



The Republic of Zambia

**Ministry of Water Development, Sanitation  
and Environmental Protection**

# **Planning Handbook for Statutory Bodies**

First Edition, January 2019



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## Foreword

This Planning Handbook is the first edition that has been developed to provide planning guidance to Statutory Bodies. The Handbook seeks to maintain simplicity while at the same time describing the planning process in detail to enable Statutory Bodies produce annual action plan and Budget that is generic for that level and ensure uniformity of the plans.

The handbooks have been developed to provide further guidance on the preparation of Output Based Budgets(OBB). This version of the handbook introduces a part for key performance indicators that will enhance evidence based planning at all levels. The annual planning and Budgeting schedule has been incorporated.

The priorities and objectives are based on 7NDP, Ministerial Strategic Plan as well as a solid analysis of the local situations, previous experiences and performance assessments in line with the Medium Term Expenditure Framework (MTEF) requirements. This handbook uses the SWOT and root cause analysis tool that will help in setting objectives by individual Departments and carry out a review of the present local situation of their environment from the MIS reports.

Planning and budgeting under the MTEF should be output based and allocation of resources should be in accordance with identified priorities. In addition, the output based plans and budgets should have clear and coherent links with both the Ministerial Strategic Plan and the National Development Plan to ensure that action plans at all levels adequately reflect national priorities and development objectives.

It is hoped that the implementation of these plans and budgets will accelerate implementation of sector policies and the realization of the set targets in the vision 2030. I strongly appeal to Government and Non-Government actors to remain committed to the planning process and stipulated guidelines.

**Dr. Bishop Edward Chomba**

**Permanent Secretary**

**MINISTRY OF WATER DEVELOPMENT, SANITATION AND ENVIRONMENTAL PROTECTION**

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## Acknowledgements

The Ministry of Water Development wishes to acknowledge and thank the various stakeholders who participated or contributed to the development of the Planning Handbook/guidelines. In particular, we would like to recognize the valuable contributions made by Ministry staff, Water Aid, UNICEF, GIZ and many other representatives of cooperating partners who actively participated in the development process of this Planning Handbook. We are grateful to all of them individually and collectively for their time and commitment in completing this edition in good time.

Special thanks go to the Department of Planning and Information for taking the initiative to develop the Handbook/guidelines.

The Ministry would like to further extend its appreciation to all stakeholders for providing valuable comments on the draft Handbook/guidelines. We also immensely thank all the cooperating partners such as Water Aid and UNICEF in particular for financial support rendered in the production of this Planning Handbook.

**Mr. Tobias Musonda**

**DIRECTOR PLANNING AND INFORMATION**

**MINISTRY OF WATER DEVELOPMENT, SANITATION AND ENVIRONMENTAL PROTECTION**

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## List of Abbreviations

ABB	Activity Based Budgeting
ACM	Annual Consultative Meeting
BFP	Budget Framework Paper
C/F	Carried forward (from one year to the next)
FAMS	Financial Administration Management Systems
IPF	Indicative Planning Figure
Log Frame	Logical Framework
MBB	Marginal Based Budgeting
MWDSEP	Ministry of Water Development, Sanitation and Environmental Protection
MTEF	Medium Term Expenditure Framework
NDP	National Development Plan
OBB	Output Based Budgeting
PEs	Personnel Emoluments

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## Glossary of Terms

Activity	In the terms of the Centre Action Plan, an activity is a summary title given to a collection of specific sub-activities. An activity is of a higher level than a sub-activity.
Budget	A quantification of the resources and the associated costs of implementing a series of sub-activities, activities and outputs towards the realisation of the objective(s) and the plan within a defined time period.
Capital items	Items such as vehicles, equipment and buildings that have a useful life of longer than one year.
Indicator	An observable measure of the progress made towards achieving an objective.
Inflation	A general increase in the price level leading to a corresponding fall in the purchasing value of money.
Input	Major and relevant items of expenditure needed to carry out activities. Inputs can be recurrent or capital.
In-Service Training	All activities and expenses related to retraining and orientation of staff already in service.
Indicative Planning Figure	This is the projected level of funding anticipated for the following year.

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Monitoring	The process of regularly collecting and analysing information about the implementation of a plan so that problems can be identified and corrective action taken.
Objective	The desired end result of a set of actions. An objective should state clearly what is to be achieved and must be measurable (to see if it has been achieved).
Output	An intermediary product contributing towards the achievement of a defined objective. An output is at a higher level than an activity and therefore several activities may be planned to be carried out to achieve an output. A set or series of outputs form an objective.
Output Based Budgeting	This is a budgeting practice aimed at enhancing the performance-orientation of the Budget, by entailing a clear relationship between <i>programme funding levels</i> and <i>expected results</i> (outputs).
Plan	The definition of what is to be achieved (the objectives), how it is to be achieved (the activities), and the resources (people, materials and money) needed for implementation.
Priority	Something which is considered to be the most important. A prioritized list is a list of activities ranked in order of importance.
Recurrent inputs	Resources that are used up and consumed within a year of purchase (e.g. drugs, salaries, educational materials, labour, etc.)
Sub-Activity	In the context of the Centre Action Plan, a “sub-activity” is one of the

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specific and detailed steps involved in completing an activity.

