



The Republic of Zambia

**Ministry of Water Development, Sanitation
and Environmental Protection**

2018 - 2021 Strategic Plan

June 2019

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ABBREVIATIONS/ACRONYMS

BSC	Balanced Score Card
IA	Institutional Capacity Assessment
MDD	Management Development Division
MWDSEP	Ministry of Water Development, Sanitation and Environmental Protection
OD	Organizational Development
PESTEL	Political, Economic, Social, Technological, Ecological Environment, Legal
SWOT	Strengths, Weaknesses, Opportunities, Threats
7NDP	Seventh National Development Plan

FOREWORD



The Ministry of Water Development, Sanitation and Environmental Protection has formulated the 2018-2021 Strategic Plan in recognition of the importance of water and the environment as key ingredients to socio-economic development. The Plan provides a strategic focus for the future that reflect the optimism and dedication to already existing national plans and commitments in the water and sanitation and environmental sectors while expressing the intent of continuing to innovate, improve and evolve.

Water is a finite resource like any other natural resource but critical for sustainable development of the country. This strategic plan therefore is being developed to set the framework and direction under which the resource will be managed and developed in a sustainable manner taking into account environmental consideration.

In line with the aspirations of the Vision 2030 of providing water to all (100%) and 90% access to sanitation and enhancement of human development as well as improved resources management and development as espoused by the 7th National Development Plan, this strategic plan spells out how the resource will be harnessed through development of climate change resilient infrastructure in order to ensure that water security is assured and water is made available for various socio-economic activities.

Water is a resource that is under threat from changing environmental conditions, climate change, groundwater pollution and generally unpredictable weather patterns. In recent times, Zambia has not been spared from climate change variability and vulnerability, therefore this plan has outlined strategies and measures which will be implemented for risk reduction, climate change adaptation and mitigation in order for socio-economic wellbeing of the citizenry and the environment as a whole. Cross-cutting issues such as HIV/AIDS, gender and climate change have also been mainstreamed in the plan.

The Government has demonstrated a serious commitment towards improving access to safe and clean water and sustainable environmental management through the creation of the Ministry of Water Development, Sanitation and Environmental Protection in 2016 and increased budgetary allocation to the sector. It is essential that this level of commitment is sustained to ensure that targets in the vision 2030, SDGs and 7NDP are met.

Finally, I wish to encourage all stakeholders to come on board and join hands with my Government in accelerating efforts toward actualizing the set objectives as a contribution to national development.

A handwritten signature in blue ink, which appears to read "Dennis M. Wachinga".

Hon. Dr. Dennis M. Wachinga, MP

Minister of Water Development, Sanitation and Environmental Protection

ACKNOWLEDGEMENT



The Ministry of Water Development, Sanitation and Environmental Protection has formulated a Strategic Plan to address the needs and aspirations of the Zambian people in the water and sanitation and environmental sectors. The successful development of the 2018-2021 Strategic Plan could not have been possible without the involvement of various key stakeholders who provided valuable inputs during the drafting process. This consultative process involved engagement of key stakeholders who embraced broader views of how the plan could be best developed and also encourage ownership of the final document by all.

I wish to acknowledge the role played by line Ministries and our stakeholders in the water and sanitation and environmental sectors in the formulation of the Plan. Their input was highly valuable and enriched the 2018-2021 strategic plan greatly.

Sincere appreciation also goes to Management and Development Division, Cabinet Office for being at the center of spearheading the development of the Plan. Further, I wish to thank members of staff from the Ministry for their role played in ensuring that the plan was developed to meet the aspirations of the Zambian people

Special gratitude is also extended to UNICEF. The Ministry is indebted for the support they rendered during the process of developing the Plan.

Again, I say thank you and look forward to the continued support of all stakeholders in the actual implementation of the plan and realization of the Ministry's vision.

Lastly, I wish to thank all members of staff for the commitment shown in the process of developing the plan as well as the readiness they have expressed in implementing the plan.

A handwritten signature in dark ink, appearing to read 'Ed. Chomba'.

Dr. Bishop Ed. Chomba

Permanent Secretary

Ministry of Water Development, Sanitation and Environmental Protection

EXECUTIVE SUMMARY

The Ministry of Water Development, Sanitation and Environmental Protection will implement the Ministerial Strategic Plan (2018-2021) with a mission statement, “To promote and ensure adequate water availability and a clean and safe environment for all”. The Ministry has set for itself a strategic operational framework within which all strategic decisions and programming relating to the execution of its mandate shall be operationalized.

This strategic plan will be implemented under three thematic areas; in order to address the water storage deficit, the Ministry has committed itself to increasing the national water storage capacity through construction of small and large dams; local and trans-boundary aquifer development and management; and development and management of inter-basin water transfer schemes.

In order to enhance access to water supply and sanitation for the citizenry of the country in response to aspirations in the 7 National Development Plan (2017-2021), programmes will be implemented to increase access to water supply and sanitation and also to actualize sustainable development goal 6 (Ensure availability and sustainable management of water and sanitation for all) and Vision 2030 through rural and urban water supply and sanitation programmes.

The Ministry will also ensure that programmes are implemented in an environmentally sustainable manner by ensuring a clean and safe environment, reduced climate change vulnerability, disaster risk reduction, and environmental management.

The strategic plan will therefore be operationalized through institutional capacity excellence by ensuring efficient and effective service delivery, optimal staffing levels, improved performance and positive work culture taking into account the National Values and Principles as enshrined in the Constitution of Zambia (Amendment Act No. 2 of 2016).

In conclusion, performance of the strategic plan will be monitored through a mid-term review in 2019 and final evaluation in 2021 while implementation will be through four year implementation (operational) plan. The implementation plan will be broken down into annual plans which will have realistic targets and schedules of activities linked to the annual budget. Operationalization of this strategic plan will therefore contribute to adequate water availability and a clean and safe environment for all.

1.0 INTRODUCTION

1.1. Background

The Ministry of Water Development, Sanitation and Environmental Protection was created following the pronouncement by His Excellency, the President of the Republic of Zambia during his address to the 12th National Assembly. According to Gazette Notice No. 836 of 2016, The Ministry of Water Development, Sanitation and Environmental Protection is responsible for the following portfolio functions and statutory bodies:

Portfolio functions

- Environmental Policy
- Environmental Protection and Pollution Control
- Environmental Research and Training
- Water Policy
- Water Supply and Sanitation
- Water Resources Management and Development

Statutory Bodies/Institutions

- National Water Supply and Sanitation Council
- Water Resources Management Authority
- Water Utility Companies
- Zambia Environmental Management Agency

Specific Functions

1. Formulate and review policies on Water Development and Management, Water Supply and Sanitation and Environmental management in order to guide implementation of sector programmes;
2. Review and develop legislation on Water Development and Management, Water Supply and Sanitation and Environmental management in order to provide a framework for implementing policies and programmes;
3. Conduct research on Water Development and Management, Water Supply and Sanitation and Environment, as well as other related matters in order to generate information for decision making;
4. Formulate and review National Programmes and Action Plans on Water Development and Management, Water Supply and Sanitation and Environmental management in order to ensure effective and sustainable utilization;
5. Facilitate the development and rehabilitation of water resources, water supply and sanitation and Environmental Protection infrastructure in order to enhance service delivery;
6. Monitor and Evaluate the implementation of Water Development and Management, Water Supply and Sanitation and Environmental policies and programmes in order to ensure attainment of set objectives;
7. Identify and protect potential water resources to enhance water security;
8. Identify and delineate ecologically sensitive areas for protection; and
9. Collaborate with National and International stakeholders on the development and management of water resources, water supply and sanitation and environmental management.

1.1.1. Organizational Structure and Coverage

The Ministry of Water Development, Sanitation and Environmental Protection is headed by the Minister who provides policy guidance on Water development, Sanitation and Environmental Management in the country. The Office of the Permanent Secretary is responsible for directing and coordinating the execution of portfolio functions and to advise the Minister with respect to the activities, projects and programmes in the Ministry. The day to day execution of portfolio functions are carried out by six

(6) directorates namely: Directorate of Water Resources Development, Directorate of Water Supply and Sanitation, Directorate of Environmental Management, Directorate of Planning and Information, Directorate of Human Resources and Administration and Directorate of Finance.

The Ministry has presence in all the ten provinces and in all the districts through the Department of Water Resources Development as well as at all provincial levels through the Department of Water Supply and Sanitation.

1.1.2. Strategic Operational Linkages

In carrying out its functions, the Ministry is responsible for the operations of three (3) statutory bodies namely, Zambia Environmental Management Agency (ZEMA), National Water Supply and Sanitation Council (NWASCO) and the Water Resources Management Authority (WARMA). Further, the Ministry collaborates with other Ministries, statutory bodies, International Organizations, Cooperating Partners and NGOs. The main areas of collaboration include capacity building, resource mobilization, infrastructure development, information sharing and technical assistance.

