



**Zambia Compulsory
Standards Agency**

"With Your Safety in Mind"

2022-2026 STRATEGIC PLAN



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Standards Agency**

"With Your Safety in Mind"

2022-2026 STRATEGIC PLAN

Prepared by:
Zambia Compulsory Standards Agency in collaboration with
Management Development Division
Cabinet Office
LUSAKA

October 2023

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ACRONYMS

| | | |
|--------|---|---|
| 8NDP | – | Eighth National Development Plan |
| ACC | – | Anti-Corruption Commission |
| BRRA | – | Business Regulatory Review Agency |
| BSC | – | Balance Scorecard |
| CBCA | – | Consignment Based Conformity Assessment |
| DQM | – | Domestic Quality Monitoring |
| GSB | – | Government Service Bus |
| GWAN | – | Government-Wide Area Network |
| IA | – | Institutional Assessment |
| ICT | – | Information Communication Technology |
| IMS | – | Information Management Systems |
| IQM | – | Import Quality Monitoring |
| MOU | – | Memorandum of Understanding |
| M&E | – | Monitoring and Evaluation |
| MCTI | – | Ministry of Commerce Trade and Industry |
| MDD | – | Management Development Division |
| MTEF | – | Medium Term Expenditure Framework |
| NIP | – | National Industrial Policy |
| NQP | – | National Quality Policy |
| OD | – | Organization Development |
| PESTEL | – | Political, Economic, Social, Technological, Environmental and Legal |
| PMS | – | Performance Management System |
| PSMD | – | Public Service Management Division |
| RIA | – | Regulatory Impact Assessment |
| SI | – | Statutory Instrument |
| SP | – | Strategic Plan |
| SWOT | – | Strengths, Weaknesses, Opportunities, Threats |
| SQAM | – | Standardisation, Quality Assurance, Accreditation and Metrology |
| ZABS | – | Zambia Bureau of Standards |

FOREWORD

Compulsory Standards play an important role in the economy by supporting growth of industry through the production of good quality, safe and competitive products. It is worth noting that unsafe products can lead to loss of life and property, cause harm to the environment and create barriers to legitimate trade. Therefore, manufacturers of products that fall within the scope of Compulsory Standards are required to comply with the applicable standards and regulations.

The Strategic Plan for the Zambia Compulsory Standards Agency (ZCSA) is based on key government priorities as espoused in the Eighth National Development Plan (8NDP) and Vision 2030 thereby contributing to Economic Transformation and Job Creation. The Plan is also supported by sector policies such as the National Industrial Policy (NIP) and the National Quality Policy (NQP) among others.

The Agency has developed this Strategic Plan (SP) with a vision being a *“A credible and efficient compulsory standards regulator”*. The Plan outlines the Agency’s vision, mission and strategic objectives that will guide its operations. The core values, upon which the conduct and behaviour of members of staff will be anchored for the next five (5) years, have also been identified and explained.

The Strategic Plan will focus on Regulatory Efficiency of Compulsory Standards aimed at improving consumer protection, public health and safety and environmental sustainability. In addition, the Agency will focus on Operational Excellence which is expected to yield high quality services.

The Plan provides the Agency with an operational framework and a clear strategic direction for the next five (5) years. It is, therefore, my expectation that Management and Staff will work towards translating this Plan into its intended results.

I further encourage all our stakeholders to get acquainted with this Plan, as they continue supporting the Agency in executing its mandate.

It is my honour and pleasure to present the Strategic Plan for the Agency for the period 2022-2026.



Ian Besa Mupeta
BOARD CHAIRPERSON

ACKNOWLEDGEMENTS

The formulation of the 2022 – 2026 Strategic Plan for the Zambia Compulsory Standards Agency (ZCSA) took a consultative process involving Stakeholders and Clients. The Agency is very grateful for the support received from all stakeholders, towards the review and development of the Strategic Plan.

Special commendation goes to the Management Development Division (MDD) of Cabinet Office and the Ministry of Commerce, Trade and Industry for their input and guidance during the preparation of the Plan.

Finally, I wish to thank all ZCSA members of Staff and in particular the Strategic Plan Steering Committee for

their commitment in the preparation of this document. Its my hope that the Strategic Plan will serve as a blueprint for the execution of ZCSA programmes during the period 2022-2026 and ultimately contribute to the realisation of the development outcomes espoused by the 8NDP.



Gerald Chizinga
EXECUTIVE DIRECTOR

EXECUTIVE SUMMARY

The mandate of the ZCSA as outlined under the Compulsory Standards Act No. 3 of 2017 is to “*Administer, maintain and ensure compliance with compulsory standards*”.

The purpose for the development of the Strategic Plan was to establish an operational and performance assessment framework which will provide strategic direction to the Agency during the period 2022 – 2026.

In coming up with the 2022 – 2026 Strategic Plan, a two-phased approach was used comprising the Institutional Assessment and Organisational Development underpinned by the Balanced Scorecard principles. The Institutional Assessment involved undertaking a Performance Assessment, conducting an internal environmental assessment to establish distinctive competencies of the ZCSA. The McKinsey 7s Model, Simple Change Management Model, Objective and Problem Trees, and SWOT Analyses were used in the assessment. In addition, an external environmental assessment was undertaken using the PESTEL Analysis.

Based on the analyses undertaken, the Agency has set out its strategic direction for the period of five (5) years, comprising of the following:



Vision: “A credible and efficient compulsory standards Regulator.”

To realise the vision, the Zambia Compulsory Standards Agency has identified two (2) thematic areas of focus and their related strategic results as follows:

- a) Compulsory Standards Regulatory Efficiency resulting in Optimal Public Health & Safety, Consumer and Environmental Protection; and
- b) Operational Excellence resulting in Efficient and Effective Service Delivery.

