



2018 - 2021 STRATEGIC PLAN

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Research in collaboration with Management
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Lusaka



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ACRONYMS

7NDP	Seventh National Development Plan
ACBF	Africa Capacity Building Foundation
BDU	Business Development Unit
CSO	Central Statistical Office
DfID	Department for International Development
EAZ	Economics Association of Zambia
GDP	Gross Domestic Product
IGC	International Growth Centre
IMF	International Monetary Fund
MMP	Macroeconomics and Monetary Policy Unit
MNDP	Ministry of National Development Planning
MOF	Ministry of Finance
MoU	Memorandum of Understanding
PESTEL	Political, Economic, Social, Technological, Environmental, Legal
UNICEF	United Nations Children's Fund
UNU-WIDER	United Nations University – World Institute for Development Economics Research
ZIPAR	Zambia Institute for Policy Analysis and Research

FOREWORD



I am pleased to present to you the 2018 – 2021 Strategic Plan for the Zambia Institute for Policy Analysis and Research (ZIPAR). The Plan was developed through a systematic consultative process involving various stakeholders. The diversity of stakeholders involved provided valuable information for the enrichment of the Plan. The development of this Plan was done at an opportune time when the Government had just formulated and launched its Seventh National Development Plan (7NDP) which spans from 2017 to 2021. As such, this Plan takes into account development outcomes of the 7NDP to contribute to their realization through policy analysis and research.

The Plan builds on the previous strategic plan (2013 – 2017) whose overall goal was to inform socio-economic policy for sustained economic growth and poverty reduction in Zambia. Currently, Zambia is grappling with constrained economic growth and persistently high levels of poverty and as such requires evidence-based policy decisions to accelerate development. The Plan therefore, sets the framework to reinforce and expand ZIPAR's research focus and its role in providing evidence. Further, through this plan, ZIPAR aspires to benchmark itself against internationally reputable think-tanks.

The Plan anchors ZIPAR's programmes and activities for the period 2018 -2021 in order to effectively and efficiently execute its mandate. It sets out priorities and initiatives that we believe will transform ZIPAR into **“A dynamic think tank of international repute influencing public policy.”**

I am confident that through this Plan, ZIPAR with support from the Government and other stakeholders will successfully deliver on its mandate to provide evidence-based policy advice for sustainable development.

A handwritten signature in black ink, appearing to read 'Chola Chabala'.

Chola Chabala

**Permanent Secretary - Ministry of National Development Planning
BOARD CHAIRPERSON**

ACKNOWLEDGEMENT



The development of the 2018-2021 Strategic Plan was highly participatory, involving stakeholders with various interests and influence. I therefore, wish to thank all those who contributed to the successful development of this Plan.

In particular, I am grateful to the Management Development Division (MDD) at Cabinet Office for their technical support and facilitation. I wish, also, to sincerely thank the Ministry of National Development Planning (MNDP) for their guidance and financial support. In addition, I am indebted to all cooperating partners for their continued technical and financial support.

Further, special thanks go to the members of the Board for providing strategic direction and timely advice in the process of developing the Plan. I wish to thank the core team for the Plan from ZIPAR for the dedication and commitment to successfully spearhead the process. Last but not the least; I thank the Management and Staff for their input and logistical support.

It is my hope that this Plan will provide an effective operational framework to successfully execute ZIPAR's mandate of informing policy decisions through evidence based research.

Dr. Pamela Nakamba-Kabaso

Executive Director

ZAMBIA INSTITUTE FOR POLICY ANALYSIS AND RESEARCH

EXECUTIVE SUMMARY

ZIPAR is a think tank whose mandate is to conduct research and policy analysis to inform public policy. The think tank was established under The Societies Act Chapter 119 of the Laws of Zambia in 2006 and became operational in 2009. ZIPAR was established by a joint agreement between the Government of the Republic of Zambia (GRZ) and the African Capacity Building Foundation (ACBF).

In accordance with the Government Gazette Notice No. 836 of 2016, ZIPAR is a Statutory Body under the Ministry of National Development Planning. The Institute supports Government, the Private Sector, Civil Society Organisations and other stakeholders by providing evidence-based policy advice.

The specific functions of ZIPAR are:

- a) Policy analysis and research;
- b) Policy dialogue and advocacy; and
- c) Policy capacity building and training

The development of the 2018-2021 Strategic Plan was necessitated by the expiry of the 2013-2017 Strategic Plan. The Plan was developed with technical support from Management Development Division (MDD), Cabinet Office. The process used integrated Institutional Assessment/Organisation Development/Balanced Scorecard (IA/OD-BSC) strategic planning approach.

While ZIPAR's performance in the previous strategic plan period was exceptional there were still some strategic issues requiring intervention in order to execute its mandate more effectively. Some of the identified strategic issues are inadequate organizational structure, low staffing levels, insufficient funding and inadequate office accommodation. Further, inadequate capacity in some of the client institutions to develop and implement evidence based policies was also identified as a strategic issue.

Against this background, the ZIPAR's Strategic direction in the next four years is illustrated in the following vision and mission Statements:

Vision

“A dynamic Think Tank of international repute influencing public policy”

Mission

“To champion quality public policy by conducting credible analysis and research for sustainable development”

Core Values

In pursuit of its vision, ZIPAR shall be guided by the following core values: Excellence, Integrity, Objectivity, Independence, Diversity and Accountability.

Strategic Themes and Strategic Results

The Plan has three strategic themes and their corresponding strategic results to adequately address the identified strategic issues and realize the vision. The three strategic themes and the corresponding strategic results are: Policy Advisory Proficiency for Evidence-based Policy Decisions; Service Excellence for Quality Service Delivery; and Operational Efficiency for Efficient Service Delivery.

