



Citizens Economic Empowerment
Commission

A decorative grid of colored dots is located on the left side of the page. It consists of a 5x3 grid of dots in the top section, a 5x3 grid of dots in the middle section, and a 5x3 grid of dots in the bottom section. The colors of the dots are light green, orange, grey, and yellow.

CEEC STRATEGIC PLAN

2022 – 2026

© November 2022



The Republican President and CEEC DG congratulating some successful marketeers during the Presidential launch of disbursements of Marketeer Booster loans in November 2022.

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ACRONYMS

8NDP	Eighth National Development Plan
ACC	Anti-Corruption Commission
AfDB	African Development Bank
ASF	Aquaculture Seed Fund
BSC	Balanced Score Card
CIDP-MG	Cashew Infrastructure Development Project Matching Grant Facility
CEEC	Citizens Economic Empowerment Commission
CSR	Corporate Social Responsibility
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GRZ	Government Republic of Zambia
KIZ	Kaizen Institute of Zambia
MDD	Management Development Division
M & E	Monitoring and Evaluation
MoA	Ministry of Agriculture
MoFL	Ministry of Fisheries and Livestock
MoFNP	Ministry of Finance and National Planning
MoUs	Memorandum of Understandings
MSMED	Ministry of Small and Medium Enterprise Development
NAC	National Arts Council
NGOs	Non-Governmental Organizations
SO	Strategic Objective
SWOT	Strength Weaknesses Opportunities and Threats
TEVETA	Technical Education, Vocational and Entrepreneurship Training Authority
PADES	Presidential Arts Development Empowerment Scheme
PACRA	Patents Companies Registration Agency
PC	Provincial Coordinator
PESTLE	Political, Economic, Socio-cultural, Technological, Legal, and Environmental factors
UPND	United Party for National Development
ZANACO	Zambia National Commercial Bank
ZamStats	Zambia Statistics Agency
ZCGSL	Zambia Credit Guarantee Scheme Limited
ZDA	Zambia Development Agency
ZPPA	Zambia Public Procurement Authority

WORKING DEFINITIONS

This strategic plan for the CEEC is intended to be the basis on which the Commission's operations will be managed during the period 2022 to 2026. Below are the definitions of key terms used in this document.

Mission Statement	The primary function or purpose of the organisation. The Mission Statement presents an organisation's fundamental reason for existence.
Vision Statement	A Vision Statement shows where an organisation intends to be in the foreseeable future.
Shared Values	Shared values are values that are developed within the organisation by management and embraced by members of staff. The values are shared and followed by all members of the organisation when acting on its behalf. They may also be referred to as core values.
Strategic Priority	Strategic direction to be prioritised over the life of the strategic plan.
Strategic Objectives	A statement of desired long-term outcomes aimed for each strategic priority. The strategic objectives describe the end state of what it will look like when the outcomes have been achieved.
Objective	Objectives are short term outcomes aimed at achieving the strategic objectives. The objectives are formulated for each year separately as part of the CEEC annual plans. The objectives in the annual plans should be linked to the strategic objectives defined in the strategic plan.
Broad-Based Economic Empowerment	Broad-based economic empowerment is defined in the CEE Act No 9 of 2006 as the economic empowerment of targeted citizens, citizen influenced companies, citizen empowered companies and citizen owned companies through diverse but integrated socio-economic strategies that include ownership of productive assets and resources, increasing the levels of employment in the formal sector, increasing household incomes, expanding literacy and skills development, and ensuring preferential procurement and access to services of state institutions.
Balance Scorecard	A balanced scorecard is a performance metric used in strategic planning to identify and improve various internal functions of a business and their resulting external outcomes. It is used to measure and provide feedback on how the organisation is doing. Typically balance scorecards include financial, customer or stakeholder, process and management metrics. These metrics are identified, and progress measured on a regular basis.
Performance metrics	The balanced score card measures are typically broken into more detailed performance metrics which are tracked at a departmental and individual level as part of performance management process.
Performance Management	The process by which the strategic plan is cascaded into annual plans, departmental plans and finally into individual annual work plans.

FOREWORD



I am delighted to provide a special insight of this Strategic Plan, which arrives at an important turning point for CEEC and the Country.

The 2022–2026 Strategic Plan is a product of the continued interactive and consultative process between the Board and Management of the Commission. The team spirit and candour that characterized this partnership propelled emergent thinking that converged into a shared vision and purpose, and therefore ownership and commitment to the strategies and programs by both parties. The background to the preparation of this Strategic Plan, which also involved consultations with the Government, the private sector and other stakeholders, will enable the CEEC deliver tangible results that will make a difference in the lives of citizens through the implementation of this five-year Strategic Plan.

Being a leader in inclusive and sustainable citizenry economic empowerment, the Commission will heavily anchor on the Government agenda of economic transformation and job creation by encouraging targeted citizens and companies to participate into the investment of the local economy. Rural areas will be given special attention in terms of investment opportunities. In addition, the loan repayment and savings culture among citizens will be one of the key agenda in the implementation of this strategic plan. There is now a bright light at the Commission for the citizens to fully participate in the empowerment programs being offered by the Commission.

I look forward to continued support from Government, cooperating partners, the private sector, Non-Governmental Organisation (NGOs), clients and all the stakeholders to realise the mandate of the Commission. I also look forward to guidance and support from our parent Ministry, the Ministry of Small, Medium Enterprise Development. With this support from partners, the Commission will be able to deliver its mandate of “Broad-based Economic Empowerment.”

Jason Kazilimani
Board Chairperson

ACKNOWLEDGEMENT



On behalf of Management, I would like to acknowledge with sincere gratitude the guidance and active participation of the Board of Commissioners under the chairpersonship of Mr. Jason Kazilimani who was both emphatic and inspirational in equal measure about the need for CEEC to turnaround its performance and the way it does business.

Special appreciation to the Management Development Division (MDD) of Cabinet Office for providing appropriate oversight in the development of this strategic plan, ensuring that it was aligned with Government's public service strategic planning framework.

I would like to convey my gratitude to the Commission's Management team and staff for working tirelessly during the development of this document. The importance of teamwork came to fruition as the institutional knowledge and expertise in each staff member was called upon and is reflected in this document.

Furthermore, I wish to acknowledge the policy guidance and support rendered to the Commission by our line Ministry, the Ministry of Small and Medium Enterprise Development (MSMED) during the planning process.

Finally, I wish to thank the stakeholders, individually and collectively, for the support rendered to the Commission over the years and specifically during the strategic planning period. I urge them to continue with the same spirit as we now embark on the implementation of this Strategic Plan.

Charles Muwe Mungule, PhD
Director General

EXECUTIVE SUMMARY

The 2022–2026 Strategic Plan will build upon the 2017–2021 Strategic Plan and enhance the participation in the economy for targeted citizens: at least 1,181,360 decent jobs will be created, 1,000 contracts awarded through preferential procurement scheme, full operationalization of all the Industrial Yards, and actualization as well as development and enforcement of Sector Codes and Reservation Schemes for targeted citizens by 2026.

The Strategic Plan put forward a robust program for the Commission. The Commission's aspiration is derived from Government's agenda of economic transformation and job creation espoused in the Eighth National Development Plan (8th NDP) that feeds into the Commission's vision of being leader in inclusive and sustainable citizenry economic empowerment.

The methodology used to develop the 2022–2026 Strategic Plan involved a two-phased approach comprising the Institutional Assessment (IA) and Organisational Development (OD) underpinned by the Balanced Scorecard principles. The IA involved undertaking a review of CEEC's Performance for the period 2017–2021 which included conducting an internal capability assessment. It further, involved use of PESTLE and SWOT analyses to identify any relevant changes impacting on the Commission. The OD analysis involved a review of the purpose, structure, leadership and stakeholder relationships within the macro-environment as guided by IA. Stakeholder analysis was used to map the stakeholders of CEEC and Resource analysis was used to assess and evaluate the resources that are available to the Commission.

To ensure the vision of being *a leader in providing inclusive and sustainable citizenry economic empowerment* as well as the mission statement of "fostering broad-based economic empowerment of the targeted citizens and companies through diverse and integrated economic strategies in order to fast-track socioeconomic development" and values of accountability, transparency, fairness, integrity and professionalism are actualized, the Commission will focus on three (3) thematic areas, namely:

1. Socioeconomic development
2. Stakeholder engagement
3. Operational excellence.



CEEC Management and staff convened together to tirelessly work on development of the 2022-2026 Strategic Plan.

The Commission will deliver these thematic areas through the following sixteen (16) strategic objectives:

1. Enhance entrepreneurship development
2. Improve equitability of empowerment programs
3. Enhance sustainability of empowerment programs
4. Enhance sustainability of funded enterprises
5. Enhance provisions and actualization of the CEE Ac
6. Improve loan recovery
7. Rebuild corporate reputation
8. Enhance stakeholder engagement
9. Improve work environment
10. Improve service delivery
11. Enhance operational efficiency
12. Improve shared vision & culture
13. Improve staff morale-
14. Develop & retain highly competent HR
15. Broaden financial base
16. Enhance financial management

1.0 INTRODUCTION

The Citizens Economic Empowerment Commission has developed a five (5) year strategic plan to chart a course of action for the effective delivery of its mandate as defined under the Citizens Economic Empowerment Act Number 9 of 2006. The CEEC is a body corporate established through the enactment of the Citizens Economic Empowerment Act No. 9 of 2006 to foster broad-based economic empowerment.

1.1 BACKGROUND

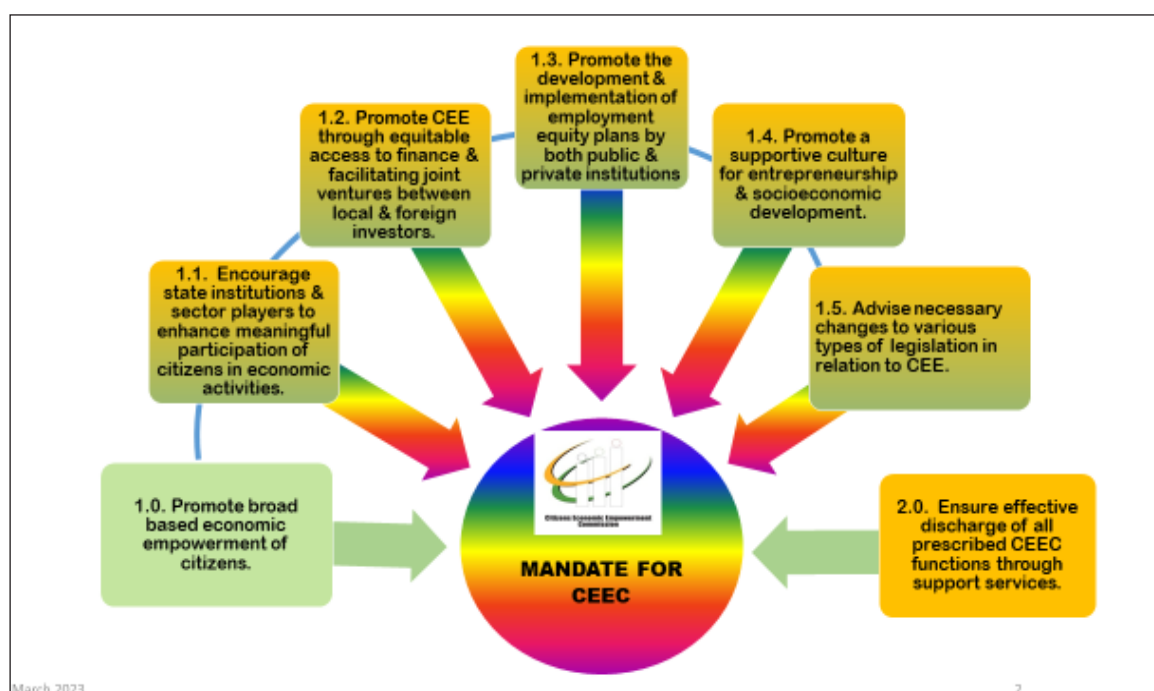
Citizens' economic empowerment has been an integral part of Zambia's economic transformation. Zambians are at the center in fostering economic development through active participation in economic activities. From 1968 to date, GRZ has implemented several programs aimed at improving citizen's participation in the economy such as the Mulungushi Economic Reforms, Zambianisation programs, the Matero Reforms and the Privatization Programs.

