



**THE NATIONAL ASSEMBLY OF ZAMBIA**  
**STRATEGIC**  
**PLAN 2022-2026**

## Table of Contents

<b>CHAPTER ONE: INTRODUCTION .....</b>	<b>1</b>
Mandate of the National Assembly of Zambia .....	1
Review of the Implementation of the Strategic Plan 2015 - 2021 .....	1
Development of the Strategic Plan 2022-2026 .....	2
<b>CHAPTER TWO: SITUATION ANALYSIS .....</b>	<b>3</b>
COVID-19 Pandemic .....	3
National Developmental Agenda.....	3
Global Developmental Agendas.....	4
Partnerships with Parliamentary Organisations.....	4
Internal and External Environmental Factors.....	5
<b>CHAPTER THREE: STRATEGIC DIRECTION FOR THE PERIOD 2022-2026 .....</b>	<b>6</b>
Vision Statement.....	6
Mission Statement.....	6
Core Values.....	6
<b>CHAPTER FOUR: GOAL, STRATEGIC PILLARS AND OBJECTIVES .....</b>	<b>7</b>
Goal: To Effectively Contribute to Enhanced Democratic Governance for Sustainable Development .....	7
Pillar I: Parliamentary Functions.....	7
Strategic Objective 1.1: <i>To Enhance the Capacity of Members of Parliament to Discharge their Parliamentary Functions</i> .....	7
Strategic Objective 1.2: <i>To Enhance the Capacity of Members of Staff to Effectively Support Members of Parliament</i> .....	8
Strategic Objective 1.3: <i>To Enhance the Capacity of Staff at Constituency Offices to Effectively Support Members' Representative Function</i> .....	8
Pillar 2: Public Participation.....	9
Strategic Objective 2.1: <i>To Enhance Public Participation in Parliamentary Activities</i> .....	9
Strategic Objective 2.2: <i>To Enhance Public Perceptions of the National Assembly</i> .....	9
Pillar 3: Administrative Service Delivery.....	9
Strategic Objective 3.1: <i>To Improve Administrative Service Delivery</i> .....	10
Strategic Objective 3.2: <i>To Enhance and Strengthen Institutional Operationa Systems</i> .....	10

<b>CHAPTER FIVE: GOVERNANCE FRAMEWORK .....</b>	<b>11</b>
Strategic Plan Implementation Committee (SPIC).....	11
Strategic Plan Steering Committee.....	11
Parliamentary Reforms and Modernisation Committee .....	11
Standing Orders Committee.....	11
<b>CHAPTER SIX: IMPLEMENTATION FRAMEWORK .....</b>	<b>12</b>
Coordination of the Strategic Plan Implementation .....	12
Annual Strategic Planning Process .....	12
Reporting.....	12
Risk Management.....	13
Adaptive Programming.....	13
Monitoring, Evaluation and Learning.....	13
Resource Mobilisation.....	14
Cross Cutting Themes.....	14
<b>APPENDICES.....</b>	<b>16</b>
1. Strengths,Weaknesses,Opportunities and Threats Analysis Template.....	16
2. PESTLE Analysis Template.....	17
3. Stakeholder Analysis Template .....	19

## PREFACE

The National Assembly of Zambia Strategic Plan 2022-2026 exemplifies the collective will of the Zambian Parliament to reform. It builds on the gains of the implementation of previous strategic plans and sets in motion key strategic reform areas aimed at attaining its vision of being a Legislature that is more responsive to the people's needs and aspirations. The Constitution of Zambia has bestowed on the Institution four broad functions, namely law making, citizen representation, provision of oversight and scrutiny of Executive functions, and Budget approval.

This Strategic Plan provides the policy direction for the Institution for the period 2022 to 2026. The overall goal is to effectively contribute to enhanced democratic governance for sustainable development. This will be achieved through focus on three key strategic pillars, which are parliamentary functions, public participation and administrative service delivery. In the performance of its constitutional mandate, the National Assembly recognises the key role that the public plays in enhancing democratic governance. As a result, the implementation of this Strategic Plan extends beyond the National Assembly and represents its collective promise of service delivery to the citizens of Zambia. The Strategic Plan is, ultimately, owned by all the people who are represented in the National Assembly by their Members of Parliament.

The Strategic Plan has been developed during the period of the Corona Virus Disease (COVID-19) pandemic, which disrupted operations and resulted in the loss of life of both Members of Parliament and members of staff. The onset of COVID-19 taught us the need to plan for future disruptions in service delivery. As a result, in the implementation of this Strategic Plan, focus will be placed on continuous learning and adaptation. Technology will, therefore, play a cardinal role in the Institution's adaptation to current and emerging challenges as well as continue to innovate and build on past lessons.

The Strategic Plan has prioritised key parliamentary reforms which have been mainstreamed in the activities to be implemented during this period. Its implementation will require sustained availability of resources. Therefore, the National Assembly will continue to collaborate with the Treasury, Cooperating Partners, and the citizenry in ensuring that the required resources are mobilised to ensure attainment of planned objectives.



