ZAMBIA ENVIRONMENTAL MANAGEMENT AGENCY

2022-2026
STRATEGIC PLAN

Prepared by:

Zambia Environmental Management Agency
in collaboration with
Management Development Division
Cabinet Office
Lusaka
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TABLE OF CONTENTS

ACRONYMS		**i**
FOREWORD		**ii**
ACKNOWLEDGEMENTS		**iii**
EXECUTIVE SUMMARY		**iv**
1.0	**INTRODUCTION**	**1**
1.1	Background	1
1.2	Specific Functions	1
1.3	Operational Structure	1
1.4	Strategic Operational Linkages	2
1.5	Rationale for Developing the 2022 – 2026 Strategic Plan	2
1.6	Methodology	2
2.0	**ENVIRONMENTAL ANALYSIS**	**4**
2.1	External Environmental Analysis	4
2.2	Internal Analysis	10
3.0	**SWOT ANALYSIS**	**11**
4.0	**STRATEGIC DIRECTION**	**12**
4.1	Vision	13
4.2	Mission Statement	13
4.3	Core Values	13
4.4	Strategic Themes and Strategic Results	13
4.4.1	Environmental Regulation and Conservation	13
4.4.2	Stakeholder Collaboration	14
4.4.3	Operational Excellence	14
4.5	Strategic Objectives, Intended Results, Measures, Targets and Strategies	14
5.0	**ENABLING FACTORS**	**18**
5.1	Pre–Conditions	18
5.2	Assumptions	18
6.0	**PLAN IMPLEMENTATION**	**19**
7.0	**RISK MANAGEMENT**	**20**
8.0	**MONITORING AND EVALUATION**	**21**
APPENDIX I: ZAMBIA ENVIRONMENTAL MANAGEMENT AGENCY 2022 TO 2023 BALANCED SCORECARD		**22**

ACRONYMS

8NDP	Eighth National Development Plan
BSC	Balanced Scorecard
ECZ	Environmental Council of Zambia
EMA	Environmental Management Act
EPPCA	Environmental Protection and Pollution Control Act
EPR	Extended Producer Responsibility
GHGs	Greenhouse Gases
GRZ	Government of the Republic of Zambia
IA	Institutional Analysis
ICT	Information and Communications Technology
MGEE	Ministry of Green Economy and Environment
OD	Organisation Development
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
SWOT	Strengths, Weaknesses, Opportunities and Threats
UNDP	United Nations Development Programmes
UNEP	United Nations Environment Programme
UNIDO	United Nations Industrial Development Organisation
ZEMA	Zambia Environmental Management Agency

FOREWORD

The Zambia Environmental Management Agency (ZEMA) is a statutory body established under the Environmental Management Act (EMA) No. 12 of 2011. The mandate of the Agency is to regulate and coordinate the management of natural resources, prevent and control environmental degradation for sustainable development.

The Agency has developed this strategic Plan to set out an operation framework for execution of its mandate during the period 2022 – 2026. The Plan outlines our vision, mission, strategic objectives, strategic themes, key performance indicators (measures) and intended strategic results. This Strategic Plan is one of the major vehicles for the implementation of policy interventions contained in the 8th National Development Plan (8NDP), in general, and the Environmental Sustainability Strategic Development Area in particular.

This Strategic Plan will therefore, enable the Agency to be pragmatic in its pursuit and be responsive to the dynamics in the environment as well as build confidence and trust among its stakeholders in discharging its mandate. In this regard, ZEMA commits to safeguard the environment and human health through the provision of environmental regulatory services, promotion of low carbon emissions and foster social inclusion.

In carrying out its mandate, the Agency will uphold its shared core values, namely: Integrity, Excellence, Environmental Justice, Accountability and Innovation.

Through this Strategic Plan, the Board, Management and members of staff commit themselves to building "A world class service-centred Regulator for a green economy and environment". I therefore, call upon all our Stakeholders to come on board and support us as we pursue this noble cause.

Prof. Lovejoy Mulambo Malambo (PhD)
Board Chairperson
ZAMBIA ENVIRONMENTAL MANAGEMENT AGENCY

ACKNOWLEDGEMENTS

The process of developing this Strategic Plan was consultative and comprehensive. It involved engagements with, and participation of many stakeholders at different levels.

It is with this background that I wish to thank all those who contributed to the successful development of this Plan. In particular, I wish to pay special tribute to the following for their significant contributions:

Management Development Division of Cabinet Office for technical guidance and facilitation of the development of the Plan;

- Ministry of Green Economy and Environment for policy guidance and technical support;
- The ZEMA Board for strategic direction and leadership;
- Management and Staff of ZEMA for their technical input;
- All representatives of various organisations, which provided valuable information in the Strategic Planning process.

It is my sincere hope that the implementation of this Plan will help ZEMA contribute towards the betterment of our environment and human health as per our mandate and attainment of a green economy.

Mr. Maxwell Nkoya
Acting Director General
ZAMBIA ENVIRONMENTAL MANAGEMENT AGENCY

EXECUTIVE SUMMARY

The Zambia Environmental Management Agency (ZEMA) is a statutory body established under the Environmental Management Act No. 12 of 2011. The mandate of ZEMA as enshrined in Section 9 of the Act is to do all such things as are necessary to ensure the sustainable management of natural resources and protection of the environment, and the prevention and control of pollution.

The development of the 2022-2026 Strategic Plan was informed by the performance assessment of the 2018 – 2021 Strategic Plan, literature review, stakeholder engagement and institutional capability assessment.

The Agency's overall performance was rated at 67.5%. The performance for core objectives was rated at 69.9% while the performance for support objectives was 52.8%. The Agency achieved the following milestones: The number of licensed facilities increased by 82% from 2,394 (2017) to 4,349 (2021); two (02) provincial offices were opened in North-Western Province and Eastern Province; and audit queries for all departments reduced by 66.07% from 143 to 38. The gains by the 2018-2021 Strategic Plan were attributed to among others, the following factors: support from Government; support from stakeholders; enabling policy environment; and availability of reliable information technology and experts. However, the Agency experienced a number of challenges that negatively affected its performance, including the following: inadequate and delayed funding; inadequate staff; conflicting legislation; interruption of power supply (power rationing by ZESCO Limited); and the impact of COVID-19 Pandemic.

The development of the 2022–2026 Strategic Plan followed an integrated Institutional Assessment/Organisation Development–Balanced Scorecard (IA/OD-BSC) approach. The First Phase was the Institutional Analysis (IA) which involved assessing the internal capability to establish ZEMA's distinctive competencies, as well as, analysing the macro-environment. The various tools applied were McKinsey 7s Model, Lewin's Simple Change Management Model, Objective and Problem Trees, Strengths, Weaknesses, Opportunities and Threats (SWOT), and Political/Policy, Economic, Social, Technological, Environmental/Ecological and Legal (PESTEL) Analyses. Stakeholder engagements were undertaken to solicit for information on the current and future outlook of the Agency and to suggest areas of focus to enhance the execution of the Agency's Mandate. The Second Phase involved Organisation Development (OD) which was informed by information from the IA and assessment of the macro-environment. The Organisation Development culminated into setting the strategic direction of the Agency using the Balanced Scorecard (BSC).

The SWOT Analysis revealed strengths including strong legal and policy framework, the availability of staff with relevant knowledge, and active stakeholder engagement while weaknesses included inadequate monitoring and evaluation system, resistance to change by staff, absence of a Service Charter, inadequate office space, inadequate operational systems, and limited physical presence. The IA revealed challenges with implementing the previous Strategic Plan due to lack of an implementation plan, inadequacies in the structure such as inadequate positions and missing functions related to important aspects of the mandate, inadequacies in most of the internal systems, and inadequate staffing levels.