Strategic Objectives

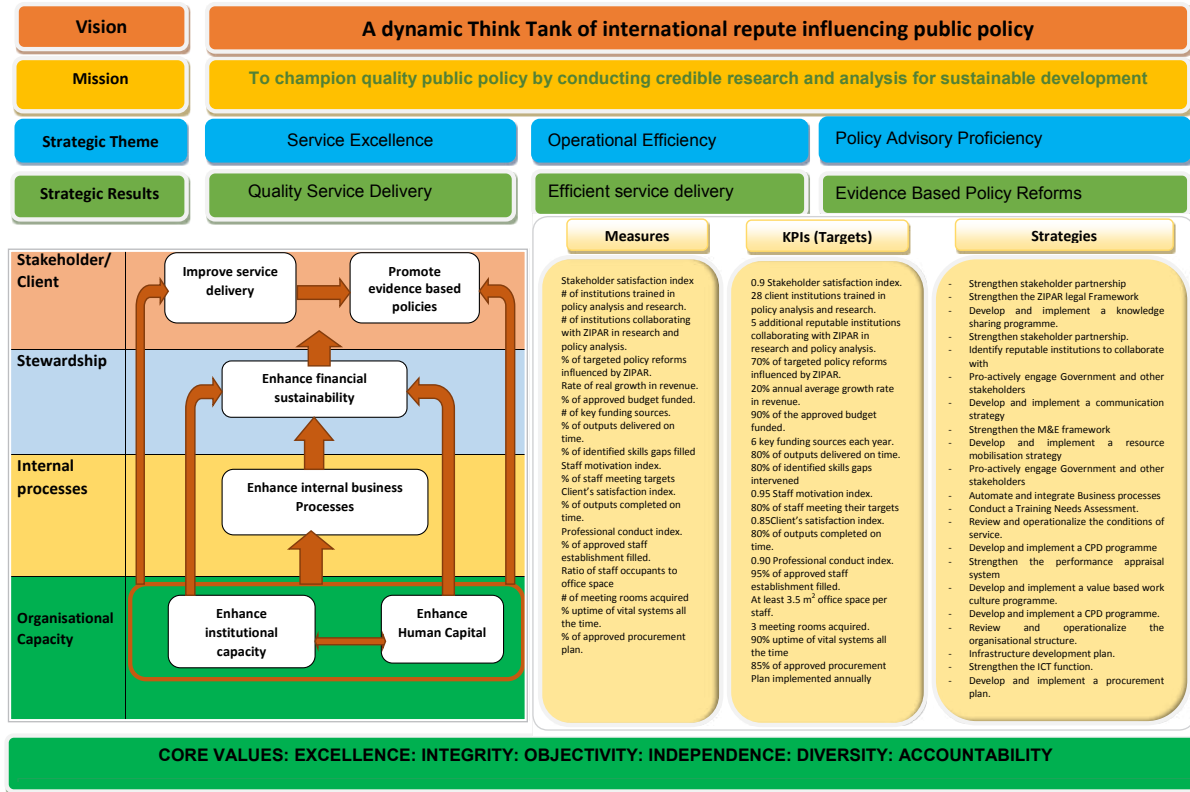
ZIPAR will in the next four (4) years, pursue the following six (6) strategic objectives:

- i. Promote evidence-based policies:
- ii. Improve service delivery
- iii. Enhance internal business processes
- iv. Enhance Human Capital
- v. Improve institutional capacity
- vi. Improve financial sustainability

The Plan is furnished with SMART targets operationalising the objectives to elicit effective performance measurement. The successful implementation of the 2018-2021 Strategic Plan will depend on the development and implementation of comprehensive Monitoring and Evaluation (M&E) framework, and linked to the Budget.

The summary of the plan is graphically illustrated in the Balanced Scorecard (BSC) on the next page. The BSC provides a clear picture that connects strategic and operational elements of a Strategic Plan which include: the Vision, Mission, Core Values, Strategic Objectives, Key performance Indicators (Targets), Units measurements and Strategies (Initiatives).

BALANCED SCORECARD



1.0. INTRODUCTION

1.1. Background

ZIPAR is a think tank whose mandate is to conduct research and policy analysis to inform public policy. The think tank was established under The Societies Act Chapter 119 of the Laws of Zambia in 2006 and became operational in 2009. ZIPAR was established by a joint agreement between the Government of the Republic of Zambia (GRZ) and the African Capacity Building Foundation (ACBF).

In accordance with the Government Gazette Notice No. 836 of 2016, ZIPAR is a Statutory Body under the Ministry of National Development Planning. The Institute supports Government, the Private Sector, Civil Society Organisations and other stakeholders by providing evidence-based policy advice.

The specific functions of ZIPAR are:

- a) Policy analysis and research;
- b) Policy dialogue and advocacy; and
- c) Policy capacity building and training

1.1.1. Governance and Management

ZIPAR is governed by a Board composed of 10 members of high credence, representing Government, private sector, civil society academia and professional bodies. The Board provides strategic direction and oversees the

operations of ZIPAR. The Board has three Sub-Committees as follows:

- a) **The Audit and Risk Sub-Committee** – oversees and provides advice on matters relating to internal and external audit and risk management and as appropriate make recommendations to the Board.
- b) **The Finance and Administration Sub-Committee** – oversees and provides advice on all financial, human resources and administrative matters and as appropriate make recommendations to the Board.
- c) **The Technical Sub-Committee** – oversees and provides advice on matters pertaining to policy analysis and research, capacity building as well as advocacy and knowledge sharing and as appropriate, make recommendations to the Board.