To ensure equity, ownership, and control of the means of production and to redress the imbalances in the economy mainly driven by unsatisfactory performance of the past empowerment programs, the Citizens Economic Empowerment Act was passed by Parliament in 2006, which led to the establishment of the Citizens Economic Empowerment Commission.

1.2 MANDATE

The Citizens Economic Empowerment Commission is a corporate body established through the enactment of the Citizens Economic Empowerment Act No. 9 of 2006 to foster broad-based economic empowerment. Broad-based economic empowerment is defined in the Act as 'the economic empowerment of targeted citizens, citizen influenced companies, citizen empowered companies and citizen owned companies through diverse but integrated socio-economic strategies that include ownership of productive assets and resources, increasing the levels of employment in the formal sector, increasing household incomes, expanding literacy and skills development, and ensuring preferential procurement and access to services of state institutions. The Commission's summarized mandate is presented in Figure 1.

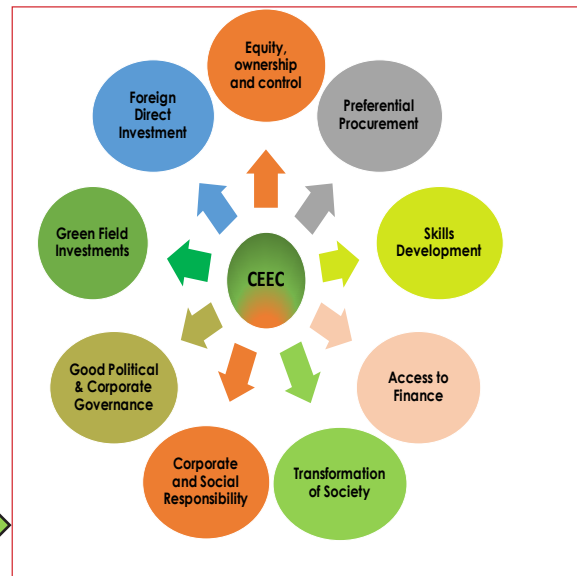
Figure 1: Summarized Mandate of the Commission



1.3 THE COMMISSION'S EMPOWERMENT PILLARS

Furthermore, the CEE Act presents the Commission's mandate focusing on nine economic empowerment pillars as shown in Figure 2. The empowerment pillars present focus areas of economic empowerment initiatives for the benefit of the targeted citizens and enterprises, and ultimately the Zambian society. This strategy embraces the need to actualize economic empowerment of the targeted citizens and enterprises based on the nine pillars.

Figure 2: CEEC's Empowerment Pillars



1.4 RATIONALE FOR DEVELOPING THE STRATEGIC PLAN

The 2012–2016 Strategic Plan introduced the Value Chain Development Approach to funding of economic empowerment projects, as well as a policy framework for enhancing equity in terms of the geographic distribution of empowerment projects between rural and urban areas, gender, youth and disability. The CEEC organizational structure was radically restructured to accommodate the new strategic approach and its deliverables as well as to increase field presence of staff in the ten (10) provinces.

The 2017–2021 Strategic Plan built upon the 2012–2016 Strategic Plan and contributed towards the same vision “A Nation of Economically and Equitably Empowered Citizens” through four Strategic Objectives. The strategy aimed at competitively and emphatically increasing the participation of targeted citizens in the Zambian economy by focusing on the most promising growth areas to enhance industrialization and economic diversification.

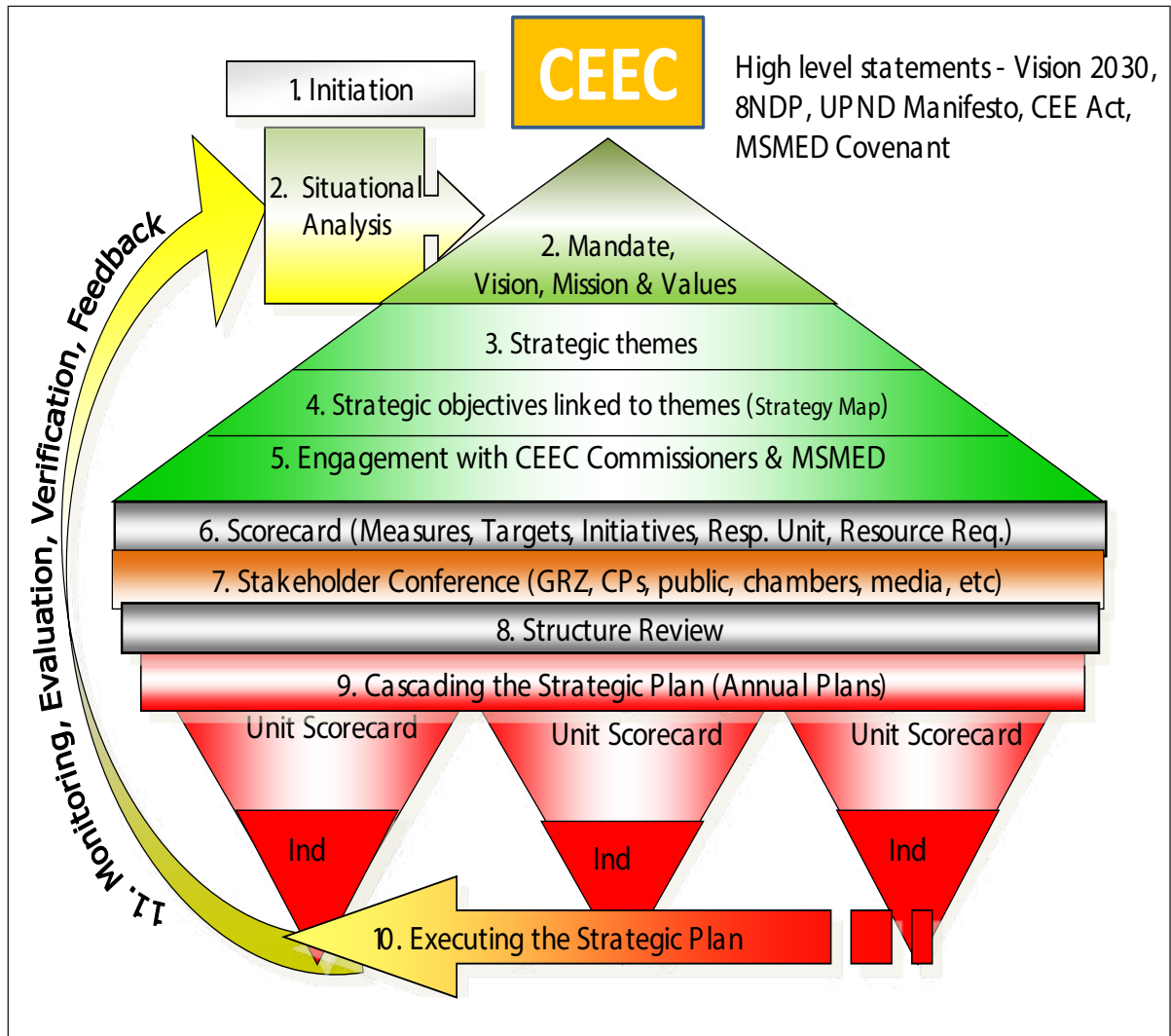
The 2022–2026 Strategic Plan builds upon the 2017–2021 strategic plan and is aimed at enhancing targeted citizens' participation in the economy through the implementation of empowerment initiatives worth more than K8 billion, leading to the creation of estimated 1.2 million decent jobs, 1,000 contracts awarded through preferential procurement scheme, full operationalization of all the Industrial Yards and enforcement of Sector Codes and Reservation Schemes for targeted citizens by 2026. The Strategic themes of the 2022–2026 Strategic Plan resonates with the three (3) strategic development areas of the 8th NDP namely, Economic Transformation and Job Creation, Human and Social Development and Environmental Sustainability. More directly, the work of the CEEC over the period of this Strategic Plan will contribute to the development outcomes relating to industrialisation and diversification and enhanced citizenry participation in the economy and competitive private sector.

CEEC will draw on lessons learned from implementation of the 2017–2021 Strategic Plan to address weaknesses and enhance success factors in the implementation of the Plan. The 2022–2026 Strategic Plan is based on the broad assumption that the GRZ will continue its commitment to good democratic governance and political stability as well as maintain fiscal discipline to sustain economic progress and social development.

2.0 STRATEGIC PLANNING PROCESS

The Quinn Approach in strategic planning was adopted as it provides a systematic and simple way of developing a strategic plan. The Quinn Approach developed in the 1980s enables organizations such as CEEC to develop strategic plans, which can meet their aspirations. Figure 3 presents the summary of the flow and steps taken in the process of developing the 2022–2026 Strategic Plan using the Quinn Approach.

Figure 3: CEEC strategic planning process



3.0 PERFORMANCE REVIEW FOR THE STRATEGIC PERIOD 2017-2021

Table 1 presents a summary of results on the performance review of the Commission during 2017-2021 Strategic Plan. The Commission pursued four (4) Strategic Objectives during the 2017-2021 Strategic Plan period namely, (i) Strategic Objective One (SO1) More Conducive Policies, Laws & Regulations- (ii) Strategic Objective Two (SO2)- Increased Access to Business Development Services (BDS) (iii) Strategic Objective Three (SO3)- Increased Access to Financial Services (iv) Strategic Objective Four (SO4) - Increased Access to Markets.

The review was concluded using a color code rating system at three levels as shown below:

- Code 3 - Green (80%-100%) for above average performance
- Code 2 - Yellow (50% to 79%) for Average Performance; and
- Code 1 - Red (0% to 49%) for below Average Performance.

Table 1: Overall institutional performance under 2017–2021 Strategic Plan

No.	Strategic Objective	Performance Rating
1	SO1- More Conducive Policies, Laws & Regulations	43
2	SO2- Increased Access to Business Development Services (BDS)	38.1
3	SO3- Increased Access to Financial Services	91.9
4	SO4- Increased Access to Markets	24
Overall Performance		49.3

The overall strategic performance of CEEC during the period 2017–2021 was 49.3%. However, the Commission made substantial achievements with support from counterpart funding and other partnerships as presented in Table 2.