1.2. Rationale

The development of the 2018 - 2021 Strategic Plan was necessitated by the creation of the Ministry Water Development, Sanitation and Environmental Protection in 2016 following the pronouncement by His Excellency, the President of the Republic of Zambia during his address to the 12th National Assembly. The new Ministry thus embarked on the development of its strategic plan. However, the departments that were re-aligned to the new Ministry were implementing programmes and activities based on the objectives under the strategic plans from their respective Ministries.

This Strategic Plan will therefore bring about the desired rationalization and streamlining of the functions and operations and enable the Ministry to contribute effectively towards the milestones set in the Seventh National Development Plan and the Vision 2030.

2.0 METHODOLOGY

The Balanced Score Card (BSC) was developed using an integrated Institutional Capability Assessment (IA)/Organisation Development (OD) – Balanced Scorecard (BSC) Planning approach with technical support from the Management Development Division (MDD), Cabinet Office. An inception meeting was held to commence the development process meant to acquaint management and staff with the nature and scope of the assignment. Following the inception meeting, the Core Team representing all the Departments were appointed by management with clear terms of reference to spearhead the process. The process involved two main stages, namely; Institutional Assessment and Organisational Development.

The Institutional Assessment involved external and internal analysis of the Ministry with regard to its performance assessment against the 2011-2015 Strategic Plan, internal capability analysis and environmental scanning. In determining its performance, various stakeholders were engaged using self-administered questionnaires and a one-day engagement sessions to obtain feedback and recommendations for improvements. The internal capability analysis was conducted using the Problem and Objective Tree models, Lewin's Simple Change Management, SWOT and McKinsey 7-S Model in terms of strategy, structure, systems, staff, skills, shared values and style of leadership and management. The PESTEL Analysis was conducted to scan major developments with implications in the execution of the Ministry's Mandate. Further, literature review was conducted with regard to national policies, 7NDP and other legal frameworks with significant implication on mandate of the Ministry.

The Organization Development involved determining the strategic direction for the Ministry in the next four years based on the information gathered from the internal and external analysis. The BSC was later validated by various stakeholders in order to build consensus and secure the much needed support for successful implementation. Finally, it was approved by the Minister for implementation.

3.0. ENVIRONMENTAL ANALYSIS

The analysis of the environment in which Ministry operated during the 2011-2015 Plan period was conducted from two broad perspectives, the external and the internal environments. Based on the internal and the external analysis, strategic/key issues with critical impact on the Ministry's operations were identified and their optimization or mitigation measures developed for successful implementation of the Balanced Scorecard.

Under the external environment, the analysis focused on major political/policy, economic, social, technological, and legal (PESTEL) developments that impact on the performance of the Ministry, highlighting opportunities and/or threats and the associated optimization/mitigating measures.

Internal environment analysis focused on MWDSEP's capabilities, revealing strengths, weaknesses, opportunities, and threats, with their associated optimization and/or mitigating measures. From the analyses, key issues, which if not addressed, could lead to the Ministry failing to effectively execute its mandate were identified. The analysis also reviewed the performance of MWDSEP against its previous Strategic Plan.

Over and above the analysis of the internal and external environments, MWDSEP's clients and stakeholders were analyzed, highlighting their needs and interests/concerns.

3.1. External Environment

During the period under review, a number of major developments happened which had a bearing on the performance of the Ministry and its future outlook. The major developments in the external environment and their implications on the Ministry are as follows:

3.1.1. Economic Development

Economic situation was characterized by fluctuating interest rates, exchange rate and international and domestic oil prices. This development has led to an increase in the cost of doing business resulting in reduction of targeted infrastructure projects and services delivery. However, the current economic environment is improving due to effective and efficient policies and positive performance of mines, tourism and agriculture sectors.

During the period 2014 – 2016, Zambia experienced unstable foreign exchange rates. The currency was trading between K11.10 and K15.40 to US\$ 1. In addition, the inflation rate increased from 8% in 2014 to 20% in 2016 before declining to single digit at the close of 2016. This resulted in increased operational costs, which to a certain extent adversely affected the execution of the Ministry's mandate. In the medium-term, the GDP growth rate is estimated to average about 5% per annum.

3.1.2. Technological

A programme was launched to install and operationalize a Wide Area Network (WAN) in the Ministry which improved information flow, planning, supervision and general management of the various development programmes and projects. However, the DWRD Headquarters and its provincial and district offices were yet to be connected to the WAN. This made it difficult for the DWRD to have smooth and quick flow of information. Similarly, the Provincial offices of the DWSS were also not connected to the WAN and thus experiencing similar difficulties in information flow.

3.1.3. Legal

The political, policy and legal developments in the country have had a great impact on the direction the Ministry should focus on in the next five years. These include the following:

- National Water Policy of 2010
- Water Resources Management Act No. 21 of 2011
- Water Supply and Sanitation Act No. 28 of 1997
- Water Supply and Sanitation Capacity Development Strategy 2015

- National Biodiversity Strategic Action Plan 2015 -2025
- National Urban and Peri-Urban Sanitation Strategy (2015 - 2030)
- National Determined Contribution of 2016
- National Policy on Climate Change, 2016
- National Environment Policy of 2007
- Environmental Management Act No 12 of 2011
- Non-Revenue Water Strategy 2016

3.2. Internal Environment

3.2.1. Institutional Performance

As part of the internal environment analysis of the Ministry, a performance assessment was conducted to ascertain the extent of implementation of the MLNREP Strategic Plan 2014- 2016, MMEWD Strategic Plan 2014-2016 and MLGH Strategic Plan 2011–2015, and the impact created, if any.

3.2.2. Capability Assessment

The Institutional Capability Assessment provided for an in-depth analysis of the Ministry’s status. The Internal Analysis was conducted in terms of the Strategy, Structure, Systems, Staff, Skills, Shared Values and Style of Leadership in order to establish the gaps and provide for appropriate interventions as input in the preparation for the 2018 – 2021 Balanced Scorecard. Based on the assessment, it was established that the Ministry had challenges in all the seven areas that needed to be addressed in order to excel.

3.2.3. Clients and Stakeholders Analysis

An analysis of the Clients and stakeholders revealed that the major needs and interests that the Ministry should be addressing to their full satisfaction are as follows:

1. Low national water resources storage capacity as a result of inadequate water resources infrastructure
2. Inadequate access to safe and clean drinking water and sanitation in most parts of the country
3. Ineffective local and trans-boundary aquifer management
4. Inadequate mainstreaming of climate change in water development, sanitation and environmental programmes
5. Inadequate financing for water resources development and water supply and sanitation including Environmental Management
6. Increased incidences and severity of rural, urban and Peri-urban flooding
7. Poor pollution control and fast rate of environmental degradation.
8. Inadequate research in water resources development, water supply and sanitation and environment management
9. Inadequate awareness of the portfolio functions of the Ministry
10. High prevalence of water weeds in water bodies
11. Inadequate rain water harvesting programmes
12. Inadequate water catchment and recharge area protection

3.3. Sector Analysis and Future Outlook

Zambia has abundant water resources with an estimated per capita 8,700 m³ of renewable resource (National Water Resources Master Plan, 1995) However, this resource is not evenly distributed in time and space because of the climatic conditions. Therefore, most areas lack physical access to water resources. To address

this situation, significant investments in water storage are required. In this regard the Government will ensure that water resources are properly harnessed, developed and managed so that they play their key role as an engine and catalyst for socio-economic development.

All sectors require access to adequate water and sanitation services for their productivity to be enhanced. In 2015 households in urban areas had more access to improved sources of drinking water at 89.2 percent compared to 51.6 percent of households in rural areas while only 40 percent of households in Zambia had access to improved sources of sanitation. Measures will be undertaken to address water supply and sanitation challenges with a view to improve the living conditions of citizens.

Zambia's wealth of natural and cultural resources is under threat due to widespread depletion and degradation and worsening environmental situation in relation to the economic sector. The country has been experiencing challenges with land degradation, biodiversity loss, eco-system degradation, environmental pollution and climate change. Measures for risk reduction and adaptation have been mainstreamed in this Plan to promote social wellbeing, including better health, growth of the economy and at the same time reduce environmental risks, such as shortage of water, air pollution and other effects.

4.0. STRATEGIC DIRECTION

Based on the external and internal analyses including, the capability assessment and the key issues arising therefrom, MWDSEP has set for itself a strategic operational framework within which all strategic decisions and programming relating to the execution of its mandate shall be operationalized. The strategic framework includes the following key features:

4.1. Vision Statement

The Ministry shall in the next four years work towards becoming:

"A Smart and Value Centered Ministry of Water Development, Sanitation and Environmental Protection"

Through this vision, the Ministry will strive to be dynamic and innovative in its operations by continuously applying research, to learn and adopt new and better ways of doing things; and responsive to the dynamics in the environment. Further, the Ministry will build confidence and trust among its stakeholders through upholding good morals and highest standards of professional ethics, integrity and fairness.