ZIPAR is headed by an Executive Director supported by a Senior Research Fellow and Eight (8) Unit Heads, - i.e., Six (6) Research Fellow – 1's, a Knowledge Manager, and a Finance and Administration Manager who together form Management. The Management superintend over the day-to-day operations of the Institute and execution of the mandate.

1.1.2. Strategic Operational Linkages

ZIPAR collaborates with Government Institutions and non-state actors in executing its mandate. The Institute also has working relationships with multilateral and bilateral Institutions across the world including; DfID, UNU-WIDER, UNICEF UNDP, World Bank and the IMF. The relations with the stated institutions range from technical to financial support.

1.2. Rationale

The development of the 2018–2021 Strategic Plan was necessitated by the expiry of the 2013–2017 Strategic Plan and the need to establish key priorities relating to the mandate of ZIPAR. The end-term performance assessment revealed the need to augment the capacity of ZIPAR and its research focus to effectively deliver on its mandate. Based on the performance assessment, ZIPAR made significant contribution in influencing evidence based policy development. However, there is still need to strengthen policy research and analysis in emerging themes.

Further, the development of the 7NDP with its paradigm shift, from sectoral-based planning to an integrated (multi-sectoral) development approach, set the framework where ZIPAR's policy analysis and research efforts should be anchored. It was, therefore, imperative for ZIPAR to reposition itself to effectively contribute to the realization of the development outcomes of the 7NDP through the provision credible, practical and evidence-based policy analysis, research and debate.

1.3. Plan Coverage

The 2018–2021 ZIPAR Plan covers the period from 1st January 2018 to 31st December 2021 and is organized into the following substantive sections: environmental analysis; future outlook; strategic direction; enabling factors; budget linkage; monitoring and evaluation mechanism; and the structural implications.



2.0. METHODOLOGY

The Plan was developed using an integrated IA/OD-BSC strategic planning approach with technical support from the Management Development Division (MDD), Cabinet Office. ZIPAR Board, Management and Staff were the main drivers of the process which involved the following four methodological stages:

Inception meeting - this involved acquainting Management and staff with the nature and scope of the assignment in terms of the technical approach, the process and methodology to be followed as well as outputs to be delivered and duration of the assignment.

Literature review - The literature review was meant to ascertain the “best fit “for ZIPAR’s strategic direction with regard to national policies, and legal frameworks which have implications on its operations. This involved analysis of key documents such as the Governance Board Charter, ZIPAR Constitution, Grant agreements, 7NDP and various policies.

Institutional Assessment - This involved external and internal analysis of the Institute with regard to its performance against the 2013-2017 Strategic Plan, internal capabilities analysis

and environment scanning. In determining its performance, various stakeholders were engaged using self-administered questionnaires and one-day engagement sessions to obtain feedback and recommendations for improvements.

The internal capability analysis was conducted using the Problem and Objective Tree models, Lewin’s Simple Change Management, SWOT and McKinsey 7-S Model in terms of structure, systems, staff, skills, shared values and style of leadership and management . The PESTEL Analysis was conducted to scan major developments with implications in the execution of the ZIPAR Mandate.

Organisation Development - this involved determining the strategic direction for ZIPAR in the next four years based on the information gathered from the internal and external analysis The Plan was later validated by various stakeholders in order to build consensus and secure the much needed support for Plan implementation. Finally it was approved by the Board for implementation.

3.0. ENVIRONMENTAL ANALYSIS

The analysis of the environment in which ZIPAR operated during 2013-2017 Plan period was conducted from two broad perspectives, the external and the internal environments. From this analysis, key issues with substantial effect on ZIPAR's operations were identified and their optimization or mitigation measures developed for successful implementation of the Plan.

Under the external environment, the analysis focused on major political/policy, economic, social, technological, and legal (PESTEL) developments that impact on the performance of ZIPAR, highlighting opportunities and/or threats and the associated optimisation/mitigating measures. It is worth noting that there were no major legal developments identified that had impact on ZIPAR's mandate.

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

Over and above the analysis of the internal and external environments, ZIPAR's clients and stakeholders were analysed, highlighting their

needs and interests/concerns.

3.1. External Environment

3.1.1. *Political/Policy*

General Elections

Zambia is a multi-party democracy holding tri-partite general election every five (5) years. Following the 2015 Presidential by-election and the 2016 Tri-partite general election elections that resulted into the continuation of the Patriotic Front administration in Government, the relationship that existed between ZIPAR and the Government prior to the elections continued and the demand for services also continued to increase. To optimise on this relationship, ZIPAR will continue to engage Government for support to deliver on its mandate as well as to increase uptake of evidence based policy advice for sustainable development.

Development of the 7NDP

The development of the 2018-2021 Strategic Plan comes at a critical time when Zambia launched the 7NDP (2017–2021). The 7NDP adopts an integrated (multi-sectoral) development approach to achieve sustainable inclusive development that leaves no one behind through the following five strategic areas: Economic

Diversification and Job Creation; Poverty and Vulnerability Reduction; Reducing Developmental Inequalities; Enhance Human Development; and Creating a conducive Governance Environment for a Diversified and Inclusive Economy. ZIPAR is directly linked to two (2) strategic areas –i.e., Economic Diversification and Job Creation; responding to *Development Outcome 10* which is *Enhance Research and Development*; and creating conducive Governance Environment for a Diversified and Inclusive Economy responding to *Development Outcome 1* which is *Improved Policy Environment*.