Supportive Supervision The process of monitoring and reviewing achievements with the purpose of providing the necessary guidance, support and assistance to promote continual performance and quality improvement.

Strategy A planned approach for achieving an objective. A strategy tells you how the objective will be achieved and provides a guide for the selection of specific activities to be carried out.

**(Note:** A strategy may be referred to as a ‘broad objective’).

Technical Support Management guidance, advice and assistance provided to other levels in the system.

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## 1. Introduction

Since independence, Zambia has implemented various budget methods, including Incremental Line-Item budgeting. In 2003, Zambia introduced Activity Based Budgeting (ABB), as a successor to Incremental Line-Item budgeting aimed at improving allocative efficiency. However, ABB had its own shortcomings which includes:

### **Bulky data, but not enough information on:**

- Results/outputs expected from public expenditure; or
- Geographical areas to benefit from public expenditure.

### **Erroneous Programme Nomenclature:**

- **Economic classifications** – e.g. Personal Emoluments (PEs) and Infrastructure (which are economic classifications) are erroneously classified as “programmes”.

### **Weak Link to MPSA Mandated Functions:**

- Hence MPSA’s programmes contribute less towards MPSA’s core - functions.
- Resources are allocated to organisational structures (e.g. departments, units, etc) and not towards attainment of MPSA’s functional objectives.

The above and other shortcomings of ABB budget system have largely undermined Budget accountability; budget transparency; Parliamentary oversight role on the Budget; and effective allocation & application of public funds. The shortcomings have also necessitated the introduction of Output Based Budgeting.

The shift from ABB to OBB entails:

- Re-engineered focus of budget formulation processes & procedures
- Complete overhaul of ABB budget Programme Structure (with standard design criteria guidelines)

- 
- Resource allocation criteria to be based on MPSA’s mandated functions, NOT organizational structure
  - The available Budget resources will be allocated by **Programme** not departments.
  - Consequently, Parliament will now approve the annual Budget Estimates at **“Programme”** level and no longer at “Department” level

The Planning Handbook/Guidelines seek to introduce the OBB guidelines and accelerate implementation of key priorities from the Ministerial Strategic Plan and the National Development Plan (NDP) which defines the broad goals to be pursued by the sector and provides the policy framework for all interventions.

The Output Based Budget developed by each implementation level in the sector need to translate the priorities and goals of the Ministerial Strategic Plan and the Medium Term Expenditure Framework (MTEF) into specific implementation steps that each level will take in any given year.

## 1.2 Roles and Responsibilities

This section outlines roles and responsibilities different players in the planning and Budgeting Process.

### 1.2.1 Department of Planning and Information

- Provide guidance and technical support to the Departments, Statutory bodies and Units as they develop their plans
- Provision of Budget Ceilings/Indicative Planning figures to the Departments, Statutory bodies and Units as they develop their plans
- Consolidation and physical production of the action plan and the budget

- Ensuring that all the Departments, Statutory bodies and Units are kept up-to-date with new national policies and management and Ministerial Strategic programmatic innovations;
- Leading and supporting the Statutory bodies in their annual planning and Budgeting process;
- Managing the reporting and other monitoring systems to ensure that Departments, Statutory bodies and Units meet their performance targets;
- Providing information for use in the planning and budgeting process
- Monitoring the performance of Statutory bodies in the 7NDP and Ministerial strategic Plan targets

This Handbook/Guideline aims at providing step-by-step guidance on what needs to be done to ensure focused and coordinated planning of activities. It outlines the process and provides the basic tools Departments and Statutory bodies require for effective planning and budgeting in line with the MTEF

### 1.3 Annual Planning Schedule

**Table 1.1 Annual Planning Schedule**

S/N	Activity	Timeline
1.	Preparation of Annual Statistical Bulletin	2 <sup>th</sup> week January
2.	Annual Performance Review meeting	2 <sup>nd</sup> Week of March
3.	Preparation of Technical Updates	1 <sup>st</sup> Week of April
4.	Preparation of Budget Policy Brief	2 <sup>nd</sup> week of May
5.	National Planning Launch	1 <sup>st</sup> Week of June
6.	Statutory Bodies planning and Budgeting	1st week July

S/N	Activity	Timeline
7.	MWDSEP HQ consolidates and submits the Sector plan and budget to MoF	1 <sup>st</sup> Week of August
8.	Preparation of Budget framework paper	2 <sup>nd</sup> week of August
9.	Preparation of Budget briefs and Policy Statement	4 <sup>th</sup> week September

## 2. Planning Steps

The following steps are suggested to guide sector in planning and Budgeting and ensure that key players in implementation of the plans and budgets are fully involved at the planning stage.

### Step 1: Preparation of Annual Statistical Bulletin

By the 2<sup>nd</sup> week of January, Department of Planning in conjunction with Provincial, District staff and Cooperating Partners will commence data collection from the Districts for the purposes of populating the Annual Statistical Bulletin. This will be followed by holding a stakeholder validation meeting for the bulletin. The Annual Statistical Bulletin will inform preparation of Annual Reports for Parliament and Ministry of National Development Planning. The Annual Statistical Report will be made available on the Ministerial Website.