To ensure that the Zambia Compulsory Standards Agency performs well in the two (2) thematic areas, it has set for itself a Mission: “**To efficiently administer and maintain compulsory standards for public health & safety, consumer and environmental protection**”.

In executing the Mission, the Agency has committed to observing the following core values, namely: Integrity, Teamwork, Hard Work, Innovation, Confidentiality and Accountability.

The following are some of the key strategies that will be used to improve service delivery:

- i. Review and recommend declaration, publication, or withdraw of Compulsory Standards;
- ii. Strengthen collaborations with Regional and International Regulators and SQAM Institutions;
- iii. Engage Ministry of Finance and National Planning on increased funding for operations;
- iv. Enhance integration of services on the Government Service Bus (GSB) and the Zambia Electronic Single Window;
- v. Review and implement the Service Delivery Charter;
- vi. Increase market surveillance inspections;
- vii. Engage MCTI on specific SMEs Fee structure;
- viii. Strengthen sensitisation of SMEs on Compulsory Standards; and
- ix. Enhance ICT infrastructure

To facilitate implementation, the Strategic Plan will be operationalised through costed annual departmental and individual work plans. In order to ensure successful implementation and realisation of the desired impact, the implementation of the Plan will be monitored continuously, to undertake necessary interventions. At the end of the Plan period, a final review will be undertaken to establish the extent of the Strategic Plan implementation and its impact.

1. INTRODUCTION

1.1. Background

The Zambia Compulsory Standards Agency (ZCSA) was established by the Compulsory Standards Act No. 3 of 2017. The Agency commenced operations in January 2018. The mandate of the Zambia Compulsory Standards Agency is to administer, maintain and ensure compliance with compulsory standards. The Compulsory Standards are administered through border inspections for imported products and factory inspections for locally manufactured products. The Agency has physical presence at all the major border entry points, namely Nakonde, Mwami, Chanida, Chirundu, Victoria Falls, Kazungula, and Katima Mulilo, and is also present in all the provincial centers in the country. These offices monitor the safety of both imported and locally produced products subject to compulsory standards.

1.2. Specific Functions

The specific functions of the Agency as listed in Section 5(1) of the Compulsory Standards Act No. 3 of 2017 are to:

- a) Administer, maintain and ensure compliance with compulsory standards;
- b) Give premarket approval of high risk commodities falling within the scope of compulsory standards;
- c) Conduct market surveillance for products falling within the scope of compulsory standards in order to monitor post market compliance of commodities with compulsory standards;
- d) Educate the public on compulsory standards and provide public information for the protection of the consumers on products and services which do not comply with the Act;
- e) Cooperate with Ministries and other State institutions and international organisations in enforcing compulsory standards; and
- f) Do all such things related to, or incidental to the functions of the Agency under the Act.

1.3. Management and Operational Structure

The ZCSA has a two tier management structure made up of a Board which is responsible for strategic direction and provides overall policy direction. The Board is made of seven (7) part-time Members appointed by the Minister responsible for Commerce, Trade and Industry. The Agency is headed by an

Executive Director who is responsible for the day to day operations. The Executive Director is assisted by Departmental Heads responsible for Import Quality Monitoring (IQM), Domestic Quality Monitoring (DQM), Corporate Services, Finance and Legal functions.

1.4. Strategic Operational Linkages

In carrying out its functions, ZCSA collaborates with various stakeholders, which include among others Public Health Departments, Zambia Bureau of Standards (ZABS), Zambia Metrology Agency (ZMA), Business Regulatory Review Agency (BRRA) and Zambia Revenue Authority (ZRA).

The main areas of collaboration include standards development, testing, enforcement of compulsory standards and regulatory impact assessment.

1.5. Rationale for Developing the 2022 – 2026 Strategic Plan

The development of the 2022-2026 Strategic Plan for the Zambia Compulsory Standards Agency was necessitated by the expiry of the 2019-2021 Strategic Plan and the need to align programmes to key priority areas in the 8NDP. This is in accordance with the National Planning and Budgeting Act No. 1 of 2020 which requires an Institution to prepare its Strategic and Implementation Plans in line with the National Development Plan (NDP).

1.6. Methodology

The strategic planning approach used to develop the 2022 – 2026 Strategic Plan is the integrated Institutional Assessment and Organisation Development – Balanced Scorecard (IA/OD-BSC). The IA/OD BSC is a two-phased approach that took into consideration a critical analysis of the Zambia Compulsory Standards Agency's operations including its achievements and challenges with proposed recommendations for improved performance.

The first phase, the Institutional Assessment (IA) involved conducting an internal capability assessment to establish the Agency's distinctive competencies, as well as, analysing the macro-environment. The various tools applied were the McKinsey 7s Model; 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 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.

The second phase, the Organisation Development (OD) involves determining the strategic direction of an organisation. The information collected from the Institutional Assessment facilitated the Organisational Development process of determining the strategic direction for the Agency for the period 2022 – 2026 in relation to its Vision, Mission, Core Values, Strategic Themes and Strategic Objectives. The strategic

direction was based on the Balanced Scorecard (BSC) principles, which takes a holistic approach in mapping the strategic direction and provides a framework for measuring the performance of the Agency.

A Core Team composed of members of staff representing all the Departments in the Agency was constituted to facilitate generation of information necessary for development of the Strategic Plan. The Strategic Plan was developed with technical support from Management Development Division of Cabinet Office.

2. ENVIRONMENTAL ANALYSIS

2.1 External Environmental Analysis

An analysis of the Agency'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. The analysis also included taking into account stakeholders' interests and clients' needs.