In light of the above, the strategic areas in the 7NDP have a redefining effect on the strategic focus for ZIPAR. As such, ZIPAR needs to put in place appropriate strategies in order to effectively play its role of providing evidence based advice towards the development and implementation of policies and programmes to actualize the development outcomes of the 7NDP. In addition, ZIPAR will provide policy analysis and research support to the Cluster Advisory Groups (CAGs) in Monitoring and Evaluation of the 7NDP. Successful implementation of the 7NDP is the critical milestone towards the attainment of the Vision 2030.

3.1.2. Economic

Despite the policy initiatives to diversify the economy by building a stronger economy, Zambia's economic fortunes waned markedly during the 2013-2017 Strategic Plan period, with real Gross Domestic product (GDP) growth

slowing down from 5.1% in 2013 to 3.6% in 2016 although it recorded an improvement in 2017, growing by 4.1%. Further, fiscal policy remained fairly expansionary while monetary policy was tight to counter high inflation from 2015 quarter 2 through to 2016 quarter 3. However, monetary policy eased in 2017. Due to expansionary fiscal policy, large fiscal deficits have remained a challenge rising to a peak of 9.4% of GDP in 2015 and estimated to drop to 6.9% of GDP in 2017. Consequently, the public debt stock rose from 19% in 2010 to 47% of GDP in 2017 resulting in higher interests payment obligations at 18% of GDP in 2017 compared to 8% of GDP in 2010. This has constrained the fiscal space for financing other government programmes and projects including grant aided institutions such as ZIPAR. As a mitigation measure, ZIPAR will require a resource mobilisation plan for financial sustainability to enhance the implementation of the Plan.

Further, turning the economy around to a robust growth position will require stringent measures and consistent implementation of evidence-based policy decisions. To optimise on the space for policy reforms, ZIPAR shall actively engage Government and other stakeholders to influence public policy.

3.1.3. Social

High Youth Unemployment

ZIPAR continues to work in an environment of high youth unemployment which raises concerns of potential social instabilities that could be

caused by inactive youths who also account for a significant share of the labour force. According to the Zambia Labour Force Survey Report for the first quarter of 2017, youth unemployment was estimated at 16.3% and the youth accounted for 56% of Zambia's labour force. ZIPAR is therefore faced with increasing demand to provide innovative ideas that can translate into practical youth employment through its policy analysis and research. ZIPAR will enhance its service delivery, to provide solutions to enable government tackle youth unemployment, in an effort to optimise the increasing demand for its services.

Persistent Poverty and Rising Inequality

Approximately 54% of Zambians live below the poverty line. In rural areas more than three-quarters of the people are poor. Additionally, Zambia's gap between the rich and poor is further widening as the richest 10% of the population command 50% of the country's wealth compared to the poorest 50% who control only 7% of the wealth. This situation is a threat to social stability if not addressed. For ZIPAR this implies an increased demand for its service of providing policy analysis and research to enable government reduce poverty and inequality, hence the need to enhance service delivery.

3.1.4. Technological Advancement in ICT

The increasing uptake of ICTs in the public, private and household sector, present an opportunity for timely and cost effective research dissemination and advocacy activities. Further, Government has put in place a policy direction on e-governance

through the Government Gazette No 836 of 2016 to enhance public service delivery. ZIPAR will ride on the policy gains on E-governance to improve its knowledge sharing and advocacy.

In spite of the above developments, access to and quality ICT services is still relatively low and challenges of cyber-crime are on the rise. This affects all institutions that would want to leverage on ICT advancement such as ZIPAR through higher cost of reliable and secure services. ZIPAR will mitigate the challenges by re-engineering its ICT services and engage relevant institutions to enhance security and reliability.

3.1.5. Environmental Aspects

With the rising prominence of the environmental sustainability agenda, Government developed a National policy on climate change in 2016 that provides a framework for coordinated response to climate change issues. This presents ZIPAR many novel research opportunities to influence programmes on climate change resilience to enable Zambia to grow its economy in a sustainable manner. To further optimise on the rising prominence of the environmental sustainability agenda, ZIPAR shall develop a strategic focus that mainstreams climate change in its research programmes.

3.1.6. Sector Analysis and future outlook

According to industrial classification ZIPAR falls under the professional scientific and technical activities, Research and Development (R&D). R&D plays a critical role in the innovation and



development processes, enabling Government to formulate evidence-based policies that lead to sustainable development.

Notwithstanding the importance of R&D and the contributions of ZIPAR there has been a modest appreciation of the role of analysis and research in Zambia. Public policy formulation and implementation has typically been wanting of evidence. For instance, during the previous Strategic Plan period, policy-making in Zambia did not adequately harness the results of applied research and policy analysis. As a result many policy decisions tended to be ineffective and inappropriate as they did not take into account critical success factors. Further, the frequency of reviews in the development policies was considerably high indicating inadequate research input in the formulation of many of those policies,

creating an environment of policy uncertainty

In this light, the 7NDP has given priority to R&D to support policy decisions to enhance the actualization of the development outcomes in all the strategic areas of focus. This is a clear indication that Zambia has a gap for credible, relevant research and analysis to influence policy formulation and implementation. This avails ZIPAR a strategic opportunity to reaffirm and extend its role, and to ensure that its research and analysis to fill the gap.

3.2. Internal Environment

3.2.1. *Institutional Performance*

As part of the internal environment analysis of ZIPAR, a performance assessment was conducted

to ascertain the extent of implementation of the 2013–2017 Strategic Plan, and the impact created, if any. The performance assessment was based on the five objectives of the Plan – i.e., three core and two support objectives. According to the performance rating criteria, the score is classified in three categories – i.e., high (80-100%), average (50-79%) and below average (0-49%). The overall percentage score of ZIPAR was 80 signifying high performance. It is worth noting that the performance varied between core and support objectives. The Institute scored highly on the support objectives with a rating of 82% while the score on Core objectives was 77%, an indication of the need to enhance the capacity of the Policy Analysis and Research activities. The performance gap was mainly due to inadequate specialised skills in certain areas of operations particularly in policy analysis and research, and financial constraints to support the implementation of some programmes and activities.