### Step 2: Annual Performance Review

This creates a platform for stakeholders to monitor the implementation of programmes to ensure that implementation does not deviate from planned objectives and output targets. Monitoring enables justifiable adjustments to be made during implementation planning and budgeting. During the Performance Review Meeting State and non-state actors shall also information on Research and Performance Assessment findings. Partners and Statutory bodies are expected to make presentations. This shall take place in the 2<sup>nd</sup> week of march.

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### Step 3: Preparation of Technical Updates

Technical updates which are a key input in the preparation of Medium Term Expenditure Framework (MTEF). Technical updates highlight overall priorities and any emerging issues for the Ministry or institution for the next three years. The overall, cross-cutting objectives which are in line with the established priority areas are also defined. The priorities and objectives are intended to guide the overall sector planning focus. The objectives will be broad and will require the efforts of all levels to achieve.

Technical update template that takes into account the following factors:

- Programme Area
- Situation analysis:
  - Brief description of status of programme area and where relevant include epidemiological information, research findings, surveys reports and PA reports
- Past Performance
  - Consider key performance indicators
- Key areas of Focus for previous year
  - list the key strategies that were put in place
- Objective
  - Output and outcome targets
  - Objectives should be ‘SMART’
- Achievements
- Key Challenges
- Carryover activities from previous year
- Focus areas for the following year.

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During the preparation of Technical updates, Department of Planning and Information should ensure that cooperating partners are represented during the preparation of the technical updates. The following are the sources of data for preparation of the Technical Updates:

- Annual statistical Bulletin
- Strategic plan
- Research finding recommendations
- Performance Assessment Recommendations
- Guidelines and protocols
- Routine Data Sources e.g. MIS
- Non routine data sources e.g. ZDHS

In conducting a situation analysis SWOT and root cause analysis shall be used. However other tools can be used as well to identify the bottlenecks to service delivery. The priority interventions should be linked to identified bottlenecks. Based on the information analysed. This activity shall take place in the 1<sup>st</sup> week of April.

#### **Step 4: Preparation of Budget Policy Brief**

Budget Policy brief is one of the major inputs in the preparation of the Green Paper. It sets out priority areas that require consideration and inclusion in the Medium Term Expenditure Framework (MTEF) for Ministries, Provinces and Spending Agencies (MPSAs). The Budget Policy Brief focuses on three (3) broad areas relating to the use of public resources in each institution, namely, allocative efficiency, existing commitments and risks and opportunities. In preparing the paper, the following documents shall be used:

- I. NDP
- II. Strategic Plan,
- III. Minutes from the Policy Meeting,
- IV. International Protocols and Guidelines,
- V. Annual Performance Reports/Annual statistical Bulletin

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## VI. Research Findings

### **Step 5: National Planning Launch**

MWDSEP HQ gives information on financial ceilings, technical planning updates and guidelines and MIS analysed data for the previous year. This shall be graced by the Minister or the Permanent Secretary. This shall take place in the first week of June.

### **Step 6: Statutory Bodies Planning and Budgeting**

Statutory bodies shall customise the technical planning updates received from the national level and prepare a planning and budgeting meeting. Local implementing partners will be required to participate in this meeting to ensure partner buy-in to the plans and to provide information on expected support and funding. During the planning and budgeting meeting, Department of Planning and Information staff and some national level program officers and implementing partners will participate to review the plans and budgets, and provide technical support to statutory bodies. All institutions will finalise the consolidated action plan and budget and submit the plan to DPI by 1<sup>st</sup> week of August.

### **Step 7: Preparation of Departmental Action Plan and Budget**

After the National Planning Launch, Departments are expected to commence preparation of Departmental Plan and Budget. This exercise is expected to start by the first week of July.

### **Step 8: MWDSEP HQ consolidates and submits the Sector plan and submission of the budget to MoF**

By the end of the third week of August, the Core Planning Team should have completed Consolidation of a three-year medium term Plan. The draft budget will also be checked for consistency with the strategic plan objectives.

### **Step 9: Preparation of Budget framework paper**

Preparation of a Budget Framework Paper is one of the key steps in the budget preparation process. Once the key proposed budget has been finalized, a BFP is prepared, which is simply a narrative that provides justifications of proposed programmes and activities in the medium term. It is the basis for

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engagement between the Ministry of Finance and the Budget Committee in MPSAs during budget hearing. This activity will have done by the 2<sup>nd</sup> week of August.

### **Step 10: Preparation of Budget brief and policy statement**

The Parliamentary Budget Brief is a narrative of the activities in the proposed budget and is the basis of engagement between the MPSAs and the Parliamentarians. The policy statement provides a policy framework for the MPSA during the medium term period. This is done by 3<sup>rd</sup> week of October

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## **ANNEX 1: OUTLINE FOR CENTRAL LEVEL ACTION PLAN**

### **PART1. INTRODUCTION**

- 1.1 Foreword by the Head of Institution
- 1.2 Acknowledgments
- 1.3 Executive Summary

### **PART 2. FUNCTIONAL MANDATE**

This can be drawn from:

- (a) the Government Gazette,
- (b) the Constitution; and/or
- (c) A relevant statute.