4.2. Strategic Themes and Strategic Results

The Balanced Scorecard has three strategic themes and their corresponding strategic results to adequately address the identified strategic issues and realize the vision. These themes will guide in decision making and programming in order to excel in the execution of its mandate.

The four strategic themes and the corresponding strategic results are:

4.2.1. Water Development and Management

The Ministry commits to water resources development by improving on the following areas: increasing national water storage capacity through construction of small and large dams; local and transboundary aquifer development and management; and development and management of inter-basin water transfer schemes.

In terms of water resources management, the Ministry commits to enhanced water resources assessment and quantification enhancement, catchment delineation and protection and early warning systems development.

4.2.2. Water Supply and Sanitation

The Ministry commits to enhance water supply and sanitation provision by improving on access to clean and safe water and adequate sanitation.

4.2.3. Environmental Sustainability

The Ministry commits to environmental sustainability by ensuring a clean and safe environment, reduced climate change vulnerability, disaster risk reduction, and environmental management.

4.2.4. Institutional Capacity Excellence

The Ministry commits to Institutional Capacity Excellence by ensuring efficient and effective service delivery, optimal staffing levels, improved performance and positive work culture

4.3. Mission Statement

In order to achieve the results in the strategic themes and ultimately the Vision, the Ministry has committed itself for the next four (4) years (from 2018-2021) to pursuing the following Mission as its fundamental purpose for its continued existence:

“To promote and ensure adequate water availability and a clean and safe environment for all”

4.4. Core Values

In pursuit of its mission, the Ministry shall be guided by Six (6) Core Values in its operations and members of staff will be expected to exhibit the values in their behaviour and conduct as they execute their roles and responsibilities. The Core Values took into account the National Values and Principles as enshrined under Articles 8, 9 and 86, Sub-Article (1) of the Constitution of Zambia (Amendment Act No. 2 of 2016).

The Core Values are:

1. Integrity - Conducting one-self in a manner that is beyond reproach without blame or faultless
2. Accountability- We are responsible to the public for decision and actions taken and answerable to any appropriate scrutiny
3. Transparency-we acting solely on the merits of the situation and serving stakeholders with impartiality
4. Professionalism -we are competent and work according to the expected rules, procedures, and guidelines
5. Equity - being fair and impartial)
6. Patriotism - we put the obligation of the Country above one’s personal interest)

4.5. Strategic Objectives, Intended Results, Targets and Strategies.

To accomplish its Mission, Strategic Results and Vision, the Ministry will in the next four (4) years, pursue the following Seven (7) Strategic Objectives with associated intended results, measures, targets and strategies (initiatives):

4.5.1. Strategic Objective 1: Increase national water security

The Ministry commits to improving national water security in order to ensure water resource availability for various socio-economic uses such as agriculture, manufacturing, tourism, hydropower and water supply and sanitation. This will be attained through developing and implementing a programme to enhance rain water harvesting, and upscaling of the implementation of water resource development projects such as multipurpose small and large dams, well field development and water transfer schemes. These will be undertaken both locally and within the context of international water resources development.

4.5.2. Strategic Objective 2: Improve management of water resources

In recognition of the Integrated Water Resources Management Principles, the Ministry will undertake to promote water governance and management practices that involve stakeholders and take into account the central role that women play in the management of water resources and water initiatives. Furthermore, the Ministry will implement water use efficiency measures so that the limited water resources available are utilized effectively and reflect the economic value of water with due consideration to affordability and the needs to the poor. Specific actions will include water resources planning and management at catchment and national level; enhanced water resource permitting and allocation; catchment protection; and international water resources management.

4.5.3. Strategic Objective 3: Improve provision of water supply and sanitation services

To improve access to water and sanitation services as well as improve good hygiene practices by all segments of the population, the Ministry will strengthen the following:- implementation of the National Urban and Rural Water Supply and Sanitation programmes involving water supply and sanitation infrastructure development, water quality monitoring as well as water supply and sanitation and hygiene promotion.

This Strategic Objective is supported by two Sub Strategic Objective 3a and Sub Strategic Objective 3b. The sub Strategic Objective 3a focusing on Improved access to portable water supply and the sub Strategic Objective 3b focusing on Improved access to sanitation services.

4.5.4. Strategic Objective 4: Effective Natural Resource utilization and environmental conservation

To attain effective natural resource utilization and environmental conservation as well as improve environmental and natural resources management and enhance sound natural resources management, the Ministry commits to strengthen the following:- implementation of environment and sustainable environmental management, environmental planning, environmental impact assessment, audits and monitoring, environmental education and public awareness as well as air quality and climate interventions.

4.5.5. Strategic Objective 5: Enhance Human Resources Capacity

To attain optimal staffing levels, improve performance and achieve a positive work culture, the Ministry will fully operationalize the organization structure, develop and implement a comprehensive Continuous Performance Development (CPD) programme, strengthen implementation of the Performance Management System (PMS) and develop and implement a work culture remodeling programme.

4.5.6. Strategic Objective 6: Improve operational environment

To attain a conducive environment, the Ministry will develop and implement an integrated and multisectoral strategic planning approach, develop and operationalize an integrated Monitoring and Evaluation mechanism, develop and operationalize an automated and integrated management information system, strengthen and implement a programme for mainstreaming cross cutting issues as well as strengthen evidence-based planning and policy formulation.

4.5.7. Strategic Objective 7: Improve resource mobilization and management

To improve availability of financial resources and financial accountability, the Ministry will strengthen the financial management system and develop and implement a resource mobilization Strategy.

TABLE 1: STRATEGIC THEMES, STRATEGIC RESULTS, STRATEGIC OBJECTIVES, INTENDED RESULTS, UNIT OF MEASUREMENTS, KEY PERFORMANCE INDICATORS AND STRATEGIES (INITIATIVES)

STRATEGIC THEME 1: Water Resources Development and Management			
STRATEGIC RESULT: Enhanced national water security for social economic development			
STRATEGIC OBJECTIVE 1: Increase national water security			
Intended Results	Units of Measures	Key Performance Indicators	Strategies
Increased national water storage capacity	# of feasibility studies undertaken on large dams	5 feasibility studies for large dams undertaken by December 2021	<ul style="list-style-type: none"> Formulate and facilitate the implementation of a comprehensive National Water Development Plan Lobby and mobilize financial and technical support for the implementation of the National Water Development Plan Improve knowledge on water harvesting Improve water harvesting facilities Develop climate smart water harvesting technologies Undertake exploratory activities for ground water
	% of feasibility studies undertaken on small dams	65% increase in the number of feasibility studies for small dams undertaken by December 2021	
	% of dams constructed by size	80% increase in the number of large dams constructed by December 2021	
		5% increase in the number of small dams constructed by December 2021	
	% of exploratory boreholes constructed	93% increase in the number of exploratory boreholes constructed by December 2021	
	# of large dams rehabilitated	1 large dam rehabilitated by December 2021	
	% of small dams rehabilitated	100% increase in the number of small dams rehabilitated by December 2021	
	# of climate smart water harvesting technologies applied	100 climate smart water harvesting technologies applied by December 2021	
	# of rain water harvesting technologies applied	100 rain water harvesting technologies applied by December 2021	
Improved local and transboundary aquifer management	# of well-fields characterized and identified	15 well-fields characterized and documented by December 2021	Strengthen mechanism for local and transboundary aquifer management
	% of local aquifers identified and mapped	57% increase in the number of local aquifers identified by December 2021	
		75% increase in the number of local aquifers mapped by December 2021	
	# of transboundary aquifers protocols ratified	5 Protocols on transboundary information sharing ratified by December 2021	
	# of transboundary information sharing exchange platforms established and functional	5 transboundary information sharing exchange platforms established and functional by December 2021	

STRATEGIC OBJECTIVE 2: Improve management of Water Resources			
Improved management of inter-basin water catchments	% of catchment institutions operational by type	100% catchment institutions operational by December 2018 100% sub-catchment institutions operational by December 2021 100% water user associations operational by December 2021	<ul style="list-style-type: none"> • Develop and implement a programme to enhance water catchment protection • Promote inter-basin/catchment water transfer schemes
	% of total sub-catchment delineated	100% of total sub-catchment delineated by December 2021	
	# of national water resources protection areas declared	100% of national water resources protection areas declared by December 2021	
	Water resource strategy and plan in place	Water resource strategy and plan in place by December 2021	
	Catchment management plans developed	100% Catchment management plans developed by December 2021	
	% of transboundary hydrological stations operational	100% transboundary hydrological stations operational by December 2021	
	% water quality assessments undertaken	100% water quality assessments undertaken by December 2021	
	% of feasibility studies undertaken in identified discharge and receiving basins	100% feasibility studies undertaken for identified discharge and receiving basins by December 2021 100% bankable documents for feasible project prepared for identified discharge and receiving basins by December 2021	
	% surface water monitoring stations expanded	61% increase in surface water monitoring station functional by December 2021	
	% groundwater water monitoring stations expanded	80% increase in groundwater monitoring station functional by December 2021	
	% water quality monitoring station functional	42% increase in functional water quality monitoring stations by December 2021	
	# of water balance quantification in the six catchments conducted	100% of water balance quantification in the six catchment conducted by December 2021	
	# of national integrated water resources management information system centers established	1 national integrated water resources management information system center established by December 2021	
	# of catchment integrated water resources management information system centers established	6 catchment integrated water resources management information system center established by December 2021	
	# of districts integrated water resources management information system centers established	50 districts integrated water resources management information system centers established by December 2021	
	# of surface water permits issued	92% increase in the number of surface water permits issued by December 2021	
# of ground water permits issued	3000 groundwater permits issued by December 2021		