3.2.2. Capability Assessment

An institutional capability assessment was also conducted to ascertain ZIPAR's capabilities in terms of distinctive competencies, strengths optimised during the five years and the weaknesses which should be addressed for the success of the Strategic Plan. The institutional capabilities assessment of ZIPAR, analyzed the seven core elements – notably: structure of the organization, strategy, systems, staff, skills, shared values, and style of management and leadership – couched in the McKinsey 7-S

Model, allowed for an analysis of the strengths, weaknesses, opportunities and threats (SWOT) of the Institute. The analysis revealed a number of strengths and weaknesses that were taken into consideration in order for ZIPAR to effectively execute its mandate.

a) Strengths and Optimization Measures

ZIPAR's key strengths which the Institute will seek to optimize during 2018-2021 include:

- A visionary Board composed of members with diverse expertise;
- A committed Management capable of identifying and capitalizing on strengths and opportunities as well as detecting and resolving weaknesses and challenges;
- Stability of financial sources and resources to implement programmes and activities;
- Availability of minimum diverse skills among members of staff and specialised competencies among some to undertake assignments such as review of the organizational structure, development of Resource Mobilisation Strategy, training policy reviews and Training Plan development and implementation, competence-based capacity building programmes); and
- Willing members of staff to learn and implement internally developed plans and programmes.

The main optimization measures that

ZIPAR will put in place include the following:

- Strengthening the leadership and coordination capabilities of Management to spearhead the formulation and implementation of internal policies, plans, and programmes (organizational structure, Resource Mobilisation Strategy, Staff Training Policy, Staff Training Plan, CPD programme, etc.);
- Engaging the Board in the formulation and implementation of Strategic Plan.
- Involving and supporting skilled and experienced members of staff to support the formulation and implementation of Strategic Plan

b) Weaknesses and Mitigating Measures

On the other hand, the identified weaknesses of ZIPAR, which it will endeavor to mitigate during the Strategic Plan period, include the following:

- Insufficient funding to meet the increasing demand for policy analysis and research.
- Inadequate capacity in some members of staff to effectively support the formulation and implementation of internal policies, plans, systems and programmes; and
- Inadequate capacity to respond to the increasing demand for policy analysis and research.

The strategic measures to be pursued in

order to mitigate the identified weaknesses are as follows:

- Prudent utilization of available resources;
- Developing and implementing a resource mobilisation strategy;
- Mainstream leadership and management capacity building programmes;
- Prioritising the review of the organisation structure for optimal staffing level;
- Prioritising the development and implementation of the competence-based capacity building programme.

3.2.3. Clients Analysis (Clients and their Needs)

ZIPAR's main clients and stakeholders include Government Ministries and institutions that manage the country's economic and social affairs. Their main needs from ZIPAR include its technical expertise in research and policy analysis and to undertake capacity building for them in policy analysis and research.

3.2.3. Stakeholder Analysis (Interests/ Concerns)

Stakeholders are wide and include the Government, Cooperating Partners, collaborative partners, Civil Society Organisations and the Media. Their major interests related to quality evidence based research and policy analysis that informs policy decisions as well as prudent utilisation of funds for effective execution of the mandate.

3.3. Strategic Issues

Over the 2013-2017 Strategic Plan period, ZIPAR experienced a number of internal and external challenges underpinning some of the weaknesses highlighted above. Many of these are key strategic issues that the Institute shall keenly monitor on a continuous basis and readily address in a dynamic manner during 2018-2021. The key strategic issues include the following:

In relation to the service excellence record of the institution:

- The organizational structure of ZIPAR as at December 2017 was inadequate, with a lean IT section and absence of Monitoring and Evaluation (M&E) functions. Further the Macroeconomics and Monetary Policy (MMP) Unit was inadequately staffed compared to the other units. There was also, a coupling of Senior Research Fellow and Research Fellow for MMP causing supervisory challenges in the Unit.
- The number of staff is inadequate with: staffing level reaching only 87% of the total authorized establishment (of 32) implying inadequate staffing to effectively execute the mandate of the Institute; inadequate specialised researchers; and inadequate conditions of service (e.g., no study leave, no salary advance, no overtime, no passage allowance, etc.).
- Inadequate skills in some areas, including in terms of: research skills; policy analysis

skills; communication skills (writing, public speaking, media interviews, interpersonal skills); leadership skills; management skills; and supervisory skills.

- Less-than-desired exhibition of ZIPAR's 2013-2017 documented core values – Excellency, Honesty and Integrity, Equality and Diversity, Teamwork, Accountability, Transparency, Independence, Partnerships and Service, and Freedom of Expression among members of staff.
- Limited financial resources which led to substantial budget cuts. This is mainly as a result of the Institute's high dependency on grant funding from the Government and to some extent, support from Cooperating Partners. As a result ZIPAR had freeze defer some key activities to fit into limited budgets. ZIPAR also has experienced programmatic micro-management by some Cooperating Partners which have impeded on its service delivery.
- Operational challenges related to severe office accommodation shortages, utility motorized transport constraints, office furniture and equipment constraints, etc.
- Inadequate operational linkages with other stakeholders, including international think tanks and other like-minded institutions.