The external environmental analysis revealed some opportunities including: strong political will towards environmental sustainability, goodwill from cooperating partners, availability of technical support from State institutions, pool of qualified and competent personnel in the labour market, and increased international cooperation on environmental issues such as climate change whilst threats included inadequate and inconsistent financial resources, unpredictable policy shifts, intermittent internet connectivity across regional offices, and negative public perception , and conflicting legislation on some environmental related matters.

This calls for continuous engagement with Government and stakeholders for increased support for successful programme execution. It also calls for a new set of strategies to mitigate the threats.

As part of external analysis, the client engagement identified the following as some needs to be addressed by ZEMA, namely: timely review and approval of environmental impact assessment reports; timely feedback from environmental audits and inspections, and timely issuance of environmental licences.

On the other hand, the stakeholders' interests/concerns identified included: correct application of Environmental Law, effective and efficient policy and programme implementation, participation in policy formulation and implementation of green economy and climate change issues, timely preparation of Annual Reports, prudent management of resources, accessibility of environmental information, collaboration on implementation of projects, and collaboration on management of sensitive habitats and ecosystems.

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

VISION: "A world class service-centred regulator for a green economy and environment."

MISSION: "To safeguard the environment and human health"

THEMATIC AREAS

- Environmental Regulation and Conservation resulting in Environmental Sustainability;
- Stakeholder Collaboration resulting in Stakeholder buy-in; and
- Operational Excellence resulting in high quality service.

CORE VALUES: Integrity, Excellence, Environmental Justice, Accountability and Innovation.

The key strategies to be deployed include: strengthening environmental assessments and environmental audits, reviewing environmental standards, strengthening collaboration with relevant stakeholders, developing and implementing a Service Charter, strengthening internal controls, developing and implementing a Resource Mobilisation Strategy, enhancing collaboration on environmental research, and developing and implementing a Risk Management Strategy.

ZEMA is cognisant of the fact that it will be exposed to various risks which could adversely affect the achievement of its strategic objectives during the implementation period of the Plan. To ensure effective risk management, the Agency will revise its Risk Management Policy and develop a Risk Management Framework which will provide the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management. Further, the Agency shall align the Risk Management Plan to the 2022-2026 Strategic Plan by developing Key Risk Indicators which will be monitored and evaluated along with the targets for each Strategic Objective in the Strategic Plan.

The Plan will be implemented within the existing policy, regulatory, and institutional frameworks of environmental protection and management in Zambia. To operationalise the Strategic Plan, a costed Implementation Plan will be developed for the period 2022 to 2026 which will be translated into five (5) year Operational Plan, broken down into annual Departmental and Individual work plans with SMART targets and schedules of activities and costed accordingly. Further, to ensure effective implementation of the Plan, a mid-term review will be conducted in July 2024 to determine progress and evaluate performance against set strategic results, strategic objectives, intended results and targets, as well as, institute corrective measures to address challenges and inform the implementation of the Plan for the remaining period. Consequently, a terminal review will be undertaken at the end of the Plan period to determine the full extent of implementation and the overall impact.

VISION

A world class service-centred regulator for a green economy and environment.

To realise its Vision, ZEMA has identified three (3) thematic areas and associated strategic results as follows:

THEMATIC AREAS

Environmental Regulation and Conservation resulting in **Environmental Sustainability;**

Stakeholder Collaboration resulting in **Stakeholder buy-in;** and

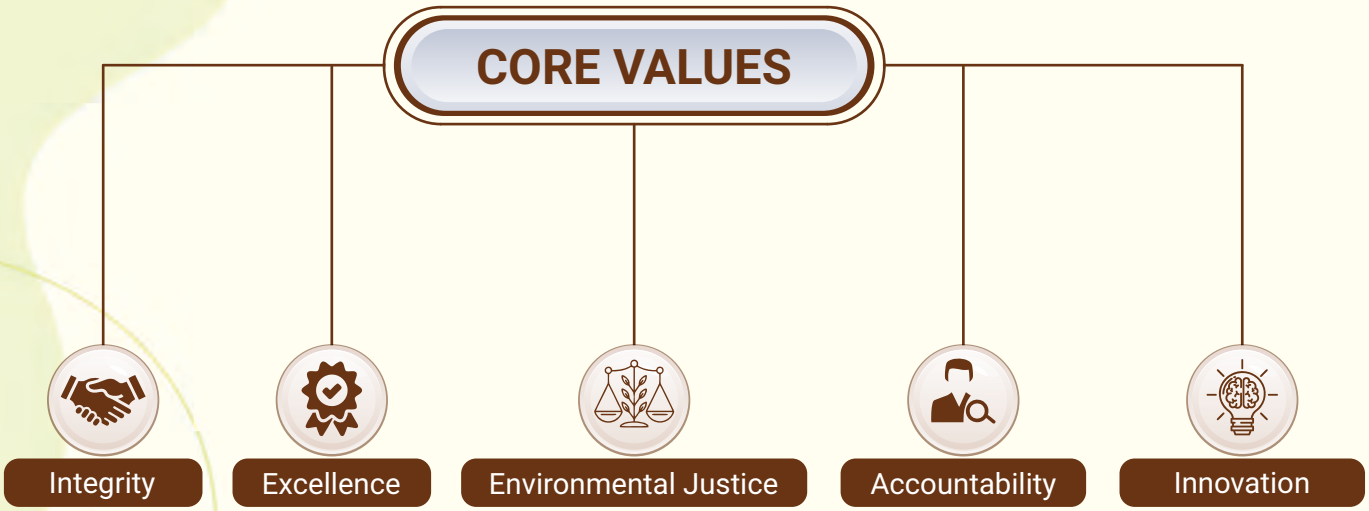
Operational Excellence resulting in **high quality service.**

To ensure that the Agency performs in the three thematic areas, it has set a Mission, which is: -

MISSION

To safeguard the environment and human health

In executing this mission, the Agency has committed to observing the following Core Values:



1.0 INTRODUCTION

1.1 Background

The Zambia Environmental Management Agency ("ZEMA") is a statutory body established under the Environmental Management Act (EMA) No. 12 of 2011. The Agency previously existed as Environmental Council of Zambia ("ECZ") which was established in 1992 under the Environmental Protection and Pollution Control Act ("EPPCA") Chapter 204 of the Laws of Zambia. In 2011, the EPPCA was repealed and replaced by the EMA, which provided for the continuation of the existence of the Environmental Council of Zambia and re-named it as the Zambia Environmental Management Agency. The mandate of ZEMA as enshrined in Section 9 of the Act is to do all such things as are necessary to ensure the sustainable management of natural resources and protection of the environment, and the prevention and control of pollution.