For example, the Ministry of Water Development, Sanitation and Environmental Protection ‘s mandate is drawn from the Government Notice no 836 of November 2016 and for NWASCO its WSS Act of 1997.

### **PART 3. STRATEGIC OBJECTIVES**

The Strategic Objectives of the Ministry relate to how the Ministry’s functional mandate will be executed in the context of national development and service delivery aspirations. The Ministry’s strategic objectives will focus on the attainment of broad deliverables as the Ministry’s contribution to the achievement of relevant sector/ cluster outcomes and impacts.

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## **PART 4. OUT PUT MATRIX**

Outputs reflect what the institution must deliver in implementing its strategic objectives, as its contribution to the attainment of the targeted outcomes/impacts of the relevant sector/cluster to which it belongs.

The output matrix gives the outputs that the Institution achieved through its budget in the last Financial Year (FY), the progress made this FY (mid-year) & the target for the output indicator for the next FY.

The Output Matrix has an accompanying narrative that explains:

- (a) How the output indicators for each programme were chosen and in particular what is the logical link and relevance of these indicators to national; sectoral and/or cluster strategic objectives which the MPSA must contribute to;
- (b) How the targets were set for these indicators for the forthcoming FY in relation to:
  - (a) Recent / current performance
  - (b) Targets set in strategic plans e.g. 7NDP; Sectoral Plans etc. and
  - (c) Available financial but also human and other resource constraints (inc. time).

Programme	Sub programme	Output Indicator(s)	2015		2016		2017
			Target	Actual	Target	Actual*	Target
			Target	Actual	Target	Actual*	Target
5501: Water Resources Management and Development	1. Water Resources Infrastructure Development	Number of exploratory boreholes constructed	19	24	26	24	26
	2. Water Resources Management	Number of water quality monitoring stations established	100	120	200	202	300
5502: Water Supply and Sanitation	1. Water Supply and Sanitation Infrastructure Development (Rural and Urban)	Percentage of population with access to basic drinking water source	60	65	70	72	80
	2. Water Supply and Sanitation Community Sensitization	Percentage of population practicing Open Defecation (OD)	10	5	4	3	2

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## PART 5. BUDGET SUMMARY

The Budget Summary shows the proposed resource allocations across the institution's programmes and sub-programme level for the forthcoming fiscal year.

**The Budget summary has a narrative component:**

It explains the rationale for the budget allocations between the MPSA's programmes in relation to:

- the strategic objectives of the institution;
- the targets set for each programme; and
- the cost drivers behind these targets.

It further explains the rationale for the budget allocations within each of the institution's programmes in relation to:

- each sub-programme's contribution to the programme's output targets for the forthcoming FY.
- The cost of that contribution.

## 5.1 PROGRAMME BUDGET DETAIL

### Programme 5502: Primary Education

*Purpose:* To provide free and compulsory education to all learners from Grade 1 to 7, and to enhance the quality of education through teaching a comprehensive, diversified and integrated primary education curriculum.

Economic Classification	2013 Budget		2014 Budget		2015
	Approved	Expenditure	Approved	Releases*	Estimate
<b>1. Current Expenditures</b>	-	-	-	-	<b>4,967,558,816</b>
Personnel Emoluments					4,846,121,739
Goods & Services					121,437,077
<b>2. Transfers, Subsidies &amp; Other Payments</b>	-	-	-	-	<b>137,033,537</b>
Primary School Grants					95,000,000
School Feeding Programme					32,033,537
School Requisites for Free Primary Education					10,000,000
<b>3. Capital Expenditures</b>	-	-	-	-	<b>213,611,027</b>
Primary School Infrastructure					213,611,027
<b>Programme Total</b>					<b>5,318,203,379</b>

\* Budget Releases as at 30th June 2014

## 5.2 COSTFRAMEWORK

	Timeframe				2019 N0/%	Cost by funders			Funding Committed	Funder
	Q1	Q2	Q3	Q4		GRZ	Other	Total		
Programme: 5051 Water Resources Management and Development										
Sub Programme: Water Resources Infrastructure Development										
Output Indicator: Number of exploratory boreholes constructed					2000					
<b>Activities</b>										
1.Feasibility study	X					1000	2000		YES	GRZ/WB
2.Drilling		X		X		20000	12000			
3.Water Quality testing						2000	1000			
<b>Subtotal</b>						<b>23000</b>				
Programme: 5052 Water Resources Management and Development										
Sub Programme: Water Resources Management										
Output Indicator: Number of water quality monitoring stations established										
<b>Activities</b>										
1.procurement of water quality monitoring stations										
2. Installation of water quality monitoring stations										
<b>Subtotal</b>										
<b>Programme total</b>										
Programme: 5053 Management and Support Services										
Sub Programme: Planning, Policy, Coordination and Data Management										
Output Indicator: Number of Policies Developed and Reviewed										
<b>Activities</b>										
1.Development of Environmental Policy										
2. 2010 Water Policy review										
<b>Subtotal</b>										
<b>Programme total</b>										
<b>Grand total</b>										

## PART 6: STAKEHOLDER ANALYSIS

Donor mapping has to be conducted to gather sufficient information on stakeholders or Cooperating Partners implementing various interventions in the sector. This will reduce duplication of effort and help increase service delivery coverage.