Regarding a second set of issues relating to public policy credibility, the following is noteworthy:

- Most of the public policies are not informed by evidence - based research and as such lack efficacy or effectiveness to bring about socio-economic development;
- According to the *Government Gazette No. 836 of 2016*, ZIPAR operates as a statutory body under the Ministry of National Development Planning (MNDP) but has no piece of legislation to guide its operation;
- Growing challenges to meet the expectations of stakeholders due to increased appreciation of and demand for the services of ZIPAR; and
- Inadequate capacities in most key stakeholder institutions to undertake or even simply appreciate policy analysis and applied research.

Finally, the issues regarding ZIPAR's operational efficiency over the 2013 - 2017

period were as follows:

- Several systems were inadequate, including: the Human Resource Management systems (manual); the Financial Management System (semi-automated); the Fleet Management system (Manual); the Access Control Systems (automated); the Risk Management system (manual); and Record Management System (Manual) while other systems were not in place, including: a Monitoring & Evaluation system; and Enterprise Resource Planning system.
- Challenges to achieve effective broad-based communication with stakeholders, exhibited in limited online presence, limited use of social media platforms, infrequently updated website, and absence of a communication strategy.

4.0. 2018-2021 STRATEGIC DIRECTION

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

4.1. Vision Statement

ZIPAR shall in the next four years work towards becoming:

“A dynamic Think Tank of international repute influencing public policy”

With this Vision ZIPAR will strive to respond to the changing environment and needs of stakeholders in the provision of analysis and research services that influence public policy. In

doing so, the Institute will set itself to become an internationally recognized Think Tank.

4.2. Strategic Themes and Strategic Results

The Plan has three strategic themes and their corresponding strategic results to adequately address the identified strategic issues and realize the vision. The three strategic themes will guide ZIPAR in decision making and programming to maximize impact in the execution of its mandate.

The three strategic themes and the corresponding strategic results are: **Policy Advisory Proficiency (PAP)** for **Evidence-based Policy Decisions (EPD)**; **Service Excellence (SE)** for **Quality Service Delivery (QSD)**; and **Operational Efficiency (OE)** for **Efficient Service Delivery (ESD)**.



4.2.1. **Policy Advisory Proficiency (PAP)**

Under this Strategic Theme, ZIPAR commits itself to influence public policy by being proficient in providing timely policy advisory services. By focusing on Public Policy Proficiency, ZIPAR will position itself to support evidence based policy decisions with a focus on increasing the uptake of ZIPAR analysis and research products and services.

4.2.2. **Service Excellency**

Through Service Excellence (SE), ZIPAR will endeavour to provide quality services to its clients by addressing all the key internal deficiencies that impede the effective execution of its mandate of influencing public policy reforms through evidence –based research.

4.2.3. **Operational Efficiency**

The strategic theme on Operational Efficiency (OE), will assist ZIPAR to improve internal systems and communication to enhance smooth operation of its core business. Operational efficiency will facilitate timely delivery of quality services to its clients.

4.3. **Mission Statement**

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

“To champion quality public policy by conducting credible analysis and research

for sustainable development”

4.4. **Core Values**

In pursuit of its mission, ZIPAR shall be guided by a set of seven (7) core values in its operations and the members of staff will be expected to exhibit the values in their behavior and conduct. The Core values are:

- i. **Excellence** – We strive to innovate and continuously improve with an intense focus on delivering best value to our Stakeholders
- ii. **Integrity** – We aspire to be honesty and ethical in the conduct of our business and in the management of resources in a manner that is beyond reproach.
- iii. **Objectivity** – We are going to be impartial in the execution of our work. That is, being open and basing our advice and decisions on unbiased and rigorous analysis of the evidence.
- iv. **Independence** – We will freely conduct our research and analysis without undue influence and express our views without bias.
- v. **Diversity** – We will execute our mandate without discrimination, recognizing the value of divergent views.
- vi. **Accountability** – We will be responsible for the decisions we make and the actions we take and submit to appropriate scrutiny.

Our Core Values are in line with the National Values and Principles as enshrined under articles 8, 9 and 86, sub-article (1) of the

Constitution of Zambia (Amendment Act No. 2 of 2016.

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

To accomplish, its Mission, Strategic Results and Vision, ZIPAR will in the next four (4) years, pursue the following six (6) strategic objectives with associated intended results, measures, targets and strategies (initiatives):

4.5.1. Strategic Objective 1: Promote evidence-based policies:

Through this objective, ZIPAR will seek to address issues related to policy advisory proficiency. The intended results of this strategic objective are:

- Enhanced capacity in policy analysis and research; and
- Quality policy decisions.

4.5.2. Strategic Objective 2: Improve service delivery

Through this objective ZIPAR will seek to address in principle issues related to service delivery and policy advisory proficiency. The intended results of this strategic objective are: Stakeholder satisfaction and Positive Corporate Image.

4.5.3. Strategic Objective 3: Enhance internal business processes

Under this strategic objective we address issues relating to operational efficiency. The intended result of this strategic objective is efficient service delivery.

4.5.4. Strategic Objective 4: Enhance Human Capital

Through this objective ZIPAR seeks to address issues related to Service Excellence. The intended results include; skilled and motivated staff, improved staff performance, improved service provision, and improved organizational culture.

4.5.5. Strategic Objective 5: Improve institutional capacity

In undertaking this objective ZIPAR aims at addressing issues concerning Service Excellence. The intended results include; optimal staffing levels, adequate office accommodation, optimal technological support, and adequate operational tools.

4.5.6. Strategic Objective 6: Improve financial sustainability

Through this objective, ZIPAR seeks to address issues relating to Service Excellence, particularly inadequate funding. The intended results are increased revenue and improved funding diversification.