STRATEGIC RESULT: Clean and Safe Water and adequate Sanitation			
STRATEGIC THEME 2: Water Supply and Sanitation			
STRATEGIC OBJECTIVE 3: Improved provision of Water Supply and Sanitation services			
STRATEGIC OBJECTIVE 3a: Improve access to potable water supply			
Intended Results	Units of Measures	Key Performance Indicators	Strategies
Increased access to clean and safe water	% of additional water quality assurance facilities (urban)	38.5% increase in the number of additional water quality assurance facilities (urban) by December 2021	<ul style="list-style-type: none"> Strengthen the mechanism for provision of adequate safe water and sanitation Strengthen implementation of the national urban and rural Water Supply and Sanitation programmes Strengthen the implementation of the water infrastructure projects Strengthen research in water supply
	% of commercial utilities whose water samples meet the national drinking water standards (ZBS/WHO)	100 % of commercial utilities meet the national drinking water standards (ZBS/WHO) by December, 2021	
	% of urban population with access to basic drinking water	100% of urban population with access to clean and safe basic drinking water by December, 2021	
	% of rural population with access to basic drinking water	70% of rural population with access to clean and safe basic drinking water by December, 2021	
	% of urban population with access to safely managed drinking water	40% of urban population with access to safely managed drinking water by December, 2021	
	% of rural population with access to safely managed drinking water	40% of rural population with access to safely managed drinking water by December, 2021	
	% of health care facilities with basic WASH services	70% of health care facilities with basic WASH services by December, 2021	
	% of schools with basic WASH facilities	40% of schools with basic WASH facilities by December 2021	
	% of existing water infrastructure expanded	15% of existing water infrastructure expanded by December, 2021	
	% reduction in non-revenue water	non-revenue water reduced to 25% by December 2021	
	% increase of functional water points	90% of functional water points	
	# of policy strategies for WASH sector	3 policy strategy for WASH sector developed by December 2019	
	# of National Water Supply and sanitation strategy	1 National Water Supply and sanitation strategy by December 2018	
	# of additional applied research publication of WASH sector	5 additional WASH sector publications by December 2021	

STRATEGIC OBJECTIVE 3b: Improve access to sanitation services			
Intended Results	Units of Measurement	Key Performance Indicators	Strategies
Improved hygiene	% of urban population with access to basic sanitation services	70% of urban population with access to basic sanitation by December 2021	<ul style="list-style-type: none"> Strengthen the mechanism for provision of adequate sanitation Strengthen implementation of the national urban and rural Water Supply and Sanitation programmes Strengthen the implementation of the sanitation infrastructure projects Strengthen research in sanitation
	% of rural population with access to basic sanitation services	55% of rural population with access to basic sanitation by December 2021	
	% of urban population with access to safely managed sanitation services	50% of urban population with access to safely managed sanitation services by December 2021	
	% of rural population with access to safely managed sanitation services	50% of rural population with access to safely managed sanitation services by December 2021	
	% of urban population practicing open defecation	0% of urban population practicing open defecation by December 2021	
	% of rural population practicing open defecation	10% of rural population practicing open defecation by December 2021	
	% of population having a hand washing facility with soap and water	40% of population having a hand washing facility with soap and water by December 2021	

STRATEGIC THEME 3 Environmental Sustainability			
STRATEGIC RESULT: Clean and Safe Environment			
STRATEGIC OBJECTIVE 4: <i>Effective Natural Resource utilization and environmental conservation</i>			
Intended Results	Units of Measurement	Key Performance Indicators	Strategies
Improved natural resource utilization	<p>% of people accessing environmentally friendly water supply and sanitation infrastructure</p> <p>% of institution utilizing sound environmental data and information systems</p> <p>% of sectors implementing sound environmental projects and programmes</p>	<p>40% of people accessing environmental friendly water supply and sanitation infrastructure</p> <p>100% of institution utilizing sound environmental data and information systems by December 2021</p> <p>100% increase in the number of sectors implementing sound environmental projects and programmes</p>	<ul style="list-style-type: none"> Strengthen implementation of environmental friendly water and sanitation infrastructure programme Strengthen the implementation of sound environmental management programme
Disaster risk reduction	<p>% of disaster preparedness plans</p> <p>% of pollution vulnerabilities maps</p> <p>% of maps with flood and drought prone areas</p> <p>% of people reached by early warning information</p>	<p>80% increase in the number of Disaster preparedness plans integrated into the catchment management plans by December 2021</p> <p>90% increase in the number of pollution vulnerabilities maps by December, 2021</p> <p>90% increase in the number of maps with flood and drought prone areas</p> <p>93% increase in number of people reached by early warning information by sex, age and location by December 2021</p>	<ul style="list-style-type: none"> Develop and implement a mechanism for integration of disaster preparedness plans into catchment management plans Strengthen and operationalize early warning systems Strengthen the mechanism for developing pollution vulnerabilities maps
Environmental Research	<p># of national environmental information systems</p> <p># of national research control plans</p> <p># of international information sharing exchange platforms established and functional</p>	<p>1 national environmental information system developed by December 2021</p> <p>4 national research control plans developed by December 2021</p> <p>5 international information sharing exchange platforms established and functional by December 2021</p>	<ul style="list-style-type: none"> Strengthen research in environmental management Develop and implement information sharing exchange platforms

Environmental management	# of Multilateral Environmental Agreement (MEA) domesticated	20 Multilateral Environmental Agreements (MEA) domesticated by December 2021 50 bilateral and multilateral events attended by December 2021	<ul style="list-style-type: none"> • Domesticate Multilateral Environmental Agreements (MEA) • Develop and implement awareness strategy on environmental management • Develop and implement programme to strengthen environmental protection
	# of environmental management plans for ecological sensitive areas in the country	3 environmental management plans for ecological sensitive areas in the country developed by December 2021	
	# of sensitization and awareness programmes	25 awareness activities undertaken by December 2021	
	# of bankable environmental project proposals	6 bankable environmental project proposals prepared and submitted by December 2021	
	Operationalize a national environmental Fund	1 compound Environmental Fund operationalized by December, 2021	

STRATEGIC THEME 4: Institutional Capacity Excellence			
STRATEGIC RESULT: Efficient and effective service delivery			
STRATEGIC OBJECTIVE 5: Enhance Human Resources Capacity			
Intended Results	Units of Measures	Key Performance Indicators	Strategies
Optimal staffing levels	% of the Staff establishment filled	100% of the Staff establishment filled	Develop and implement a recruitment and retention Plan Fully operationalize the organization structure
Improved performance	% of agreed set targets met	% of agreed set targets met	Develop and implement a comprehensive CPD programme Strengthen implementation of the Performance Management System
Positive work culture	% of Staff adherence to core values	% of Staff adherence to core values	Develop and implement a work culture remodeling programme
STRATEGIC OBJECTIVE 6: Improve Operational Environment			
Intended Results	Units of Measurement	Key Performance Indicators	Strategies
Develop and implement policy & regulatory framework	# of policies and legislation developed	Water Supply, Sanitation & Solid Waste Management Policy developed by December, 2019	Improve implementation of water and environmental programmes
	# of policies and legislation reviewed	Review of the National Policy on Environment by December, 2019	
		Review of the Water, Supply And Sanitation Act commenced by 2018	
Enhance integrated & strategic planning	% of Ministerial Plans with an integrated and strategic approach	100 % Ministerial Plans developed annually with an integrated and multisectoral strategic approach	Develop and implement integrated and strategic plans
Develop & operationalize an M & E mechanism	# of programmes/ projects monitored	# of programmes monitored and annually	Strengthen and operationalize a Monitoring and Evaluation mechanism
	# of programmes/ projects evaluation	# of programmes evaluated on completion annually	
	# Functional MIS for water and sanitation established	1 Functional MIS for water and sanitation established by December, 2019	Strengthen evidence-based planning and policy formulation
	# of Government led WASH sector coordination mechanisms	1 Government led WASH sector coordination mechanism established by December 2019	