Rt. Hon. Ms Nelly B. K. Mutti

SPEAKER OF THE NATIONAL ASSEMBLY OF ZAMBIA

## FOREWORD

The National Assembly of Zambia Strategic Plan 2022-2026 is anchored on three strategic pillars and seven strategic objectives. The Strategic Plan represents the Institution's ambitions for the next five years and has mainstreamed the implementation of its reform agenda. With so much to be achieved, yet with limited resources and competing demands, there is a need to be strategic and selective in the areas on which we choose to focus, and establish clear priorities. This Strategic Plan is expected to guide the National Assembly on setting priorities and focusing time, energy and resources on strengthening operations and mainstreaming the implementation of parliamentary reforms.

The Strategic Plan has been aligned to the Eighth National Development Plan (8NDP) and will contribute towards strengthening good governance in the country. The Strategic Plan will also help the Institution streamline its focus on agreed results and targets. In changing the way the Institution has been implementing previous strategic plans, all staff will be expected to align their performance targets to the strategic objectives outlined in the Strategic Plan. Therefore, it is of utmost importance that all staff of the National Assembly of Zambia understand the implementation framework of the Plan and how they contribute towards attainment of its objectives.

The Strategic Plan has been developed through the collective effort of Members of Parliament and staff of the National Assembly. The Institution is grateful to the Strategic Plan Implementation Committee, a team of staff which was constituted to develop this Strategic Plan. The Institution is also grateful to all stakeholders who provided input in the development of the Plan.



Mr Roy Ngulube

ACTING CLERK OF THE NATIONAL ASSEMBLY OF ZAMBIA

## CHAPTER ONE: INTRODUCTION

The National Assembly of Zambia Strategic Plan 2022-2026 is the third Strategic Plan the Institution will implement after the 2004-2012 and the 2015-2021 Strategic plans. The National Assembly of Zambia Strategic Plan 2022-2026 builds on the gains achieved and lessons drawn from the two previous plans. It is segmented into six chapters. Chapter one outlines the mandate, review of the previous plan and the process of its development. Chapter two presents the Situation Analysis. Chapter three provides the strategic direction of the plan, anchored on statements of the vision, mission and core values. Chapter four highlights the goal, strategic pillars and objectives with corresponding strategies. Chapter five deals with the governance structure of the Plan while Chapter six deals with the implementation framework.

### Mandate of the National Assembly of Zambia

The National Assembly of Zambia is established by Article 62(1) of the *Constitution of Zambia (Amendment) Act Number 2 of 2016*, which provides for Parliament as consisting of the President and the National Assembly. Further, Article 63 provides for the functions of the National Assembly as follows:

- (a) enacting legislation;
- (b) approving the Budget (appropriation of funds);
- (c) providing Oversight over the Executive; and
- (d) citizens' representation.

In addition, Article 77 of the Constitution gives latitude to the National Assembly to regulate its procedures and create rules on how it conducts its business. Consequently, the National Assembly regulates its internal rules, subject to the principle of Separation of Powers.

### Review of the Implementation of the Strategic Plan 2015 - 2021

The Strategic Plan 2015-2021 prioritised eight strategic objectives towards a common vision of making Parliament an effective and efficient institution and a major participant in the process of governance. The plan was reviewed in 2019/2020 and following this review, it was extended to 2021. This was done in order to align institutional planning to the life of Parliament and, ultimately, to the National Development Planning cycle of the country. During the period under review, the following were the key lessons that helped to provide context to some of the proposed interventions for this Strategic Plan:

- (a) there is a need to align the annual planning, budgeting process and staff appraisals to the strategic objectives in the Strategic Plan;
- (b) there is a need to build capacity of departmental focal point persons mandated to co-ordinate the implementation of Strategic Plan activities in their departments;

- (c) there is a need for active involvement of all stakeholders, including the Presiding Officers, in the superintendence of the Strategic Plan;
- (d) there is a need for adequate systems to support effective implementation of Strategic Plan processes; and
- (e) there is a need for a realistic and measurable performance measurement framework with clear output, outcome and impact indicators and corresponding baselines and targets.

The outcomes of the evaluation of the previous Plan provided key insights and focus areas for the formulation of the Strategic Plan 2022-2026.

### **Development of the Strategic Plan 2022-2026**

This strategy is a product of a consultative process involving Members of Parliament, staff of the National Assembly and key stakeholders. It is informed by the results of the evaluation of the previous Strategic Plan and key strategic focus areas developed through the consensus of Members of Parliament and staff.

Building on the Evaluation Report of the preceding Strategic Plan, the Parliamentary Reforms and Modernisation Committee (PRMC) requested for submissions on the focus areas of the Strategic Plan 2022-2026 from all Members of Parliament. The submissions formed the basis on which strategic focus areas were set. Subsequently, the Strategic Plan Development Committee (SPDC) was formed and consisted of senior staff from all the departments. The SPDC was supervised by the Steering Committee, which comprised the Clerks-at-the-Table and all Heads of Department. This committee was tasked to co-ordinate the development of the Strategic Plan based on the guidance of the PRMC.

The SPDC and the Steering Committee met at different times and refined the strategic focus areas proposed by the PRMC. The outcomes of the meeting of the Steering Committee were submitted to the SPDC, which consolidated all the ideas and defined the strategic framework for the Strategic Plan 2022-2026. Once the draft framework was developed, the PRMC, again, requested for input from Members of Parliament and this formed the basis on which the development of the final Strategic Plan was approved by the Standing Orders Committee.