1.2 Specific Functions

Section 9 (2) of the Environmental Management Act No. 12 of 2011 outlines the specific functions of ZEMA as follows:

a) Advise the Minister on the formulation of policies on all aspects of the environment and, in particular, make recommendations for the sustainable management of the environment;
b) Co-ordinate the implementation of activities of all ministries, appropriate authorities and conservancy;
c) Develop and enforce measures aimed at preventing and controlling pollution;
d) Develop, in liaison with the relevant appropriate authority, standards and guidelines relating to the protection of air, water, land and other natural resources and the prevention and control of pollution, the discharge of waste and the control of toxic substances;
e) Advise any private or public body on any aspect of nature conservation;
f) Initiate, conduct and promote research, surveys, studies, training and investigations in environmental management;
g) Research or sponsor research on the effects of climate change on human beings and the environment;
h) Ensure the integration of environmental concerns in overall national planning through coordination with appropriate authorities;
i) Undertake general educational programmes for the purpose of creating public awareness on the environment;
j) Review environmental impact assessment reports and strategic environmental assessment reports;
k) Monitor trends of natural resources, their use and impact on the environment and make necessary recommendations to the appropriate authority;
l) Collaborate with Government agencies, appropriate authorities and other bodies and institutions to control pollution and protect the environment;
m) Request information on projects proposed, planned or in progress and advise stakeholders on projects, programmes, plans and policies for which environmental assessments are necessary;
n) Collaborate with such local and international agencies as the Agency considers necessary; and
o) Publicise information on any aspect of the environment and facilitate public access to information on the environment.

1.3 Operational Structure

ZEMA is a statutory body under the Ministry of Green Economy and Environment. The Ministry provides policy direction through the ZEMA Board of Directors. The Board members are appointed by the Minister. The day-to-day operations of the Agency are managed by the Director General, who is assisted by four (04) heads of directorates and two (2) managers namely;

I. Operations/Inspectorate;
ii. Finance and Administration;
iii. Planning, Information and Research; and
iv. Legal Services;
v. Internal Audit Unit; and
vi. Procurement Unit.

The Agency has offices in five (05) provinces, namely; Lusaka, Copperbelt, Southern, North Western and Eastern Provinces.

This Strategic Plan intends to reconfigure the current ZEMA organization structure to fit the strategy in accordance to the principle of 'Organization Structure Follows Strategy'.

1.4 Strategic Operational Linkages

In executing its functions, ZEMA closely collaborates with various ministries such as the ministries responsible for local government, mines and minerals development, water development, energy, and institutions such as the Water Resources Management Authority (WARMA), Energy Regulation Board (ERB), Zambia Revenue Authority (ZRA), Road Transport and Safety Agency (RTSA), and Local Authorities. The main areas of collaboration include the following:

i. assessment of new developments;
ii. fostering low carbon development pathways;
iii. integration of e-mobility;
iv. fostering resource efficiency;
v. enforcement; and
vi. data/information sharing.

ZEMA also collaborates with international organisations and Cooperating Partners, such as, the United Nations Industrial Development Organisation (UNIDO), United Nations Environment Programme (UNEP) and United Nations Development Programmes (UNDP). The areas of collaboration focus on implementation of multi-lateral environmental agreements.

1.5 Rationale for Developing the 2022 – 2026 Strategic Plan

The development of the 2022- 2026 Strategic Plan was necessitated by the expiry of the 2018-2021 Strategic Plan, change of policy direction towards the green economy and the need to realign the Plan with the Eighth National Development Plan (8NDP).

1.6 Methodology

The Strategic Planning approach used to develop the 2022–2026 Strategic Plan is called an integrated Institutional Assessment/Organisation Development–Balanced Scorecard (IA/OD-BSC). The IA/OD BSC is a two-phased approach that takes into consideration a critical analysis of the operations of an institution including its achievements, challenges and proposed recommendations for improved performance.

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

The First Phase is known as the Institutional Analysis (IA). This phase involved assessing the internal capability assessment to establish ZEMA's distinctive competencies, as well as, analysing the macro-environment. The various tools applied were McKinsey 7s Model, Lewin's Simple Change Management Model, Objective and Problem Trees, Strengths, Weaknesses, Opportunities and Threats (SWOT), and Political/Policy, Economic, Social, Technological, Environmental/Ecological and Legal (PESTEL) Analyses. In addition, various stakeholders, both primary and secondary were engaged to solicit for information on the current and future outlook of the Agency and to suggest areas of focus to enhance the execution of the Institution's Mandate in the next Strategic Plan.

The Second Phase is called Organisation Development (OD) and this involves determining the strategic direction. The information collected from the Institutional Assessment facilitated the Organisational Development process of determining the strategic direction for ZEMA for the period 2022–2026 in relation to its Vision, Mission, Core Values, Strategic Themes and Strategic Objectives. In mapping out the strategic direction, the approach applied the Balanced Scorecard (BSC) principles. The BSC is a Strategic Planning and performance management system which takes a holistic approach to mapping the strategic direction and measuring the performance of an institution. The Strategic Plan was validated by various stakeholders and approved by the Board.

2.0 ENVIRONMENTAL ANALYSIS

2.1 External Environmental Analysis

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

2.1.1 PESTEL Analysis

a) Political/Policy Developments

i. The Land Policy of 2021

The Land Policy of 2021 provides for the protection of wetlands and related environments. The overarching policy on land administration has resulted into enhanced protection of the environment. The Agency will leverage on the provisions in the Land Policy to effectively execute its Mandate.

ii. The Wetlands Policy of 2021

The Wetlands Policy of 2021 provides for a coordinated mechanism for protection and management of wetlands. However, ZEMA's Mandate was affected by the split that occurred between the environment and natural resources ministerial portfolios which resulted in overlapping of mandates between the Ministry responsible for Lands and Natural Resources and the Ministry responsible for environmental management.

The following measures will be undertaken to mitigate the threats: -

- Enhance collaboration and planning between ZEMA and the Ministry of Lands and Natural Resources;
- Engage relevant authorities to streamline the roles between the Agency and the ministries.

b) Economic Developments

i. Increase in inflation rate and depreciation of the Kwacha

Increase in the inflation rate from 6.99% in 2018 to 13.3% in March of 2021 and closing at 16.4% in December 2021 negatively affected the Agency's operations. This led to increased cost of goods and services.

The depreciation of the Kwacha from $1.00: ZMW 9.50 in March 2018 to $1.00: ZMW 22.05 in March of 2021 and closing at $1.00: ZMW16.66 in December 2021 led to increased cost of goods and services which negatively affected the Agency's operations.

The following measures will be undertaken to mitigate the developments:

- Create synergies to reduce cost of doing business;
- Leverage on available support from partners; and
- Enhance the use of disruptive technologies to reduce cost and increase efficiency.

c) Social Developments

i. Outbreak of Diseases

Outbreak of cholera in 2018 led to diversion of resources from the core strategic issues to alleviation of the disease. Further, the outbreak of COVID-19 in March 2020 led to reduced productivity among employees thereby affecting programme implementation.

The Agency will implement the following measures to mitigate the impact of the above stated and other related pandemics:

- Ensure strict adherence to health guidelines;
- Explore flexible working options for the members of staff such as working from home;
- Optimise the use of disruptive technologies (i.e., innovative smart technological systems and applications) for service delivery;
- Enhance collaboration with relevant authorities during outbreaks; and
- Create a provisional budget line for outbreaks of diseases.

ii. Gassing Incidents of 2019

Gassing incidents of 2019 negatively affected the operations of the Agency as some key staff were deviated from core functions to assist security teams with the assessment of suspected gassing chemicals. Consequently, field operations such as compliance inspections and training of refrigeration technicians in hydrochlorofluorocarbons (HCFCs) alternative technology, good management and practices could not be undertaken.

The Agency will undertake the following:

- Review and update the Emergency Preparedness Plan to include other emergencies;
- Increase budgetary allocation towards response to emergencies; and
- Explore the use of non-intrusive methods such as the use of drones and the use of online platforms.

iii. Increase in illegal mining

The increase in demand for base and precious metals such as lead, manganese and gold among others, has resulted in increased illegal mining activities countrywide. Activities such as the continued illegal lead mining at the old tailings dump in Kabwe, manganese mining in Luapula Province, gold mining in Eastern and North-Western Provinces and tin mining in Southern Province.