2.1.1 PESTEL Analysis

2.1.1.1 Political/Policy

a) Eighth National Development Plan (8NDP) 2022 –2026

With the formulation and launch of the Eighth National Development Plan by the Government, the Agency pledges to work and effectively contribute to the Strategic Development Area 1, Economic Transformation and Job creation by providing the necessary support to manufacturers to produce better quality and competitive products. This will bring about Industrialisation and an improved and competitive business environment for both local and foreign products.

The interventions to be undertaken by the Agency as espoused in the 8NDP are as follows:

Strategic Development Area 1: Economic Transformation and Job Creation

Development Outcome: A Competitive Private Sector

Strategy 1: Promote Quality and Productivity

Programmes: Product Standardisation and Quality Assurance

Strategy 2: Facilitate increased domestic and international trade

Programmes: Coordinated border management

To optimise these opportunities, the Agency will:

- i. Increase its manpower;
- ii. Increase scope of products and services subject to compulsory standards;
- iii. Create a more favourable environment for the local manufactures by implementing an SME specific fee schedule;
- iv. Upgrade digital platforms available to clients for easy access to services; and
- v. Enhance collaboration with other government agencies in the provision of efficient services to the public and operation of One-Stop-Border Posts.

2.1.1.2 Economic

a) Fluctuation in Inflation Rates and Exchange Rates

Inflation Rates annual average fluctuated, increased from 9.1% in 2019 to 15.7% in 2020 and 22.1% in 2021. On the other hand, the Average Exchange Rates fluctuated from K12.91/US\$ in 2019, to K21/US\$ in 2020 and K20.05/\$ in 2021.

The fluctuating inflation and exchange rates during the period under review negatively affected funding to the Agency due to reduced fiscal space. In addition, the cost of goods and services increased thereby negatively affecting operations. To mitigate such developments, the Agency will rationalise and prudently utilise available resources.

2.1.1.3 Social

a) Increased use of Social Media

The recent past has seen a sharp rise in the number of people using social media platforms which has resulted in a high number of enlightened consumers demanding quality and safe products and services. This presents an opportunity for the ZCSA to easily connect with the public, clients and stakeholders through the social media platforms.

To optimise this opportunity, the Agency will increase its sensitisation programmes by providing precise information on its mandate and compulsory standards, and improve customer service and complaint handling procedures. The Agency will closely monitor social media to mitigate social trends that can negatively affect its handling of operations.

b) Spread of Pandemics such as COVID-19

The spread of COVID-19 from March 2020 in Zambia led to disruption of operations of the Agency as some activities could not be undertaken due to restrictions imposed by the Government. In this regard, the Agency will strengthen adherence to Health Guidelines on Prevention of Diseases.

2.1.1.4 Technology

a) Advancement in ICT has increased efficiency and improved information system

Advancements in Information Technology (ICT) and other technologies present opportunities for the Agency for increased revenue collection, reduce operational costs, ease communication and dissemination of information to the public. ICT advancements have made it possible for the Agency to access data relating to trade collected by other Government institutions through the Zambia Electronic Single Window (ZESW). In addition, the establishment of the Government Service Bus (GSB) provides a platform for collection of revenue for services provided by ZCSA.

To optimise the above opportunities, ZCSA will maintain and upgrade ICT infrastructure, continue updating the existing web infrastructure to enable ZCSA sensitise the public on its mandate. In addition, the Agency will increase collaborations with other state Agencies on access to shared resources on the Zambia Electronic Single Window. Further, the Agency will rollout more online services.

On the other hand, ICT developments may result in the Agency being susceptible to Cyber-attacks and unauthorised access to digital data. In this regard, the Agency will enhance security of automated systems and implement a robust Business Continuity Plan.

2.1.1.5 Legal

a) Compulsory Standards Act. No. 3 of 2017

The Compulsory Standards Act provides for the following:

- i. The establishment of the Zambia Compulsory Standards Agency and its powers and functions; and
- ii. The administration and maintenance of compulsory standards for the purpose of public safety and health, consumer protection and environmental protection. Compulsory Standards are issued through Statutory Instruments (SIs) on specific products and services in accordance with the Compulsory Standards Act.

The Agency will leverage on the provisions of the Act and associated SIs to enhance service provision.

b) Border Management and Trade Facilitation Act No. 12 of 2018

The Border Management and Trade Facilitation Act, among other things, provides for the following:

- i. Co-ordinated border management and control for the efficient movement and clearance of goods;
- ii. Development, management and maintenance of border infrastructure; and
- iii. Authorisation of the application of the Laws of Zambia and the laws of adjoining States in One-Stop Border Posts.

Government has continued to support development of modern border infrastructure at ports of entry. The Agency will, therefore, ensure that it has presence at all One Stop Border Posts (OSBP) as it provides an opportunity to the Agency to offer more efficient services at ports of entry.

c) The Electronic Government Act No. 41 of 2021

The Electronic Government Act provides the framework for digitalisation of public services. The Act facilitates access to electronic Government services to improve service delivery in order to enhance citizens access to Government services and information. Through the Government Service Bus, ZCSA has introduced online payment platforms for 7 of its 8 services. To optimise the opportunities the Act brings, the Agency will enhance collaboration with relevant authorities on rolling out more online services through the GSB.