## CHAPTER TWO: SITUATION ANALYSIS

While the existence of the National Assembly of Zambia, as an autonomous and independent Institution, is enshrined in the Constitution, it does not operate in isolation and occurrences in the national and global space have an impact on its operations. These include emerging occurrences such as the COVID-19 pandemic, National Development Agenda, key global developmental agendas, such as the Sustainable Development Goals and Agenda 2063, and agendas of other parliamentary organisations, as well as other internal and external environmental factors.

### COVID-19 Pandemic

The National Assembly of Zambia was impacted by a number of occurrences between 2019 and 2021, and outstanding among them was the COVID-19 pandemic. This resulted in the premature adjournment of the House and suspension of some activities, such as committee tours. Consequently, the Institution was forced to adjust most of its operational frameworks and timelines in order to mitigate the effects. The Institution will endeavour to plan for such disruptions during the implementation of this Plan.

### National Developmental Agenda

The Strategic Plan 2022-2026 is anchored on the Vision 2030, which is expected to help transform Zambia into a middle-income country by 2030. Successful implementation of the Vision 2030 is underpinned by the principles of:

- (a) gender responsive sustainable development;
- (b) democracy;
- (c) respect for human rights;
- (d) good traditional and family values;
- (e) positive attitude towards work;
- (f) peaceful coexistence; and
- (g) private-public partnerships.

The Plan has also been aligned to the cycle of the National Development Plans. This means that the planning cycle will, henceforth, be synchronised with the National Development planning cycle. This is expected to ensure that the Plan is responsive to the overall national strategic direction, as shall be set in successive National Development plans. The Plan has been aligned with the Eighth National Development Plan (8NDP) and will contribute to the 'Good Governance Strategic Development Area. Specifically, the National Assembly will undertake parliamentary reforms aimed at strengthening its constitutional mandate with a view to reposition the Institution in the national development agenda. In addition, the proposed parliamentary reforms are also expected to enhance the participation of the public in parliamentary processes and the utilisation of Constituency Offices.

Further, under the implementation, monitoring and evaluation of the Plan, the 8NDP has prescribed the following as the key roles of the National Assembly:

- (a) approval of the 8NDP;
- (b) provision of oversight over the implementation of the Plan in order to ensure that the Government delivers on its planned interventions based on the principle of value for money; and
- (c) consideration of the Annual Progress Report of the Plan, which will be tabled in the House on or before the last Friday of May each year.

The National Assembly has mainstreamed the implementation of the parliamentary reforms in its Strategic Plan for the period 2022 to 2026. This means that the planned reforms have been integrated as part of the activities and objectives in the Strategic Plan.

### **Global Developmental Agendas**

The National Assembly of Zambia plays a significant role in supporting and monitoring the implementation of the Sustainable Development Goals (SDGs) and the Agenda 2063. This is done through the enactment of legislation and adoption of budgets that support implementation of the SDGs. It also ensures accountability in the implementation of the SDGs by providing oversight on sectoral ministries. In addition, Members of Parliament are strategically positioned to act as an interface between the people and State institutions and, as such, have the responsibility of promoting and adopting policies and formulating pieces of legislation that are people-centred.

One of the main ways the resolutions of global developmental agendas are actualised is through ratification of international agreements and treaties. As such, Zambia is a signatory to several treaties, conventions and resolutions. The Constitution, in Article 63(2)(e), provides that the National Assembly shall oversee the performance of Executive functions by approving international agreements and treaties before they are acceded to or ratified.

In this regard, Parliament has a critical role to play in ensuring that the international and regional instruments are domesticated and implemented at national level. Therefore, through its oversight function, Parliament is obligated to provide the requisite mechanisms to enforce these international standards. It is against this background that the Zambian Parliament is keen on ensuring that its Strategic Plan mainstreams some of the ideals provided for by the international instruments and resolutions.

### **Partnerships with Parliamentary Organisations**

The Zambian Parliament boasts of global and regional interactions, networks and engagement with global bodies, such as the Inter-Parliamentary Union (IPU), the Commonwealth Parliamentary Association (CPA), the African Caribbean Pacific- European Union (ACP-EU), the Pan African Parliament (PAP), Southern African Development Community Parliamentary Forum (SADC-PF)

and Forum of Parliaments of Member States of the International Conference on the Great Lakes Region (FP-ICGLR). The National Assembly will continue to collaborate with international parliamentary organisations for purposes of benchmarking and learning best practices in enhancing the roles of Parliament.

### **Internal and External Environmental Factors**

The Strategic Plan 2022-2026 has been designed to be responsive to both the internal and external environments as well as to the needs and concerns of key stakeholders by analysing the Strengths, Weaknesses, Opportunities and Threats (SWOT), the Political, Economic, Social, Technological, Legal, and Environmental (PESTLE) environments as well as an analysis of key stakeholders. The detailed analyses are at appendices 1, 2 and 3, respectively.

Therefore, the National Assembly of Zambia Strategic Plan 2022-2026 has been prepared with the foregoing in mind and seeks to facilitate effective and efficient representation, legislation and oversight of Members of Parliament.