In addition, the authorisation of mining activities at the Kitwe slag dump (black mountain) has negatively affected ZEMAs operations. The Agency is unable to regulate illegal mining activities due to security risks.

To address the above, the Agency will engage relevant stakeholders on the formalisation of mining activities.

d) Technological Developments

i. Advancement in Information and Communications Technology

Advancements in Information and Communications Technology (ICT) such as the e-Governance Single Window, e-ZEMA and the creation of the Zambian Trade Portal will lead to increased efficiency and effectiveness in the implementation of the ZEMA Mandate.

To optimise these opportunities, the Agency will implement the following:

- Build capacity of staff in embracing and utilising ICT; and
- Promote the use of online Pollution Emission Monitoring systems.

e) Ecological/ Environmental

i. Increase in invasive alien species

The increase in invasive alien species in areas such as Kafue and Zambezi River basins, Bangweulu swamps and National Parks has resulted in the reduction of habitat thereby affecting the biodiversity and livelihoods of local communities.

The following measures will be undertaken to mitigate the above threats:

- Mapping the ecologically sensitive areas and controlling of the invasive alien species; and
- Collaborating with relevant stakeholders on the management of the invasive alien species

ii. Increase in the number of shrinking Water bodies

The increase in the number of Water bodies shrinking such as Lake Mweru Wantipa, Magoye River and Chongwe River has resulted in disturbance in the ecosystems balance and livelihood of locals. In addition, this has a potential to induce human-animal conflict.

The following measures will be undertaken to mitigate the above threats:

- Map areas for ecologically sensitive areas for declaration as environmentally protected areas;
- Undertake assessments of the drivers of change for ecologically sensitive areas;
- Undertake research on the areas to understand the dynamics of the shrinking waters; and
- Develop management and restoration plans for ecologically sensitive areas.

f) Legal Developments

i. Enactment of the Solid Waste Regulation and Management Act No. 20 of 2018

The Solid Waste Regulation and Management Act No. 20 of 2018 provides for the sustainable management and regulation of solid waste. The Act also provides for disposal of waste at the designated waste disposal sites. Under the Act, ZEMA can monitor and enforce prescribed standards on waste management. The Agency will undertake the following:

- Engage the ministry responsible for environment and the ministry responsible for local government on development of environmental standards relating to solid waste disposal facilities; and
- Ensure all waste disposal facilities undergo the EIA process.

ii. Environmental Management (Extended Producer Responsibility) Regulations, Statutory Instrument No. 65 of 2018

The Statutory Instrument No. 65 of 2018 provides for ZEMA to regulate the manufacture, retail, import, trade, or commercial distribution of packaging materials, and other waste products such as used lead acid batteries, used tyres, used oil, electrical and electronic waste products in the country. The Agency will undertake the following:

- Review the implementation of the Extended Producer Responsibility (EPR) Regulations;
- Enhance enforcement of the EPR Regulations;
- Increase sensitisation of the EPR Regulations; and
- Operationalise the EPR Fund.

iii. The Public Finance Management Act No. 1 of 2018

The Act provides for the Treasury to recall funds from all public accounts to the Consolidated Fund and to promote and enforce transparency and effective management of revenue, expenditure, assets, and liabilities of public bodies. The Act also provides for the collection and prompt remittance of revenue into designated accounts for the Consolidated Fund.

The Agency will strengthen adherence to the provisions of the Financial Management Act and related regulations.

iv. The Environmental Management (Strategic Environmental Assessment) SI No. 48 of 2021

The SI provides for the conduct of Strategic Assessments. The SI strengthens environmental planning thereby enhancing environmental management. The Agency will enhance collaboration with relevant stakeholders on environmental planning.

v. The Public Health (Notifiable Infectious Disease) (Declaration) Notice, Statutory Instrument No. 21 of 2020 and the Public Health (Infected Areas) (Coronavirus Disease 2019) Regulations, Statutory Instrument No. 22 of 2020

The Statutory instruments negatively affected operations at ZEMA as they restricted operations related to enforcement, monitoring and inspection activities. The Agency will explore flexible working options for members of staff and optimise the use of disruptive technologies for service delivery.

2.1.2 Stakeholder Analysis

The Stakeholder Analysis identified the primary (clients) and the secondary stakeholders that play an important role for the effective and efficient implementation of programmes and activities of ZEMA. Below is an analysis of identified clients and their needs as well as stakeholders and their interests/ concerns.

a) Clients and their needs

Table 1: An analysis of the clients' needs.

S/N	Cluster	Needs
1.	**Government Ministries**	• Experts to teach on environmental education; • Attachment for students; • Internship for fresh graduates. • Review and approval of Environmental Impact Assessment reports for projects • Environmental licensing of chemicals used in the construction sector, public health, agriculture.
2.	**Tertiary Institutions**	• Emission licence for Effluent discharge • Emission Licence-Air • Hazardous Waste: Generation and Storage
3.	**Health Facilities**	• Environmental Licencing of health facilities; • Provision of technical guidance on appropriate disposal methods of expired medicines; • Disposal certificates for expired medicines.
4.	**Statutory Bodies**	• Review and approval of Environmental Impact Assessment reports for development projects • Provision of technical guidance on appropriate disposal methods of expired medicines. • Disposal certificates for expired medicines.
5.	**Local Authorities**	• Emission licences for disposal sites; • Review and approval of environmental impact assessment reports for projects.
6.	**Extractives and Processing Industries**	• Review and approval of environmental impact assessment reports for mining projects; • Environmental audits. • Environmental licences;
7.	**Manufacturing Industries**	• Environmental licences; • Review and approval of environmental impact assessment reports for projects; • Environmental audits.
8.	**Hospitality Industry**	• Environmental licences; • Review and approval of environmental impact assessment reports for projects; • Environmental audits
9.	**Freight Companies**	• Environmental licences; • Review and approval of environmental impact assessment reports for projects; • Environmental audits.

S/N	Cluster	Needs
10.	**Water Utility Companies**	• Environmental licences; • Review and approval of environmental impact assessment reports for water and sanitation projects; • Environmental Audits.
11.	**Energy Sector Companies**	• Environmental Licences; • Review and approval of environmental impact assessment reports for energy projects; • Environmental Audits.
12.	**Food Processing**	• Review and approval of environmental impact assessment reports for Agricultural related projects. • Environmental Audits • Issuance and renewal of Environmental Licences.
13.	**Chemical Industry**	• Review and approval of environmental impact assessment reports for chemicals related projects. • Issuance and renewal of Environmental Licences. • Environmental Audits

b) Stakeholders and their interests

Regarding stakeholders, the analysis revealed their major interests/concerns as presented in the Table 2.