2.1.2 Stakeholder and Client Analysis

a) Clients and their needs

An analysis of the clients' needs was undertaken. Clients are individuals/groups of individuals/institutions the ZCSA was primarily created to provide a service to in order to meet their needs. The following are the clients of the ZCSA:

| No. | Client Category | Needs |
|-----|-------------------|--|
| 1 | Importers | <ul style="list-style-type: none"> ● Clearance on conformity of products to compulsory standards. ● Provision of import permits ● Advisory services ● Consignment based conformity Assessment – CBCA |
| 2 | Exporters | <ul style="list-style-type: none"> ● Conformity assessment of products |
| 3 | Fuel Transporters | <ul style="list-style-type: none"> ● Road Tank Vehicle certification ● Access to timely and accurate information on compulsory standards |
| 4 | Manufacturers | <ul style="list-style-type: none"> ● Issuance of permit to supply ● Access to timely and accurate information on compulsory standards ● Conformity assessment of new products to compulsory standards. |

b) Stakeholders and their interests

In addition to clients and their needs, an analysis of the stakeholders and their interests was undertaken. Stakeholders are individuals/groups of individuals/institutions that have an interest/stake/claim in operations and are affected by decisions made by the institution.

The stakeholder analysis identified ZCSA's stakeholders and their areas of interest as presented below:

| No. | Stakeholder Category | Interest/Concerns |
|-----|--|---|
| 1 | Statutory Bodies/ Regulatory Bodies | <ul style="list-style-type: none"> ● Collaboration on enforcements of compulsory standards/regulations, development of standards and other services/programmes ● Access to timely and accurate information on compulsory standards ● Collaboration on verification of registration status of companies and counterfeit products ● Compliance to principles and interventions for ensuring efficient, cost effective and accessible business licensing system (relating to compulsory standards) ● Collaboration on enforcement of standards relating to motor vehicles number plates |
| 2 | Local Authorities | <ul style="list-style-type: none"> ● Collaboration on public health regulations |
| 3 | Commissions and Authorities | <ul style="list-style-type: none"> ● Regulation of procurement procedures ● Integrity in all Agency activities ● Implementation of digital transformation agenda in the public service |
| 4 | Ministries | <ul style="list-style-type: none"> ● Effective implementation of the commercial, industrial and trade policy ● Alignment of compulsory standards to National Health policies ● Collaborate on enforcement of export timber regulations ● Joint implementation of Sanitary and Phytosanitary policies ● Easy access to ZCSA services by SMEs ● Accountability for financial resources collected ● Accountability for financial resources utilised ● Drafting of regulations |
| 5 | Private Sector | <ul style="list-style-type: none"> ● Regulatory environment ● Development and access to Standards ● Collaboration on enforcement of standards |
| 6 | Consumers | <ul style="list-style-type: none"> ● Safety of regulated products ● Safe environment ● Effective administration of compulsory standards |

2.2 Internal Analysis

2.2.1 Past Performance

A performance analysis was conducted to determine the extent of achievement of set targets and ultimately establish the overall institutional performance. A three-tier rating was used to classify the performance of the Agency as highlighted below:

- Code 1 - **Red** for below Average Performance (0% to 49.9%);
- Code 2 - **Yellow** for Average Performance (50% to 79.9%); and
- Code 3 - **Green** for Above Average Performance (80% to 100%).

The Performance is based on the Agency's 2019 – 2021 Strategic Plan. During the period of the Plan, the Agency recorded a 66.01% performance with a Rating of 2 as shown in the table below.

| | |
|--|--------|
| Overall institutional percentage rating | 66.01% |
| Rating and colour code | 2 |
| Average percentage rating for support objectives | 58.50% |
| Rating and colour code | 2 |
| Average percentage rating for core objectives | 96.08% |
| Rating and colour code | 3 |

The above performance was affected by a number of constraining factors which included the following:

- Lack of a Board of Directors;
- Inadequate and inconsistent funding;
- Inadequate number of Staff;
- Inadequate capacity building programmes;
- Inadequate Infrastructure;
- COVID-19 Pandemic; and
- Inadequate and old motor vehicle fleet.

2.2.2 Institutional Capability Assessment

The Institutional Capability Assessment conducted provided an in-depth analysis of the Agency's internal status. The Internal analysis identified the gaps and provided appropriate interventions as input into the preparation for the 2022 – 2026 Strategic Plan. The analysis was based on the McKinsey's 7s Model, which established challenges in the seven areas relating to the Strategy, Structure, Systems, Staff, Skills, Shared values and Style of leadership and management. The identified challenges will need to be addressed for the Agency to effectively implement its Strategic Plan.

Further, a SWOT analysis was conducted. The analysis identified factors within the Agency in respect of Strengths and Weaknesses that would facilitate or hinder the implementation of the identified interventions. In addition, the analysis identified factors outside Agency in respect of Opportunities and Threats that would facilitate or hinder the implementation of the identified interventions. The analysis revealed the following: -

| | |
|---|--|
| <p>Strengths</p> <ul style="list-style-type: none"> i. Qualified, skilled, experienced and committed staff ii. Supportive leadership iii. Clear mandate supported by the Compulsory Standards Act No.3 of 2017 iv. Presence in all the 10 Provinces and major border entry points v. Accessible online services through GSB | <p>Weaknesses</p> <ul style="list-style-type: none"> i. Lack and Inadequate Office infrastructure ii. Inadequate transport iii. Partial implementation of the Organization structure iv. Partial digitalisation of services v. Lack of integration of some of the internal systems with other Government systems vi. Low visibility vii. Inadequate testing and sampling equipment viii. High Staff turnover ix. Limited Scope of Compulsory Standards |
| <p>Opportunities</p> <ul style="list-style-type: none"> i. Government support ii. Conducive policy environment iii. National developmental priorities as highlighted in the 8NDP iv. Availability of technical and financial support from the donor community v. Support from SQAM Institutions. vi. Collaborative work relationship with other related state Agencies | <p>Threats</p> <ul style="list-style-type: none"> i. Health pandemics such as COVID -19 ii. Fluctuations in economic fundamentals iii. Inadequate funding iv. Cyber attacks v. Inadequate public awareness on compulsory standards vi. Changing technologies |