Table 1 below provides a log frame, detailing the Strategic Themes, Strategic Results, Strategic Objectives, Intended Results, Unit of Measurements, Key Performance Indicators and Strategies:

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

STRATEGIC THEME: Policy Advisory Proficiency			
STRATEGIC RESULT: Evidence Based Policy Decisions			
STRATEGIC OBJECTIVE 1: Improve Service delivery			
Intended Results	Units of Measurement	Key Performance Indicators	Strategies
Satisfied Stakeholders	Stakeholder satisfaction index	0.9 Stakeholder satisfaction index	<ul style="list-style-type: none">• Strengthen stakeholder partnership• Strengthen the ZIPAR legal Framework
Positive corporate image	Stakeholder satisfaction index	0.9 Stakeholder satisfaction index	
STRATEGIC OBJECTIVE 2: Promote evidence-based policies			
Intended Results	Units of Measurement	Key Performance Indicators	Strategies
Enhanced capacity in policy analysis	Number of institutions trained in policy analysis and research.	28 institutions trained in policy analysis and research by December, 2019	<ul style="list-style-type: none">• Develop and implement a knowledge sharing programme.
	Number of institutions collaborating with ZIPAR in research and policy analysis.	5 additional reputable institutions of collaborating with ZIPAR in research and policy analysis by 2020	<ul style="list-style-type: none">• Identify reputable institutions to collaborate with• Strengthen stakeholder partnership.

Evidence based policy decisions	% of targeted policy decisions influenced by ZIPAR.	70% of targeted policy decisions influenced by ZIPAR.	<ul style="list-style-type: none"> • Pro-actively engage Government and other stakeholders • Develop and implement a communication strategy • Strengthen the M&E framework
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STRATEGIC THEME: Operational Efficiency**STRATEGIC RESULT: Efficient Service Delivery****STRATEGIC OBJECTIVE 3: Enhance internal business processes**

Intended Results	Units of Measurement	Key Performance Indicators	Strategies
Efficient service delivery	% of outputs delivered on time.	80% of outputs delivered on time.	<ul style="list-style-type: none"> • Strengthen the M&E framework • Automate and integrate Business processes

STRATEGIC THEME: Service Excellence**STRATEGIC RESULT: Quality Service Delivery****STRATEGIC OBJECTIVE 4: Enhance human capital**

Intended Results	Units of Measurements	Key Performance Indicator	Strategies (Initiatives)
Skilled and Motivated Staff	% of identified skills gaps intervened	80% of identified skills gaps intervened by December 2021	<ul style="list-style-type: none"> • Conduct a Training Needs Analysis. • Review and operationalize the conditions of service.
	Staff motivation index	0.95 Staff motivation index.	
Positive Corporate Image	Client satisfaction index	0.85 Client satisfaction index.	<ul style="list-style-type: none"> • Develop and implement a CPD programme
Improved Staff Performance	% of staff meeting their targets	80% of staff meeting their targets	<ul style="list-style-type: none"> • Strengthen the performance appraisal system.
Improved Service Provision	Client's satisfaction index	0.85 Client's satisfaction index	
	% of outputs completed on time	80% of outputs completed on time.	
Improved Organisational Culture	Professional conduct index	0.9 Professional conduct index	<ul style="list-style-type: none"> • Develop and implement a value based work culture programme. • Develop and implement a CPD programme.

STRATEGIC OBJECTIVE 5 : Enhance Institutional capacity

INTENDED RESULTS	UNITS OF MEASUREMENTS	KEY PERFORMANCE INDICATOR	STRATEGIES
Optimal staffing levels	% of approved staff establishment filled.	95% of approved staff establishment filled by December 2019.	<ul style="list-style-type: none"> Review and operationalize the organisational structure.
Adequate office accommodation	Ratio of staff occupants to office space	At least 3.5 m ² office space per staff by June, 2021	<ul style="list-style-type: none"> Develop and implement an infrastructure development plan.
	Number of conference rooms constructed.	3 meeting rooms acquired by June, 2021	
Optimal technological support	% uptime of vital systems all the time.	90% uptime of vital systems all the time	<ul style="list-style-type: none"> Strengthen the ICT function.
Adequate operational tools	% of approved procurement plan.	85% of approved procurement plan implemented annually	<ul style="list-style-type: none"> Develop and implement a procurement plan.

STRATEGIC OBJECTIVE 6: Enhance financial sustainability

INTENDED RESULTS	UNITS OF MEASUREMENTS	KEY PERFORMANCE INDICATOR	STRATEGIES
Increased revenue	Rate of real growth in revenue.	20% annual average growth rate in revenue	<ul style="list-style-type: none"> Develop and implement a resource mobilisation strategy
	% of approved budget funded.	90% of the approved budget funded	
Improved funding diversification	Number of key funding sources.	Average of 6 key funding sources by 2020	<ul style="list-style-type: none"> Pro-actively engage Government and other stakeholders Maintain unqualified external audits

ACTIVATE A The successful implementation of this Strategic Plan is centered on the following pre-conditions and assumptions:

5.1. Pre-conditions

Pre-conditions are key enabling factors to the successful implementation of the Strategic Plan that are within the control of ZIPAR. These factors being within the control of ZIPAR should be optimised to the fullest to realise its Vision. The following are the pre-conditions:

- i. Supportive leadership and management
- ii. Ownership of the Strategic Plan by management and staff
- iii. Availability of dedicated, adequate qualified staff
- iv. Availability of a comprehensive implementation plan

5.2. Assumptions

These are critical enabling factors for successful implementation of the Plan but outside the control of ZIPAR. It will be imperative for the Institute to constantly monitor these factors and put in place measures to mitigate the effects to effectively execute its mandate. The following are the assumptions:

- i. Stakeholder buy-in and support
- ii. Availability of adequate resources
- iii. Availability of adequate enabling legal framework
- iv. Continued political will and support from Government

6.0. PLAN IMPLEMENTATION

In order to effectively operationalise the Strategic Plan, it will be translated into a four year implementation (operational) plan, broken down into annual departmental and individual work plans and costed accordingly. The implementation plan and annual plans will have realistic targets and schedules of activities linked to the annual budget.