Table 2: Stakeholders and their Interests

S/N	Cluster	Area of Interest
14.	**Government Organs**	• Prudent management of resources; • Timely submission of Annual Reports; • Adherence to domestic and International Environmental Laws. • Correct application of Environmental Law
15.	**Line Ministries**	• Effective and efficient policy and programme implementation; • Participation in Policy formulation and implementation of green economy and climate change issues; • Timely preparation of Annual Reports; • Prudent management of resources;
		• Adherence to applicable legislative frameworks and Multilateral Environmental Agreements (MEAs); • Participation in the development and review of environmental policies and laws; • Provision of accurate and up-to date environmental information; • Adherence to contract and international agreements guidelines; • Collaboration on environmental impacts assessments; • Collaboration on the control of pollution; • Collaboration on management of waste and pollution; • Participation and involvement in decision making on environmental related projects; • Effective enforcement of Environmental Management Act • Collaboration in climate change mitigation and adaptation measures in various sectors • Accessibility of environmental information

S/N	Cluster	Area of Interest
16.	**Regulatory Agencies**	• Collaboration on environmental and social assessments on proposed projects in the various sectors; • Collaboration in the implementation of environmental licensing; • Access to information relating to Greenhouse Gas emissions (GHGs); • Collaboration on clearance of products and services regulated under the EMA; • Collaboration on compliance monitoring; • Collaboration in the issuance of regulations relating to environmental management; • Collaboration on environmental statistics; • Collaboration on development of environmental standards; • Collaboration on innovation and transfer of green technology; • Collaboration on the administration and maintenance of environmental compulsory standards; • Collaboration in overseeing service provision of scientific, industrial and legal metrology; • Collaboration on conservation of protected and national heritage sites • Provision of technical advice on handling of radioactive material
17.	**Media Institutions**	• Accessibility of environmental information.
18.	**Media Development Institutions**	• Collaboration on capacity building of the media on environmental matters.
19.	**Research Institutions**	• Collaboration on contemporary environmental research areas; • Collaboration on implementation of cooperating partner projects. • Provision of information on academic research; • Collaboration on the development of curricula of environmental related programmes.
20.	**Cooperating Partners**	• Efficient and effective enforcement of environmental legislation; • Implementation of environmental agreements; • Prudent utilization of resources for environmental management. • Prudent utilisation of financial resources. • Efficient and effective enforcement of environmental legislation and implementation of climate change programmes; • Collaboration on training and research on environmental matters;
21.	**Civil Society Organisations and Non-Governmental Organisations**	• Collaboration on management of sensitive habitats and ecosystems; • Accessibility and dissemination of environmental management and conservation information; • Efficient and effective enforcement of environmental legislation related to the vulnerabilities of communities
22.	**Associations**	• Efficient and effective enforcement of environmental legislation to industries and various sectors; • Accessibility of environmental information.

2.2 Internal Analysis

2.2.1 Past Performance

The overall performance for ZEMA was 67.5%. The performance for core objectives was 69.9% while the performance for support objectives was 52.8%. The performance of ZEMA was attributed to the following:

i. Support from the Government;
ii. Support from Stakeholders;
iii. Enabling Policy Environment;
iv. Staff Commitment;
v. Support from the Board;
vi. Effective, supportive and committed leadership; and
vii. Availability of Information Communication Technology.

Despite the achievements, the major constraining factors that affected performance included the following:

i. Inadequate and delayed funding;
ii. Inadequate Staffing Level;
iii. Conflicting Environmental Regulatory Framework;
iv. Interruption of Power Supply; and
v. The Impact of the COVID-19 Pandemic.

2.2.2 Institutional Capability Assessment

The Institutional Capability Assessment conducted provided an in-depth analysis of the Institution's status internally. The Internal analysis identified a number of gaps and provided appropriate interventions as input into the preparation for the 2022–2026 Strategic Plan. Based on the Mckinsey 7s Model of assessment, it was established that the Institution had challenges in the seven areas relating to the Strategy, Structure, Systems, Staff, Skills, Shared values and Style of leadership and management.

Among the identified challenges were the following:

i. Challenges with implementing the previous Strategic Plan due to lack of an implementation plan;
ii. Inadequacies in the structure in the following areas: inadequate provisions for some positions i.e., compliance; licensing; prosecution; and missing functions related to laboratory operations;
iii. Inadequacies in most of the systems which were manually-based presenting challenges such as missing files in records management, delays in retrieving information, difficulties in tracking and securing human resource information; difficulty in collecting data and consistency in reporting; and difficulty in tracking requisitions;
iv. Inadequate staffing levels and some members of staff are inadequately skilled; and
v. Challenges with adherence to core values.

The identified challenges will need to be addressed for ZEMA to effectively implement its Strategic Plan.

3.0 SWOT ANALYSIS

ZEMA conducted an analysis of its Strengths, Weaknesses, Opportunities and Threats (SWOT). The analysis identified the factors within the Agency in respect of Strengths and Weaknesses that would facilitate or hinder respectively, the implementation of the identified interventions. In addition, the analysis identified factors outside the institution in respect of Opportunities and Threats that would facilitate or hinder respectively the implementation of the identified interventions. Table 3 below highlights the Strengths, Weaknesses, Opportunities and Threats of ZEMA.

Table 3: SWOT Analysis

STRENGTHS	**WEAKNESSES**
I. Availability of strong legal and policy framework ii. Presence of Board and Management iii. Availability of staff with requisite qualifications iv. Availability of ICT hardware infrastructure v. Existence of organizational policies and procedures vi. Active stakeholder engagement vii. Operationalisation of the Environmental Fund	i. Inadequate Monitoring and Evaluation System ii. Inadequate staffing levels iii. Limited skills amongst staff iv. Resistance to change by some members of staff v. Absence of a Service Charter vi. Inadequate office space vii. Inadequate organisational structure viii. Inadequate operational systems ix. Limited physical presence
OPPORTUNITIES	**THREATS**
i. Strong Political Will towards environmental sustainability ii. Goodwill from cooperating partners iii. Availability of technical support from State institutions iv. Pool of qualified and competent personnel in the labour market v. Increased international cooperation on environmental issues such as climate change vi. Advancement in Information and Communications Technology	i. Inadequate and inconsistent financial resources ii. Unpredictable policy shifts iii. Intermittent internet connectivity across regional offices iv. Negative public perception v. Conflicting legislation on some environmental related matters vi. Outbreak of Diseases vii. Increase in illegal mining viii. Increase in invasive alien species ix. Increase in the number of shrinking Water bodies

4.0 STRATEGIC DIRECTION

This chapter presents the focus areas of ZEMA's Strategic Plan for the period 2022-2026. It outlines a summary of the foundation for mapping the strategic direction in terms of the vision, mission, values, strategic themes, strategic results, strategic objectives, intended results and targets for the next five years. This Framework will guide the Agency's programmes, decision-making and resource allocation during the period 2022–2026

In formulating the strategic direction, the Agency conformed to the principles governing the management of the environmental and natural resources contained in the National Constitution in general and specifically Articles 43, 255, 256 and 257. The Strategic Direction has also been aligned to national aspirations as espoused in the 8NDP.

The 8NDP takes cognisance of the country's developmental context including the challenges and opportunities towards actualising the Vision 2030. The Agency will contribute to the attainment of the aspirations of Government under Development Outcome 3: Environmental Sustainability.

The "Environmental Sustainability" Strategic Development Area of the 8NDP focuses on Sustainable Environment and Natural Resource Management by mainstreaming green interventions (i.e. climate change adaptation, mitigation and environmental protection for sustainable production and consumption) into national development. The Agency will therefore focus on the following strategies aimed at improving environmental sustainability: -

i. Strengthen Climate Change Adaptation,
ii. Strengthen Climate Change Mitigation and
iii. Enhance Disaster Risk Reduction and Response

The interventions are intended to achieve the following:

i. Air quality: Ambient concentration of SO_2 to reduce from 100 µg/m^3 to 50 µg/m^3 by 2026; Ambient concentration of particulates ($PM_{2.5}$) to reduce from 38 µg/m^3 to 15 µg/m^3 by 2026; and
ii. Reduction in greenhouse gases from 120, 507.7GgCO_2 eq to 38,000 GgCO_2 eq.