3. STRATEGIC DIRECTION

Following the analysis of its internal and external environments, the Agency identified a number of strategic issues/challenges that formed part of input for determining the strategic direction. The following are the major strategic issues identified:-

- i) Inadequate Organisation Structure;
- ii) Inadequacies in some systems;
- iii) Inadequate staffing;
- iv) Inadequate skills amongst some members of staff;
- v) Inadequate Infrastructure and Equipment;
- vi) Inadequate transport;
- vii) Inadequate Funding;
- viii) Limited Scope of Compulsory Standards;
- ix) Inadequate collaboration with other State Agencies;
- x) Inadequate Market surveillance inspections;
- xi) SMEs struggling to pay the ZCSA fees;
- xii) Limited scope of ZCSA's accreditation;
- xiii) Lack of enforcement for non-compliant clients;
- xiv) Lack of a Risk Management Framework; and .
- xv) Lack of exposure to modern technologies/processes.

Based on the above issues and other developments in the environment the Agency has 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.

3.1. Vision

The Zambia Compulsory Standards Agency's vision is: ***"A credible and efficient compulsory standards Regulator"***.

3.2. Mission Statement

"To efficiently administer and maintain compulsory standards for public health & safety, consumer and environmental protection".

3.3. Core Values

The operations of Zambia Compulsory Standards Agency and conduct of staff for the strategic plan period will be anchored on the following six (6) core values:

- | | |
|---|---|
| <p>i) Integrity We uphold high morals, highest levels of honesty and our obligations to the Nation are above personal interests in the execution of our mandate.</p> | <p>iv) Innovation We apply new ideas and methods for better solutions and high-quality services.</p> |
| <p>ii) Teamwork We collaborate within ourselves and with our stakeholders to achieve a common goal in the most efficient and effective manner.</p> | <p>v) Confidentiality We are trustworthy and do not reveal privileged information to unauthorised persons.</p> |
| <p>iii) Hard work We diligently apply our efforts to accomplish our tasks to the satisfaction of our clients and stakeholders.</p> | <p>vi) Accountability We are answerable and responsible for our actions, omissions and decisions.</p> |

3.4. Strategic Themes and Strategic Results

To realise its Vision, the Zambia Compulsory Standards Agency has identified the following two (2) areas of focus and associated strategic results:

- a) Compulsory Standards Regulatory Efficiency resulting in *Optimal Public Health & Safety, Consumer and Environmental Protection*; and
- b) Operational Excellence resulting in *Efficient and Effective Service Delivery*.

3.4.1. Theme 1: Compulsory Standards Regulatory Efficiency

This strategic theme entails that ZCSA will enhance the monitoring and enforcement of compulsory standards and promote SME capacity building. In addition, this theme will require improving collaboration with stakeholders in the development and enforcement of compulsory standards. By focusing in this area, the Agency expects to see Optimal Public Health & Safety, Consumer and Environmental Protection.

3.4.2. Theme 2: Operational Excellence

This strategic theme, Operational Excellence will entail that ZCSA improves operational processes and enhance human resource. In addition, Operational Excellence will require improvement in the management of financial resources. Focus in this area is expected to result in Efficient and Effective Service Delivery.

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

In the next five (5) years, the Agency commits to implement seven (7) strategic objectives with their associated intended results, measures, targets and strategies. The strategic objectives demonstrate the continuous improvements that the Agency will need to make to achieve the desired results in the areas of focus as follows:

Table 1: Strategic Objectives

| No. | Strategic Objectives | Strategic Objective Descriptions |
|-----|--|---|
| 1 | Improve enforcement and monitoring of Compulsory Standards | This objective aims to enhance compliance and competitiveness of products in the Market. The Agency also seeks to review and recommend the declaration, publication, or withdrawal of Compulsory Standards. |
| 2 | Promote SMEs compliance capacity to Compulsory Standards | This objective entails enhancing compliance, growth and competitiveness of SMEs products on the Market. The Agency will put in place a flexible SME Fee Structure and enhance sensitisation programmes in order to promote SMEs compliance to Compulsory Standards. |
| 3 | Improve Stakeholder collaboration | Through this objective, the Agency will enhance coordination of programmes with related Agencies in enforcement of Compulsory Standards. The Agency will, therefore, enter into MOUs with similar SQAM organisations. |
| 4 | Improve Financial Management | Under this objective, the Agency will ensure effective use of Financial resources as well as enhance resource mobilisation. The Agency will implement internal controls meant to safeguard public funds in accordance with the provisions of the Public Finance Management Act. |
| 5 | Enhance digitalisation of operational processes | Enhancing digitisation of operational processes will enhance operational efficiency of the Agency and improve turn-around time in service provision. The Agency will integrate all its internal and external processes to improve service delivery. |
| 6 | Improve Human Capital Productivity and Culture | This objective aims to enhance staff performance and conduct. It also seeks to optimise staffing levels and enhance staff skill set to achieve the desired levels of service delivery. |
| 7 | Improve institutional infrastructure and logistical services | Through this objective, the Agency will focus on development and enhancement of Institutional infrastructure and equipment. It will also enhance provision of logistical and support services for operations. |

The detailed 2022 – 2026 Zambia Compulsory Standards Agency Strategic Plan log frame is shown below:

Table 2 Strategic Themes, Strategic Results, Strategic Objectives, Intended Results, Measures, Targets and Strategies (Initiatives)

| Strategic Themes | Compulsory Standards Regulatory Efficiency | | | Operational Excellence |
|---|---|-----------------|--|--|
| Strategic Results | Optimal Public Health & Safety, Consumer and Environmental Protection | | | Efficient and Effective Service Delivery |
| Strategic Objective 1: Improve enforcement and monitoring of Compulsory Standards | | | | |
| Intended Results | Measures | Baseline (2022) | Targets | Strategies/Initiatives |
| Increased compliance | Proportion of products and services inspected complying to Compulsory Standards | 85% | 95% of products and services inspected complying to Compulsory Standards by 2026 | <ul style="list-style-type: none">Review and recommend declaration, publication, or withdraw of Compulsory StandardsIncrease market surveillance inspectionsEnhance collaboration with accredited laboratoriesBuild inspection baysDevelop and implement an Inspection Risk Assessment framework |
| Enhanced comparability/ equivalence of quality standards | Percentage of regulations harmonised with conformity assessment bodies in other countries | 0 | 60% of regulations harmonised with conformity assessment bodies in other countries by 2026 | <ul style="list-style-type: none">Strengthen collaborations with Regional/International Regulators and SQAM Institutions |
| Strategic Objective 2: Promote SMEs compliance capacity to Compulsory Standards | | | | |
| Intended Results | Measures | Baseline (2022) | Targets | Strategies/Initiatives |
| Increased SMEs compliance | Proportion of SMEs complying to Compulsory Standards | 0 | 50% of SMEs complying to Compulsory Standards by 2026 | <ul style="list-style-type: none">Engage MCTI on implementing SME specific fee structureStrengthen sensitisation of SMEs on Compulsory StandardsEnhance collaboration with Ministry of Small and Medium Enterprises on SME information |
| Strategic Objective 3: Improve Stakeholder collaboration | | | | |
| Intended Results | Measures | Baseline (2022) | Targets | Strategies/Initiatives |
| Improved programme co-ordination | Percentage Stakeholder satisfaction levels | 0 | Atleast 70% stakeholders satisfaction levels attained annually | <ul style="list-style-type: none">Develop and implement stakeholder engagement planDevelop and implement a Communications Strategy |
| | Percentage Client satisfaction | 0 | Atleast 75% Client satisfaction levels attained annually | |
| | Number of MOUs | 0 | 4 MOUs signed by 2026 | |

| Strategic Objective 4: Improve Financial Management | | | | |
|--|---|--|--|---|
| Intended Results | Measures | Baseline (2022) | Targets | Strategies/Initiatives |
| Adequate financial resources | Proportion of operational fund to the total budget | 30% operation fund to total budget | 60% operation fund to total budget annually | <ul style="list-style-type: none">Engage Ministry of Finance and National Planning on increased funding for operations |
| | Percentage of revenue collected against set target | K351,286,310 (155.8%) | 100% revenue collected against set target annually | <ul style="list-style-type: none">Enhance internal controlsEnhance integration of services on GSB and ZESWEnhance collaboration with other stakeholders on client informationExplore alternative sources of finance |
| Effective use of resources | Percentage compliance to the approved budget | 100% | 100% compliance to the approved budget annually | <ul style="list-style-type: none">Enhance internal budgetary controls |
| Prudent use of resources | Percentage implementation of Internal Audit recommendations | 60% | 90% implementation of Internal Audit recommendations annually | <ul style="list-style-type: none">Develop and implement an Enterprise Risk Management frameworkEnhance follow-up system for Implementation of Audit recommendations |
| | Number of Audited Financial Statements | Unqualified Audited Financial Statements | Unqualified Audited Financial Statements annually | |
| Strategic Objective 5: Enhance digitalisation of operational processes | | | | |
| Intended Results | Measures | Baseline (2022) | Targets | Strategies/Initiatives |
| Increased operational efficiency | Number of internal processes digitalised | 6 Existing Processes in digital form | 5 additional Selected Internal Processes digitalised by 2026 | <ul style="list-style-type: none">Enhance ICT infrastructureDevelop and implement an Information Management Systems (IMS)Enhance Staff capacity building in ICT uptakeReview, upgrade and automate internal processesEnhance collaboration with stakeholder on integration of systemsReview and implement the Service Delivery CharterEnhance Monitoring and Evaluation |
| | Number of internal processes integrated to Public Key Infrastructure for e-Service delivery | 7 ZCSA processes integrated on the GSB | 2 additional internal processes integrated to Public Key Infrastructure for e-Service delivery by 2026 | |
| | Percentage services delivered | 60% | 100% Services delivered in line with the Service Delivery Charter annually | |

| Strategic Objective 6: Improve Human Capital Productivity and Culture | | | | |
|---|---|--|---|---|
| Intended Results | Measures | Baseline (2022) | Targets | Strategies/Initiatives |
| Improved staff performance | Percentage targeted Staff Performance appraisal rating of all employees | 76% | 100% Staff Performance against set targets annually. | <ul style="list-style-type: none"> Enhance capacity building programmes Enhance Staff Performance Management |
| Improved work culture | Percentage Staff adherence to Code of Ethics | 100% | 100% adherence to the Code of Ethics by all staff annually | <ul style="list-style-type: none"> Enhance the operations of the Integrity Committee Strengthen Sensitisation on the core values, Code of Conduct & Ethics |
| Optimal Staffing | Proportion of staff establishment filled | 77% | 100% staff establishment filled by 2026 | <ul style="list-style-type: none"> Review and implement the organisation structure Engage Ministry of Finance through MCTI on increased Budgetary allocation for implementation of the structure |
| Strategic Objective 7: Improve institutional infrastructure and logistical services | | | | |
| Intended Results | Measures | Baseline (2022) | Targets | Strategies/Initiatives |
| Conducive work environment | Percentage office accommodation construction completion | 0% works done: <ul style="list-style-type: none"> Currently renting office space for Headquarters Land already secured along Mungwi road at Government Stores premises | 50% of Head Office accommodation construction completed by 2026 | <ul style="list-style-type: none"> Develop and implement an Asset Management Policy Develop and implement an Asset Maintenance Plan Strengthen collaboration with the Ministry of Infrastructure, Housing and Urban Development on Asset construction Periodically engage MCTI on the sourcing of funds for the construction of the building. Develop and implement Annual procurement plans |
| | Number of Inspection bays | 0 | 4 Inspection Bays constructed by 2026 | |
| | Percentage of Targeted Equipment procured | Not applicable | 100% implementation of the procurement plan annually | |
| Satisfied Staff | Percentage Staff satisfaction levels | 55% | 60% Staff satisfaction levels annually | <ul style="list-style-type: none"> Enhance staff welfare and wellness programmes |