Table 2: Achievements under Counterpart Funding and Other Partnerships

No.	Achievements
1	Eight (8) Industrial Yards constructed in Mansa, Ndola, Kitwe, Kafue, Kasama, Chipata, Mongu and Solwezi with financial support from AfDB. Three (3) Industrial Yards were operationalized namely, Kasama, Mongu and Chipata.
2	Seven (7) Cassava Bulking Center Admin Blocks constructed in Solwezi, Kalumbila, Mushindamo, Mansa and Kasama with financial support from AfDB.
3	Three (3) District Cassava Warehouses constructed in Kalumbila, Mansa and Kasama with financial support from AfDB.
4	Empowered 8,195 cassava smallholder farmers with training in modern cassava production techniques and improved disease free, early maturing plant materials for increased productivity from 7tons to 20tons per hectare with financial support from AfDB.

No.	Achievements
	5 In collaboration with TEVETA developed the Business Development Service Provision Curriculum with financial support from AfDB.
6	In collaboration with MoFL empowered 1,593 citizens in the aquaculture value chain under ASF with financial support from AfDB.
7	In collaboration with MoA empowered 129 citizens in the cashew value chain under CIDP-MGF with financial support from AfDB.
8	In collaboration with NAC empowered 139 citizens in the Creative Arts Industry under PADES.

3.1 CHALLENGES

The Commission experienced several challenges that significantly affected the implementation of the Strategic Plan. The major challenges included the following:

- 1) The outbreak of the novel COVID-19 pandemic in March of 2020 which negatively affected businesses for most clients.
- 2) Inadequate operational funds to undertake certain activities such as monitoring of funded projects.
- 3) Low staffing levels.
- 4) Inadequate ICT infrastructure.

3.2 ACHIEVEMENTS:

- 1) The Commission was able to achieve 100 percent Zambia Bureau of Standards (ZABS) training of CEEC clients in the manufacturing sector through Pre-Finance Training.
- 2) The target on provision of business development plan support for funded clients was met due to increased awareness.
- 3) The Commission funded 8,019 clients out of the target of 8,000 representing 100.2 percent.
- 4) The Commission had disbursed a total of K259,740,629.00 out of the target of K250,000,000.00 representing 104 percent which was attributed to funds from counterpart sources for ASF and CIDP-Matching Grant.
- 5) The target on facilitation of market linkages was achieved due to increased efforts towards identification of markets and quality assurance.



CEEC has constructed eight (8) Industrial Yards in Mansa, Ndola, Kitwe, Kafue, Kasama, Chipata, Mongu and Solwezi with financial support from AfDB.

- 6) The target for production and marketing cooperatives and organization of Marketing Fairs in the Industrial Yards were not met due to non-operationalization of the Industrial Yards due to lack of funding from Treasury.
- 7) The import substitution and regional export market development targets were not met due to the need to include emerging issues which would have come out of the regional export market development research report. The research could not be done due to outbreak of COVID-19.

3.3 LESSONS LEARNT

- The Commission identified weaknesses in the CEE Act that may require the review and amendment of the Act in order to enhance its impact on the targeted citizens.
- Secondly, enhanced operational capacity is a key driver of the Commission's performance. The previous strategic plan was not accompanied with appropriate operational capacity, resulting in failure to achieve most of the targets, with overall performance rated at 49.3%.

4.0 SITUATION ANALYSIS

The situation analysis involved both external and internal assessment of the operating environment of the Commission and thus identifies the challenges and opportunities that may impact the operations of Commission. The economic empowerment programs are key to achieving the national vision as adopted by Government and the implementation of key developmental policies as presented in the 8th National Development Plan (2022 to 2026). The assessment of the internal environment revealed the Commission's significant lack of operational capacity primarily due to insufficient funding which hampered the effective delivery of empowerment programs to targeted citizens and enterprises. Some of the consequential challenges included understaffing, inadequate and obsolete motor vehicles, tools and equipment. The unfavourable operational capacity resulting in poor loan recovery due to inadequate monitoring and outreach to funded citizens and enterprises.

For the Strategic Plan 2022-2026, the Commission assessed both the external and internal environments to identify strategic issues pertaining to operations and implementation of its programs. The planning tools used for assessing the Commission's external and internal environments were PESTLE Analysis, SWOT Analysis, Stakeholder Analysis, and Resource Analysis. Several strategic issues that the Commission should address in this strategic plan were identified.

4.1 PESTLE ANALYSIS

This analysis was in relation to the Political, Economic, Socio-cultural, Technological, Legal, and Environmental factors pertaining to the Commission was conducted. Annex 1 presents the perceived influence by these external factors on the performance of the Commission. The Economic factors greatly affected the performance of the Commission.

4.2 SWOT ANALYSIS

Through SWOT analysis, the Commission's key institutional strengths and weaknesses as well as the external opportunities and threats in its operating environment were identified as presented in Table 3.

Table 3: SWOT Analysis

<p>A. STRENGTHS</p> <ul style="list-style-type: none"> a) Backed by an Act of Parliament b) Physical presence in all the ten provinces (in 36 districts) c) Qualified staff to execute the empowerment programs & develop tailor made training modules for SMEs d) Successful track record in developing innovative tailor-made empowerment products e) Effective communication strategy for different media platforms f) Wide Area Network for ease of communication among staff 	<p>B. WEAKNESSES</p> <ul style="list-style-type: none"> a) Low staffing levels & staff motivation b) Inadequate operational funds c) Weak revolving fund d) Weak post disbursement business intervention and M&E services e) Poor work culture/attitude among staff f) Lack of professionalism g) Poor service delivery & corporate image h) Weak and outdated manuals and policies i) Unfavorable office environment (office space; equipment; and office security) j) Inefficient Loan Management System
<p>C. OPPORTUNITIES</p> <ul style="list-style-type: none"> a) Offer low interest rates on the market for our loan products (2022: highest CEEC interest on loans = 12%). b) Create a sustainable empowerment fund c) Build solid relationship with clients d) Rebranding of the Commission e) Enhancing operational efficiency f) Digitalisation g) Remodeling of empowerment products h) Attract highly competent & motivated staff 	<p>D. THREATS</p> <ul style="list-style-type: none"> a) Loss of public confidence due to poor discharge of the mandate b) Reduced funding from treasury due to low recovery rate c) Political input resulting in undue influence d) Dilution of CEEC mandate through creation of other citizens' economic empowerment initiatives by government



The Commission commits to systematically nurture stakeholder relationships.

4.3 STAKEHOLDER ANALYSIS

CEEC collaborates with different institutions, Government departments Ministries as well as individuals based on common interest regarding economic empowerment of the targeted citizens. Stakeholders have an impact and/or influence on the operations of CEEC and its ability to efficiently execute its mandate. They also have their interest and expectations regarding CEEC's mandate.

The stakeholder analysis undertaken enabled the Commission to identify its primary and secondary stakeholders (see Annex 2). Primary stakeholders include all actors with direct financial interest and influence in the operations of the Commission such as its clients, the Government, Commissioners, employees, its suppliers, and vendors. The secondary stakeholders who do not have direct financial interest and influence but are important include donors, development partners, social groups, activists, banks, insurance companies and statutory bodies such as PACRA, ACC and ZRA.

Since stakeholder interest and needs may change from time to time, the Commission will annually undertake an audit or review and analysis of its stakeholders to ensure that their expectations and needs are met. The Commission commits to systematically nurture stakeholder relationships.

4.4 RESOURCE ANALYSIS

Resource analysis assessed the Commission's competences and value of resources in order to ascertain if the current resources would deter or help achievement of the strategic objectives. Figure 4 presents the trend analysis of the empowerment fund approved by Parliament against Treasury releases from 2008 to 2021. It is clear the empowerment programmes were greatly affected with the non-release of empowerment funds by Treasury.

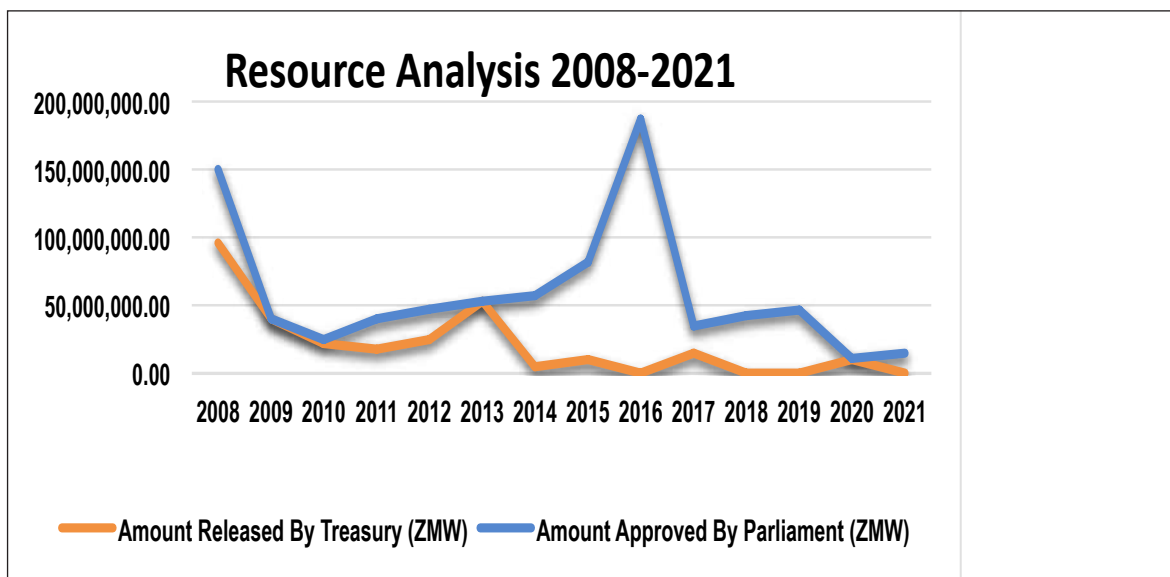


Figure 4: Resource Analysis of amount released by Treasury vs Parliament Approval

5.0 STRATEGIC DIRECTION (2022–2026) BASED ON 8NDP

In response to the identified strategic issues from the internal and external assessments, and in line with the 8NDP, the Commission proposes in the next five years (2022 to 2026) to foster broad-based economic empowerment for targeted citizens and companies through diverse and integrated economic strategies in order to fast track socioeconomic development.

Policy and regulatory environment – There is need for policy, legislative and regulatory reforms to foster an environment that is more conducive to the economic empowerment of targeted citizens. These reforms are essential in catalysing business development for targeted citizens from different perspectives including access to finance for venturing into highly pitched businesses and the need to penetrate regional and international markets. The developed Strategic Plan will address these issues to ensure the creation of an appropriate policy and regulatory environment.

Socioeconomic development - The economic transformation and job creation agenda will be the key strategic area of the plan and aims at contributing to increased trade and investment by the private sector through increased production, value addition and diversification of goods and services. In line with the 8NDP, the key drivers for economic transformation and job creation will be agriculture, mining, tourism, and manufacturing sectors, supported by strategic interventions in the energy, transport, and water development sectors. In addition, investments will be facilitated in information and communication technology (ICT) to support digital transformation and innovation. Investment in skills development will also be key to the economic transformation and job creation agenda as espoused in the 8NDP.

The Commission will continue to work closely with and under the guidance of MSMED and continue to draw policy directives from Government regarding its priorities such as those pertaining to industrialisation and job creation. CEEC will also work closely with the private sector, civil society and cooperating partners in implementing the Strategy. CEEC will particularly work closely with the MoFNP to optimize synergies with other national development programs, foster program monitoring and evaluation at national level and resource prioritization for economic empowerment.