## CHAPTER THREE: STRATEGIC DIRECTION FOR THE PERIOD 2022-2026

The National Assembly has refined its vision and mission statements in order to align them to its roles, as defined in the Constitution, as well as with the expectations of the public, in keeping with tenets of good democratic governance. The areas of strategic focus also reflect the Institution's desire to continue on the trajectory of transformation and modernisation.

### Vision Statement

A Legislature that is more responsive to the people's needs and aspirations.

### Mission Statement

To execute the legislative, oversight, representative and budgetary functions for enhanced democratic governance.

### Core Values

The core values apply to both Members of Parliament and staff, and serve as guiding principles for all actions and decisions. The following are the core values:

#### Responsiveness

Commitment to quality service delivery in an adaptable, timely and reliable manner.

#### Integrity

Commitment to honesty and adherence to ethical and moral principles of uprightness, honour and good character in the conduct of business.

#### Impartiality

Commitment to objectivity and non-discrimination in the execution of duties.

#### Confidentiality

Commitment to not revealing or disclosing privileged information to unauthorised persons.

#### Accountability and Transparency

Commitment to being responsible and open to the public in upholding tenets of good governance.

#### Professionalism

Commitment to competent and diligent execution of duties.

#### Equity

Commitment to fairness or justice in the discharge of duties.

The core values have been shortened to read as *RIICAPE* (*pronounced as Recape*).

## CHAPTER FOUR: STRATEGIC PILLARS AND OBJECTIVES

The National Assembly of Zambia Strategic Plan 2022-2026 is anchored on strategic pillars and objectives, which are expected to contribute towards the attainment of the Institution's goal.

### ***Goal: To effectively Contribute to Enhanced Democratic Governance for Sustainable Development.***

The goal of the National Assembly of Zambia Strategic Plan 2022-2026 has been aligned to the Good Governance Environment Strategic Development Area of the 8NDP, which aims to create a conducive environment characterised by public participation, rule of law, transparency, accountability, responsiveness, equity and inclusiveness, effectiveness and efficiency. To this effect, three pillars have been identified as the strategic focus areas for the period 2022-2026 with corresponding objectives under each pillar. The following are the pillars and corresponding strategic objectives:

#### **Pillar I: Parliamentary Functions**

This pillar is anchored on the core mandate of the National Assembly, as stipulated in Articles 62 and 63 of the *Constitution of Zambia (Amendment) Act Number 2 of 2016*. It exemplifies the role of the Zambian Parliament to represent citizens, through their elected Members of Parliament, make laws, approve the National Budget, and oversee the performance of Executive functions.

This pillar focuses on enhancing the capacity of Members of Parliament and staff in contributing towards the attainment of the Institution's constitutional mandate. While most of the roles are attained through the support of staff based at the Parliament Buildings in Lusaka, the representative role is predominantly attained through the supportive work of staff based at Constituency Offices. In this regard, the Plan has segmented the capacity building of staff to provide a unique focus on staff based at the Constituency Offices. Therefore, two separate strategic objectives have been developed. One focuses on staff at the Parliament Buildings, while the other focuses on staff based at the Constituency Offices.

#### ***Strategic Objective 1.1: To Enhance the Capacity of Members of Parliament to Discharge their Parliamentary Functions***

This strategic objective focuses on the legislative, oversight, budgetary and representative functions of Parliament and will aim at strengthening their core functions, through building the capacity of Members of Parliament. This will enable Members of Parliament to contribute towards making the National Assembly of Zambia more responsive to the people's needs. To achieve this, the following strategies will be employed:

- (a) capacity building of Members of Parliament focused on their core functions;
- (b) enhancement of parliamentary procedures and processes;
- (c) enhancement of provision of research services to Members of Parliament; and
- (d) strengthening of partnerships with local and international organisations in parliamentary work aimed at knowledge sharing and improvement.

### ***Strategic Objective 1.2: To Enhance the Capacity of Members of Staff to Effectively Support Members of Parliament***

This Strategic Objective focuses on building the capacity of members of staff to effectively provide quality support to Members of Parliament, through enhancing knowledge levels and creating collaborative partnerships. This Strategic Objective will be achieved through the following strategies:

- (a) capacity building;
- (b) enhancement of research services; and
- (c) strengthening of partnerships with local and International Organisations in parliamentary work.

### ***Strategic Objective 1.3: To Enhance the Capacity of Staff at Constituency Offices to Effectively Support Members' Representative Function***

Constituency Offices were created to enhance the relationship between Members of Parliament and their constituents. It is through these offices that the representative role of Parliament can be attained. This strategic objective will be achieved through the following strategies:

- (a) capacity building;
- (b) enhancement of research services; and
- (c) strengthening of partnerships with local and international organisations in parliamentary work.

## **Pillar 2: Public Participation**

This pillar is anchored on Article 89 of the Constitution, which provides for public access and participation. The Article obligates the National Assembly to facilitate public involvement in legislative processes and provides that it shall not exclude the public or media from its sittings without reasonable cause. Additionally, the 8NDP has also identified the promotion of citizen engagement as one of its strategies for attaining an inclusive democratic system of governance.