In this regard, the Agency will focus on promoting green growth and environmental sustainability.

Following the analysis of the internal and external environments within which ZEMA operates, key strategic issues (challenges) were identified which form part of the basis of the Strategic Direction. These include:

- Outbreak of diseases
- Increase in illegal mining
- Increase in invasive alien species
- Increase in the number of shrinking water bodies
- Inadequate education and awareness levels among the public on environmental management;
- Inadequate financial resources for executing the ZEMA Mandate;
- Low compliance levels by facilities to environmental regulations;
- Inadequate collaboration with stakeholders; and
- Inadequate institutional capacities for implementation of programmes.

VISION

A world class service-centred regulator for a green economy and environment.

To achieve this Vision, the Agency will enhance business processes to make them more efficient and effective and invest in modern technology and human capital. This is aimed at serving our clients faster, easier and conveniently. In addition, the Agency will provide for integrated environmental management and ensure sustainable use of natural resources through the acceleration of low carbon transition, continued improvement in energy and resource efficiency, promotion of environmental justice and enforcement of environmental laws.

MISSION

To safeguard the environment and human health

Through this Mission Statement, the Agency shall provide environmental regulatory services, promote low carbon development and foster social inclusion.

CORE VALUES

INTEGRITY

We put ZEMA's obligations above our personal interests and conduct ourselves in a transparent manner.

INNOVATION

We embrace the use of science-based evidence and promote innovation in the execution of our Mandate.

ENVIRONMENTAL JUSTICE

We are fair and meaningfully involve all groups regardless of ethnicity, race, colour, nationality, or income with respect to the development, implementation and enforcement of environmental policies, laws, regulations and strategies.

EXCELLENCE

We are diligent, predictable, proactive, committed, efficient and effective in the execution of our Mandate.

ACCOUNTABILITY

We are responsible to the public for the decisions and actions taken, and submit to appropriate scrutiny.

STRATEGIC THEMES AND STRATEGIC RESULTS

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

4.4.1 Environmental Regulation and Conservation

The Agency will strengthen environmental compliance monitoring, promote low carbon development pathways, and protect fragile ecosystems through application of science and innovative principles in environmental assessments in order to promote circular economy and use of renewable energy.

4.4.2 Stakeholder Collaboration

This will be attained by creating a more comprehensive and consistent approach to stakeholder engagement processes that respond to clients' and stakeholder's needs and interests.

4.4.3 Operational Excellence

To achieve operational efficiency, the Agency will execute its strategy in a consistent and reliable manner by improving its internal operations and enhancing human capital as well as financial resources so as to effectively execute its mandate.

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

In the next five (5) years, ZEMA commits to implement six (6) strategic objectives with their associated intended results, measures, targets and strategies (initiatives). The strategic objectives demonstrate the continuous improvements that the Agency will need to make to get the desired results in the areas of focus, as detailed in Table 4 and the detailed 2022 to 2026 ZEMA Strategic Plan log frame is presented in Table 5.

Table 4: 2022-2026 Strategic Objective Description

S/N	Strategic Objective	Strategic Objective Description
1.	Improve environmental regulatory and compliance services	The Agency commits itself to improving environmental regulatory and compliance services in its quest to attain service excellence. It will enhance the Monitoring, Reporting and Verification system and environmental assessments. Additionally, the Agency will review environmental standards and strengthen environmental audits, improve the implementation of the extended producer responsibility and promote cleaner production.
2.	Enhance stakeholder engagement	The Agency commits to improving the quality of identification, analysis, planning, disclosure of information and consultation with stakeholders. The Agency will enhance production and dissemination of information, education and communication materials. Furthermore, ZEMA will enhance the implementation of the Citizens Engagement and Communication Strategy and collaboration on environmental research.
3.	Enhance financial resource mobilisation and management	The Agency commits to securing additional funds and ensuring prudent utilisation of financial resources. ZEMA will further strengthen the internal controls, develop and implement a Resource Mobilisation Strategy and a Risk Management Strategy.
4.	Enhance internal processes	The Agency commits to enhancing its internal processes by developing and implementing a Service Charter that will improve customer experience. It will further embrace innovation and automation of management systems for effective and efficient service delivery. Additionally, ZEMA will develop and review internal guidelines in order to enhance monitoring and evaluation of internal processes. ZEMA shall re-configure the organization structure to fit the new Strategic Plan.
5.	Enhance human capital	The Agency commits to enhancing human capital in order to attain service excellence. The Agency will enhance and operationalize the structure and implementation of capacity building programmes. Additionally, it will enhance performance management, implement a comprehensive programme to institutionalize core values, and transform and operationalize the Integrity Committee.
6.	Improve administrative support	The Agency commits to enhancing an enabling environment for staff. ZEMA will develop and implement an Asset Management and Infrastructure Development Plans.

Table 5: Strategic Themes, Strategic Results, Strategic Objectives, Intended Results, Measures, Targets and Strategies (Initiatives)

Strategic Themes:	**Environmental Regulation and Conservation**		**Stakeholder Collaboration**	**Operational Excellence**
Strategic Results:	**Environmental Sustainability**		**Stakeholder Buy-in**	**High Quality Services**
Strategic Objective 1: Improve Environmental Regulatory and Compliance Services				
Intended Results	**Measures**	**Baseline 2021**	**Targets**	**Strategies/Initiatives**
Increased compliance	Percentage compliance to licence conditions by key facilities	55% compliance to licence conditions by key facilities	75% compliance to licence conditions by key facilities attained by 2026	• Enhance the MRV system • Strengthen Environmental Assessments • Strengthen compliance monitoring • Review environmental standards • Strengthen implementation of Extended Producer Responsibility • Strengthen capacity of industry on cleaner production
	Number of functional MRV systems	Zero (0) functional MRV system operationalised	One (1) functional MRV system operationalised by 2026	
	Percentage of selected facilities complying to Environmental Assessments conditions of Decision Letters	Not established	85% of selected facilities complying to Environmental Assessments conditions of Decision Letters annually	
	Number facilities licensed	4, 349	5,000 facilities licensed by 2026	
	Proportion of collected electrical and electronic waste being recycled increased to reduce leakage of toxic substances	1% of collected electrical and electronic waste being recycled increased to reduce leakage of toxic substances	15% of collected electrical and electronic waste being recycled increased to reduce leakage of toxic substances by 2026	
	Number pollution hotspots identified and mapped	One (1) pollution hotspot area	Five (5) pollution hotspot areas identified and mapped by 2026	Enhance management of pollution hotspots
Reduced spread of invasive alien species in ecosystems	Number of priority areas for Invasive Alien Species identified and managed	Three (3) areas were mapped	Two (2) areas to be mapped by 2026	Enhance management of invasive alien species