Refer to Appendix I for Zambia Compulsory Standards Agency 2022 to 2026 Balanced Scorecard.

4. ENABLING FACTORS

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

4.1. Pre - Conditions

Pre-conditions are the critical success factors within the control of Zambia Compulsory Standards Agency that will need to be put in place to ensure the successful implementation of the 2022 - 2026 Strategic Plan. The following are the pre-conditions:

4.1.1 Competent and committed staff

The Agency staff will be committed to duty, highly skilled and competent to effectively execute its mandate.

4.1.2 Adequate and reliable operational systems

The Agency will periodically review and enhance its processes and procedures to ensure efficiency in its operations.

4.1.3 Positive Work Culture

Members of Staff will adhere to the core values of the Agency to effectively and efficiently execute its mandate.

4.1.4 Adequate ICT infrastructure

The Agency will review and upgrade its ICT infrastructure to optimise its electronic communication.

4.1.5 Adequate logistical support

The Agency will maintain an adequate fleet to effectively implement its operational needs.

4.1.6 Ownership of the Strategic Plan

All members of staff will be aware of the Strategic Plan and fully own its content to ensure achievement of set targets.

4.1.7 Leadership and Management Support

Management will provide the necessary leadership, management and technical support to ensure successful execution of the Agency mandate.

4.1.8 Adequate institutional infrastructure

The Agency will construct an office building and provide adequate operational spaces.

4.2. 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:

4.2.1 Timely and adequate funding from Government

The Agency will receive adequate and timely funding from the Treasury for effective for programme implementation.

4.2.2 Conducive Policy and Legal Framework

The legal framework will continue existing within which the Agency operates (The Compulsory Standards Act No.3 of 2017).

4.2.3 Continued stakeholder support

There shall be continued support from key stakeholders, Ministries and State institutions; Private Sector Entities, International Partners, Consumers and other Parties whose interests align with the Agency's mandate.

4.2.4 Continued Economic Stability

The economic environment at both local and international levels will be stable and conducive for the operations of the Agency.

4.2.5 Optimal organisation structure

The organisation structure will be adequate and appropriate to meet the increasing demand for services and for effective and efficient service delivery.

5. PLAN IMPLEMENTATION

To operationalise the Strategic Plan, a costed Implementation (Operational) Plan will be broken down into annual work plans and individual work plans, with SMART targets and schedules of activities, taking into account available resources.

The Corporate Services Department will be responsible for the development and implementation of the Operational Plan as well as submission of progress reports to Management by January of the following year. The Operational Plan will be the basis for monitoring and evaluating the performance of Zambia Compulsory Standards Agency at three (3) levels, namely; Individual, Departmental and Institutional.

6. RISK MANAGEMENT

The Zambia Compulsory Standards Agency will implement Risk Management Systems, that is, structured processes to identify, assess, manage and control possible events or situations to provide assurance regarding the achievement of objectives. The Agency has identified critical success factors within its control (pre-conditions) and those outside its control (assumptions) that should prevail for successful implementation of this Strategic Plan. However, the environment within which ZCSA operates is susceptible to changes some of which may not be predictable. In this regard, the Agency will continuously monitor its operations and environment in order to identify and quickly address unfolding risks in good time. To ensure successful implementation of the Strategic Plan, the Agency will develop and implement a robust Risk Management Framework.

7. 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 as well as Agency corrective measures timely. The M&E will be done at individual, departmental and institutional levels. Accordingly, quarterly and annual progress reports on the implementation of the Plan will be coordinated by the Monitoring and Evaluation Unit. The Unit will ensure that all Departments prepare progress reports which will be submitted to Management for consideration.

At individual level, the Performance Management System will be strengthened to monitor and evaluate the performance on a continuous basis. At Department level, M&E will be carried out on a quarterly basis while at Institutional level it will be carried out annually.

A mid-term review will be undertaken midway through the implementation of the Plan. The review will identify challenges, if any, encountered during implementation and recommend appropriate measures for addressing the challenges where necessary. 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 COMPULSORY STANDARDS AGENCY 2022 - 2026 BALANCED SCORECARD

Vision

A credible and efficient compulsory standards regulator

Mission

To efficiently administer and maintain compulsory standards for public health & safety, consumer and environmental protection

Core Values

Integrity; Teamwork; Hard work; Innovation; Confidentiality; Accountability.