The strategic objectives outlined below fall under this pillar.

### ***Strategic Objective 2.1: To Enhance Public Participation in Parliamentary Activities***

This strategic objective focuses on the creation of opportunities and platforms for the public to participate in parliamentary business processes. The National Assembly acknowledges the important role that an open and transparent parliament plays in enhancing adherence to democratic tenets. In so doing, the role of the public in parliamentary work cannot be over emphasized. The creation of opportunity platforms will be achieved through the following strategies:

- (a) enhancement of the National Assembly's ability to effectively communicate and relate with key stakeholders in order to make Parliament open and accessible to the public;and
- (b) expansion and Strengthening of ICT platforms for public engagement.

### ***Strategic Objective 2.2: To Enhance Public Perceptions of the National Assembly***

The public ought to be knowledgeable about the role the National Assembly plays in the democratic governance of the country and, in turn, how it can participate in appropriate parliamentary activities. This is to avert the formation of misconceptions about the mandate of the Institution. Therefore, there is a need to enhance a two-way communication system that will lead to an increase in public awareness on the constitutional roles of the National Assembly.

This strategic objective will be achieved through the following strategy:

- (a) enhancement of the National Assembly's ability to effectively communicate and relate with key stakeholders in order to make Parliament open and accessible to the public.

### **Pillar 3: Administrative Service Delivery**

This pillar is centred on strengthening the value and quality of administrative services within the National Assembly for both Members of Parliament and members of staff. Quality service delivery is expected to contribute towards the effective performance of the National Assembly in relation to its constitutional mandate and the citizen's expectations.

The strategic objectives outlined below fall under the third pillar on Administrative Service Delivery.

### **Strategic Objective 3.1: To Improve Administrative Service Delivery**

This strategic objective focuses on creating a conducive working environment in the Institution, through the construction of new and upgrading of existing infrastructure of the National Assembly. Furthermore, this objective ensures that both Members of Parliament and members of staff are provided with the necessary tools and equipment to effectively perform their functions. This strategic objective will be achieved through the following strategies:

- (a) infrastructure development and upgrades; and
- (b) provision of appropriate and adequate tools and equipment.

### **Strategic Objective 3.2: To Enhance and Strengthen Institutional Operational Systems**

This strategic objective will focus on enhancing and strengthening institutional operational systems to improve timeliness, efficiency and effectiveness. The strategic objective will be achieved through the following strategies:

- (a) provision of “smart” and modern ICTs for achieving a transformed, responsive and inclusive Legislature;
- (b) development of interdepartmental co-ordination mechanisms;
- (c) enhancement of the performance management system;
- (d) enhancement of Monitoring and Evaluation (M&E);
- (e) enhancement of support to the Office of the Clerk;
- (f) enhancement of the operations Constituency Offices;
- (g) enhancement of staff wellness and support programmes;
- (h) development and review of policies on gender, disability, green environment and safeguarding;
- (i) enhancement of resource mobilisation; and
- (j) knowledge management.

## CHAPTER FIVE: GOVERNANCE FRAMEWORK

The governance structure of the Strategic Plan will be at four levels, with each level having clear roles and responsibilities, as indicated below.

### **Strategic Plan Implementation Committee (SPIC)**

The Committee will comprise representatives from all the departments of the National Assembly. The members of the committee will act as an interface between their respective Heads of Department and other members of staff, who are the implementers of the activities. It is, therefore, expected that these members of staff will facilitate internal reviews and endorsement of the final implementation reports in their departments, which shall input into the work of the committee.

Further, as representatives of their departments, they will be expected to facilitate departmental consultations and regularly seek the input of Heads of Departments to cultivate a sense of ownership of the Strategic Plan implementation processes and corresponding targets. The SPIC will be chaired by the Principal Clerk-Parliamentary Reforms and Strategy. Its secretariat will be the Parliamentary Reforms and Strategy Department.

### **Strategic Plan Steering Committee**

The Strategic Plan Steering Committee (SPSC) will comprise the Clerks-at-the-Table and all Heads of Department. The SPSC will form the highest implementation supervisory body and will supervise and provide implementation support to the SPIC. The SPSC will also regularly review and approve the outcomes of the work of the SPIC based on the milestones and timelines, as prescribed in the annual plans.

### **Parliamentary Reforms and Modernisation Committee**

In line with Standing Order Number 191 of the National Assembly of Zambia Standing Orders, 2021, the Committee is responsible for examining and proposing reforms to the powers and procedures, organisation and facilities of the Institution. Therefore, since the Strategic Plan is the Institution's operational framework for the implementation of identified reforms, the Committee shall facilitate the identification of reform areas as well as consolidation of input into focus areas from Members of Parliament.

### **Standing Orders Committee**

The Standing Orders Committee will be responsible for the approval of the Strategic Plan and any adjustments to it during its review based on the outcomes of the mid-term review. In essence, the Committee will be responsible for approving any modifications or alterations to the Strategic Plan. The Clerk, as Secretary to the Committee and Chief Executive Officer of the National Assembly of Zambia, will be responsible for the day-to-day management of the Strategic Plan. The Committee will also approve the annual progress reports on the implementation of the Strategic Plan.