Enhanced protection of ecologically fragile/ sensitive areas	Number of ecologically fragile or sensitive areas declared as Environmentally Protected Area	Zero (0) ecologically fragile or sensitive areas declared as Environmentally Protected Area	Two (2) ecologically fragile or sensitive areas declared as Environmentally Protected Area by 2026	Enhance research and development
Strategic Objective 2: Enhance Stakeholder Engagement				
Intended Results	**Measures**	**Baseline 2021**	**Targets**	**Strategies/Initiatives**
Increased awareness levels	Number of traffic on Facebook platform.	45, 000 Facebook followers	Traffic on Facebook increased to 78,750 by 2026	• Enhance implementation of the Citizens Engagement and Communication Strategy
	Percentage of general public considered aware and participating in environmental management	30%	75% general public considered aware and participating in environmental management by 2026	
	Number of functional networks and partnerships established with Media and Communication organisations	30 functional networks and partnerships established with Media and Communication	Functional networks and partnerships established with Media and Communication organisations increased to 60 by 2026	
Improved Stakeholder Confidence	Percentage feedback from stakeholders	30% feedback from stakeholders	75% feedback from stakeholders by 2026	
Strategic Objective 3: Enhance Financial Resource Mobilisation and Management				
Intended Results	**Measures**	**Baseline 2021**	**Targets**	**Strategies/Initiatives**
Financial sustainability	Percentage grant allocation	K60, 136, 296	GRZ Grant increased to K108,245,332.8 by December 2026	• Strengthen internal controls • Develop and implement a Resource Mobilisation Strategy • Develop and implement a Risk Management Strategy
		K71, 456, 847	Grant from Cooperating Partners increased to K128,622,324.60 by 2026	
	Percentage Grant releases	100%	100% GRZ Grant releases annually	

		70%	80% Grant releases from Cooperating Partners annually	
	Number Environmental Fund	0	One (1) Environmental Fund established and operational by December 2026	
	Percentage of audit recommendations fully implemented	90%	100% of audit recommendations fully implemented annually	
	Number of external audit reports	Unqualified Audit Reports	Unqualified report annually	
	Percentage adherence to budgets	Not established	100% adherence to budgets annually	
Strategic Objective 4: Enhance Internal Processes				
Intended Results	**Measures**	**Baseline 2021**	**Targets**	**Strategies/Initiatives**
Efficient and effective service delivery	Percentage of services delivered	60%	100% of services provided in accordance with the Service Charter annually	• Develop and implement a Service Charter • Review internal guidelines • Develop, automate and integrate management systems
				• Enhance monitoring and evaluation of programmes • Strengthen adherence to procurement plans
Strategic Objective 5: Enhance Human Capital				
Intended Results	**Measures**	**Baseline (2021)**	**Targets**	**Strategies/Initiatives**
Improved staff performance	Percentage performance against agreed targets	74%	100% performance against agreed targets annually	• Review and operationalize the structure • Enhance implementation of capacity building programmes • Enhance performance management
Positive work culture	Percentage adherence to core values	51%	100% adherence to core values annually	• Develop and implement a comprehensive programme to institutionalize core values • Establish and operationalize the Integrity Committee
Strategic Objective 6: Improve Administrative Support				
Intended Results	**Measures**	**Baseline (2021)**	**Targets**	**Strategies/Initiatives**
Improved work environment	Percentage staff satisfaction	60%	80% staff satisfaction levels on work environment by 2026	• Develop and implement Asset Management Plan • Develop and implement a comprehensive staff welfare programme.

Refer to Appendix I for ZEMA's Balanced Scorecard.

5.0 ENABLING FACTORS

The successful implementation of this Strategic Plan is, to a large extent, dependent on the following pre-conditions and assumptions:

5.1 Pre–Conditions

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

i. Commitment by Staff

Commitment by personnel to perform the duties required to meet the expectations of stakeholders and clients.

ii. Adequate geographical presence

Expanded geographical presence will ensure increased compliance and enforcement of environmental standards.

iii. Adequate tools and equipment

Adequate tools and equipment will help the Agency in obtaining critical environmental data and to conduct its mandate effectively.

iv. Prudent use of financial resources

The utilisation of funds in a prudent way will help to reduce the short falls.

v. Effective and efficient systems

Effective and efficient systems will be key in ensuring excellent service delivery.

5.2 Assumptions

These are critical success factors outside the control of the Agency that should prevail for the successful implementation of the Plan. The following are the assumptions:

i. Adequate financial resources

The adequate funding of the Agency from Government will improve operational capacity and enable the Agency execute its mandate.

ii. Continued Political Will

Continued support from the Government will help ZEMA discharge its mandate.

iii. Supportive legal and policy framework

This is essential for establishing the roles and responsibilities of the different actors leading to efficient and effective environmental management.

iv. Stable macroeconomic environment

This will be key in ensuring effective planning, utilisation and management of financial resources.

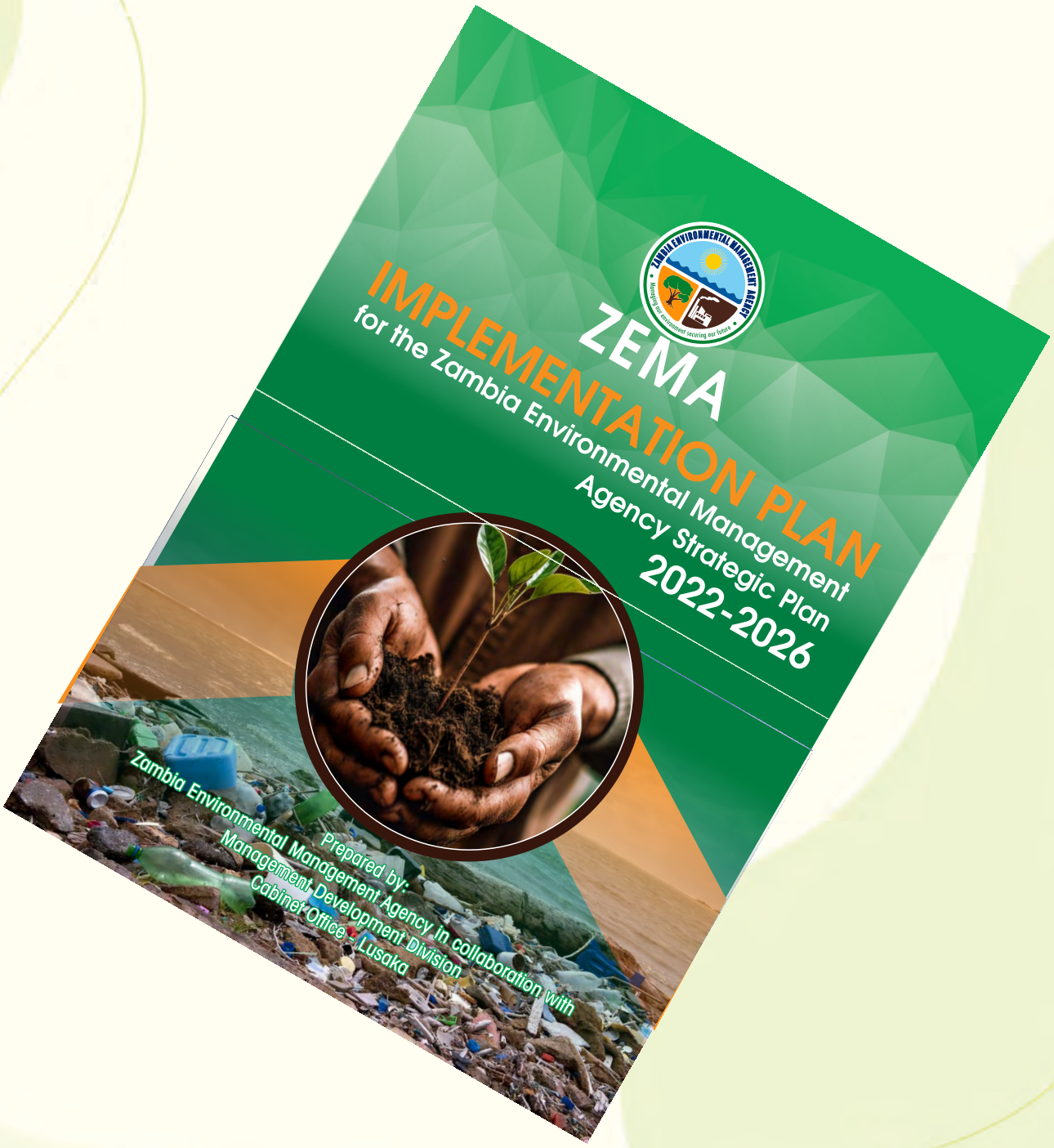
v. Continued Support from Stakeholders

Continued support from stakeholders will be key in ensuring satisfactory decision-making, effective environmental assessments, implementation of policies and information sharing. Further, continued support from Cooperating Partners will ensure flow of both financial and material contributions from both bilateral and multilateral institutions interested in sustainable environmental management.