Develop & operationalize an automated and integrated MIS	# of functional integrated MIS	# Reports generated periodically	Functional integrated MIS
Develop programme for mainstreaming cross cutting issues	% of programmes mainstreamed with cross cutting issues	100% of Ministerial programmes mainstreamed with cross cutting issues annually	Mainstream cross cutting issues into ministerial programmes
STRATEGIC OBJECTIVE 7: Improve resource mobilization and management			
Intended Results	Units of Measurement	Key Performance Indicators	Strategies
Improved financial accountability	Audit reports	Zero Unqualified Audit reports annually	Strengthen the Financial management systems
Adequate financial resources	# Basket funding mechanisms for water and sanitation services	1 Basket funding mechanism established for water and sanitation services by December, 2021	Develop and implement a resource mobilization Strategic
	# of PPP frameworks for water and sanitation	1 PPP frameworks for water and sanitation by December 2019	
	# of PPP initiatives in water and sanitation	3 PPP initiatives in water and sanitation by December 2021	
	# of national water resource financial mobilization strategy	1 national water resource financial mobilization strategy developed by December, 2019	
	% of programmes implemented in the financial resource mobilization strategy	50% of programmes implemented in the financial resource mobilization by December, 2021	
# of Water Resource Fund	Water Resource Fund established by December, 2021		
% of PPPs in Water Resources development	50% Water Resources development and management projects supported through PPPs by December, 2021		

5.0. ENABLING FACTORS

The successful implementation of this Balanced Scorecard is centered on the following pre-conditions and assumptions:

5.1. Pre-conditions

Pre-conditions are key enabling factors to the successful implementation of the Balanced Scorecard that are within the control of the Ministry. These factors being within the control of the Ministry should be optimized to successfully implement the Strategic Plan. The following are the pre-conditions:

- (i) Available support from Ministry of Finance
- (ii) Availability of adequate and modern equipment;
- (iii) Availability of adequate number of qualified, competent and committed staff;
- (iv) Availability of effective financial control mechanism;
- (v) Collective ownership of the plan

5.2. Assumptions

These are critical enabling factors for successful implementation of the Plan but outside the control of MWDSEP. The following are the assumptions:

- (i) Positive political will towards national development goals
- (ii) Collaboration from line Ministries
- (iii) Adequate and timely funding towards programmes implementation;
- (iv) Support from cooperating partners and other stakeholders;
- (v) Enabling policy and legal frameworks;
- (vi) Availability of reliable internet connectivity; and
- (vii) Availability of adequate number of qualified, competent and committed staff;

6.0. PLAN IMPLEMENTATION

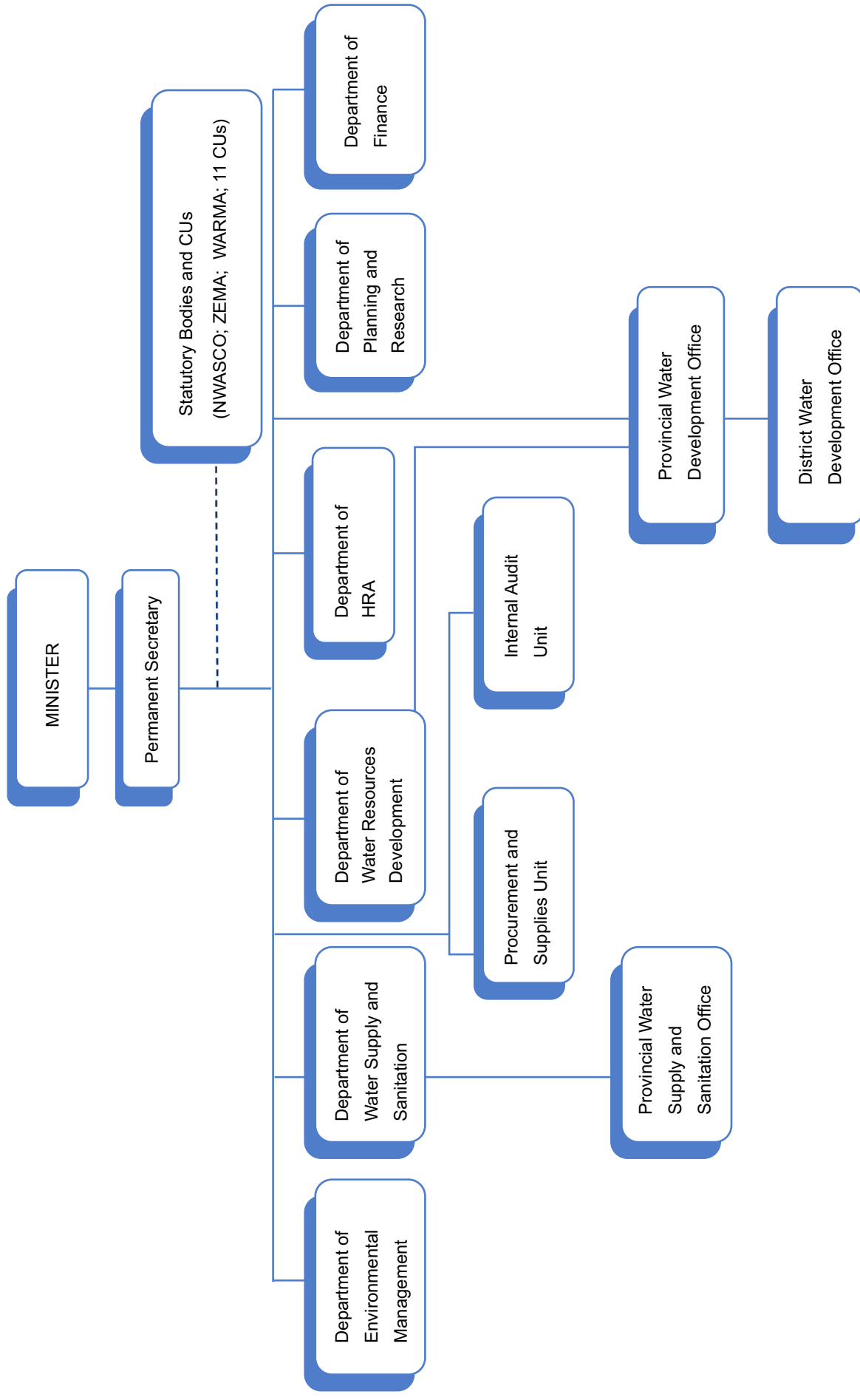
In order to effectively operationalize the Balanced Scorecard, it will be translated into a four-year implementation (operational) plan, broken down into annual Departmental/Sectional/Unit and Balanced Scorecards and costed accordingly. The implementation plan and annual plans will have realistic targets and schedules of activities linked to the annual budget.

7.0. MONITORING AND EVALUATION

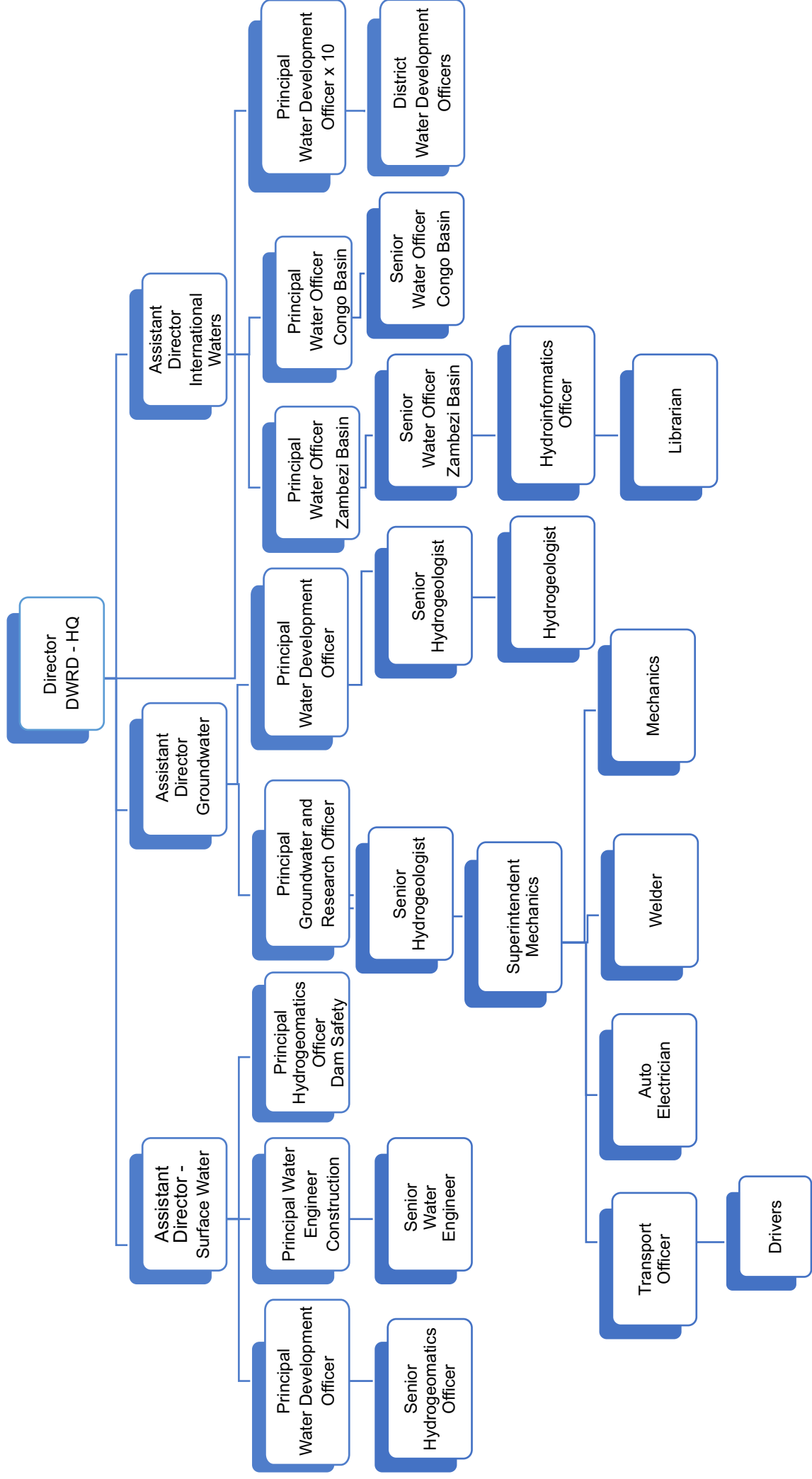
The Monitoring and Evaluation (M&E) of the implementation of the Balanced Scorecard is vital for ascertaining its impact. The Ministry will therefore, strengthen M&E mechanisms in order to effectively and efficiently track progress and evaluate its performance against targets quarterly and annually. Further, a Mid-Term Review (MTR) of the Balanced Scorecard will be conducted in June, 2019 to assess progress made towards achieving the intended results, strategic objectives, and strategic results. A final evaluation will then be conducted in December, 2021 to determine the full extent of implementation of the Plan and the overall impact as well as inform the preparation of the 2022 -2026 Balanced Scorecard.