To increase meaningful impact, where appropriate, CEEC will seek to augment Government resources drawn from Treasury grants with other sources of finance as authorized under CEE Act No. 9 of 2006 such as money received by way of grants, fees, loans or donations, and interest accrued from any investment made by the Commission or raised through the local stock exchange.

Once this Strategic Plan is fully implemented as planned by the end of 2026, the Commission envisages to be weaned off from GRZ funding for operations and economic empowerment programs. This will result from the Commission's significantly enhanced operational capacity leading to the following key achievements with expected significant impact on the economy:

- ✓ Creation of more than 1.2 million decent jobs
- ✓ More than 1,000 contracts awarded through Preferential Procurement scheme
- ✓ Full operationalisation of all the Provincial Industrial Yards
- ✓ Actualisation as well as development and enforcement of Sector Codes
- ✓ Effective implementation of Reservation Scheme provisions for targeted citizens
- ✓ 90% loan recovery
- ✓ Creation of sustainable revolving empowerment fund in excess of K14 billion
- ✓ More than 785, 000 targeted citizens trained in entrepreneurship skills
- ✓ More than 250, 000 funded projects capacitated through training and mentorship
- ✓ At least 90% success rate of funded projects
- ✓ 95% improvement in service delivery
- ✓ 85% of funded projects in favour of rural districts
- ✓ Social distribution of funded projects targeting 40% youths, 40% women, 15% men and 5% persons with disabilities
- ✓ At least 85% public perception rating

5.1 VISION OF THE COMMISSION



A leader in providing inclusive and sustainable citizenry economic empowerment

The Commission aspires to be the leading provider of inclusive and sustainable economic empowerment to the targeted citizens and enterprises. The vision stretches the Commission's capabilities and image of itself and by stakeholders. In addition, Commission's vision is meant to resonate with the Board of Commissioners and all its management and staff, making them feel proud to be associated with such an organisation. The Commission's vision also gives shape and direction to its desired future.

5.2 MISSION STATEMENT



To foster broad-based economic empowerment of the targeted citizens and companies through diverse and integrated economic strategies in order to contribute to socioeconomic development

As expressed in the Commission's mandate through the CEE ACT No. 9 of 2006, the Commission exists to foster broad-based economic empowerment through the empowerment pillar, equity, ownership and control, access to finance, preferential procurement and reservation schemes, sector codes, provision of productive assets, skills development, training, coaching/mentoring and linkage to upscale and high value markets.

5.3 CORE VALUES

The core values to guide the Commission for the period 2022-2026 are presented in Table 4.

Table 4: Core values and their meaning

Our Core Values	What we Mean
Teamwork:	We work collaboratively appreciating each other inputs to achieve our common goal. Further, we work with our stakeholders to deliver empowerment programs effectively.
Integrity:	We discharge our duties in an ethical and honest manner in our dealings with all our stakeholders.
Accountability:	We are answerable and responsible for the resources that we are entrusted to manage on behalf of the Zambian people.
Transparency:	We commit to openness with our clients regardless of their social, economic or gender orientation.
Professionalism:	In discharging our duties, we espouse high levels of excellence and competence, and conduct ourselves in a manner that reflects the positive image of the Commission.
Fairness:	We ensure all citizens are given equal opportunities regardless of gender, religion, race and physical location.

5.4 STRATEGIC THEMES AND OBJECTIVES

Based on the identified strategic issues, four strategic themes were established and defined as follows (see Table 5):

Table 5: Strategic Themes and their meaning

Strategic Themes	What we Mean
Socioeconomic development	Ensuring implementation of appropriate, innovative and equitable broad-based economic empowerment programs for the targeted citizens and enterprises based on CEEC Act No. 9 of 2006 to fast-track their sustainable participation in Zambia's economic activities to grow the economy and create wealth and jobs.
Operation Excellence	Performance excellence and enhanced service delivery through improved internal processes, tools.
Stakeholder Engagement	Realizing that the Commission operates in an environment which consists of a variety of stakeholders and that its success depends on how it engages these stakeholders in the implementation of its mandate to achieve its vision.

STRATEGIC OBJECTIVES LINKED TO STRATEGIC THEMES

Strategic objectives aimed at addressing the identified strategic issues for CEEC were developed and linked based on cause-and-effect relationship. Accordingly, the developed objectives are clustered according to the respective themes they seek to help realise. Each of the three themes cuts across four different perspectives, namely, Finance, Learning and Growth, Internal Processes and Customer or Stakeholder.

For the Commission, the perspectives relating to Learning and Growth as well as Finance are considered as critical enablers for the CEEC's desired future, with Finance perspective being the foundation. In this respect, the more financial resources the Commission has and the better their management and utilization, the greater the capacity to engage in human, organizational capital development as well as information technology necessary for the establishment of appropriate internal processes that are critical for the delivery of quality service. Since the Commission's mandate is ultimately instigating broad-based economic empowerment for the targeted citizens and enterprises, Customer perspective is placed on top. Table 6 lists the developed 16 strategic objectives grouped according to their respective themes.

6.0 CEEC STRATEGY MAP

The sixteen (16) developed strategic objectives are presented below in the form of a strategy map which shows how the objectives are dependent on one another. This inter-relationship among objectives visually describes the Commission's strategy. CEEC considers the established cause-and-effect linkages of these thematic objectives as key to arriving at the desired future as expressed in form of the Commission's vision: *A leader in providing inclusive and sustainable citizenry economic empowerment.*

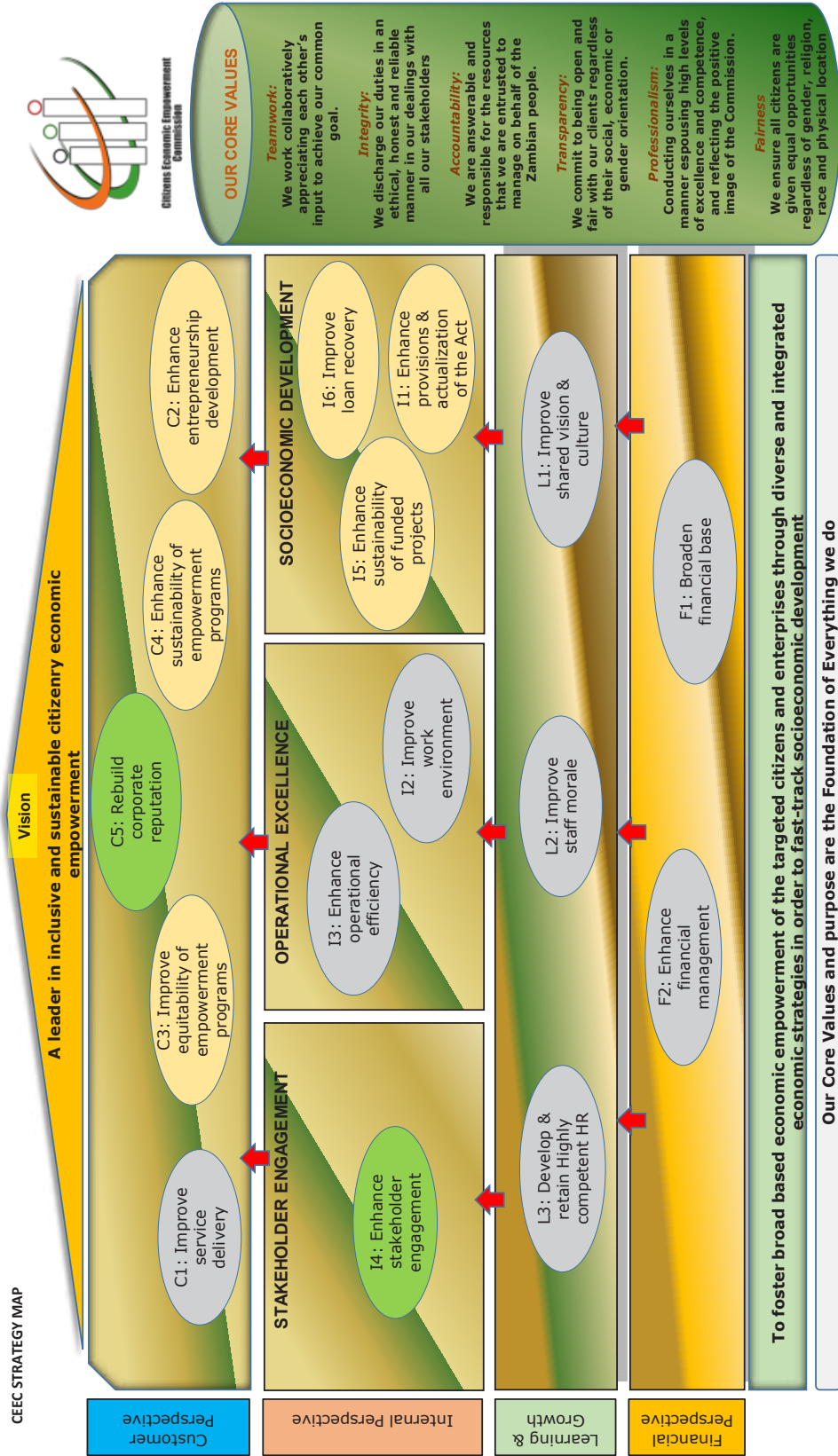


Table 6: Strategic Objectives grouped by Theme

Strategic Themes	Strategic objective (SO)	
Socioeconomic Development	1	Enhance entrepreneurship development
	2	Improve equitability of empowerment programs
	3	Enhance provisions and actualization of the CEE Act
	4	Enhance sustainability of empowerment programs
	5	Enhance sustainability of funded enterprises
	6	Improve loan recovery
Stakeholder Engagement	1	Rebuild corporate reputation
	2	Enhance stakeholder engagement
Operational Excellence	1	Improve service delivery
	2	Improve work environment
	3	Enhance operational efficiency
	4	Improve shared vision & culture
	5	Improve staff morale-
	6	Develop and retain highly competent HR
	7	Broaden financial base
	8	Enhance financial management

7.0 PERFORMANCE MEASUREMENT AND IMPLEMENTATION PLAN (BALANCE SCORE CARD-BSC)

The Commission has developed a management system aimed at translating the strategic plan into a set of performance objectives that are measurable, achievable, realistic, and time bound which can be changed if necessary to ensure that the strategic objectives are met. This is presented as Table 7 in form of a detailed Balanced Scorecard (BSC). To operationalise the Strategic Plan, the budget has been aligned to the Annual Management Plans (Implementation Plans) to reflect the resources required, broken down into annual units covering the 2022-2026 period.

The Commission will be responsible for the development and implementation of the Annual Management Plans as well as submission of quarterly progress reports to the Board and MSMED. The Annual Management Plans will be the basis for monitoring and evaluating the performance of the Commission at three levels, namely, Individual, Departmental and Institutional.

In this respect, the Commission will require about **ZMW 2.4 billion** to implement the Strategic Plan over the 2022-2026 period. As detailed in the BSC (see Table 7), this translates to an average annual budget of **ZMW 477 million**.