Strategic Themes

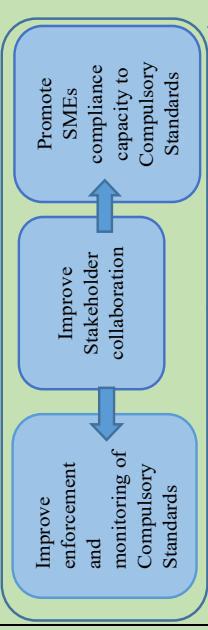
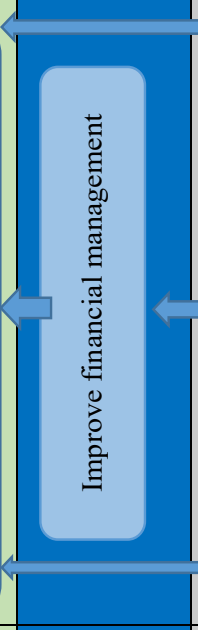
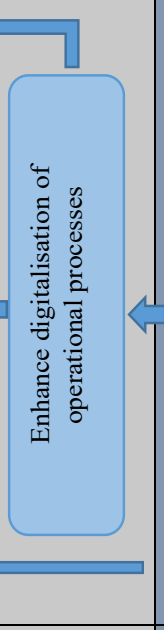
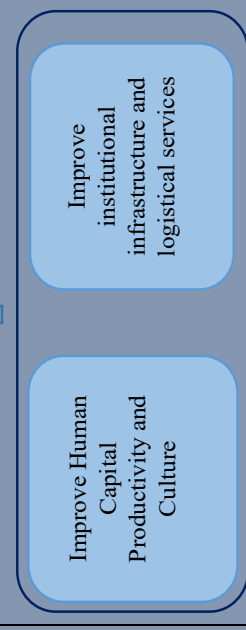
Compulsory Standards Regulatory Efficiency

Operational Excellence

Strategic Results

Optimal Public Health & Safety, Consumer and Environmental Protection

Efficient and Effective Service Delivery

| Perspective | Strategic Objectives and Strategy Map | Measures | Targets | Strategies/Initiatives |
|------------------------------|---|--|--|--|
| Customer |  | <ul style="list-style-type: none"> Proportion of products and services inspected complying to Compulsory Standards Percentage of regulations by conformity assessment bodies in other countries enforcing regulations equivalent to Compulsory Standards certified by the Agency Proportion of SMEs complying to Compulsory Standards Percentage Stakeholder satisfaction levels Percentage Client satisfaction Number of MOUs Proportion of operational funds to the total budget Percentage of revenue collected against set target Percentage compliance to the approved budget Percentage implementation of Internal Audit recommendations Number of Audited Financial reports Number of internal processes digitalised Number of internal processes integrated to Public Key Infrastructure for e-Service delivery Percentage services delivered Percentage targeted Staff Performance appraisal rating of all employees Percentage Staff adherence to Code of Ethics Proportion of staff establishment filled Percentage office accommodation construction completion Number of Inspection bays Percentage of Targeted Equipment procured Percentage Staff satisfaction levels | <ul style="list-style-type: none"> 95% of products and services inspected complying to Compulsory Standards by 2026 60 % of regulations by conformity assessment bodies in other countries enforcing regulations equivalent to Compulsory Standards certified by the Agency by 2026 50% of SMEs complying to Compulsory Standards by 2026 Atleast 70% stakeholders satisfaction levels attained annually Atleast 70% Client satisfaction levels annually 4 MOUs signed by 2026 60% operation fund to total budget attained annually 100% revenue collected against set target annually 100% compliance to approved budget annually 90% implementation of Internal Audit recommendations annually 1 unqualified Audited Financial report yearly 5 additional Selected Internal Processes digitalised by 2026 2 additional internal processes integrated to Public Key Infrastructure for e-Service delivery by 2026 100% Services delivered in line with the Service Delivery Charter annually 100% Targeted Staff Performance appraisal rating of all employees annually. 100% adherence by all to Code of Ethics annually 100% staff establishment filled by 2026 50% Office accommodation construction completed by 2026 4 Bays to be constructed by 2026 100% implementation of the procurement plan annually 60% Staff satisfaction levels annually | <ul style="list-style-type: none"> Increase market surveillance inspections Enhance collaboration with accredited laboratories Build inspections bays Develop and implement an Inspection Risk Assessment framework Review and recommend declaration, publication, or withdraw of Compulsory Standards Strengthen collaborations with Regional/International Regulators and SQAM Institutions Engage MCTI on specific SMEs Fee structure Strengthen sensitisation of SMEs on Compulsory Standards Enhance collaboration with Ministry of Small and Medium Enterprises on SME information Engage Ministry of Finance and National Planning on increased funding for operations Enhance internal controls Enhance integration of services on GSB and ASYCUDA Enhance collaboration with other stakeholders on client information Enhance internal budgetary controls Develop and implement an Enterprise Risk Management framework Enhance follow-up system for Implementation of Audit recommendations Enhance ICT infrastructure Develop and implement an Information Management System (IMS) Enhance Staff capacity building in ICT uptake Review, upgrade and automate internal processes Enhance collaboration with stakeholder on integration of systems Review and implement the Service Delivery Charter Enhance Monitoring and Evaluation Enhance capacity building programmes Enhance Staff Performance Management Enhance the operations of the Integrity Committee Strengthen Sensitization on the core values, Code of Conduct & Ethics Review and implement the organisation structure Engage Ministry of Finance through MCTI on increased Budgetary allocation for implementation of the structure Develop and implement an Asset Management Policy Develop and implement an Asset Maintenance Plan Strengthen collaboration with the Ministry of Infrastructure, Housing and Urban Development on Asset construction Periodically engage MCTI on the sourcing of funds for the construction of the building Develop and implement Annual procurement plans Enhance staff welfare and wellness programmes |
| Finance/ Stewardship |  | | | |
| Internal Processes |  | | | |
| Organisation Capacity |  | | | |





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"With Your Safety in Mind"

**Zambia Compulsory
Standards Agency**