The Executive Director will facilitate the development and implementation of the plans as well as submission of quarterly and annual progress reports to the Board for review and approval.



7.0. MONITORING AND EVALUATION

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

The M&E of the Strategic Plan will be conducted at individual, Departmental and institutional Level. At individual level, a Performance Appraisal System will be used to monitor and evaluate the performance of staff. With regard to Departmental level, the M&E of the implementation of the Departmental plans, while institutional M&E will carry out an external evaluation through a client survey and stakeholder analysis to establish their perception of the level and quality of service delivery annually.



8.0. CORE FUNCTIONAL STRUCTURE

The strategic planning process culminated into the development of an indicative core functional structure for the Institute, underscoring the key areas where results will be expected for the Institute to succeed in improving service delivery and influence public policy decisions. The indicative core functional structure for ZIPAR was arrived at by grouping the Six (6) Strategic Objectives into specialized management functions using the following criteria:

- (i) Similarity of objectives;
- (ii) Uniqueness of the objectives;
- (iii) Accountability for the objectives; and
- (iv) Coordination of the objectives.

The following management functions were identified with their corresponding Strategic Objectives to form the Core functions:

a) Research and Knowledge Management

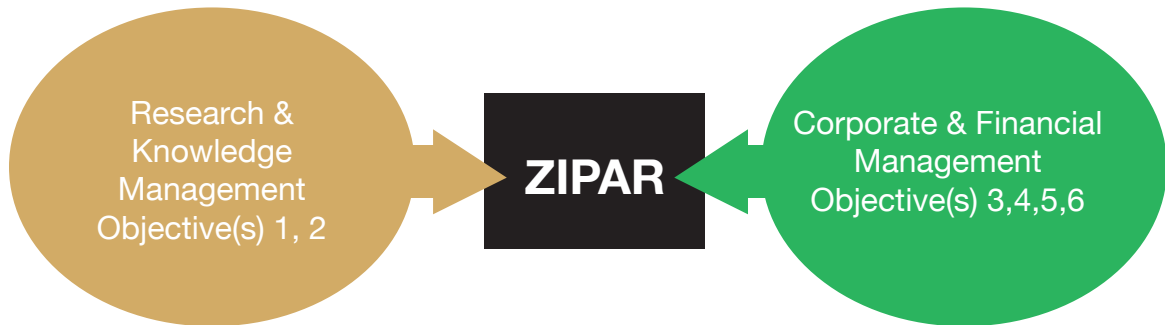
- 1. Promoting evidence-based Policies ; and
- 2. Improved Service Delivery

b) Corporate and Financial Management

- 3. Improve Financial Sustainability;
- 4. Enhance internal business processes;
- 5. Enhance human capital; and
- 6. Improve institutional capacity.

The indicative Core Functional Structure is illustrated in Figure 1 below:

Figure 1: Core Functional Structure for ZIPAR



The research and knowledge management function will be responsible for implementing objectives 1 and 2 while the corporate and financial management function will be responsible for objectives 3, 4, 5 and 6.

APPENDIX

SWOT Analysis

Internal Factors	
Strength	Optimisation Measures
Visionary Board and Management	<ul style="list-style-type: none"> Engagement of the Board and Management for the support and update them on the progress made in all the programme activities
Availability of qualified and competent dedicated members of staff	<ul style="list-style-type: none"> Involvement of all members of staff in the implementation of the Strategic Plan Provide the needed support for effective performance and set specific individual targets for timely implementation of programmes Develop and implement a Continuous Professional Development programme.
Willingness of the members of staff to embrace change	<ul style="list-style-type: none"> Develop and implement a change management and culture remodeling programme.
Weakness	Mitigation Measure
Inadequate office accommodation	<ul style="list-style-type: none"> Develop and implement an infrastructure development Plan
Un competitive conditions of service	<ul style="list-style-type: none"> Review conditions of service for staff
<ul style="list-style-type: none"> External Factors 	
Opportunities	Optimisation Measures
Government Support	<ul style="list-style-type: none"> Continue engagement of Government for continued support
Support from Cabinet Office - Management Development Division	<ul style="list-style-type: none"> Timely engage Cabinet Office for technical support
Support from Cooperating Partners and other stakeholders	<ul style="list-style-type: none"> Leverage the support and involve them in the programmes and activities

The availability of many ICT solution providers including Governments Smart Zambia Institute	<ul style="list-style-type: none"> Engage relevant ICT solution providers for technical support for ICT process re-engineering
Availability of affordable technologies on the market	<ul style="list-style-type: none"> Utilise open source technologies
Availability of similar International Think Tanks	<ul style="list-style-type: none"> Strengthen collaboration and working relationship with the International Think Tanks
Global interest in the advancement of evidence-based Research in developing countries	<ul style="list-style-type: none"> Exploit available research thematic areas at an international level to enhance evidence based-research.
Threats	Mitigation measures
Inadequate funding	<ul style="list-style-type: none"> Engage the Ministry of Finance (MOF) for increased funding Prudent utilization of available resources Develop and implement a Resource Mobilisation Strategy
Change of foreign policy and strategies of major Cooperating Partners	<ul style="list-style-type: none"> Develop and implement a strategy to engage Cooperating Partners and strategic Institutions to regularly review agreements
Theft of intellectual property	<ul style="list-style-type: none"> Develop security features in the strategy document



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