6.0 PLAN IMPLEMENTATION

To operationalise the Strategic Plan, a costed Implementation Plan will be developed for the period 2022 to 2026. To facilitate implementation, the Implementation Plan will be translated into five (5) year Operational Plans, broken down into annual Departmental and Individual work plans with SMART targets and schedules of activities and costed accordingly.

The Department of Planning will be responsible for the development and implementation of the Operational Plans as well as submission of progress reports to Management by December every year. The Operational Plan will be the basis for monitoring and evaluating the performance of ZEMA at three levels, namely; Individual, Departmental and Institutional.



7.0 RISK MANAGEMENT

ZEMA is cognisant of the various risks which could adversely affect the achievement of its objectives during the implementation period of the Strategic Plan. The Agency shall establish and maintain a formalised, systematic and iterative process of managing risks to avoid adverse effects as well as leverage on opportunities.

The Agency will revise its Risk Management Policy which will establish the Agency's risk appetite and set out principles for the management of risk within the operations of the Agency as provided for under Section 11 subsection (1) (a) of the Public Finance Management Act (PFMA) No. 1 of 2018 which mandates the Controlling Officer to establish and maintain an effective, efficient, and transparent system of risk management.

Additionally, the Agency will develop a Risk Management Framework which will provide the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management. The Risk Management Framework will be built on the ISO 31000:2018 guidelines for the management of all risks.

Further, the Agency shall align the 2022-2026 Strategic Plan with the Risk Management Policy by developing Key Risk Indicators which will be monitored and evaluated along with the targets for each Strategic Objective in the Strategic Plan. The Strategic Risk Register shall be managed by the Director General. The Board shall monitor the Strategic Risk Register.

To ensure effective risk management, the Agency shall develop operational risk registers for every department which shall be managed by the respective Heads of Departments/Units. The risk registers will provide a profile of all the assessed risks including risks and opportunities identified from the SWOT Analysis, Institutional Analysis, Performance Assessment of the 2018-2021 Strategic Plan and Literature Review. The risk registers will as well detail the controls, treatment and status for each and every identified risk.

8.0 MONITORING AND EVALUATION

Monitoring and Evaluation (M&E) of the Strategic Plan will be vital for effective implementation and ascertaining its impact. The M&E framework will be developed to track progress and evaluate performance against set strategic results, strategic objectives, intended results and targets. The Department of Planning will ensure that each Department and Unit prepares progress reports and submits to Management for consideration.

At individual level, the Performance Management System will be strengthened to monitor and evaluate performance on a continuous basis. At Departmental level, monitoring and evaluation of the implementation of the Plan will be conducted quarterly and annually.

Mid-term review will be undertaken in July 2024 to determine progress and evaluate performance against set strategic results, strategic objectives, intended results and targets as well as institute corrective measures to address challenges and inform the implementation of the Plan for the remaining period. Consequently, a terminal review will be undertaken at the end of the Plan period to determine the full extent of implementation and the overall impact. The terminal review will inform the preparation of the next Strategic Plan.

APPENDIX I: ZAMBIA ENVIRONMENTAL MANAGEMENT AGENCY 2022 TO 2026 BALANCED SCORECARD

ZAMBIA ENVIRONMENTAL MANAGEMENT AGENCY 2022 – 2026 BALANCED SCORECARD

Vision	A world class service-centred regulator for a green economy and environment		
Values	Integrity, Excellence, Environmental Justice, Accountability, Science and Innovation		
Strategic Theme	Environmental Regulation and Conservation	Stakeholder Collaboration	Operational Excellence
Strategic Results	Environmental Sustainability	Stakeholder Buy-in	High Quality Services
Mission	To safeguard the environment and human health		

STRATEGIC OBJECTIVES AND STRATEGY MAPS	Measures	Targets	Strategies
Customer Enhance Stakeholder Engagement Improve Environmental Regulatory and Compliance Services	• Percentage compliance to licence conditions by key facilities • Number of functional MRV systems • Percentage of selected facilities complying to EA conditions of Decision Letters • Number of facilities licensed • Number of pollution hotspots identified and mapped • Number of priority areas for IAS identified and managed • Number of ecologically fragile declared as Environmentally protected Area • Number of traffic on facebook platforms • Number of functional Networks and Partnership established • Percentage feedback from stakeholder • Percentage grant allocation • Percentage Grant releases • Percentage of audit recommendations fully implemented • Number of external audit reports • Percentage services delivered • Percentage performance against agreed targets • Percentage adherence • Percentage staff satisfaction	• 75% compliance to licence conditions • 1 functional MRV system operationalised • 85% of selected facilities complying to Environmental Assessments conditions of Decision Letters annually • 5000 facilities licensed by 2026 • 5 pollution hotspot areas mapped • 2 priority areas for Invasive Alien Species areas to be mapped by 2026 • 2 ecologically fragile declared as Environmentally Protected Area • Traffic on facebook increased by 78,750 • Functional networks and partnerships established with media and communication increased to 60 • 75% positive feedback from stakeholder by 2026 • 8GRZ Grant increased to K108,245,332.80 • Grant from cooperating partners increases to K128,622,324.60 • 100% GRZ Grant releases annually • 80% Grant releases from Cooperating Partners annually • 100% of audit recommendations fully implemented annually • Unqualified report annually • 100% of services provided in accordance with the Service Charter annually • 100% performance against agreed targets annually • 100% adherence to core values annually • 80% staff satisfaction levels on work environment by 2026	• Enhance the MRV system • Strengthen Environmental Assessments • Strengthen Compliance Monitoring • Review environmental standards • Strengthen implementation of Extended Producer Responsibility • Strengthen capacity of industry on cleaner production • Enhance management of pollution hotspots • Enhance management of invasive species • Enhance research and development • Enhance implementation of the Citizens Engagement and Communication Strategy • Strengthen internal controls • Develop and implement a Resource Mobilisation Strategy • Develop and implement a Risk Management Strategy • Develop and implement a Service Charter • Review internal guidelines • Develop, automate and integrate management systems • Enhance monitoring and evaluation of programmes • Strengthen adherence to procurement plans • Review and operationalize the structure • Enhance implementation of capacity building programmes • Enhance performance management • Develop and implement a comprehensive programme to institutionalize core values • Establish and operationalize Integrity Committee • Develop and implement Asset Management Plan • Develop and implement a comprehensive staff welfare programme
Finance/ Stewardship Enhance Financial Resource Mobilization and Management			
Internal Processes Enhance Internal Processes			
Organisation Capacity Enhance Human Capital Improve administrative support			

Notes

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