

# 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 socioeconomic 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 socia-cenomic 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 Stategic 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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#### 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 Develoment

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

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**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 Th Meliniisast Irstye sponfsotimb febel Iss wt aint by ot dia sports ns tit-utions:

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)

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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).

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#### a) EnvironAmnean Ityaslis

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) MissSitoantement

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) GoaSltatement

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) Objec **Sitvre**astæpngPdieersfornhandice ators

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) Pre-Conditions

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) GeneArsaslumptions

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) LinktihStetgra PelogtinothBeudgePtrionogess

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.

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The Department was also involved in bilateral agreements signed include: Everything But Arm Opportunity act (AGOA) with United States of Community (SADC) Trade Protocol; Common Marke (COMESA) Free Trade Area (FTA); and Zambia Infurther facilitated the review of tariff stru

- 2.3 IDENTIFICATION OF STRENGTHS, WEAKNESSES, THREATS (SWOT ANALYSIS)
- 2.3.1 An um boe fractporrosv MiCC Tewali stob moepport ot op tet if boe oest trwot he iro ltehers I im i taebo ditlofiut olyely io vnie Sorst ra PelegaTinhoe stoecotmoansy stbiest il gniffolwinC Tanhts operati if ount suUns ei ut by SoeWO Tanal yt soe ix sam b no etMhCT le'x ste an alih tern environ nthe fenotls l, ow we ir ine objen taishfaive ial nboe a roinnt ofnoeve npælrlfornon san o MCT la'n sod i gbheot stignifiinfou at nucree:
- 2.3.2trengths
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  - a) HigChal ObPerrofes Tseion aSit daAafAlfLlevels

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) AdequiaCETequipment

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) CentLroaclaatneOddooOdffAiocoeommodation

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.

Inad d i thibe-uni, lwdhien trojesto cah ta eosob co df faicceo m m o dfaostrtia Tofth fin.sa s c re a atceo dn d uwcoi r keeinn wgi ro an moem pt ro tvheienth a op et h Me in i 3T to e yi se

- 2.3.3 Weaknesses
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  - a) Inade Sutaatfef

MCTI has a number of vacant positions, a situation which has lead 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 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) Inade d?uraotveOsLioognis tics

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-upgOrfablRenogcurLetmLeTnhtMelinistry

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d) DemotiSvaatfetd

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) In a de Cp wo a berd On Sattait o Benbod riye s

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#### fP)ooTreaSmpirit

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 numbee fposiftaiov te(oorpsport euxniiistrittiheeesn)viront hn Man Co.T. I oper aw heisic dhoutlad ka eel va n ot af opper d te orre duicrfeo ct omplee tleinh yit mhae te we ak ne sh sieg sh I iag bhot va ed dfu lilmyple mtehnerte vi Sote ola t Relgai Trich e opport **un** oi ht uh 6eess I I ow ing:
  - a) PoliGtoioMobailll

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) AcceleErcaotneo@mriocwth

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c) New Min Oppoport Ann Teltois predMcitnie Dyrieas Icoveries

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) AdoptolifonHerlaVnAdIDNSatiPoonlailcy

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

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) Techno Acod gvia on ac lements

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) PoliSttiacbaillity

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) Exis toeSintcaet Be to col riye s

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  - a) Inadeocopa tope e brySataiko enho Iders

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) Higophre va ob Heln lad ne Ad IDS

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) Poocrondiot sieo m vs ioporue b włoirckers

Despite restined tiun risonagh şar, ies coamoditions se rovfice nhoatvebeen improvTeioshas tendeode mora loifzfeic a fofectheograph province form a Those leisurgent ne efdortheograph ernometeomraticael viyethwas a lariaen scloon ditional servicoerde troimprot/heaperform a nfoofeficien at sePub IS oervice.

d) Inade of wantleing

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 .C4L I E NATINSOTHE NEEDS

- 2.4.1 Dur it mippeer oi of bliSetra PelgatinhoWein ihsatisrdyen tt in ffeoi e bloa wstihmmegiin cli aan blisen ie ne odvish ,iwc hblestd dre ost os e blih iegm plem e no ft ba PeliaoTmh.e as e e a sfollows:
- a) GenePruablic
- 2.4.2 Thegen epruablel xipoceMcOtTstloproviind feorma an polioiologiuo iydaina onee ffe c t i a neel ffimcaine metr.
  - 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.