## CHAPTER SIX: IMPLEMENTATION FRAMEWORK

Implementation of activities and attainment of set milestones of the Plan will be undertaken by all the departments and units of the National Assembly with the support of the co-ordinating department. The implementation of the Strategic Plan will be aligned with various annual planning and feedback mechanisms in order to ensure co-ordinated management and adaption to risks as well as efficient and effective utilisation of resources.

### Co-ordination of the Implementation of the Strategic Plan

The Parliamentary Reform Programme (Programme Management) Department will coordinate the overall implementation of the Strategic Plan. This will be done by facilitating the annual planning, implementation of activities, and reporting processes. This coordination will be done through the SPIC.

### Annual Planning Process

The implementation of the National Assembly of Zambia Strategic Plan 2022-2026 will be actualised through departmental annual work plans, which will identify the priority activities and outputs to be implemented in a given year. All departmental work plans will be aligned to the Strategic Plan and this will be the basis for budgeting. Thus, the activities in the annual work plans will form the basis for departmental budgets. This process will be facilitated by the SPIC. Further, the SPIC will ensure that all the activities for that particular year are aligned to the strategic focus areas of the National Development Plan.

The annual planning process will commence in the third quarter of each year and will be finalised after the annual estimates of expenditure have been availed by the Treasury. The consolidated annual plans and the corresponding budgets will be the basis of the Institutional budget that will be developed by the Institutional Budget Committee.

Further, the National Assembly of Zambia recognises that staff contribution is a key enabler of success. Therefore, the Institution will develop a performance management system that will link individual staff performance to the Strategic Plan. The annual planning process will, thus, be linked to the appraisal system as staff performance will be assessed based on implementation of planned activities.

### Reporting

As part of the accountability mechanism for the Strategic Plan, the PRP (Programme Management) Department, through the SPIC, will co-ordinate the preparation of annual narrative reports, which

will demonstrate the progress regarding the implementation of activities in the annual work plans. The Monitoring and Evaluation Department will compile performance reports, which will focus on highlighting attainment of higher-level results and outcomes.

Activity progress reports will be done on a quarterly basis.

## **Risk Management**

During the implementation of the previous Strategic Plan, the Institution faced a number of challenges, both material and financial, which disrupted operations. Therefore, risk management will be a critical component of the successful implementation of this Strategic Plan.

The Institution will adopt a proactive methodology of managing risks by ensuring that all potential risks are detected and mitigation measures implemented. This action will avert or minimise their impact on the operations of the National Assembly. Consequently, all implementing units and departments will have their capacity built in early detection and management of risks. Therefore, risk management will be a continuous process during the implementation of this Strategic Plan. A risk management strategy will be prepared to guide the management of all risks.

## **Adaptive Programming**

Learning from the COVID-19 pandemic, which compelled the National Assembly to adjust its work and operations, the Strategic Plan 2022-2026 will adopt an adaptive programming approach. This approach will assist the Institution to respond to emergencies and emerging issues and enable it to continue operating and contributing to national development without interruption. In practice, this approach will be applied in a complementary manner with the monitoring, evaluation and learning functions of the Institution. Continuous assessments of the environment will be an integral part of this approach. Resulting from the lessons drawn from this, the Institution will be able to adjust its programmes depending on the context. Proposals to adjust the Strategic Plan will be subjected to the governance structures for approval before being actualised.

## **Monitoring, Evaluation and Learning**

Anchored on the National Monitoring and Evaluation (M&E) Policy and the National Assembly M&E Plan, the process of monitoring, evaluation and learning will be integral to the implementation of the Strategic Plan 2022-2026. This is aimed at ensuring that the activities in the Strategic Plan contribute to achieving the desirable results and attainment of the set goal and objectives. Of utmost importance, monitoring, evaluation and learning shall be undertaken to ensure transparency, accountability and cultivation of a culture of organisational learning and use of evidence for decision making.

The Strategic Plan will build on the M&E work that has been undertaken towards improving tools, processes and systems in the Institution. Emphasis will be placed on consistency in recording outputs, outcomes and impacts throughout the life span of the Strategic Plan. In order to achieve this, effort will be placed on developing a fully-fledged monitoring and evaluation system. The M&E framework will utilise the logical model approach with a focus on result-based management.

A mid-term review of the Plan will be conducted in 2024 in order to take stock of the progress made, identify and address any issues that may have arisen during the first stage of implementation as well as refine the implementation of activities for the remaining period.

### **Resource Mobilisation**

The successful implementation of the Strategic Plan will require continued allocation of resources from the National Treasury. As an arm of the Government, the National Assembly is predominantly funded by the National Treasury. The resources are also supplemented by technical and financial support received through partnerships with Cooperating Partners.

The complex nature of the operations of the National Assembly of Zambia require that there is sustained resource availability for the smooth running of operations. Sustained and adequate resource availability does not only ensure that the Institution executes its core mandate, but also assures high level of autonomy in its operations. Therefore, in order to heighten efforts towards resource mobilisation, the Institution will review its Resource Mobilisation Strategy in order to consolidate activities and programmes aimed at engaging both the Treasury and Cooperating Partners to support National Assembly operations and programming.