The M&E of the Balanced Scorecard will be conducted at Individual, Departmental and Institutional Levels. At individual level, a Performance Appraisal System will be used to monitor and evaluate the performance of staff annually. With regard to Departmental and Divisional levels, the M&E of the implementation plan will be conducted quarterly and annually, while Institutional M&E will be carried out by external evaluators through a client survey and stakeholder analysis to establish their perception of the level and quality of service delivery at the end of the Strategy period.

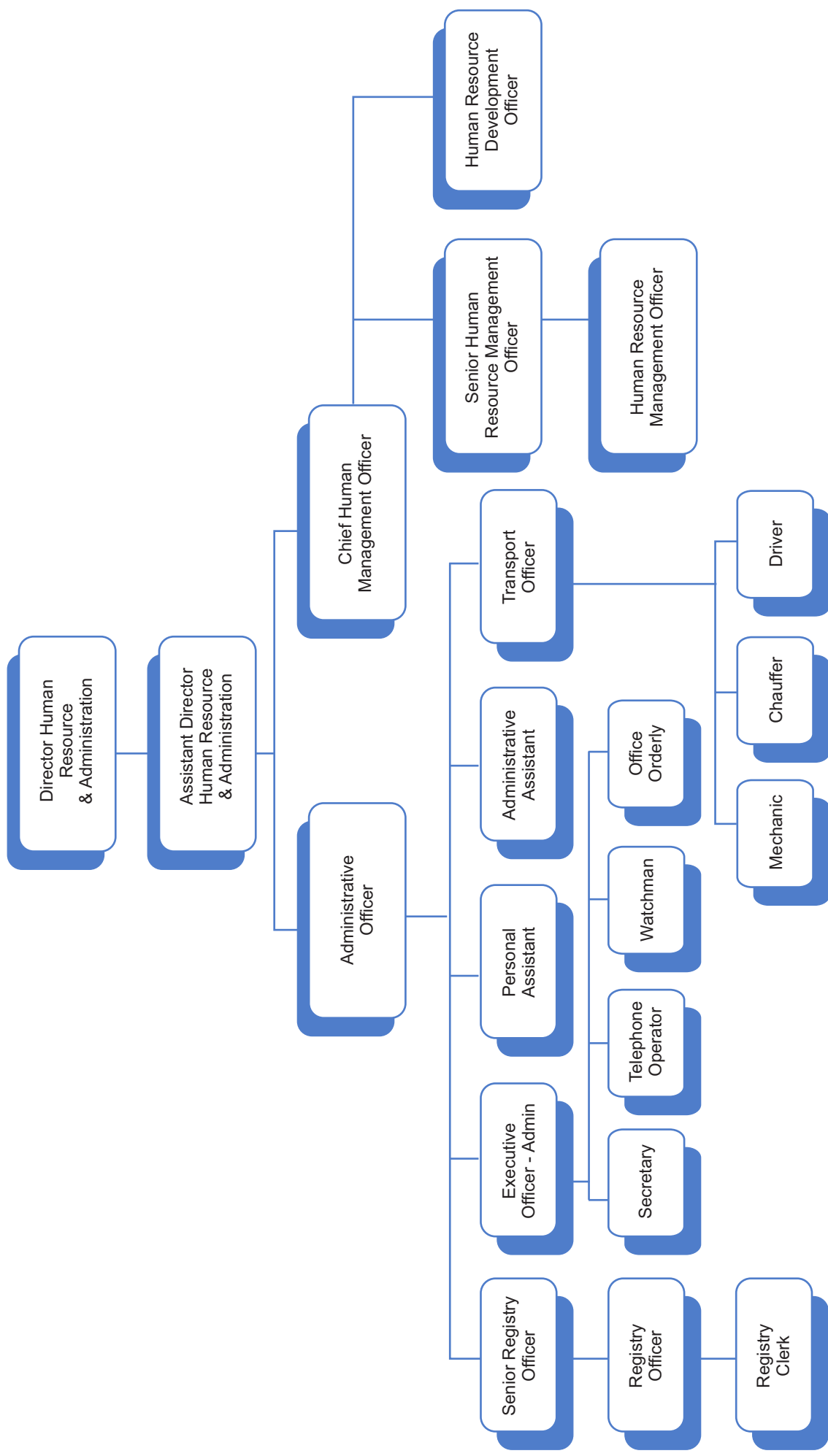
7.1 Appendix 1: Organization Structure



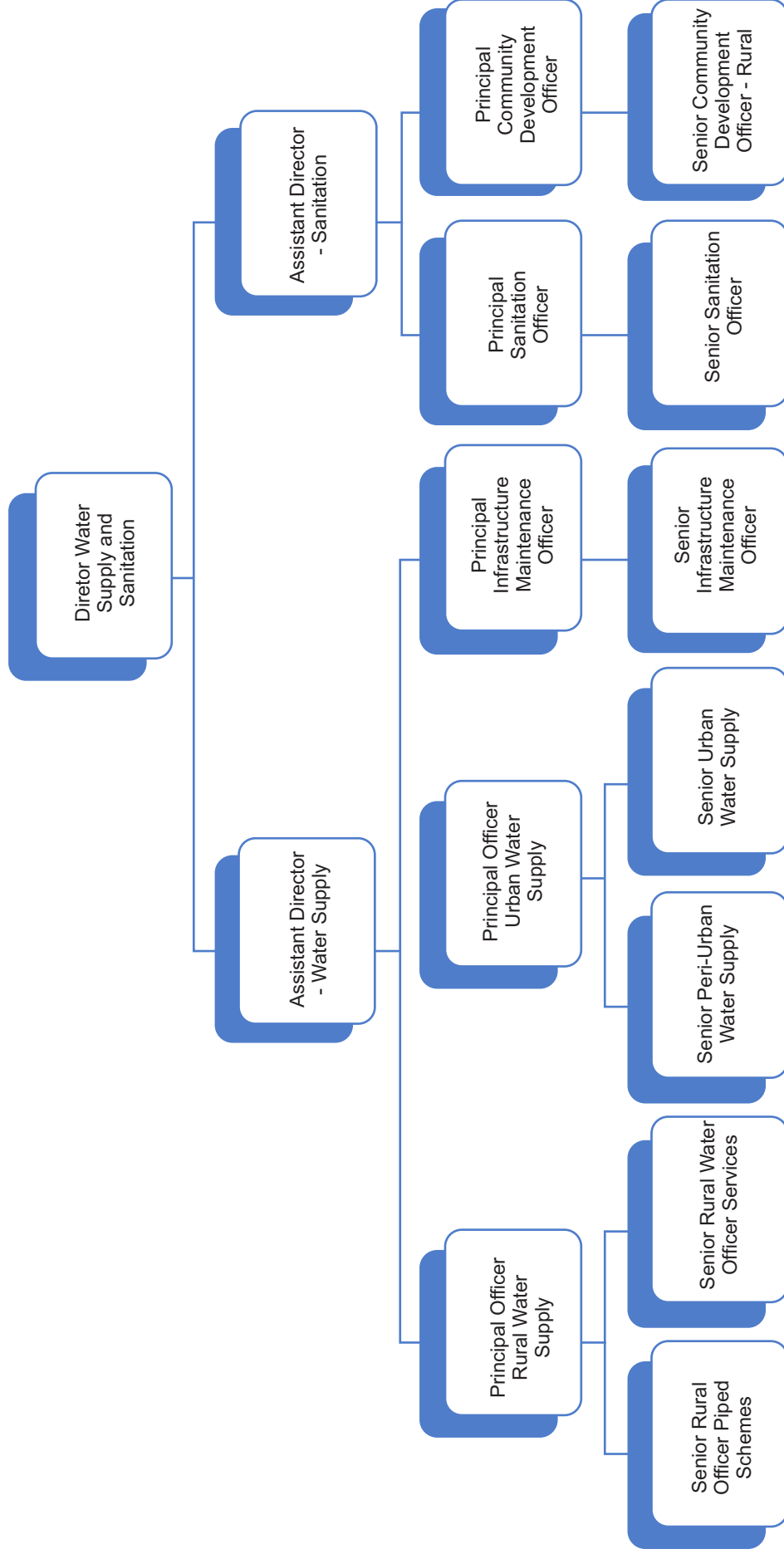
7.1.1 Department of Water Resources Development