There is in Ares sociean trien MrCsTstlprovide: -

Information related to the commercial, trade and industrial sectors;

#### c) Statutory Boards

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).

Th Set at boto a neyok sp Mc Ttlo:

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) Government Departments/ Ministries/ Agenc

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) ThPerivSætcetor

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) Local Authorities

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

- 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) Inade of wwantleing

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) Lownvestment

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 .MDISSISOTNATEMENT
- 3.1 Dur it In page r 2.0 d 6 2t 0n Me 0 s, s Sito ant e fn obe 1 n C Twible 1:

Toe f fe cat nied/fefliycfia ecnital hiydd na ot me so ut so t a ignrao bwd teehv, e lopme and ompetito iftv heœno emsmsertc riaæadlne, dindusstercit abondurs d te oern hance socio-edloe nvoe nhio opment

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 . COO A S T A T E M E N T
- 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 on 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.

#### 5.00BJECTIS/TERSA, TEGAINEDBSERFORMANISIEICATORS

- 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 .O2B J E C T 11 V E

To formual naod teev iien wolu sttrraiadane kolo, om me rpcoilailoceieg sis, al na ogtui boohe il ni n Ordteorrom bhoaero wortf khosee c t ors:

- 5.2.1 Strategies
  - i. Es ta bi hitse hr de pcao m tmmiettntonteeaevlspò e wli beige is s,al nagdtuiio dne li n e s i iD.e v e al no Dobi s s e miim fa ot reno ap to il o inbeige is s,al nagdtuiio dne li n e s ; i iDie.v e al no pilm p le pon e no gtra mfonomenen sga gsitnagk e hoint de evri sepwo il nigo i e le g i sal nagdtuiio dne li n e s ; i vl.d e na tnisd ft yr e n by nt hoe n - Lini do kta otye ys;
    - v. Facilt hete sattæblios fhhnneæthitæom carle dbiotodæytn;idon

viDevealnojnompleanNeanttiQoun aa II(N OPy)olicy.

- 5.2.2 Performance Indicators
  - i. CTPI o laid: sypt: yDel 2:007; i iM.i c ro Small Medium Enterprise Policy Deve i iCio.mpetition and Fair Trading Act amended i vC.ompetition Policy developed by December v.Companies Act reviewed by December 2008; viT.rabliece g si indegdlei vneelsaon pidemodplembe yDecember 2:008;
    - v iRiu.rianld u s t r pi **a** l Fi os nymtui b ap $\mathbb{D}$ teecde m 2b 0e 0r 7 ;
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    - i xN.umboefrnduswtirtioberswlairndkändgensbiyJfuin2ee0d08;

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

5 .OBB J E CT 2 V E

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- 5.3.1 Strategies
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    - ii. Deveal no poim p le na pen ctgraom£mned ert ainkt piana ogstses som teun dt ie an d
    - i i i Deveal no ipom ple antMeonnti tao nred vnag Iuna. etciho ann ism.
- 5.3.2 Performance Indicators
  - i. Numboe frn spe cutid oe nr sta an ka euna Ily;
    - i iN.umboe fre rif vic sutn fd senr pæakrnenn um;
    - i iNiu.m boesfre cat no odfi a g n so ts ut du inced se r þædkrne m u m ;
    - ivQ.uar tpernolgy**re p s**prrte spared;
    - v.Annurælpoprrtespared;
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- 5.3.3 Throulogothbs je oa troel frêe ic ntroi free me or at a stoio niat toa dtehbyle i oa siws it Irly devel non op n i toa noel nog lusayt si ottehmow tol rlovaim deech an fiosansacer toahion i extobouth i poch og ranan nn boe es i in nog ple moa notoe od tolosioen stgt and (a Srtd rsa Ptleagni) of an pol rovtii otmeen fyormfaom traiko inne op me od niatoe rvoe ha et nioen we escressary.
- 5 .O4B J E C T 3 V E