**Table 1.2.1 Stakeholder in the province**

S/n	Name	Areas of support	Districts of operation
1	Water Aid	Water supply and Sanitation	All the Districts of Southern, Northern and Central Provinces
2			
3			
4			

## PART 7: HUMAN RESOURCES

### 7.1 Present Staffing Levels

**Table 7.1.1 Present Staffing Levels by Station/Catchment**

Category of Staff	Establishment			Existing				Gap
	HQ	Catchment	District Level	Community	HQ	Catchment	District Level	
Engineers								
Planners								
HR Practitioners								
Registry staff								
Watch Group Members								
Water Users Association Members								
<b>Total</b>								

## Part 8: Financing

Table 8.1 Income

Income	Yr n-3	Yr n-2	Yr n-1
Grants			
Local Revenue			
Donors			
<b>Total</b>			

Table 8.2 expenditure

Expenditure	Yr n-3	Yr n-2	Yr n-1
Operation grant			
WSS			
WRD			
Environment			
<b>Total</b>			

## 8.2 Projected Income and Expenditure for the next MTEF

Table 8.2.1 Projected Grant and Other Income

Source of Income	Amount in Kwacha		
	Yr n+1	Yr n+2	Yr n+3
Grant allocation			
Donors			
Other income (specify):			
Total projected funds			



## ANNEXES 2: TEMPLATE FOR DEVELOPING A TECHNICAL PLANNING UPDATES

This template serves as an example:

- 1.0. Programme Area: e.g. Rural Water Supply
- 2.0. Situation Analysis
- 3.0. Past Performance
- 3.1. Key areas of Focus for previous and current (base year) year
- 3.2. Programme Performance

Programme Area	Objectives	Achievements	Key Challenges	Carryover activities from previous year	Focus for the following year
Water Supply and Sanitation					

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## ANNEX3: SITUATION ANALYSIS

### Guidance for situation analysis and development of Logframe

#### 3.1 Situation Analysis

Undertaking a situation analysis is always the first step in the preparation of an action plan or strategic plan. The results of a situation analysis will facilitate the identification of critical interventions to address system bottlenecks. The results of the analysis should form a basis for

Box 3.1 outlines the main elements of a situation analysis

Box 3.1: Contents of Situation Analysis
<b>Population characteristics</b> <ul style="list-style-type: none"><li>• Demographic information</li><li>• Religious, educational and cultural characteristics</li></ul>
<b>Area characteristics and infrastructure</b> <ul style="list-style-type: none"><li>• Geography and topography</li><li>• Water Supply and Sanitation</li></ul>
<b>Policy and political environment</b> <ul style="list-style-type: none"><li>• National and Water policies</li><li>• Political environment</li></ul>
<b>Water and Sanitation services</b> <ul style="list-style-type: none"><li>• Service gaps</li><li>• Service organization</li></ul>
<b>Resources</b> <ul style="list-style-type: none"><li>• Financial and personnel</li><li>• Water Treatment chemicals</li></ul>

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Various tools are available to assist the planners to do a situation analysis. These include the bottlenecks analysis, SWOT analysis and the root cause analysis among other methods.

In this handbook, the recommended methods are the root cause and SWOT analyses as highlighted in the annex 1A, 1B and 2 respectively.

Based on results from the situation analysis, the planning team should agree the priorities and the objectives that the Ministry should focus on in the next three years, and in order of priority. This should be in line with national goals and priorities and the identified local problems.

The planning team should agree on priority activities based on agreed objectives and these should be high impact interventions (please refer to Annex 3 for some of the examples of high impact interventions) for the coming year. Once the province has identified its health problems and the root causes, the next stage is to prioritize the causes using a simple scoring method, and identify solutions to address identified gaps. The resources are scarce and may not be adequate to address all the identified health problems, hence the need to prioritize. The planning team should select the priority interventions using the steps below.

1. *Transfer the interventions that were selected during the SWOT and root cause analysis to the priority worksheet in table 3.1.1*
2. *Decide as a team the method to score each intervention*
3. *Score each intervention either individually and calculating average scores or by discussing and reaching consensus*
4. *Think through the intervention and come up with a score based on a scale of 1 = low, 2 = medium or 3= high in relation to the following criteria:*
  - *Is the proposed intervention likely to have an impact?*
  - *Is the proposed intervention value for money?*
  - *Is the proposed intervention realizable and/or feasible?*