The review of the Resource Mobilisation Strategy will build on the lessons learnt from the implementation of the previous strategy. This will be expected to provide a platform for the Institution to pursue possibilities aimed at increasing the Institution's funding through exploring new partnerships and alternative funding streams.

### **Cross Cutting Themes**

The National Assembly of Zambia is cognisant of the key national and global issues that cut across every sector and will need to be mainstreamed into all activities and strategies. During the development of this Strategic Plan, a number of cross-cutting themes emerged as significant. Consequently, the Institution commits to mainstreaming the following four key themes in its operations and strategies:

- (a) gender;
- (b) disability;

- (c) green environment;
- (d) safeguarding;and
- (e) HIV/AIDS.

The themes will be mainstreamed through the development and review of policies, which will make it mandatory to highlight each theme as activities are implemented. Through mainstreaming the themes into the work and decision-making processes of the Institution, it is hoped that a more inclusive, responsive and adaptive environment will be created during the implementation of this Strategic Plan.

## APPENDICES

## I. Strengths, Weaknesses, Opportunities and Threats Analysis Template

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Draws its mandate from the Constitution of Zambia.</li> <li>• Professional work culture.</li> <li>• Qualified, skilled, and competent staff.</li> <li>• Committed and motivated staff.</li> <li>• Functional Constituency Offices country-wide.</li> <li>• Functional Parliament Radio, Parliament TV, website and other social media platforms for information dissemination.</li> <li>• Established partnerships with key stakeholders.</li> <li>• Operational administrative systems and policies in place.</li> <li>• Availability of ICT infrastructure and systems in the Chamber and committee rooms to support parliamentary business</li> <li>• Established management structures and procedures.</li> <li>• Availability of support services to MPs for budget analysis, research and library services.</li> <li>• Existence of voluntary organisations, like caucuses, for MPs.</li> <li>• Availability of a structured and systematic reform process.</li> <li>• Commercialisation of Parliament TV.</li> </ul>	<ul style="list-style-type: none"> <li>• Limited financial autonomy.</li> <li>• Absence of a Parliamentary Service Commission.</li> <li>• Inadequate office space for Members of Parliament at Parliament Buildings.</li> <li>• Limited sitting capacity in the Chamber.</li> <li>• Inadequate accommodation for Members of Parliament at the Motel.</li> <li>• Limited ICT and connectivity infrastructure in Constituency Offices and selected areas of Parliament.</li> <li>• Limited national coverage of Parliament Radio</li> <li>• Inadequate constructed Constituency Offices.</li> <li>• Inability of Committees to incorporate emerging issues in their programmes of work.</li> <li>• Inadequate equipment and furniture at Constituency Offices and Parliament buildings</li> <li>• Weak monitoring and evaluation framework.</li> <li>• Lack of Integrated Management and Information Systems (IMIS).</li> <li>• Poor uptake of Library, Research and PBO services by MPs and staff</li> <li>• Inadequate office accommodation for staff.</li> <li>• Un-structured training in Parliamentary work for MPs and staff</li> <li>• Weak synergies among departments.</li> <li>• Limited staffing in the Budget Office</li> <li>• Performance management system not aligned to the Strategic Plan</li> </ul>

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Enactment of Parliamentary Service Commission Act.</li> <li>• Change in political environment.</li> <li>• Existence of reputable CSOs, professional bodies and academia.</li> <li>• Policy pronouncements related to public sector reforms.</li> <li>• Support from cooperating partners.</li> <li>• Enactment of the Strategic Planning and Budgeting Act.</li> <li>• Long and Medium-term Development Strategic Plans (Vision 2030, National Development Strategic Plans).</li> <li>• Membership to regional and international organisations.</li> <li>• Advances in ICTs.</li> <li>• Increased uptake of ICT services especially in the wake of the COVID-19 pandemic</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate funding from the Treasury.</li> <li>• Decline in grant funding from the donor community.</li> <li>• Operational disruptions arising from natural/man-made disasters and global pandemics (Flooding, 2008 financial crisis, Covid 19).</li> <li>• Low interest in parliamentary activities by the public.</li> <li>• Limited control over business from the Executive.</li> <li>• Delayed operationalisation of the Parliamentary Service Commission Act.</li> <li>• Limited statutory power to amend the overall National Budget by the Legislature.</li> <li>• Insecurity of virtual platforms.</li> <li>• Frequent technological changes (innovations) which create adaptive challenges.</li> </ul>

## 2. PESTLE Analysis Template

S/N	Area	Analysis
1	<b>Political</b>	<ul style="list-style-type: none"> <li>• Political stability (peaceful transitions, multi-partism)</li> <li>• Political stability generally in the SADC region.</li> <li>• New government's policy announcements regarding Independent. and strengthened oversight institutions (Parliament, DEC, ACC, AG etc).</li> <li>• Positive outlook regarding foreign relations.</li> <li>• High Corruption Perception Index (33 – 2020 Transparency International Report).</li> <li>• Absence of Parliamentary Service Commission.</li> </ul>