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- 5.4.1 Strategies
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i iF.a c i lt hmte oant eit aonn eal vn ag I u oa tt hippeoenr f o rom fan c'we acto imspeadn i e

- 5.4.2 Performance Indicators
  - i. Guide of nit nh nee esma isntiano togen es of mpadieise e loped; i iN.umboe prri vac to imspead no oi es si tao nredevda lupae taren of uamn; d i iPir.i va to iés aartmiao om ku nen planoio nen pilbe yDe de m 25 0e 0r7.
- 5.4.3 Throut on bis je catnioelv fefe cintrip viee me no taast sioocnisat treact be 16. Two sil, lens uc no empleont hope niva to its harete imoa niphuib nelgni terplinaids de ist. hiMe inn, is twiallism on it thope er for on ta Inspeciei vast tiaoz tweed ee on terpinoir scheens value ee impanoateld v Gos ere rnamoe on otrd in gly.
- 5 .O5B J E C T 4 V E

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- 5.5.1 Strategies
  - i. Deve a on pilm ple nan pennot grafmominelentiof fo coatte inpotrno aj le odMtSsMEs deve lo pamuelnt;
  - i iD.e veal no inplom ple ampernotgraf mommees o Morobeil ifzolkalıStMl Eodane ve lopment.

i. Prografmominde en tidfpioc ta et pito on aj felob/mSb//Edseve lao no ode pole ra biyo n

- 5.5.2 Performance Indicators
  - Jur2e008;
  - i iP.rografmomreeso on orbeil ifsolvalı StMIEodone ve lao no odepde ra biyloum2æ0l0 8;
  - i iNiu.m boenfri c srno a,a.ln.hole d ieunn t e r pre jo si ssastneodrpeedrap te airn ng u m ;
  - i vN.umboe fro b s e abtyte hoSeME ps earn n um;
  - v.PercenitnacgreietalsGero BosomesPtriocd (uGcDtPa)n;d
  - viR.e ducit fii ao inn'i au dr SeME psearn num.
- 5.5.3 Throut by ohibs je can belvfefe ic mipi vie me no fa as soioc nis at tea dite by WeiCeTswi, il l cre as theen viro fn contreh ge to wa thhole ve lo pinfmeinc atrno sim a sicla elne te r pBryis e do itn hg it ba Wein iws italrilysfa c i ti hicetra eta ectafioolon i te imophila olyompe photr tiu not hiet i e conomy.
- 5 .O6B J E C T5I V E

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- 5.6.1 Strategies
  - i. Facilthitedaetnetiofpfioctaetainto-einoa.fslnvestment;
    - i iF.ac i matrak teoet pfi ontge art eica fshrve stment;
    - i iEix.pedpeeation ZEDA sation
    - i vE.x pe **o**l pieterat i o no a**l** MiCheista Etzcieno mno Emmipo o we r©cnoemm mti sasnido n t hCeit i Ez oe on nso Emmipo o we r Fmuen medtn; d
    - v.Deve al on pilm ple pone on og ramfinonlæisn ktirna and tet anto on e le ova og at n s in voil novæadscheid n ve spom e nor tions.

