infrastructure and support services to the Ministry:

### 5.14.1 Strategies

- i. Establish a human resources register;



## 5.14.2 Performance Indicators

- i. Number of free trade agreements concluded annually;
- i. Number of bilateral trade agreements concluded annually;
- i. Number of free trade agreements concluded annually;
- i. v. Procurement of goods and services;
- v. Recombinant DNA technology;
- v. I. Financial management system;
- v. I. Financial management system;
- v. I. Financial management system;
- i. x. Resourcing of the implementation;
- x. Annual financial report;
- x. i. Procurement of goods and services.

5.14.3 Through this objective and effective implementation of associated strategies, MCTI will develop well researched country negotiation positions critical for facilitating effective dialogue on various international agreements on commercial, trade and industrial issues. This is imperative if the Ministry is to make well informed positions when entering into various agreements thereby

## 5. OBJECTIVE

To negotiate and conclude trade agreements with selected countries for the promotion of exports and imports of goods and services:

### 5.15.1 Strategies

- i. Strengthen the capacity of the Ministry to negotiate trade agreements;
- i. i. Develop the capacity of the Ministry to negotiate trade agreements;
- i. i. Develop the capacity of the Ministry to negotiate trade agreements;
- i. v. Domestic market liberalization.

### 5.15.2 Performance Indicators

- i. Number of trade agreements concluded annually;
- i. i. Number of trade agreements concluded annually;
- i. i. Number of trade agreements concluded annually;
- i. v. Number of trade agreements concluded annually;
- v. i. Number of trade agreements concluded annually;
- v. i. Number of trade agreements concluded annually;
- v. i. Number of trade agreements concluded annually;
- v. i. Number of trade agreements concluded annually;

### 5.15.3

Through this objective and effective implementation of associated strategies, MCTI will develop well researched country negotiation positions critical for facilitating effective dialogue on various international agreements on commercial, trade and industrial issues. This is imperative if the Ministry is to make well informed positions when entering into various agreements thereby

## 6 . P R E - C O N D I T I O N S

6 . 1 F o r t h e o b j e c t i v e s a n d b a s i s o f t h e s t r a t e g y a n d p o l i c y o f t h e S t a t e a n d t h e c o n d i t i o n s t o b e s a t i s f i e d a r e t o b e a s f o l l o w s :

- i . C o n t i n u e t o s u p p o r t t h e d e v e l o p m e n t o f t h e S t a t e ;
- i i . I m p r o v e t h e q u a l i t y o f l i f e ;
- i i i . A c c e p t a n d s e e r a P e g i n c o n t r a c t h o l d e r s ;
- i v . T h e S t r a P e g i n c o n t r a c t h o l d e r s s h o u l d b e p r o t e c t e d ;
- v . S t a b i l i t y i n t h e e c o n o m y a n d s o c i e t y ;
- v i . A v a i l a b i l i t y o f e m p l o y m e n t o p p o r t u n i t i e s ;
- v i i . I m p r o v e t h e l e v e l o f l i f e ;
- v i i i . A i m t o p r o t e c t t h e i n t e r e s t s o f t h e p e o p l e .

## 7 . G E N E R A L A S S U M P T I O N S

7 . 1 T h e S t a t e a n d t h e S t r a P e g i n c o n t r a c t h o l d e r s s h o u l d b e a w a r e o f t h e f a c t t h a t t h e S t a t e a n d t h e S t r a P e g i n c o n t r a c t h o l d e r s a r e n o t a n i n d e p e n d e n t e n t i t y . T h e S t a t e a n d t h e S t r a P e g i n c o n t r a c t h o l d e r s a r e a p a r t o f t h e S t a t e a n d t h e S t r a P e g i n c o n t r a c t h o l d e r s a r e n o t a n i n d e p e n d e n t e n t i t y . T h e S t a t e a n d t h e S t r a P e g i n c o n t r a c t h o l d e r s a r e a p a r t o f t h e S t a t e a n d t h e S t r a P e g i n c o n t r a c t h o l d e r s a r e n o t a n i n d e p e n d e n t e n t i t y .