2	<b>Economic</b>	<ul style="list-style-type: none"> <li>• Prospects of positive domestic economic outlook (GDP growth rate projected at 1.6% in 2021, BOZ).</li> <li>• High debt burden adversely affecting the economy.</li> <li>• Positive global economic outlook.</li> <li>• High inflation rate.</li> <li>• Unstable exchange rates.</li> <li>• Signs of high investor confidence in the new Government.</li> </ul>
3	<b>Social</b>	<ul style="list-style-type: none"> <li>• Change in demographics (youthful population – 17.9% 2019 Labour Force).</li> <li>• High levels of unemployment - 12.5% 2019 Labour Force.</li> <li>• High poverty levels.</li> <li>• Gender in equality.</li> </ul>
4	<b>Technological</b>	<ul style="list-style-type: none"> <li>• Advancement in ICTs.</li> <li>• Increased uptake of Information Communication and Technologies.</li> <li>• Research and development (e.g. environmental friendly technologies).</li> </ul>
5	<b>Environmental</b>	<ul style="list-style-type: none"> <li>• Natural disasters and pandemics.</li> <li>• Climate change.</li> </ul>
6	<b>Legal</b>	<ul style="list-style-type: none"> <li>• Constitutional democracy.</li> <li>• Separation of powers of the three arms of Government.</li> <li>• Independence of the legislature.</li> </ul>

### 3. Stakeholder Analysis Template

STAKEHOLDER	NEEDS	AREAS OF COLLABORATION
Public	Access to information on Parliamentary matters Access to Parliament Petitioning Representation Timely feedback Participation Sensitisation on the role of Parliament and MPs Autonomy of Parliament Good laws Inclusive legislative processes Transparency and accountability	Committee Public Hearings Petitions Awareness raising Dissemination of information Engagement and networking
MPs	Financial resources Capacity building Technical support Information Infrastructure	Business of the House House Keeping Committees
Ministry of Justice	Consideration of Government Bills	Business of the House Committee Meetings Networking and engagement Answering questions from MPs
Ministry of Finance	Budget approval	Business of the House Networking and engagement Resource allocation
Office of the President	Consideration of Presidential Speech Ratification of Presidential appointments	Business of the House Networking and engagement Resource allocation
Office of the Vice President	Parliamentary debates Information	Business of the House

STAKEHOLDER	NEEDS	AREAS OF COLLABORATION
Other Ministries	Parliamentary Debates Information	Networking and engagement
Office of the Auditor General	Consideration of Auditor General's Report	Business of the House Committee Sittings Networking and engagement
Judiciary	Information Regular review and enactment of laws	Ratification of Judges Law reform
Media	Information Conducive legal framework	Information dissemination Awareness raising Outreach Vetting of Constitutional Officers
Faith-based organisations	Access to information on Parliament Conducive legal framework	Information dissemination Awareness raising Outreach Vetting of Constitutional Officers Networking and engagement
Civil Society Organisations	Access to information on Parliament Conducive legal framework for their operations Transparency and accountability Representation on specific needs	Information dissemination Awareness raising Outreach Networking and engagement Vetting of Constitutional Officers
Co-operating Partners	Information Transparency accountability Conducive legal framework	Joint programming Technical and financial support Networking and engagement
Regional and International Parliamentary organisations	Information Technical support	Peer review Benchmarking Networking and engagement Joint programming Lesson sharing

STAKEHOLDER	NEEDS	AREAS OF COLLABORATION
Academia and think tanks	Information Conducive legal framework	Networking and engagement Information dissemination Research Technical support
Ruling Party	Information Sensitisation on the role of Parliament and MPs Representation	Networking and engagement Information dissemination Awareness raising Party membership status of MPs Policy setting
Political Parties with representation in Parliament	Information Sensitisation on the role of Parliament and MPs Representation	Networking and engagement Information dissemination Awareness raising Party membership status of MPs
Pressure Groups	Information Representation Conducive environment	Joint programming Technical and financial support Networking and engagement
Other Parliaments	Information Technical support	Peer review Benchmarking Networking and engagement Lesson sharing
Members of staff	Capacity building Technical support Information Infrastructure Financial resources Conducive work environment	Engagement and networking Service delivery

## Parliament Radio Frequencies

LUSAKA - 92.5FM  
PEMBA - 105.5FM  
LIVINGSTONE - 100.5FM  
KAPIRI MPOSHI - 91.3FM  
KITWE - 94.1FM  
SOLWEZI - 93.3 FM

MONGU - 98.1FM  
KASAMA - 91.5FM  
MANSA - 91.5FM  
CHIPATA - 95.7FM  
CHINSALI - 90.5FM  
MAPATIZYA - 93.5FM

PETAUKE - 96.1FM  
VUBWI/CHADIZA - 97.3FM  
SIKONGO/KALABO - 87.9FM  
CHEMBE - 94.7FM  
MPOROKOSO - 91.3FM

SMS LINE: +260 978 772801  
EMAIL: [radio@parliament.gov.zm](mailto:radio@parliament.gov.zm)

---

### PARLIAMENT BUILDINGS

P.O. Box 31299, Lusaka, Zambia  
Motel-TEL: +260-211-252777 / 882, FAX: +260-211-252902  
TEL: +260-211-292425, FAX: +260-211-292902  
E-mail: [info@parliament.gov.zm](mailto:info@parliament.gov.zm)  
Website: [www.parliament.gov.zm](http://www.parliament.gov.zm)

---