- 5.6.2 Performance Indicators
  - i. Numboenfre winve stameetpoteaarn num;
    - i iZ.D Ao peratib pDae besnae de 0r7;
    - i iCii.t Ezceom oEmmipcowe rompeenta bipoencæ m 25 @ 0 7;
    - i vE.x p a n is tri hovera loufen v e s t nth beceno tu np te arny n u m ;
    - v .Number fne wjobcsre a it ne bloe ommer toriæaædne, din dussteroit poderrs annum:
    - vil.ncreeacsoendosmeicctocurt spanodon tritbGuDtPpiecam nuam;d
    - vilin.creita Isneum boefro vient t preveesar;
- 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 .O7B J E C T 6 V E

To impr**antel** trengith Istetni tcuatpiaoon MatClyTlS'tsat uB to odriayen sool thoe rrgan s perfod ne il ne gg faut ne od ti ino orndste oarn hant oh eee ifnfect iavn eel nfefsisciinse en rcvy i c deliverv:

- 5.7.1 Strategies
  - i. Deveal no inplimp le con pe en rtatgiu oi ndae flloil no ea au lt hoor nC to mi en se a co Tel rade de le gfaut necdt i on s;
    - i iF.a c i le is tt aa b el io soft ma et mb to d ip per se 's ei ma ct er a at e eg ai s;
    - i iFia.c i De træettee profapta bii flypdrionggra fmonset sat brot diragensd;
    - i vD.e v e al no iphm p l e Choe h ltab non e a ltande es thrvs Male Thaln Soltat bot od riye s
- 5.7.2 Performance Indicators
  - i. Numboe frraldiece in sc se ps eadn num;
    - i iN.umboefrepornetcse froto caaulthorities;
    - i ilin.c r e 6 s a na tl sl o d ao tt ea d b o d r e s ;
    - ivC.apacity buainhndiein gopbrosotgaets toletyde liompo eloemaenne toe d 2007;
    - v .C o I I a b om reacth iavne i ks nen ts w eMeCnT at n oS t a t ubtoodrigde esv e I oa pn edd o pe r a t i b nD ae 12:0 so ae nodd
    - v iN.umboenfre worf fice so/sc te an tt brote obsie yes stabli Prsrho ev dianno Deiss tri opearn num.
- 5.7.3 Throut on biols je catnieby fefe cintripy teeme no tfaastsioocnisat treact kelfoj Twat is l, lens ut rheat at ub tood rityeasktehle e ai ontre g is Otte gain oj scact ci noon ismn, ann to intogrand elval u aact ti noor kitaireinsoeulse Otta on at n i siantvioolinnot sehoelo mme rtc riaaadhe,dind u sa te citaalrs.

#### 5 .OBB J E C T71 V E

Topromothipero du cttria ad neel x pota lauded pod o duiortsditeoirn crétais e i gex chaenagren ain colos n tritiodoeuat bet be a tion:

#### 5.8.1 Strategies

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i.Expedite operationalisation of the ZDA;
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- i iD.e veal no iphm p lemmee on hta nai ismmaas add dre s si pi sot gode on s tra in t
- i iEix.pedietelopense posttaat ne big tiysn plemena tnadtion;
- i vD.e v embeo po h a n fi osi mn so l e m ea no ed ni fi og ro of ir naropde em e d i e s .

#### 5.8.2 Performance Indicators

- i. ZDAoperati**b**yDæckesn2eode0r7;
  - iil.ncrei6a 13 Repearnnum;
  - i i2i0.% n c r **e fa s** e ee ia gr m **p** eagns n u m ;
  - i vl.n c r eVaos leudomfeo tir a d ietxipo op ratats n u m ;
  - v. In creita Isveo I uoméex pooróg to so ad as scler vainc ne us a II y ;
  - vil.ncreita sneum boeérx por pta ob dipe eatns num;
  - v iNiu.mboetrradiincoeinscsepseasnnum;
  - v iVioil.uomhfei grha lpureo d procot dup ceneral n u m ;
  - ixl.ncreCaosnetdriobrfuatniuo fna ctt@uDrPa; nn gd
  - x .Reducit thi hoveno I uomfem poorftish ips rhoedd u a t tshe ar nap oj to a dls .

## 5.8.3 Throulogothbs je a thédif léeic nt pilverme ou als a stoio sintate dite holl/beilen siv, sit Irly en cout bapegreod usent élixo proufitiog ha l pure od a colod son Tradi Exipo (a Nt Ts Es) whive ihil taluir nocrée a see ix gorth a en agren fortighese ountry.