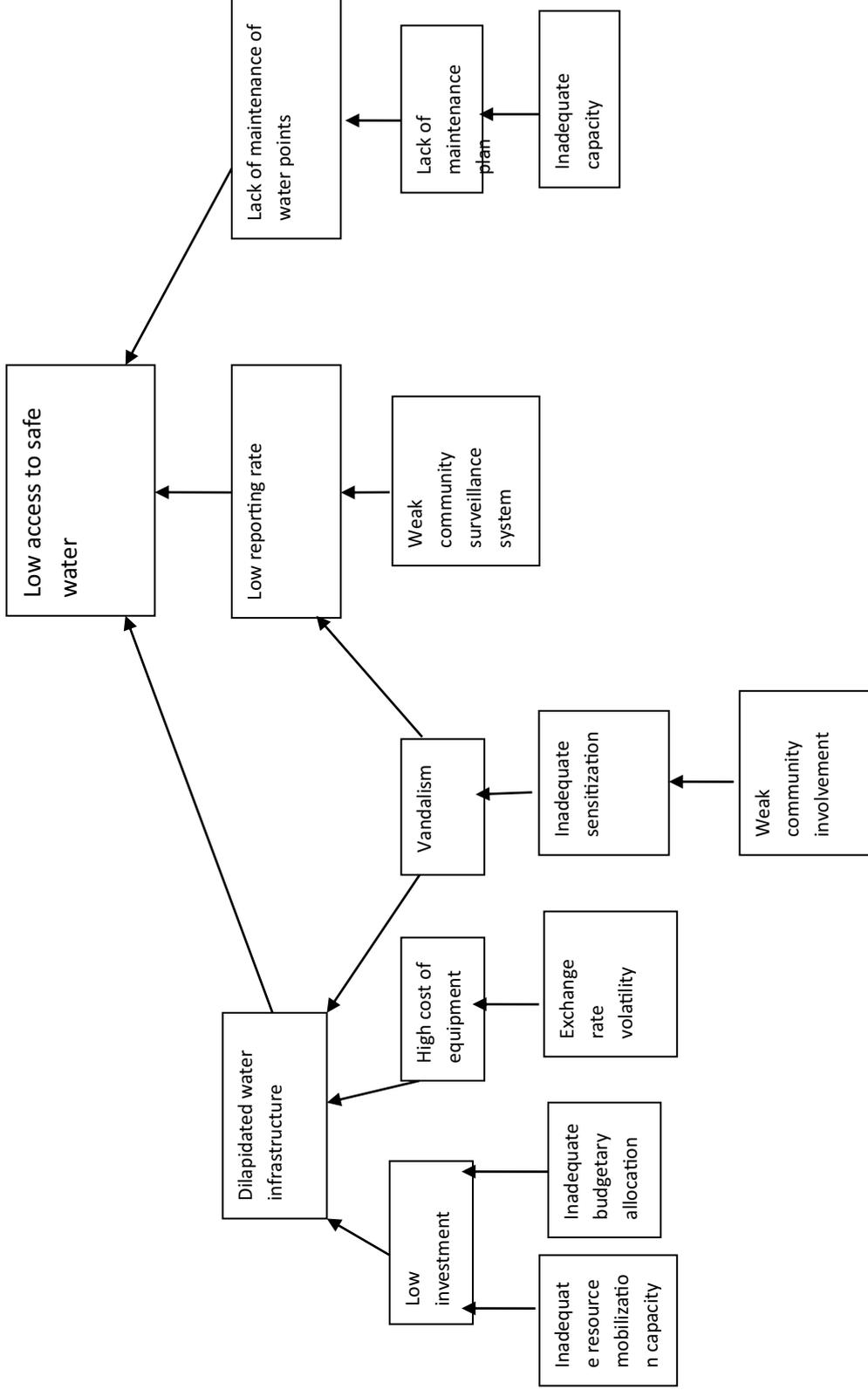
- *What is the cross-cutting nature of the intervention in relation to the identified needs?*

The table below provides an example of prioritization of interventions for scaling up skilled deliveries

**Table 3.1.1 Priority work sheet**

Possible Interventions	Selection criteria of interventions				Total	Selected (X)
	Impact	Value for Money	Realizable	Cross-cutting		
Construction boreholes	3	2	3	1	9	
Water treatment	3	3	3	1	10	X
Borehole Rehabilitation	1	2	2	3	8	
<i>1 = low 2 = medium 3 = high</i>						

**Annex 3A: Example of a root cause (problem tree) analysis**



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### Annex 3B: Identification of possible solutions to root causes

Root causes	Solutions to be provided
Inadequate resource mobilization capacity	Capacity building in project proposal writing

### Annex 3C: SWOT Analysis

SWOT analysis is a simple device that focuses attention on four areas: internal strengths and weaknesses of an organization and the external opportunities and threats facing it. It can also be defined as a simple but powerful framework for analyzing the institution's Strengths and Weaknesses, and Opportunities and Threats. It helps an institution to focus on its strengths, minimize threats and weaknesses, and take advantage of opportunities available. SWOT analysis aims at bringing out the organisation's distinctive competencies or capabilities in relation to its competitors to take advantage of the Opportunities and counter Threats. It also focuses on products or services offered, operating or institutional framework, human resources capabilities, management systems and procedures, governance structure, legal and policy frameworks etc. It should be noted that Strengths and weaknesses are controllable factors within the organisation. Opportunities and threats are largely beyond the control or influence of an organisation.

**Strengths:** These are all the factors within the organisation which impact positively on its performance e.g. Qualified HR, availability of information systems

**Weaknesses:** These are all the factors within the organisation which impact negatively on its performance e.g. inadequate transport

**Opportunities:** These are factors in the external environment that impact positively on the performance of the organisation. The organisation can take advantage of these factors to improve its performance.

**Threats:** These are factors in the external environment that impact negatively on the performance of the organisation.