Table 1: The Balance Score Card

Objectives: KRA	Measurements: PI	Acc. Unit	Baseline	Year 1- 2022	Year 2- 2023	Year 3- 2024	Year 4- 2025	Year 5- 2026	Initiatives / Programs	Priority	Current: Yes/No	Initiative Acc.	B/R = Y1	B/R = Y2	B/R = Y3	B/R = Y4	B/R = Y5	Budget / Resources							
C1: Improve service delivery C2: Enhance entrepreneurship development C3: Improve equitability of empowerment programs	% of Customers satisfied	All Direct Ops	TBE	50%	75%	80%	90%	95%	C1.1: Conduct baseline survey C1.2: Conduct assessment on existing tailor-made products C1.3: Develop and implement CEEC Service Charter C1.4: Assess training needs & conduct training to all CEEC staff C1.5: Implement continuous customer feedback system	1	No	DCS/DMRR	250,000	-	-	-	-	250,000							
				50%	75%	80%	90%	95%	C2.1: Conduct a baseline survey on to determine success rate of funded projects. C2.2: Conduct entrepreneurial training needs assessment. C2.3: Establish incubation programs for MSMEs in Industrial Yards C2.4: Engage B&DF's to provide handholding services/mentorship/coaching and capacitate them (training of trainers). C2.5: Conduct training for program staff on project appraisal, M&E; implement planned interventions. C2.6: Conduct planned training and handholding programs for targeted citizens & enterprises; develop & implement capacity building/sensitization program on loan repayment and saving culture. C2.7: Conduct M&E on enterprise development; determine job creation and number of citizens trained.	2	Yes	DBD/DE	15,000	50,000	55,000	60,500	66,550	247,050							
				50%	75%	80%	90%	95%	C3.1: Create partnership with stakeholders such as business associations/ cooperatives for women, youth and persons living with disability.	1	No	DCS	-	120,000.00	132,000	145,200	159,720	556,920							
				50%	75%	80%	90%	95%	C3.2: Develop appropriate empowerment products for targeted citizens (women, youth and persons living with disability and men). C3.3: Sensitize targeted citizens and enterprises on empowerment programs and inclusive financing. C3.4: Undertake capacity development (mentorship, coaching, business planning, business management & entrepreneurship training) in collaboration with BDS Providers.	1	No	DCS	-	200,000.00	220,000.00	242,000.00	266,200.00	928,200							
				50%	75%	80%	90%	95%					2	No	DCS	10,000	250,000.00	275,000.00	302,500.00	332,750.00	1,170,250				
	Success rate of funded projects			TBE	TBE	60%	75%	85%	90%		1	No	DBD/DE	100,000	200,000	-	-	-	300,000						
					TBE	60%	75%	85%	90%										1,800,000						
					TBE	60%	75%	85%	90%											1,800,000					
					TBE	60%	75%	85%	90%												1,800,000				
					TBE	60%	75%	85%	90%												1,800,000				
	No. of citizens trained in entrepreneurship skills		DBD (DE)/DCS/DC/D MRR	TBE	35,000	100,000	150,000	200,000	300,000		1	No	DBD/DE	120,000	1,600,000	1,760,000	1,936,000	2,129,600	7,545,600						
					35,000	100,000	150,000	200,000	300,000											5,738,200					
					35,000	100,000	150,000	200,000	300,000												20,390,800				
					35,000	100,000	150,000	200,000	300,000												20,390,800				
					35,000	100,000	150,000	200,000	300,000													20,390,800			
# of jobs created			TBE	135,940	216,150	246,850	276,550	305,850		1	Yes	M & E/PC	-	3,200,000	3,500,000	3,700,000	4,000,000	14,400,000							
				135,940	216,150	246,850	276,550	305,850												1,028,200					
				135,940	216,150	246,850	276,550	305,850													1,028,200				
				135,940	216,150	246,850	276,550	305,850													1,028,200				
				135,940	216,150	246,850	276,550	305,850														1,028,200			
% achievement of social/gender distribution		DBD (DE)	Y-28% W-38% PD-1% M-37%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%		1	Yes	DBD	100,000	200,000	220,000	242,000	266,200	1,028,200							
				Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%												504,100					
				Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%														504,100			
				Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%															504,100		
				Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%																504,100	
% achievement of social/gender distribution		DBD (DE)	Y-28% W-38% PD-1% M-37%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%		1	Yes	DBD	560,000	1,250,000	1,375,000	1,512,500	1,663,750	6,361,250							
				Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%															6,361,250		
				Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%																	6,361,250
				Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%																	6,361,250
				Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%																	6,361,250
% achievement of social/gender distribution		DBD (DE)	Y-28% W-38% PD-1% M-37%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%		1	Yes	DBD	350,000	4,100,000	4,510,000	4,961,000	5,457,100	19,378,100							
				Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%																19,378,100	
				Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%																	19,378,100
				Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%																	19,378,100
				Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%	Y-40% W-40% PD-5% M-15%																	19,378,100

Customer perspective

Objectives: KRA	Measurements: PI	Acc. Unit	Baseline	Year 1- 2022	Year 2- 2023	Year 3- 2024	Year 4- 2025	Year 5- 2026	Initiatives / Programs	Priority	Current: Yes/No	Initiative Acc.	B/R = Y1	B/R = Y2	B/R = Y3	B/R = Y4	B/R = Y5	Budget / Resources	
C4: Enhance sustainability of empowerment programs	% of rural projects out of total project funded	D&D (DE)	85%	TBE	85%	85%	85%	85%	C3.5: Review loan application process for equitable participation. C3.6: Facilitate market linkages for funded projects. C3.7: Conduct M&E and assess achievement on social distribution and rural projects funded.	1	Yes	D&D	-	100,000	110,000	121,000	133,100	464,100	
	# of JVs & financial/investment partnerships secured	DG/ DC/ D&D	NB	-	5	10	15	20	C4.1: Develop & implement de-risking measures for the loan portfolio. C4.2: Prepare, review and implement investment policy; invest empowerment funds in high earning placements. C4.3: Facilitate establishment of joint ventures and create financial and investment partnerships through MoUs locally and internationally.	1	No	DF	800,000	880,000	968,000	1,064,800	1,171,280	4,884,080	
	# of Sector Codes implemented		None	-	1	2	3	2	C4.4: Develop and implement sector codes	1	No	D&D/BDM	50,000	2,350,000	2,585,000	2,843,500	3,127,850	10,956,350	
	% of trained targeted enterprises implementing CSR	D&D (DE)/ DC/ DC/ DMRR	TBE	TBE	50%	60%	70%	80%	C4.5: Conduct planned CSR sensitization/training for targeted citizens & enterprises and assess their CSR uptake.	1	Yes	M&E/PC	1,000,000	3,500,000	3,850,000	4,235,000	4,658,500	17,243,500	
	loan recovery rate		32%	75%	85%	90%	90%	90%	C4.6: Develop and implement appropriate loan recovery mechanisms and determine loan recovery.	1	Yes	DC	6,500,000	15,000,000	9,350,000	10,752,500	12,365,375	53,967,875	
	Adherence to corporate re-branding Plan		NB	Fully adhere	Fully adhere	Fully adhere	Fully adhere	Fully adhere	C5.1: Review/develop and implement Communication Corporate Re-branding Strategy.	1	Yes	PRCM/DCS	300,000	600,000	660,000	825,000	1,031,250	3,416,250	
	Increase in public perception rating	DCS	TBE	TBA	65%	75%	80%	85%	C5.2: Conduct planned visibility activities and sensitization programs i.e., TV Programs, Documentaries, Publications and Radio programs.	1	Yes	PRCM/DCS	200,000	900,000	990,000	1,237,500	1,546,875	4,874,375	
														36,398,350	93,850,000	163,485,000	248,066,250	320,598,938	862,398,538

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Internal Perspective	Objectives: K&A	Measurements: PI	Acc. Unit	Baseline	Year 1- 2022	Year 2- 2023	Year 3- 2024	Year 4- 2025	Year 5- 2026	Initiatives / Programs	Priority	Current: Yes/No	Initiative Acc.	B/R = Y1	B/R = Y2	B/R = Y3	B/R = Y4	B/R = Y5	Budget / Resources		
Internal Perspective	11. Enhance Provisions & actualization of the CEE Act	Level of implementation of amendments made	DLS	NB	0%	100%	100%	100%	100%	11.1: Identify specific sections in CEE Act requiring amendment and/or supportive legislation. 11.2: Drafting proposals for amendments(S) and submit to Board/MSMED/MO for approval	1	No	LCM	-	500,000	-	-	-	500,000		
					Adherence to provisions of the Act	TBE	Fully adhere	Fully adhere	Fully adhere	Fully adhere	11.3 Develop and implement reservation/preferential schemes 11.4: Institute legal proceedings	1	Yes	DLS/DBD	20,000	800,000	880,000	968,000	1,064,800	3,732,800	
		12. Improve work environment	% of satisfied staff	DCS	10%	60%	70%	80%	90%	100%	11.5 Conduct Capacity building and awareness to suppliers/contractors. 11.6: Enforce compliance on all provisions of the CEE Act. 11.7: Conduct M&E on compliance to SIs and provisions of CEE Act.	2	No	Manager Procurement	-	380,000	418,000	459,800	505,780	1,763,580	
						12.1: Assess needs on office space, equipment & furniture; develop and implement action plan for office & environmental ambience.. 12.2: Procure furniture & equipment for additional office space	1	Yes	DLS/LCM	2,500,000	3,200,000	3,872,000	4,259,200	17,351,200							
	12.3: Procure App for staff satisfaction survey 12.4 Construct Modern Office building 12.5: Conduct team building activities and staff satisfaction survey					1	NO	DCS	-	100,000	100,000	100,000	100,000	400,000							
	13. Enhance operational efficiency	Adherence to turnaround time	All Direct ors	NB	Fully adhere	Fully adhere	Fully adhere	Fully adhere	Fully adhere	Fully adhere	13.1: Conduct a baseline survey on turnaround time and develop comprehensive operational efficiency improvement plan. 13.2: Install updated and licensed software and procure new internet service facilities (fiber optic based). 13.3: Procure a document management system 13.4: Procure provincial and head office motor vehicles. 13.5: Acquire mobile computing for field staff 13.6: Develop & implement an Asset disposal policy 13.7: Develop & implement Business Continuity Plan	1	Yes	DCS	-	150,000	-	-	-	-	150,000
					60%	70%	80%	90%	100%	12.1: Assess needs on office space, equipment & furniture; develop and implement action plan for office & environmental ambience.. 12.2: Procure furniture & equipment for additional office space	2	No	DCS	-	3,500,000	1,000,000	500,000	500,000	5,500,000		
					12.3: Procure App for staff satisfaction survey 12.4 Construct Modern Office building 12.5: Conduct team building activities and staff satisfaction survey	2	No	DCS	-	250,000	20,000	20,000	20,000	310,000							
					13.1: Conduct a baseline survey on turnaround time and develop comprehensive operational efficiency improvement plan. 13.2: Install updated and licensed software and procure new internet service facilities (fiber optic based). 13.3: Procure a document management system 13.4: Procure provincial and head office motor vehicles. 13.5: Acquire mobile computing for field staff 13.6: Develop & implement an Asset disposal policy 13.7: Develop & implement Business Continuity Plan	3	No	DCS	-	200,000,000	300,000,000	150,000,000	50,000,000	700,000,000							
					13.1: Conduct a baseline survey on turnaround time and develop comprehensive operational efficiency improvement plan. 13.2: Install updated and licensed software and procure new internet service facilities (fiber optic based). 13.3: Procure a document management system 13.4: Procure provincial and head office motor vehicles. 13.5: Acquire mobile computing for field staff 13.6: Develop & implement an Asset disposal policy 13.7: Develop & implement Business Continuity Plan	1	No	DCS	-	200,000	150,000	10,000	10,000	370,000							
					13.1: Conduct a baseline survey on turnaround time and develop comprehensive operational efficiency improvement plan. 13.2: Install updated and licensed software and procure new internet service facilities (fiber optic based). 13.3: Procure a document management system 13.4: Procure provincial and head office motor vehicles. 13.5: Acquire mobile computing for field staff 13.6: Develop & implement an Asset disposal policy 13.7: Develop & implement Business Continuity Plan	1	Yes	DCS	-	-	150,000	-	-	150,000							
					13.1: Conduct a baseline survey on turnaround time and develop comprehensive operational efficiency improvement plan. 13.2: Install updated and licensed software and procure new internet service facilities (fiber optic based). 13.3: Procure a document management system 13.4: Procure provincial and head office motor vehicles. 13.5: Acquire mobile computing for field staff 13.6: Develop & implement an Asset disposal policy 13.7: Develop & implement Business Continuity Plan	1	Yes	DCS	-	-	5,000,000	850,000	1,000,000	1,300,000	8,150,000						
					13.1: Conduct a baseline survey on turnaround time and develop comprehensive operational efficiency improvement plan. 13.2: Install updated and licensed software and procure new internet service facilities (fiber optic based). 13.3: Procure a document management system 13.4: Procure provincial and head office motor vehicles. 13.5: Acquire mobile computing for field staff 13.6: Develop & implement an Asset disposal policy 13.7: Develop & implement Business Continuity Plan	1	No	DCS	-	-	2,000,000	300,000	330,000	363,000	2,993,000						
					13.1: Conduct a baseline survey on turnaround time and develop comprehensive operational efficiency improvement plan. 13.2: Install updated and licensed software and procure new internet service facilities (fiber optic based). 13.3: Procure a document management system 13.4: Procure provincial and head office motor vehicles. 13.5: Acquire mobile computing for field staff 13.6: Develop & implement an Asset disposal policy 13.7: Develop & implement Business Continuity Plan	1	Yes	DCS	-	-	20,000,000	18,000,000	-	-	38,000,000						
					13.1: Conduct a baseline survey on turnaround time and develop comprehensive operational efficiency improvement plan. 13.2: Install updated and licensed software and procure new internet service facilities (fiber optic based). 13.3: Procure a document management system 13.4: Procure provincial and head office motor vehicles. 13.5: Acquire mobile computing for field staff 13.6: Develop & implement an Asset disposal policy 13.7: Develop & implement Business Continuity Plan	2	No	DCS	-	-	700,000	300,000	100,000	100,000	1,200,000						
	13.1: Conduct a baseline survey on turnaround time and develop comprehensive operational efficiency improvement plan. 13.2: Install updated and licensed software and procure new internet service facilities (fiber optic based). 13.3: Procure a document management system 13.4: Procure provincial and head office motor vehicles. 13.5: Acquire mobile computing for field staff 13.6: Develop & implement an Asset disposal policy 13.7: Develop & implement Business Continuity Plan	1	No	DCS/DF/DLS	-	50,000	500,000	450,000	400,000	2,400,000											
	13.1: Conduct a baseline survey on turnaround time and develop comprehensive operational efficiency improvement plan. 13.2: Install updated and licensed software and procure new internet service facilities (fiber optic based). 13.3: Procure a document management system 13.4: Procure provincial and head office motor vehicles. 13.5: Acquire mobile computing for field staff 13.6: Develop & implement an Asset disposal policy 13.7: Develop & implement Business Continuity Plan	2	No	All Directors	-	-	1,500,000	1,815,000	1,996,500	6,961,500											