#### 5 .O9B J E C T8I V E

Toprom detere lo ponfreens to ubra csesion du sit nrui nea asrle à nord te oncre save ea l the employamne orb ptll ii fystit na gn dards:

#### 5.9.1 Strategies

- i. Facilthreeavtoie 6swpecinacle nttoinv veessi noo nasare as;
- i iF.a c i lt hptera ot ve io sa jo op nr o pe nc io an toiem if crastructure;
- i iFia.c i It hiteda et ne t i of fi ec sa ot bi ao sn ei od d u sp to nt e ain Intui aa af e aa ns d
- ivF.aciltheesattaebliosRhumreannlotusDtervieelso.Fino.eanlotu

#### 5.9.2 Performance Indicators

- i. Numboe frndusstewtpiensua ar epaesarnnum ;
  - i iN.umber of formal jobs created in rural ar
  - i iNiu.m boe frn ce ngtiiwteoeinos ve si thohreus a ar le a s ;

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 . **OB** JECT9 VE

To procomo om tpee titfia o in rpatrna dac deio cred se crineta o lteeveal foilea ly **pina**g ntel con suwmeelrfare:

- 5.10.1 Strategies
  - i. Facilsittraetneg to hfte hnoeian pgao iZ taym b Cloam pet Clotminorins (s Z 6 Oa)n d Zam bWieaigan ntMose as uArgeesn (cZyWMA);
    - i iF.a c i It histe eatt ter pontigh Ceon s u Whitee Ir f Baor detyd e sav li ot bin s uwmee Irfbayr e 2 0 0 a8 n; d
    - i iDie.ved nojohm pleon oem stuamwearre peegrammes.
- 5.10.2 Performance Indicators
  - i. Numboe fromplatė otė as nradėto tentelendually;
  - i iD.e c reianoso en s uomo emp latinata peo dopro dquucat bijl to% pearn num;
- iii Numboe frompawwietamp I parno og erapmenanen snuamn; d
- iv. In creiantshee um boe from platir nointmisd uas ntothyge en eprua blitnies trbiucstiinvees practi**ce** ns nó ae nttfrhapid nveæct pieaurne ns um .
- 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 . OBJECT110/E

Topromaontiden stiturte igouan haadhoins seu Idtiaatliwow ojektu bes incesen snu nioù tople r ta ddrtehs ossoin coan nodse ds:

- 5.11.1 Strategies
  - i. Devela nompa in **s**a hier ob of heee t ianngds;
  - i iD.e v e lojom pah elen erna prabo uit y d in g pfoGorog∨rta/mBmueScoimnne-usns i t

- 5.1Pe 2 for madice a tors
  - i. Quartmeeneltyhneglsd;
- ii. Number of submissions received and successful ilin.c repaas netdicoifip baboetuiso inncoeosm smuniintcyl, uSoMEnsigub i la ntoeogra abl no all mull ta it ne or ga ol t ipae tarin on nuæm; d
- 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. **02** JECT11 1/E

Toprovtiidmeae niaylc curian tfeormo anctoimo mne ntorea ad neoin duis not nroyte ofra cili de cisio na-nmidan kfio nrophal o ivo n

- 5.12.1 Strategies
  - i. Deve a on polm ple mfenmretch an fiss tro ha i tro daunc dt niso th i tutieo-na Governia MnCcTel:
    - i iD.e veal nompha i natatudi pndaitheforms ay tsitae mwase b sa in the;
    - i iDie.ve alno jobm ple ampernoto, rafnontmhepeu bli oc. Retat miphalne Nalesws le t te
- 5.12.3 Performance Indicators
  - i. Numboenfrub licparto idoubnoysehbMein ias ntnruya lly;
    - i iU.p dada banakn dn formsay sitem;
    - i iWie.b suipt de a at nendda in tained;
    - i vN.umboe frasl hko wans odlo cume npt na ordi ua os edolann n u aa h bly;
    - v .Number fen quio mae vsa i Itaebc lhena in cofa iln a na osisais ttado nucse i no ers s in tegrreo surtne sce ainverda II y .
- 5.12.3 Throut on kois je ca tnioelv fefe oi tnip vleem e no taastsioocn is at tread kell G. Twar is l, l re se aan dd himme al kyaev a i Luap b-lt eo i-nd fa d te no ancto imomme ntor ea apheid n d u tsot r thogeen epruab kal niooct h setrak e holders.
- 5 . **OB** JECT112/E