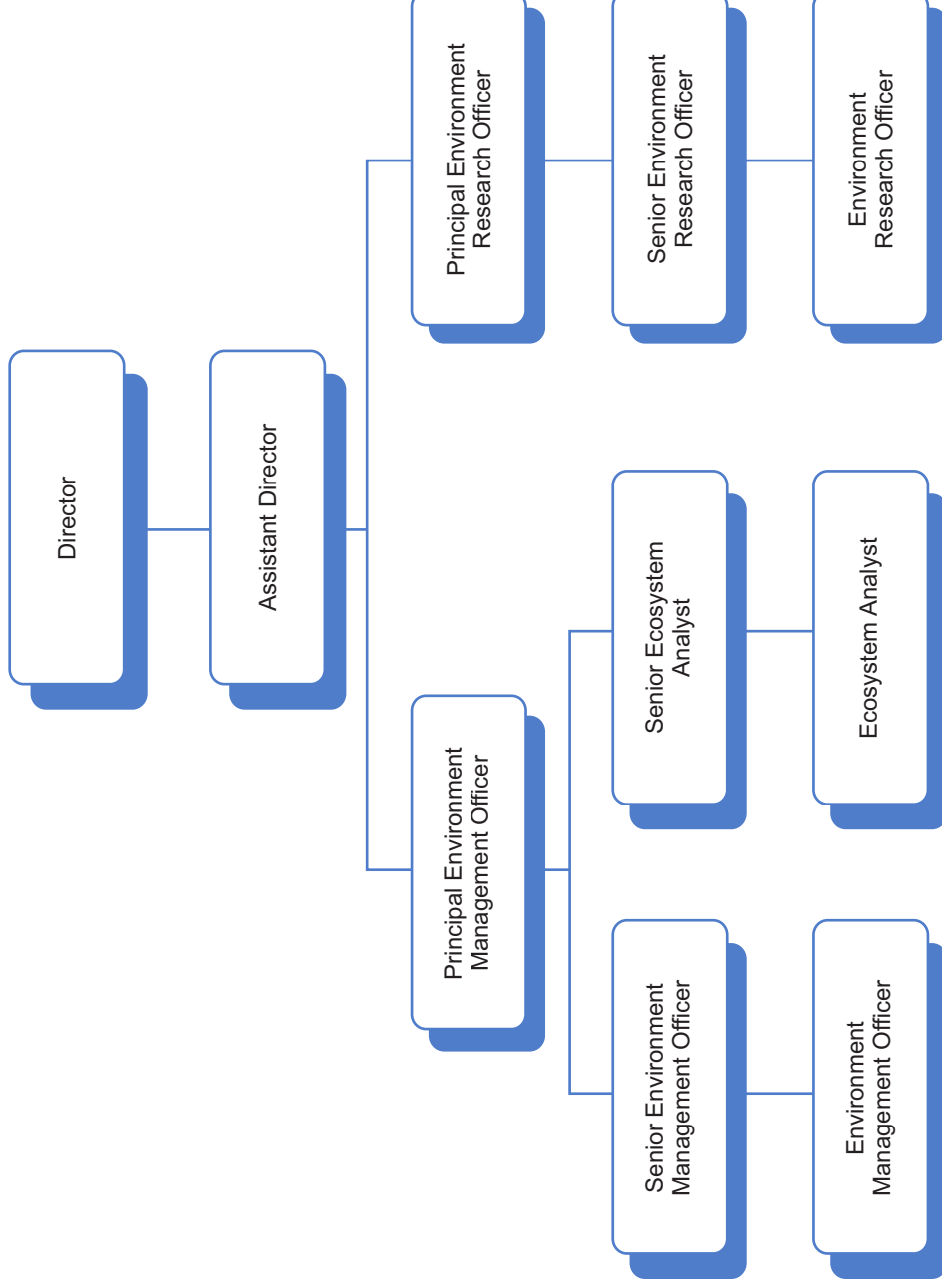
7.1.2 Department of Human Resource and Administration



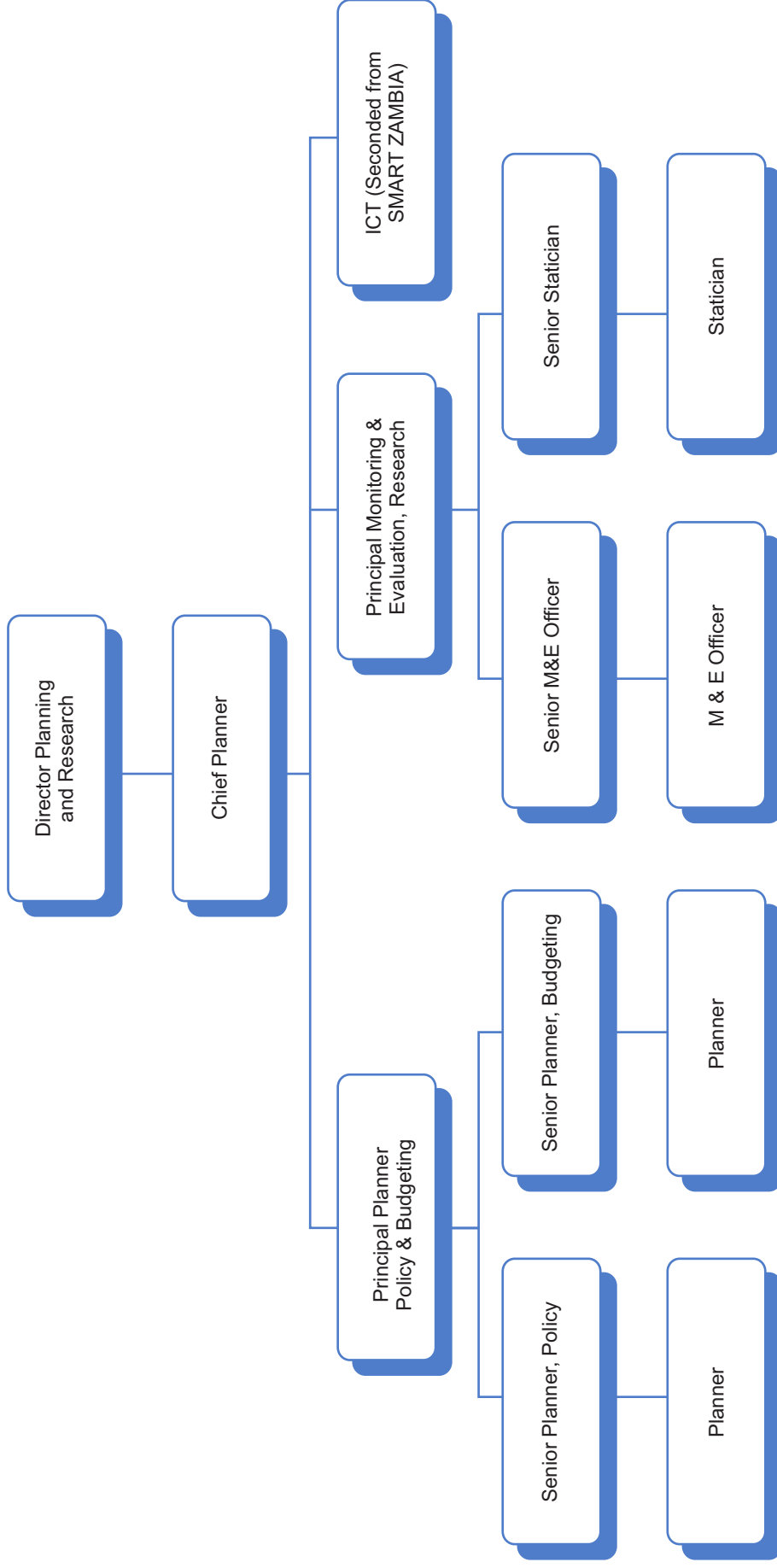
7.1.3 Department of Water Supply and Sanitation