Objectives: KRA	Measurements: PI	Acc. Unit	Baseline	Year 1- 2022	Year 2- 2023	Year 3- 2024	Year 4- 2025	Year 5- 2026	Initiatives / Programs	Priority	Current: Yes/No	Initiative Acc.	B/R = Y1	B/R = Y2	B/R = Y3	B/R = Y4	B/R = Y5	Budget / Resources
14. Enhance Stakeholder Engagement	Stakeholder satisfaction score (where 10 is very satisfied and 1 is very dissatisfied)	DG	TBE	5	6	7	8	8	14.1: Identify strategic partners; develop and implement partnership proposals and engagement plans, including MoUs.	1	Yes	All Directors	100,000	500,000	550,000	605,000	665,500	2,420,500
	Number of engagement meetings		2	3	4	6	7	8	14.2: Create & update data base on partners	2	No	BDM/DWRR	-	-	-	-	-	-
15. Enhance sustainability of funded enterprises	# of funded projects capacitated (e.g. mentorship, coaching)	D8D (DE)	8500	TBE	5000	10000	15000	20000	14.3: Develop & implement supply policy & manual	2	No	PM	-	-	-	-	-	-
	Success rate of funded projects		TBE	55%	75%	75%	75%	75%	15.1: Review & implement relevant policies and manuals (business development and credit).	1	Yes	CRM/BDM	100,000	110,000	-	121,000	-	331,000
16. Improve loan recovery	Loan recovery rate	DC	32%	75%	85%	90%	90%	90%	15.2: Conduct pre and post disbursement capacity development with involvement of BDS providers.	1	Yes	CRM/BDM	500,000	3,500,000	3,850,000	4,235,000	4,658,500	16,743,500
									15.3: Conduct MSME Expos and Presidential Annual Awards.	1	Yes	PRCM/BDM	4,000,000	7,200,000	7,920,000	8,712,000	9,583,200	37,415,200
									15.4: Conduct performance monitoring visits to funded projects and assess success rate.	1	Yes	CRM/BDM	3,300,000	5,940,000	6,534,000	7,187,400	7,906,140	30,867,540
									16.1: Procure and implement robust loan management system and conduct specialized training for Credit staff.	1	No	DC/PROC	-	7,000,000	200,000	200,000	200,000	7,600,000
									16.2: Enforce direct debit payment system to pull loan repayments from loanee bank accounts.	1	No	DC	-	-	-	-	-	-
									16.3: Conduct regular assessment on loan repayment & undertake regular loan recovery activities including providing notices and litigations on defaulters.	1	No	CM/LCM	2,200,000	3,500,000	5,250,000	5,775,000	6,352,500	23,077,500
									16.4: Collect information for Credit Reference Bureau Database.	2	No	CM	-	-	-	-	-	-
									16.5: Establish additional loan collection channels and assess loan recovery.	1	Yes	CM	300,000	310,000	341,000	375,100	412,610	1,738,710
													13,670,000	270,790,000	356,122,000	191,003,200	94,982,420	926,567,620

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Objectives: KRA	Measurements: PI	Acc. Unif	Baseline	Year 1- 2022	Year 2- 2023	Year 3- 2024	Year 4- 2025	Year 5- 2026	Initiatives / Programs	Priority	Current: Yes/No	Initiative Acc.	B/R = Y1	B/R = Y2	B/R = Y3	B/R = Y4	B/R = Y5	Budget / Resources	
Learning & Growth	# of near-miss incident reported	All Directors	NB	6	7	8	5	5	L1.1: Conduct awareness campaigns through workshops/seminars; create sufficient information channels; publications/newsletters (elaborating on mandate, mission, vision and core values).	1	No	HR/PRCM	200,000	500,000	550,000	605,000	665,500	2,520,500	
				6	7	8	5	5	L1.2: Hold quarterly information dissemination meetings with staff, commissioners & other stakeholders to clarify strategy.	1	No	DCS	100,000	200,000	220,000	242,000	266,200	1,028,200	
				6	7	8	5	5	L1.3: Conduct regular sessions with staff and commissioners on organizational culture -- living our core values; and strategic focus; encourage ideation among staff; report near miss incidents.	1	No	DCS	10,000	200,000	220,000	242,000	266,200	938,200	
				6	7	8	5	5	L1.4: Make CEEC Strategy Map effectively visible by placing it on walls in all depts, MSMED and provincial offices.	1	No	DCS	-	350,000	250,000	250,000	250,000	1,100,000	
				6	7	8	5	5	L1.5: Conduct survey to determine employee awareness on mandate, mission, vision and core values.	1	No	DCS	20,000	25,000	27,500	30,250	33,275	136,025	
	L2. Enhance staff morale	Staff motivation score	All Directors	TBE	10	15	10	14	14	L2.1: Develop and implement staff motivation/incentivization programs and wellness/well-being policies.	1	Yes	DCS	15,943,009	120,122,935	132,195,229	145,414,751	159,956,226	573,632,150
					10	15	10	14	14	L2.2: Establish online suggestion platform and assess staff motivation.	2	No	DCS	100,000	150,000	165,000	181,500	199,650	796,150
					10	15	10	14	14	L3.1: Establish baseline for # of staff meeting monthly deadlines.	1	N	DCS	-	100,000	-	-	-	100,000
	L3. Develop & retain highly competent HR	Level of compliance to PDPs	DCS	NB	6	5	4	3	3	L3.2: Clearly define roles and responsibilities - Post Profiling Project.	1	N	DCS	-	-	-	-	-	-
					6	5	4	3	3	L3.3: Conduct training needs analysis; identify competence (skills) gaps; align structure to strategy including filling in vacant or necessary positions.	1	Yes	DCS	20,000	150,000	165,000	181,500	199,650	716,150
	% increase in # of staff meeting monthly deadlines	All Directors	NB	Est. B	70%	85%	90%	100%	L3.4: Review and implement training policy; implement & keep adapting strategic performance appraisal system/computerized PMS; staff incentives framework; PDPs.	1	Yes	DCS	-	3,000,000	3,300,000	3,630,000	3,993,000	13,923,000	
									L3.5: Assess compliance to PDPs, staff trained and staff meeting monthly deadlines.	1	N	All Directors	-	-	-	-	-	-	
													16,393,009	124,797,935	137,092,729	150,777,001	165,829,701	594,890,375	

Table 1: The Balance Score Card

Objectives: KRA	Measurements: PI	Acc. Unit	Baseline	Year 1-2022	Year 2-2023	Year 3-2024	Year 4-2025	Year 5-2026	Initiatives / Programs	Priority	Current: Yes/No	Initiative Acc.	B/R = Y1	B/R = Y2	B/R = Y3	B/R = Y4	B/R = Y5	Budget / Resources				
Financial	F1. Broaden financial base	Empowerment Funding from Treasury	Not funded in 2021	K0.35 Bn	K0.4 Bn	K2 Bn	K3 Bn	K4.5 Bn	F1.1: Identify funding gaps & potential sources of finance F1.2: Lobby for increasing Empowerment Fund grant to broaden it & facilitate weaning off the Commission from National Treasury dependency by 2026.	1	Yes	DF	-	20,000	22,000	-	-	42,000				
		Ops Grant from Treasury as % of EF	0	12%	33%	14%	11%		F1.3: Prepare proposals & engage identified potential funders/partners & follow up on outcome.	2	No	FBM	-	50,000.00	55,000.00	-	-	105,000				
	F2. Enhance financial management	EF from alternative sources + LR	0	0	K0.7 Bn	K0.85 Bn	K1 Bn	K1.5 Bn		F1.4: Procure and implement budget tracking software	2	No	FBM/PM	-	350,000.00	50,000.00	55,000.00	60,500.00	515,500			
		Level of adherence to financial procedures	TBE	Full adherence	Full adherence	Full adherence	Full adherence	Full adherence	Full adherence	F2.1: Revise/develop and implement appropriate digitized/automated financial systems based on provisions of existing Public Finance Management Act and the CEE Act.	1	Yes	DF	20,000.00	550,000.00	440,000.00	484,000.00	532,400.00	2,026,400			
		Timeliness of Management Reports	Not timely	Always timely	Always timely	Always timely	Always timely	Always timely	Always timely	F2.2: Align spending to strategy and enforce strict budgetary controls. F2.3: Conduct regular monitoring of budget and prepare Financial Reports	1	Yes	DF	-	-	-	-	-	-			
													50,000	1,042,000	646,200	626,120	688,732	3,053,052				
													66,511,355	490,479,935	657,345,929	590,472,571	82,099,791	2,386,909,585				
													Total Strategic Budget Required					Average Annual Budget				
													Date:									

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8.0 ENABLING CONDITIONS – ASSUMPTIONS AND PRE-CONDITIONS

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

8.1 PRE-CONDITIONS

Pre-conditions are key factors to the successful implementation of this Strategic Plan that are within the control of the Commission. These factors should be actualised to the fullest in order to realise CEEC's Vision. The following are the pre-conditions considered:

- (1) Optimal organisational structure;
- (2) Adequate skilled and committed staff;
- (3) Decentralisation of specific CEEC operations; and
- (4) Digitisation of operations.