### ANNEX 3D:SWOT ANALYSIS

	<b>POSITIVE/ HELPFUL to achieving the goal</b>	<b>NEGATIVE/ HARMFUL to achieving the goal</b>
<b>INTERNAL Origin</b> <i>facts/ factors of the organisation</i>	<b>Strengths</b> Things that are good now, maintain them, build on them and use as leverage	<b>Weaknesses</b> Things that are bad now, remedy, change or stop them.
<b>EXTERNAL Origin</b> <i>facts/ factors of the environment in which the organisation operates</i>	<b>Opportunities</b> Things that are good for the future, prioritize them, capture them, build on them and optimize	<b>Threats</b> Things that are bad for the future; put in plans to manage them or counter them

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## ANNEX 4: COSTING AND BUDGETING OF THE PLAN

### 1. *Defining the scope of the costing exercise*

Before undertaking a costing exercise, it is important to define the strategies to be employed in delivering services to the public.

### 2. *Identification of inputs*

The next stage is identification of the inputs needed to carry out an activity. Below is an example of inputs needed to carry out an activity.

Table 2.1 Identification of Inputs

S/N	Examples of Inputs
1	Staff allowances
2	Transport and vehicle running
3	Water Treatment Chemicals
4	Utilities
5	Cleaning materials
6	Bank charges

Inputs are commonly grouped into two important categories, namely recurrent and capital. *Recurrent inputs* are resources that are used up and consumed within a year of purchase (e.g. drugs, educational materials, labour). *Capital goods* are items such as vehicles, equipment and buildings that have a useful life of longer than one year. Capital items are one-off (in the short to medium term) while recurrent items continue to occur as part of the operations of the activity.

## Annex 4A: Costing Sheets

### Annex 4A1 : Guidelines for Step 1 costing

Directorate/Unit/ section	Planning and Information						
<b>Programme</b>	School Health and Nutrition						
<b>Output</b>	Output 1.1 School meals						
<b>Description</b>	This task will facilitate the provision of one meal per day to children in schools located in vulnerable communities						
<b>Task/Operation/Investment</b>	1.2.1 Procure maize and transport to schools						
<b>Inputs</b>	Maize, Human resources and financial resources						
	Subsub item name	Unit Cost	Quantity	No. of days	Total		
	Maize	1,400	18000	1	25,200,000		
	Transportation	300	9,915	2	5,949,000		
	Administration	9000	22	1	198,000		
	Warehousing	9600	5	1	48,000		
<b>Tasks/Operations/Investments Total</b>					<b>31,395,000</b>		
<b>Directorate/Unit/ section</b>							
<b>Programme</b>	School Health and Nutrition						
<b>Output</b>	Output 1.1 School meals						
<b>Description</b>	This TOI will facilitate the provision of one meal per day to children in schools in Vulnerable communities						
<b>Task/Operation/Investment</b>	1.2.2. Train teachers in						

	school feeding					
<b>Inputs</b>	Miaze Meal, Financial and Human Resources					
	Subsub item name	Unit Cost	Quantity	No. of days	Total	
	Lunch Allowance	50	500	3	75,000	
	DSA	800	10	5	40,000	
	Fuel	10	500	5	25,000	
	Transport refund	150	500	2	150,000	
	Stationery	50	20	5	5,000	
<b>Tasks/Operations/Investments Total</b>					295,000	
<b>Directorate/Unit/ section</b>	Planning and Information/SHN					
<b>Programme</b>	School Health and Nutrition					
<b>Output</b>	School Health and Nutrition Training Manuals					
<b>Description</b>	This TOI will facilitate the production of training manual to be used for SHN training.					
<b>Task/Operation/Investment</b>	1.2.3. Produce training manuals					
<b>Inputs</b>	Financial and Human Resources					
	Subsub item name	Unit Cost	Quantity	No. of days	Total	
	Lunch Allowance	50	20	3	3,000	
	Transport refund	100	20	3	6,000	
	Stationery	30	25	1	750	
	Printing	30	2000	1	60,000	



## Annex 5B : Example for Step 2 Sub department costing

<b>Sub-Department Costing Form</b>						
Programme:	5171	Management Support Services		Outputs:		
Sub-Programme:	1	Planning, Policy Coordination and Data Management		1) Enhanced Development Cooperation		
Department:	1	Planning, Policy Coordination and Data Management		2) Resources Mobilized from both CPs and Private Sector		
Sub-Department:	5	Development Cooperation		3) Social Systems Strengthened		
Tasks, Operations and Investments:	1. Donor Coordination	2. Joint Permanent Commissions	3. Private Public Partnerships	4. Social Systems Management	5. Institutional Strengthening and Systems Building	TOI 6 TOTAL
Chart of Accounts items	ZMW	ZMW	ZMW	ZMW	ZMW	ZMW
Personal Emoluments	Salaries	-				-
	Allowances					-
	Other PE-related					-
	etc.....					-
Goods & Services	10 Office Material	11,000	4,000	3,924		K11,000 for CAGs and Other Coordination meetings; K4,000 Stationary for PPP meetings & K3924 for Stationary for mapping and Gender audits.
	10 Petrol, Oil and Lubricants	30,000	1,456	10,820		K30,000 for Coordination & CAGs; K10,000 for JPCs; K1456 for PPP meetings Preparations &
						<b>18,924</b>
						<b>47,276</b>