#### 5.13.1 Strategies

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i. Revissee ea, kppra na identple to the ears ttablirse hymies nt ter; i iD.eve al no inplum ple anceommtpre hetensa ip no reconggramme; i ilin.s tituPteiro fno ar Miniaus nne acege e Souse is telefon Norl S); i vA.do ap ntidmple hen bean ntAstl DwSork pplocalciecy; v.Deve al no inplum ple son ue on ote spstatorn; viD.eve al no inplum ple son te san tetta fsacheemes; viEis.tabah ind spheratito Oben na dPeorlicy.
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#### 5.13.2 Performance Indicators

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i. Establirsehomiesentweiarsneiden plembe wAppe2o0008;
iiN.umboeoforf fitcreariismoneed efvia enaltndnsually;
iiNiu.mboeoforf firce etrasainn ne udally;
iiVT.rainneien andysse ses somo enndtuacnt ne udally;
v.Numboeoforf fiacopep rrsaainsne udally;
viN.umboeoforf fiacopep rrsaainsne udally;
viN.umboeoforacanfciilelse d;
viHil.aVn Asll DwSork pploalclieacuyn ob hyleudon2e007;
viNiuim.boeoforf firce ecrrsupilta eaaden pool romo atnendually;
ixN.umboeoforoagn rsanatnendually;
x.Stawfeflfsacheendeesvelaonpolemodplemaenn ntue adlly;
xiT.raipnlianleg velaonpolemodplemaenn ntue adlly;
xiDii.scipcloimmailetyste ae blb iy3s 16Jea ob2007;
xiNiuim.boeoforiscipc ais loe as molypleearch nuamn;d
xiv. Numboeofore nober nogrammanienss trpe eaamnoendum.
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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 . OBJECT113/E

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- 5.14.1 Strategies
  - i. Esta ba h rid a hin at aa is ns er te sgister;

#### 5.14.2 Performance Indicators

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5.14. T3h rout by bits je cath iel vfefe oinh pivle me nv tiatals is concis at treadle g MCTwlielnIde a vferun hani otceap a toinh pile nthemenetv iSsterda Pelogbo nyc en sunt hnaoth nee ces seas oy uar noneeosbi lainzdetdi liipozre idoarrie taysa t ran spaan sole noto unmtaanbnleer.

#### 5 . **O B J E C T** 11 **4**/ **E**

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#### 5.15.1 Strategies

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#### 5.15.2 Performance Indicators

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- 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. PRE-CONDITIONS

6.1 Forth Ozbje cat ni willa sa is rs ocis at tread te obgreiceas r roiuestou cce s se é ur tal y condimtuiso teispala Tche e is ne clude :

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#### 7 . GOENERAS SUMPTIONS

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    - v. Contisnuu pe polforrootmi i a**ns**lstake hiosldie frtishotMaailniis stodrey live onintnsandant ele marienle tvotahmetation.

#### 8 LOINK THOSTRATEBLANOTH BUDGET PROCESS

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#### 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 Sinto programmes and activities which will translates ource mobilisation. The office will further eplanned by incorporating them into individual anspecific monitoring reports, quarterly and annual monitoring of the programmes. In particular, spend of monitoring 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 son clients of strategies implemented and outputs produced;
- iv) Clients' comments son 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 SOTRUCTURMIPLICATIONS

- 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)Objec2:1; One etsl1fort mPelana in blog for no ao trFieuonno tion

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