8.2 ASSUMPTIONS

These are critical factors to the successful implementation of this Strategic Plan that are outside the control of the Commission. The Commission shall constantly monitor these factors and put in place measures to mitigate their negative effects. The following are the key assumptions:

- (1) Timely and adequate funding from the Treasury both for the empowerment fund and operations;
- (2) Effective loan recovery and mobilisation of funds from other sources (see objective F1 – *Broaden financial base*);
- (3) Continued political and economic stability;
- (4) Continued support from key stakeholders; and
- (5) Amendment of the CEE Act to enhance its empowerment provisions and measures.

9.0 MONITORING AND EVALUATION FRAMEWORK

Monitoring and Evaluation (M&E) of the Strategic Plan implementation will be vital for ascertaining its impact and will be undertaken both at departmental and unit levels. The M&E framework will be strengthened to measure performance against set strategic objectives. Our Performance Management System (PMS) will assist in monitoring and evaluating individual outcomes and developing capacity.

Implementation of the strategy will be accompanied by monitoring and ongoing evaluation. Quarterly evaluation to assess performance will also be conducted and this will provide basis for reporting to the Board. A final evaluation of the Plan will be conducted in December 2026 to determine the full extent of the implementation and impact of the Strategic Plan 2022-2026 as well as inform the development of the next strategic plan.

The Monitoring & Evaluation will be coordinated by Directorate of Research, Risk and Monitoring and Evaluation.



To ensure timely payments of business loans, CEEC has already entered into strategic partnerships.

10.0 RISK MANAGEMENT

A thorough risk assessment will be conducted for each strategic objective to ensure successful implementation of the Plan. Strategic risk management will be undertaken within the context of the Commission-wide Risk Management Framework.

The Commission will be proactive in reviewing the existing risk management framework to effectively identify, assess and take appropriate actions.

11.0 ANNEXES - STRATEGIC PLANNING TOOLS

Annex 1: PESTLE Analysis

[P] POLITICAL FACTORS	IMPLICATIONS	OPPORTUNITY	THREAT
Peace and Stability	Prosperity and service delivery	X	
Democracy	Good governance	X	
Multi-party state	Participatory democracy	X	
Political Will	Inappropriate and delay in decision making and program implementation		X
	Dysfunctional loan portfolio		X
	Increased policy support	X	
[E] - ECONOMIC FACTORS	IMPLICATIONS	OPPORTUNITY	THREAT
Unemployment. The unemployment rate was estimated at 12.8% (ZamStats Labour Force Survey, 2021)	Poverty		X
	Rural/urban migration		X
	Crime; social evils		X
	Inability to pay for services		X
	Compromised education standards		X
	Forced cheap labor		X
Unskilled labour. The labour force in Zambia was 3,615,507 (ZamStats Labour Force Survey, 2021))	Low productivity: inadequate capacity to spend		X
	Poor service delivery; high cost of production; job injuries		X
Slow Economic growth. GDP growth rate was 4.3% in 2021 from a contraction of 2.8% in 2020 (ZamStats, 2021).	High inflation		X
	Low repayment recovery		X
	Poor quality of life	X	
	Unemployment	X	
	low productivity	X	X
	Poor revenue base		X
Increase in investment opportunities	Tax collection	X	
	Increase in productive sectors (agriculture, tourism, mining, etc.)	X	
	Increasing Direct Foreign investment	X	
Budgetary constraints	Underfunding of priority empowerment projects		X
Inflation. The trends showed that inflation had reduced to single digit, an average of 9.7% from September 2021(ZamStats,2021)	Depleted budgets/loss of income, lower purchasing power, service delivery compromised		X
Inadequate local resource base	Poor service delivery, poor customer relations		X
socio-economic inequalities	Crime; poverty, etc.		X

[S] - SOCIO-CULTURAL FACTORS	IMPLICATIONS	OPPORTUNITY	THREAT
Crime	Insecurity/high cost of crime prevention		X
Corruption	Wastage of resources and compromised service delivery		X
Poverty. The rate of poverty in Zambia was at 54.4% (CSO Living Conditions Monitoring Survey, 2015).	Urbanisation; HIV/AIDS prevalence; crime, high illiteracy levels, reduced life expectancy, etc.		X
[S] - SOCIO-CULTURAL FACTORS	IMPLICATIONS	OPPORTUNITY	THREAT
Gender inequality. (14.97% women representation in parliament) Inter Parliamentary Union (2021)	Economic disparities; social exclusion; High maternal deaths		X
Youthful population Zambia has a young population, with 65% under age 25, and over half (52%) under the age of 18 (ZamStats Labour Force Survey Report, 2021).	High labor turnover & low productivity		X
	Increased innovation & high productivity	X	
Illiteracy	Low productivity; economic stagnation		X
	Poor governance		X
[T] - TECHNOLOGICAL FACTORS	IMPLICATIONS	OPPORTUNITY	THREAT
Inappropriate Building technology	Inadequate technicians		X
	Imported building materials		X
	Promote usage of untapped local building materials	X	
Evolving I.C.T infrastructure	Efficiency/informed decision making	X	
	Costly IT infrastructure		X
	Inaccessibility		X
	Lack of adequate technicians		X
	Networking barriers		X
	Communication barriers		X
	Accessibility and performance (speed)		X
IT illiteracy		X	
Technological advancement/ Innovation	Machinery replacing human labour (capital intensiveness)	X	
	Inadequate & costly system designers/developers		X
e-governance	Efficiency	X	

[L] - LEGAL FACTORS	IMPLICATIONS	OPPORTUNITY	THREAT
Poor legal understanding	Labour unrest; litigations; cost implication; resource wastage		X
Independent judiciary	Rule of law, stability and security	X	
[E] - ENVIRONMENTAL FACTORS	IMPLICATIONS	OPPORTUNITY	THREAT
Built environment. Lack of urban planning, poor designs settlements. Makes traceability of clients difficult.	Inappropriate designs (high density areas)		X
Natural disasters (floods, bush fires)	Infrastructure destroyed		X
	Reduced productivity, delayed development		X
	Deaths/diseases (e.g., Covid-19 Pandemic)		X
	Low agricultural production		X
	depleted livelihoods		X
	Displacements		X
	Diversion of funds to mitigate impact		X

Annex 2: Stakeholder Analysis

STAKEHOLDER	STAKEHOLDER NEEDS	CEEC's RESPONSES TO NEEDS
1 Customers / Clients		
CITIZENS (Primary stakeholder)	<ul style="list-style-type: none"> · General awareness of Program · Information of business opportunities · Skills development (business entrepreneurship skills) · Favorable business environment · Predictable and transparent system of wealth distribution 	<ul style="list-style-type: none"> · To provide Information directly or indirectly through partnerships with strategic partners, legislators · CEEC to lobby from legislators, Government, Donors and investors, for resources, and finance to efficiently execute empowerment programmes · Engage stakeholders
SMEs (Primary stakeholder)	<ul style="list-style-type: none"> · Reservation Schemes · Increased Preferential procurement · Trade finance and Project Finance · Assistance with Bid-Security in tendering 	<ul style="list-style-type: none"> · Provide access to finance · Engage and link SMEs to other financiers. · Enhance enforcement of reservation scheme · Lobby for increase of PP thresholds · Supplier development programs · Assistance with Bid security or lobby for exclusion of SMEs in providing · Lobby for significant gaps in thresholds for PP from the obtaining
MICRO ENTERPRISES (Marketeers, Youths, Women, cooperatives) (Primary stakeholder)	<ul style="list-style-type: none"> · Tailor-Made financial products · Capacity Building 	<ul style="list-style-type: none"> · Provide BDS skills · Engage strategic partners like ZDA in capacity building · Lobby MPs to increase budgetary allocation · Provide Tailor made-financial products
LARGE COMPANIES (Primary stakeholder)	<ul style="list-style-type: none"> · Project and Trade Finance · Predictable and enabling business environment · Linkages with FDI, markets and technology. 	<ul style="list-style-type: none"> · Provide access to finance · Lobby for legislation in provision of an enabling environment · Engage other strategic partners like ZDA to provide linkages · Implementation of sector codes
GOVERNMENT (Primary stakeholder)	<ul style="list-style-type: none"> · Implementation of Eighth National Development Plan · Implementation of UPND Manifesto 	<ul style="list-style-type: none"> · Implement and report on contribution to the 8NDPAssimilate the UPND manifesto in our program. · Provide tailor-made programs · Provide adequate information
DONOR AGENCIES, NGOs (Secondary stakeholder)	<ul style="list-style-type: none"> · Information on empowerment program · Tailor made projects for their clients 	<ul style="list-style-type: none"> · Provide necessary information · Provide empowerment to their clients

<i>STAKEHOLDER</i>	<i>STAKEHOLDER NEEDS</i>	<i>CEEC's RESPONSES TO NEEDS</i>
BANKS (Secondary stakeholder)	<ul style="list-style-type: none"> · Business (fund investment) · Finance for their clients · Business through financial products. · Strategic partnerships in SME development 	<ul style="list-style-type: none"> · Fund investment in viable products · Engage banks in management of financial products · Partner with banks and other stakeholders in SME development
ZSIC (secondary stakeholder)	<ul style="list-style-type: none"> · Business through Keyman Insurance remittances 	<ul style="list-style-type: none"> · Submit insurance remittances for all funded projects
PACRA (secondary stakeholder)	<ul style="list-style-type: none"> · Provide awareness to citizens on their program · Business Registrations services in provinces without presence 	<ul style="list-style-type: none"> · Provide awareness and business registration services
ZamStats	<ul style="list-style-type: none"> · Provide official data 	<ul style="list-style-type: none"> · Obtain quality data capture on job creation and business opportunities created by SMEs
BDS PROVIDERS (secondary stakeholder)	<ul style="list-style-type: none"> · Business opportunities 	<ul style="list-style-type: none"> · Provide opportunities for them through engagement in BDS · Link them to other partners and CEEC clients
2. CEEC Commissioners & Staff Members		
Commissioners (Primary Stakeholder)	<ul style="list-style-type: none"> · Good implementation of mandate · Effective communication · Timely reports 	<ul style="list-style-type: none"> · Facilitate the implementation process · Development of policies
Executive managers (primary stakeholder)	<ul style="list-style-type: none"> · Capacity building · Policy direction · Favorable conditions of service · Good working environment 	<ul style="list-style-type: none"> · Relevant training · Development of policies · Provision of good office equipment
Managers/PCs/Other staff (primary stakeholder)	<ul style="list-style-type: none"> · Capacity building · Policy direction · Adequate and conducive working environment · Favorable and competitive conditions of service · Adequate and relevant office facilities · Favorable reward system 	<ul style="list-style-type: none"> · Relevant training · Development of policies · Provision of good office equipment · Provision of favorable and competitive conditions of service