- i . T h e e v i d e n c e s h o w t h a t t h e S t a t e a n d t h e S t r a P e g i n c o n t r a c t h o l d e r s a r e n o t a n i n d e p e n d e n t e n t i t y .
- i i . T o t a l g a n a n c e i n t h e S t a t e a n d t h e S t r a P e g i n c o n t r a c t h o l d e r s a r e n o t a n i n d e p e n d e n t e n t i t y .
- i i i . F i n a n c i a l s t a b i l i t y i n t h e S t a t e a n d t h e S t r a P e g i n c o n t r a c t h o l d e r s a r e n o t a n i n d e p e n d e n t e n t i t y .
- i v . D e v e l o p m e n t o f t h e S t a t e a n d t h e S t r a P e g i n c o n t r a c t h o l d e r s a r e n o t a n i n d e p e n d e n t e n t i t y .
- v . C o n t i n u e t o s u p p o r t t h e d e v e l o p m e n t o f t h e S t a t e a n d t h e S t r a P e g i n c o n t r a c t h o l d e r s .

## 8 . L I N K I N G T H E S T R A T E G Y T O T H E B U D G E T P R O C E S S

8 . 1 F o r t h e S t r a P e g i n c o n t r a c t h o l d e r s t o b e a w a r e o f t h e f a c t t h a t t h e S t a t e a n d t h e S t r a P e g i n c o n t r a c t h o l d e r s a r e n o t a n i n d e p e n d e n t e n t i t y . T h e S t a t e a n d t h e S t r a P e g i n c o n t r a c t h o l d e r s a r e a p a r t o f t h e S t a t e a n d t h e S t r a P e g i n c o n t r a c t h o l d e r s a r e n o t a n i n d e p e n d e n t e n t i t y .

## **9.1 MONITORING THE IMPLEMENTATION OF THE STRATEGIC PLAN**

9.1.1 In order to remain focussed on the overall periodically monitor the implementation of the Strategic Plan into programmes and activities which will translate into resource mobilisation. The office will further enhance the monitoring planned by incorporating them into individual and specific monitoring reports, quarterly and annual monitoring of the programmes. In particular, specific monitoring of the Strategic Plan.

## **9.2 EVALUATION OF IMPLEMENTATION OF THE STRATEGIC PLAN**





9.2.1 Post evaluation of the implementation of the Strategic Plan at the expiry of the effective life span (2006-2010) will be done through both internal and external valuation processes. Respective departments of the ministry will undertake an internal evaluation. The evaluation will focus on but not limited to:

- i) Strategic Plan Objectives' implementation measured against pre-set performance indicators;
- ii) Positive impact on clients of strategies implemented and outputs produced;
- iii) Negative impact on clients of strategies implemented and outputs produced;
- iv) Clients' comments on the performance of the departments and the Ministry;
- v) Clients' suggestions of improving the performance of MCTI; and
- vi) Policy and Legal challenges having a bearing on the effective implementation of the Strategic Plan.

## 10 STRUCTURAL IMPLICATIONS

10.1 The strategic planning process culminated into the development of an Indicative Core Functional Structure for the Ministry of Commerce, Trade and Industry in order to have a pro-active and responsive institution. The Core Functional Structure reflects the Ministry's main functional areas of operations or core business.

10.2 The indicative core functional structure for MCTI was arrived at by grouping various objectives into specialised functional areas. The criterion used was as follows: -

-  Similarity of objectives;
-  Uniqueness/peculiarity of the objectives;
-  Accountability for the objectives; and
-  Co-ordination of the objectives.

10.3 Through the objectives grouping process the following core-functions for MCTI were identified:-

**(a) Objectives 1, 3, 4, 5, 6, 7, 8, 9, 14 form the Policy Formulation and Review Core Function**

**(b) Objectives 12 and 13 forms the Management and Support Services Core Function**

(c) Objectives 10 and 11 form the Planning and Control Function

10.4 For a pictorial representation of the objective functional areas refer to Appendix I.