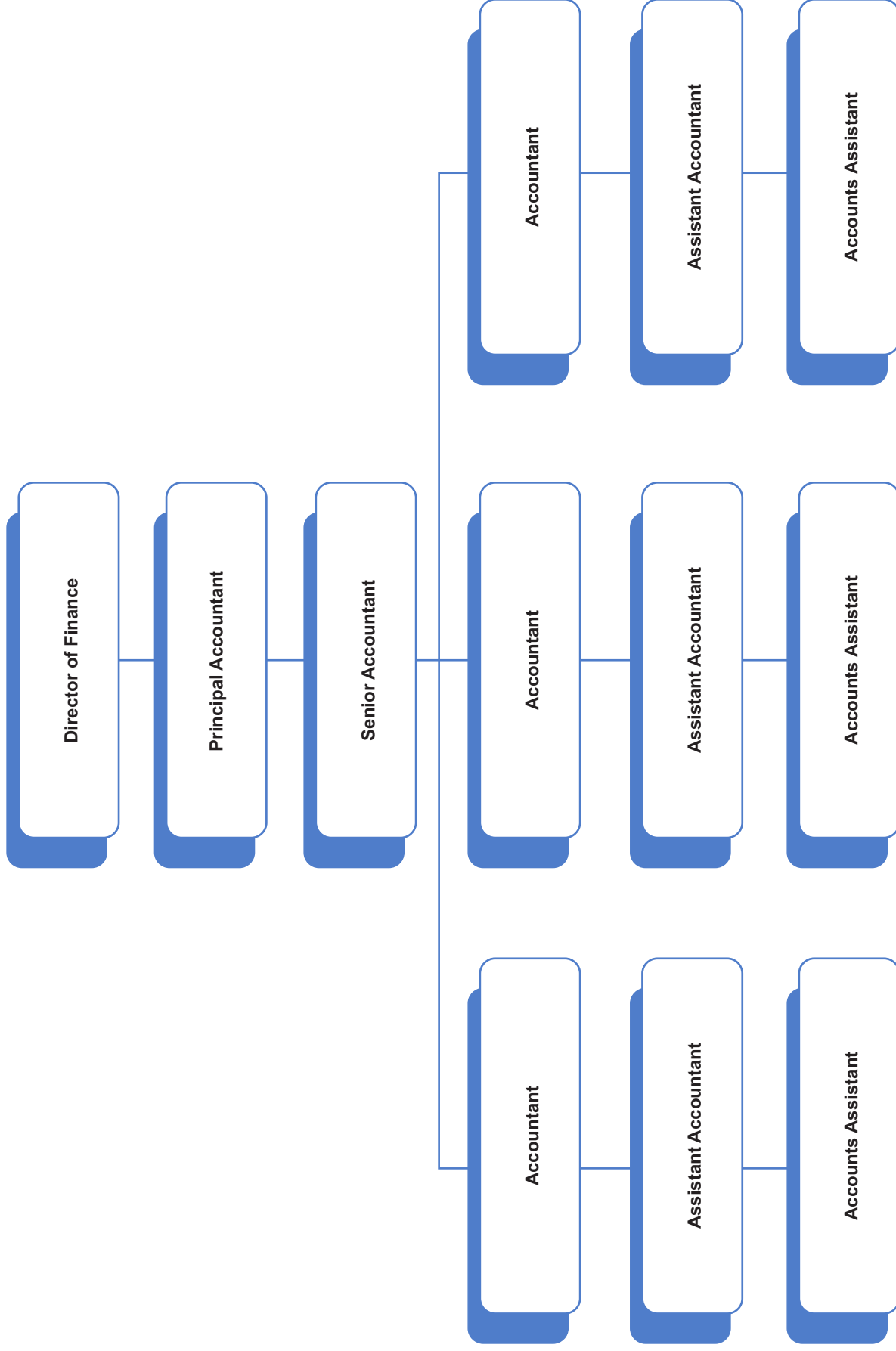
7.1.4 Department of Environment Management



7.1.5 Department of Planning and Research



7.1.6 Department of Finance



Appendix 2: Balanced Scorecard

Ministry of Water Development Sanitation and Environmental Protection Balanced Scorecard

Vision		A Smart and Value Centered Ministry of Water Development, Sanitation and Environmental Protection	
Core Values		Professionalism: Integrity: Transparency: Equity: Patriotism	
Mission		To promote a clean and safe environment and water for all	
Strategic Themes		Water Development and Management Excellence	Water Supply and Sanitation Excellence
Strategic Results		Enhanced National Water Security for Social Economic Development	Clean and Safe Water and Adequate Sanitation
Strategic Objectives and Strategy Map			
Customer	<p>Improve management of water resources</p> <p>Improve water supply and sanitation services</p> <p>Enhance climate change adaptation and mitigation</p> <p>Improve resource mobilization and management</p> <p>Improve operational systems</p>	Units of Measure	KPIs/Targets
Internal Processes		<p>% of urban population with access to clean and safe basic drinking water</p> <p>% of commercial utilities meet the national drinking water standards (ZBS/WHO)</p> <p>% of rural population with access to clean and safe basic drinking water</p> <p>% of health care facilities with basic WASH services</p> <p>% of schools with basic WASH facilities</p> <p>% of existing water infrastructure non-revenue water</p> <p># Functional MIS for water and sanitation established</p> <p>% catchment institutions operational</p> <p>% sub-catchment institutions operational</p> <p>% of total sub-catchment delineated</p> <p>% of national water resources protection areas declared</p> <p>% transboundary hydrological stations operational</p> <p>% water quality assessments undertaken</p> <p>% increase in surface water monitoring station functional</p> <p>% increase in groundwater monitoring station functional</p> <p>% increase in functional water quality monitoring stations</p> <p>% of water balance quantification in the six catchment conducted</p> <p>% increase in the number of local aquifers mapped</p> <p># Protocols on transboundary information sharing ratified</p> <p># transboundary information sharing exchange platforms established and functional</p>	<p>100% of urban population with access to clean and safe basic drinking water by December, 2021</p> <p>100 % of commercial utilities meet the national drinking water standards (ZBS/WHO) by December, 2021</p> <p>70% of rural population with access to clean and safe basic drinking water by December, 2021</p> <p>70% of health care facilities with basic WASH services by December, 2021</p> <p>40% of schools with basic WASH facilities by December 2021</p> <p>15% of existing water infrastructure expanded by December, 2021</p> <p>Non-revenue water reduced to 25% by December 2021</p> <p>1 Functional MIS for water and sanitation established by December 2018</p> <p>100% catchment institutions operational by December 2018</p> <p>100% sub-catchment institutions operational by December 2021</p> <p>100% of total sub-catchment delineated by December 2021</p> <p>100% of national water resources protection areas declared by December 2021</p> <p>100% transboundary hydrological stations operational by December 2021</p> <p>100% water quality assessments undertaken by December 2021</p> <p>61% increase in surface water monitoring station functional by December 2021</p> <p>80% increase in groundwater monitoring station functional by December 2021</p> <p>42% increase in functional water quality monitoring stations by December 2021</p> <p>100% of water balance quantification in the six catchment conducted by December 2021</p> <p>75% increase in the number of local aquifers mapped by December 2021</p> <p>5 Protocols on transboundary information sharing ratified by December 2021</p> <p>5 transboundary information sharing exchange platforms established and functional by December 2021</p>
Organization Capacity	Enhance Human Resources Capacity		
		Environmental Sustainability	Clean and Safe Environment
		Strategies/Initiatives	
		<p>Strengthen the mechanism for provision of adequate safe water and sanitation</p> <p>Strengthen implementation of the national urban and rural Water Supply and Sanitation programmes</p> <p>Strengthen the implementation of the water infrastructure projects</p> <p>Strengthen research in water supply</p> <p>Develop and implement a programme to enhance water catchment protection</p> <p>Promote inter-basin/ catchment water transfer schemes</p> <p>Strengthen mechanism for local and transboundary aquifer management</p> <p>Develop and implement a programme to enhance rain water harvesting</p> <p>Strengthen the mechanism for provision of adequate sanitation</p> <p>Strengthen implementation of the national urban and rural Water Supply and Sanitation programmes</p> <p>Strengthen the implementation of the sanitation infrastructure projects</p> <p>Strengthen research in sanitation</p> <p>Strengthen the policy and legal frameworks for waste management</p> <p>Strengthen mechanism for collaboration with stakeholders on waste management</p> <p>Strengthen domestication of international agreements and treaties</p>	