<i>STAKEHOLDER</i>	<i>STAKEHOLDER NEEDS</i>	<i>CEEC's RESPONSES TO NEEDS</i>
3. Strategic Partners		
Government – Ministries (secondary stakeholder)	<ul style="list-style-type: none"> Policy implementation in line with the UPND manifesto and the 8NDP Actualisation of economic empowerment Progress Reports 	<ul style="list-style-type: none"> Making ourselves available and useful, innovative in responding to their expectations. Provision of accurate and timely progress reports
Statutory Bodies (ZDA, ZPPA, ZCGSL, etc. (secondary stakeholder)	<ul style="list-style-type: none"> ZDA – MSME market linkages ZPPA – statutory obligations, Policy guidance, i.e., information dissemination ZCGSL – Guaranteeing credit sustainably to SMEs 	<ul style="list-style-type: none"> Instigate needed MSME market linkages Avail the necessary information through brochures, website etc. Ensure actualization of viability of funded SMEs and their ability to repay loans
Media (secondary stakeholder)	<ul style="list-style-type: none"> Free Information dissemination 	<ul style="list-style-type: none"> Provide information through press releases, media briefs, columns Cordial relationships to preserve the bad image of the CEEC.
4. Investors, Donors (CPs)		
	Needs	CEEC's Response to their Needs
UN Agencies (UNDP, UNIDO, ILO) (secondary stakeholder)	<ul style="list-style-type: none"> Clearly defined Economic Empowerment Program Strategic plan Operational (annual) Plan Bridge financing Good political and corporate governance 	<ul style="list-style-type: none"> Development of bankable strategic plans Development of strategic partnerships Development attractive economic empowerment products Develop an effective financial management system
Multilateral Development Banks (World Bank, Africa Development Bank) (secondary stakeholder)	<ul style="list-style-type: none"> Financing collaboration Favorable implementation of funded projects Clearly defined Economic Empowerment Program Strategic plan Operational (annual) Plan Bridge financing Good political and corporate governance 	<ul style="list-style-type: none"> Successful implementation of funded projects Development of bankable strategic plans Development of strategic partnerships Development of attractive economic empowerment products Develop an effective financial management system
Micro-finance institutions (secondary stakeholder)	<ul style="list-style-type: none"> Partnerships (CEEC Products e.g., Trade Finance) 	<ul style="list-style-type: none"> Develop an effective financial management system Develop an effective loan management system? Develop innovative empowerment products

<i>STAKEHOLDER</i>	<i>STAKEHOLDER NEEDS</i>	<i>CEEC's RESPONSES TO NEEDS</i>
5. Suppliers, Intermediaries		
Suppliers of goods & services (primary stakeholder)	Timely payments	<ul style="list-style-type: none"> Develop systems for timely payments
Contractors (Secondary stakeholder)	Transparency in treatments, contracts tenders, etc.	<ul style="list-style-type: none"> Put in place a transparent procurement process Designate contract management officers
	Assurance of continued business	<ul style="list-style-type: none"> Develop a database of suppliers of goods & services & maintain client relationship
Insurance companies (Secondary stakeholder)	Timely payments	<ul style="list-style-type: none"> Develop systems for timely payments
	Business from CEEC	<ul style="list-style-type: none"> Offer business when available
	Insurance products on which they can earn commission	<ul style="list-style-type: none"> Give them business when available
6. Regulators, Legislators		
	NEEDS	CEEC RESPONSES TO NEEDS
MSMED (Primary stakeholder)	<ul style="list-style-type: none"> Effective execution of mandate 	<ul style="list-style-type: none"> Ensure CEEC discharges its mandate efficiently & effectively
MoFNP and Cabinet office (primary stakeholder)	<ul style="list-style-type: none"> Value for money on appropriated empowerment and operational grants Contribution to implementation of the 8NDP 	<ul style="list-style-type: none"> Ensure CEEC discharges its mandate efficiently & effectively based on mandate
	<ul style="list-style-type: none"> Transparency and accountability Prudence in utilisation of funds 	<ul style="list-style-type: none"> Ensure transparency and accountability in utilization of allocated resources Ensure prudence in utilization of funds
Parliament (primary stakeholder)	<ul style="list-style-type: none"> Compliance with government policy and procedures 	<ul style="list-style-type: none"> Ensure compliance with government policies and procedures
ACC (secondary stakeholder)	<ul style="list-style-type: none"> Implementation of CEE Act 	<ul style="list-style-type: none"> Ensure CEEC implements the CEE Act accordingly
	<ul style="list-style-type: none"> Corruption elimination 	<ul style="list-style-type: none"> Ensure that there is zero tolerance against corruption at CEEC
	<ul style="list-style-type: none"> Operationalization of Integrity Committee 	<ul style="list-style-type: none"> Establish and operationalize Integrity Committee

<i>STAKEHOLDER</i>	<i>STAKEHOLDER NEEDS</i>	<i>CEEC's RESPONSES TO NEEDS</i>
7. Activists, Interest / Pressure Groups		
Women Lobby Groups (Secondary stakeholder)	<ul style="list-style-type: none"> Offer empowerment program for women 	<ul style="list-style-type: none"> Design empowerment programs tailor made for women
HIV/AIDS Activists (Secondary stakeholder)	<ul style="list-style-type: none"> Offer empowerment program for PLWHA 	<ul style="list-style-type: none"> Design empowerment programs tailor made for PLWHA
Youth Activists (secondary stakeholder)	<ul style="list-style-type: none"> Offer empowerment program for Youths 	<ul style="list-style-type: none"> Design empowerment programs tailor made for Youths
Zambia Agency for Persons with Disabilities (secondary stakeholder)	<ul style="list-style-type: none"> Offer empowerment program for Persons with Disability 	<ul style="list-style-type: none"> Design empowerment programs tailor made for Persons with disability
8. Media (Electronic & Print)		
Public/ Private Print (secondary stakeholder)	<ul style="list-style-type: none"> Coverage and documentation 	<ul style="list-style-type: none"> Publication of newsletters/bulletins
	<ul style="list-style-type: none"> Reporting 	<ul style="list-style-type: none"> Commission reports
	<ul style="list-style-type: none"> Dissemination 	<ul style="list-style-type: none"> Press releases, TV and radio documentaries
	<ul style="list-style-type: none"> Interviews 	<ul style="list-style-type: none"> Audience
Broadcasting (TV/ Radio) (secondary stakeholder)	<ul style="list-style-type: none"> Inform and sensitize the public 	<ul style="list-style-type: none"> Planned, coordinated and effective communication strategy from Public Relations Units
	<ul style="list-style-type: none"> Interviews 	<ul style="list-style-type: none"> Updated client database
	<ul style="list-style-type: none"> coverage 	<ul style="list-style-type: none"> Avail appropriate staff to respond to media queries
9. Communities, incl. the internet community (secondary stakeholder)		
People living in the diaspora	<ul style="list-style-type: none"> Skills and entrepreneurial development Information Finances Land ownership (tribal, rural, urban) Resource mobilisation Networking (donors) Business/Market linkages Community social support 	<ul style="list-style-type: none"> Holding business clinics Holding business talks/networking activities Print information booklets/ brochures (translated) Continuous update on CEEC website (internet/diaspora groupings) Skills training Entrepreneurship skills training and mindset
Mobile phone users		
Studentship		
Religious groupings		
Political groupings		
Business communities		
Corporate communities		
Tribal Groupings		
Rural		
Urban		

Annex 3: Resource Analysis

Tangible Resources:		Intangible Resources:				
Physical Resources (P), Monetary Resources (M)		Human Resources (H) Relational Resources (R) Structural Resources (S)				
		Very Weak	Weak	Sufficient	Strong	Very Strong
M1	Budget (Operational)	X				
P1	Physical Infrastructure: Property, Buildings, Location, Office Design	OD	P,B		L	
P2	ICT Infrastructure(Hardware, Software & Integration)	X				
P3	Office Tools, Equipment, Machines	X				
P4	Natural Resources (Water, Land, Timber/Wood	X				
H1	General Educational Levels (Mgmt & Staff)		M,S			
H2	Specialist Skills and Know-How (Mgmt & Staff)		M,S			
H3	Relevant Experience (Mgmt & Staff)			M,S		
H4	Attitudes, Motivation & Commitment (A, M, C)	A,M		C		
H5	Creativity, Innovation			C,I		
R1	Relationships with Customers	X				
R2	Relationships with Suppliers	X				
R3	Contractual Relationships (MOU's, etc.)			X		
R4	Reputation & Image	X				
R5	Trust - we trust one another.	X				
R6	Strategic Conversations	X				
S1	Processes, Tacit Routines	X				
S2	Codified Information and Manuals	X				
S3	Organisational Structure (O&E)		X			
S4	Sound Corporate Governance			X		
S5	Management Approaches, i.e. efficiency of meetings, initiatives / projects.			X		
S6	Organisational Culture (Living the Values)	X				
S7	Compliance to laws.				X	
S8	Teamwork – One Identity	X				
S9	Decision Making Process		X			

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Strategic Plan 2022-2026



The launch of the Marketeer Booster loan was a joyous occasion for successful applicants of the game-changing loan product.



**CORRUPTION
IS LIKE A BAD DEBT.
BOTH HAVE
NO PLACE
AT CEEC.**

Call to Action

If you have any concerns about corruption at CEEC, please contact the CEEC Director General's Office. Your concern will be taken seriously and investigations will be thorough.

Get closer to CEEC

- Empowerment House – Plot No. 6457 Los Angeles Boulevard, Long Acres, Lusaka. Cell: +260 972075815 or +260 953756468
- CEEC Lusaka Provincial Office – Chifwema Road, Lusaka South Multi-Facility Economic Zone, Cell: +260 967072060
- CEEC Luapula Provincial Office – Rooms 108, 110 and 113, Provident House, Chitimukulu Road, Mansa. Cell: +260 771945085
- CEEC Eastern Provincial Office – Chipata Industrial Yard. Cell: +260 979051524
- CEEC Southern Provincial Office – Plot DZ 188, Choma Dairy Co-operative Union Complex, Choma. Cell: +260 777050498
- CEEC Copperbelt Provincial Office – Room 188 Immigration Building, Buteko Avenue, Ndola. Cell: +260 779356106
- CEEC Northern Provincial Office – Kasama Industrial Yard, 8km from Kasama CBD, off the Kasama-Mbala Road. Cell: +260 777871774
- CEEC Central Provincial Office – Rooms 6 and 7 Labour Building, Chilufya Katebe Road, Kabwe. Cell: +260 951222924
- CEEC Muchinga Provincial Office – Plot 888 Kakula Street, Chinsali. Cell: +260 772054286
- CEEC North-Western Provincial Office – Rooms 111-113, NAPSA Building, Independence Avenue, Solwezi. Cell: +260 770654337
- CEEC Western Provincial Office – Mongu Industrial Yard. Cell: +260 770782315

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