### Annex 5C : Example for Step 3 department costing

#### Department Costing Form

Programme:	5507	Outputs:								
		Unit 2	Unit 3	Unit 4	GAI 2	GAI 3	TOTAL			
Sub-Programme:	002									
Department:	02									
Sub-Department:	Development Cooperation ZMW	Unit 2 ZMW	Unit 3 ZMW	Unit 4 ZMW	GAI 2 ZMW	GAI 3 ZMW	TOTAL ZMW			
Personal Emoluments	-									-
Goods & Services	400,000									400,000
Transfers & Subsidies	-									-
Capital Expenditures	-									-
Liabilities	-									-
<b>TOTAL</b>	-	-	-	-	-	-	-	-	-	<b>400,000</b>

**Annex 5B : Example for Step 4 Programme costing**

**Programme Costing Form**

Programme:	1)						2)
	Sub-Prog 1	Sub-Prog 2	Sub-Prog 3	Sub-Prog 4	Sub-Prog 5	Sub-Prog 6	
Department:	Dept 1	Dept 2	Dept 3	Dept 4	Dept 5	Dept 6	TOTAL
	ZMW	ZMW	ZMW	ZMW	ZMW	ZMW	ZMW
Personal Emoluments		-					-
Goods & Services		400,000					400,000
Transfers & Subsidies		-					-
Capital Expenditures		-					-
Liabilities		-					-
<b>TOTAL</b>	-	400,000	-	-	-	-	400,000



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## ANNEX 6: MONITORING THE IMPLEMENTATION OF THE PLAN

The Ministry will be required to monitor the implementation of programmes and to report on progress being made towards the achievement of expected outputs each year. The aspects to be monitored include:

- *Defining and measuring indicators against planned activities;*
- *Tracking the implementation of the activities;*
- *Measuring the achievement of the objectives;*
- *Reporting on the resource disbursements, expenditures and balances; and*
- *Assessing the coordination of programme implementation.*

### 4.1 Progress Report

Provincial Offices and Statutory bodies will submit all the quarterly and annual reports to MWDSEP HQ. Quarterly and Bi-Annual Reports will be made and used as a basis for the CAG and TWG meetings as well as development of an annual report and other related key reports. Quarterly progress reports are to be made for discussion within respective Units. The reports need to be undertaken by appropriate Heads of Units for coordination and accountability. The framework of the Progress report will be as shown in annex 7

## ANNEX 7: QUARTERLY PROGRESS REPORT SCHEDULE

Name of Institution											
	Quarter /Annual	Programme	Sub programme	Output Indicator	Target	Actual	Budget by source		Expenditure by source		Comment
							GRZ	Donor	GRZ	Donor	
Water supply and sanitation		Urban water supply	Percentage of Non-Revenue Water								
			Water quality compliance(A-D)								
			Percentage of Metering ratio								
			Percentage of water service coverage								
			Collection efficiency								
			Proportion of people accessing climate smart water supply infrastructure								
		Urban Sanitation	Percentage reduction in sewerage flooding								
			Proportion of people								



## Annex 1: List of Contributors

NO	NAME	SEX	POSITION	STATION
1.	Mr.Tobias Musonda	Male	Director –Planning and Information	MWDSEP HQ
2.	Mr. Melvin Sikazwe	Male	Chief Planner	MWDSEP HQ
3.	Mr. Edmond Banda	Male	Assistant Director- Budgeting	MoF
4.	Dr. Malik Murtaza	Male	Chief WASH	UNICEF
5.	Ms. Pamela Chisanga	Female	Country Director	Water Aid Zambia
6.	Barbara Hamoonga - Ndhlovu	Female	Communications and Campaigns Officer	Water Aid Zambia
7.	Patrick Siyenji	Male	WASH Specialist	UNICEF
8.	Mrs. Petronella Lesa Miti	Female	Principal Planner- Monitoring and Evaluation	MWDSEP HQ
9.	Mr. Sashi Bwalya	Male	Principal Planner- Planning and Budgeting	MWDSEP HQ
10.	Mr. Lukonga Luwabelwa	Male	Senior Planner- SWAP	MWDSEP HQ
11.	Mrs. Isabel Miyanda Mushabati	Female	Senior Planner	MWDSEP HQ

12.	Engervel Musonda	Female	Monitoring and Evaluation Consultant – Backend	UNICEF
13.	Scrivener Kambikambi	Male	Monitoring and Evaluation Consultant – Frontend	UNICEF
14.	Mrs. Mutinta Diangamo Lwendo	Male	Planning, M and E Specialist	MWDSEP HQ
15.	Mr. Mweshi Katongo	Male	Senior Planner	MWDSEP HQ
16.	Mr. Winford Solega Sikapula	Male	Statistician	MWDSEP HQ
17.	Mr. Richard Musheba	Male	Planner-Monitoring and Evaluation	MWDSEP HQ
18.	Ms. Buchizya Soko	Female	Planner-Monitoring and Evaluation	MWDSEP HQ
19.	Mrs. Magaret Mpemba Malambo	Female	Planner	MWDSEP HQ



