



Water! Today, Tomorrow



CORPORATE STRATEGY

2025 - 2029



“To be the leading organisation in sustainable water resources and dam management.”



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KRA 1: Strategic Infrastructure Development and Environmental Management



KRA 2: Optimized Dam Operations and Safety Management.

KRA 3: Support Services Management



KRA 4: Financial Resources Mobilization and Accountability

KRA 5: Strategic Stakeholder Engagement and Communication



EXECUTIVE SUMMARY

The Zambezi River Authority's Council of Ministers, the Board of Directors and the Executive Management Team adopted a mission statement for the strategic period running from 2025 to 2029 that is derived from the core of the Zambezi River Authority's (the Authority) statutory bilateral mandate *"To manage the Kariba Dam and sustainably harness the shared water resources of the Zambezi River for equitable industrial and socio-economic development for the benefit of the people of Zambia and Zimbabwe."* The realization of this Mission, designed to cascade the potential of hydro-electric power and its associated positive impact on socio-economic development to the people of Zambia and Zimbabwe (the Contracting States) is underpinned by a Corporate Strategy carefully crafted and derived from the hearts and minds of the Authority's key stakeholders.

The 2025 – 2029 Corporate Strategy is more than just a roadmap, but a "living compass" that will guide the implementation of the Authority's Strategic Objectives towards the realisation of its Mission. This Corporate Strategy supersedes the 2020 – 2024 Corporate Strategy and builds on the successes and lessons learned from the previous strategic period. At the core of the 2025 – 2029 Corporate Strategy is a reinforcement of the Authority's commitment to fulfilling its bilateral statutory mandate as stipulated in the Zambezi River Authority Acts in a manner that preserves the environment, secures sustainability in the use of the waters of the Zambezi River and demonstrates good corporate citizenship through community – designed and owned corporate social responsibility programmes.

In order to ensure realisation of the Authority's Mission, the 2025 – 2029 Corporate Strategy identifies broad strategic themes that are carefully broken down into strategic key result areas and further into strategic outcomes. These include Efficient Water Resource Management, Infrastructure Development, Environmental Sustainability, Financial Resource Mobilization and Enhanced Stakeholder Engagement within the Zambezi River Basin.

The 2025 – 2029 Corporate Strategy is therefore visionary and is strictly guided by the desire to facilitate, through the Power Utilities, sustainable and environmentally – conscious transformation of the hydro-power potential into tangible social – economic and industrial development benefits for the citizens of the Contracting States, both in this current and for future generations.

Performance Review of the 2020 – 2024 Corporate Strategy

The 2020 – 2024 strategy period highlighted strengths and challenges in achieving organisational objectives. The overall performance was rated as "fair" across four Key Result Areas (KRAs), as determined through the Integrated Results-Based Management (IRBM) system. Achievements included progress in maintaining the safety of the Kariba Dam ensuring compliance with environmental standards and maintenance related to standard operating procedures. However, key areas requiring improvement included project financing, trade receivables collection and stakeholder engagements. This performance review provided critical insights that directly shaped the new strategic direction, reinforcing the need for targeted financial strategies, enhanced project planning and development and stronger resource mobilization mechanisms.

Situational Analysis

The formulation of the current Corporate Strategy involved conducting a comprehensive situational analysis, which included:

- a) **Institutional Capability Assessment** of the Authority.
- b) **External Analysis** through scanning the external environment using the PESTEL framework, which encompasses Political, Economic, Social/Cultural, Technological, Environmental/Ecological and Legal/Regulatory factors.
- c) **SWOT Analysis** through evaluating Strengths, Weaknesses, Opportunities and Threats.
- d) **Stakeholder Engagements** by obtaining input from Government Ministries and Agencies, Local Communities (including Chiefs and Members of Parliament), Cooperating Partners, and internal Stakeholders, facilitated through structured consultations and surveys; and
- e) **Identification of Strategic Issues** requiring interventions, outlined in the 2025 – 2029 Corporate Strategy. The identified Strategic Issues are:
 - i). Hydropower Infrastructure Expansion;
 - ii). Dam Safety Enhancements;
 - iii). Legislative Review;
 - iv). Climate Change Impacts;
 - v). Enforcement of Debt Collection Mechanisms;
 - vi). Funding Limitations;
 - vii). Human Capital Development in advanced technologies;
 - viii). Strategic Partnerships;
 - ix). ICT Governance for operational efficiency;
 - x). Stakeholder Engagement and improved communication; and
 - xi). Exploring Innovative Financial Models.
- f) **Analysis of Strategic Risks** associated with the operational environment.

Strategic Direction

In developing the 2025 – 2029 Corporate Strategy, strategic outcomes were identified in alignment with the strategic issues highlighted during the SWOT analysis underpinned by the adopted Vision, Mission and Core Values.

The strategic direction elements are as outlined below:

Vision

“To be the leading organisation in sustainable water resources and dam management.”

Mission

“To manage the Kariba Dam and sustainably harness the Zambezi River’s shared water resources for industrial and socio-economic development for the benefit of the people of Zambia and Zimbabwe.”

Core Values

Core values represent the fundamental beliefs and guiding principles that shape the organisation's behaviour, culture and decision-making processes. These values and principles reflect the importance that the Authority attaches to the behavioural conduct of its employees in carrying out its mandate of contributing to the economic, industrial and social development of the Republics of Zambia and Zimbabwe. This process of attaining the set goals is reinforced by the Authority's six (6) core values, which will be internalized by employees. The core values that will guide the Authority's actions and decisions and shape the organisational culture and impact are as follows:

1. **Safety**
2. **Integrity**
3. **Professionalism**
4. **Inclusivity**
5. **Teamwork**
6. **Innovation**

The acronym SIPITI was crafted as a mnemonic designed to embed the Core Values into the hearts and minds of the Authority's employees.

The Authority, is therefore, guided by its Vision, Mission and Core Values in implementing the 2025 – 2029 Corporate Strategy.

Key Result Areas (KRAs)

The Authority will focus on five (5) Key Result Areas (KRAs) that represent the core areas aligned to the Authority's statutory mandate, Vision, Mission and statutory functions, aiming to achieve meaningful and impactful results. These KRAs are as follows:

KRA 1: Strategic Infrastructure Development and Environmental Management

KRA 2: Optimized Dam Operations and Safety Management.

KRA 3: Support Services Management

KRA 4: Financial Resources Mobilization and Accountability

KRA 5: Strategic Stakeholder Engagement and Communication

Each KRA is further broken down into measurable outcomes and outputs, which will be tracked and evaluated to ensure performance and alignment with the Authority's Mission and Vision. This Results Framework is presented in figure 1 below:

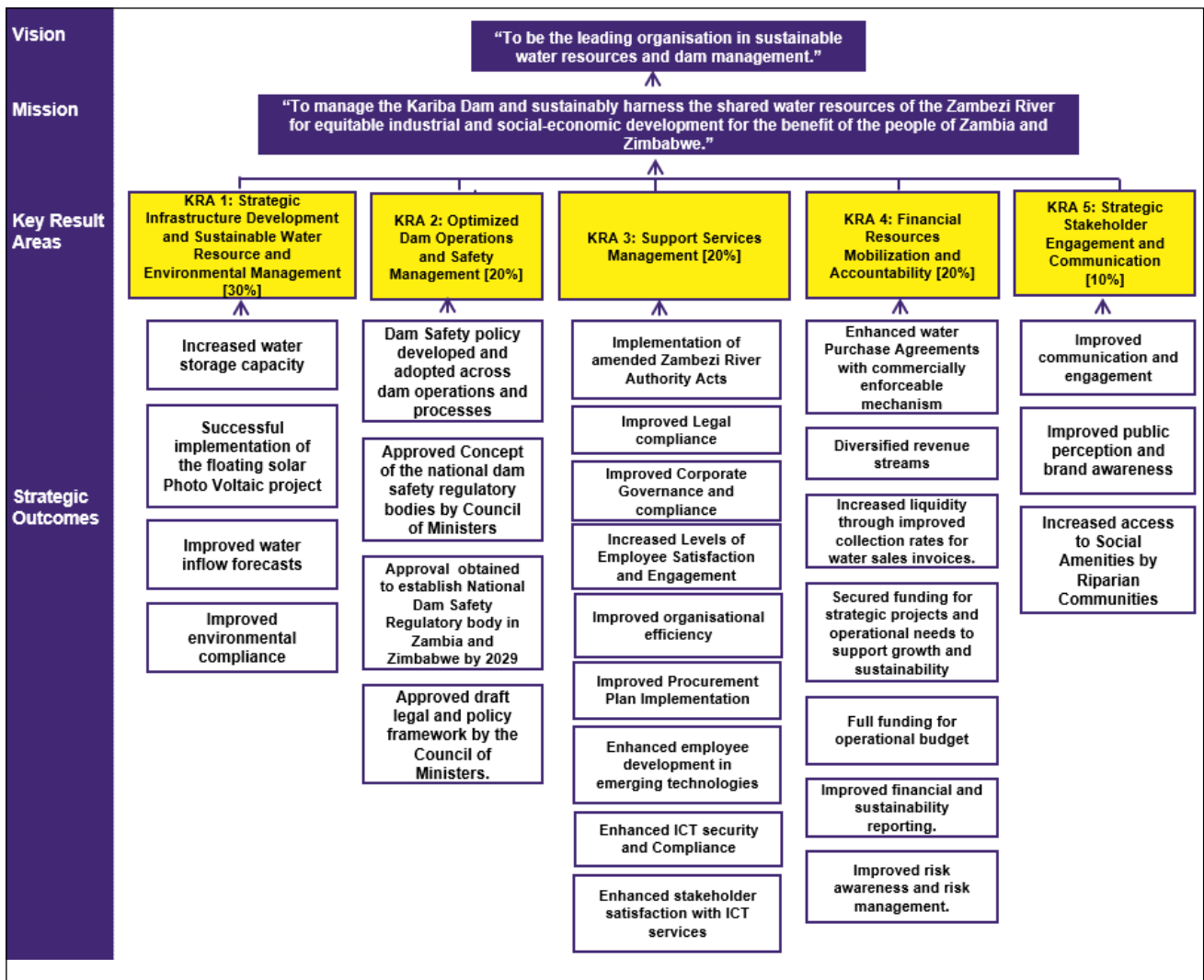


Figure 1: Executive Summary Results Framework

Organisational Performance Management and Monitoring Framework

The Authority has incorporated the Integrated Results-Based Management (IRBM) to ensure strategic alignment, performance management and continuous improvement. A comprehensive performance evaluation framework will monitor progress across all KRAs, with targets established for each strategic objective.

Strategy Implementation and Monitoring

The Performance Assessment, Monitoring and Evaluation of the Authority in implementing the 2025 – 2029 Corporate Strategy will rely on a structured Monitoring & Evaluation (M&E) framework, guided by the performance measures outlined in the Outcome Plan and Output Plan:

- **Outcome Plan:** This plan details expected outcomes, key performance indicators and strategic steps toward target achievement. The outcome-focused approach will enable the Authority to track impacts at a high level, supporting data-driven adjustments and informed decision-making.
- **Output Plan:** The output plan breaks down activities into actionable steps with specific indicators, timelines and responsible parties. This structure allows the Authority to closely monitor immediate deliverables and efficiently address any bottlenecks.

This integrated approach will ensure that the Authority’s activities not only produce immediate outputs but also contribute meaningfully to achieving long-term strategic objectives. The efforts will strengthen accountability, enhance transparency and provide actionable insights to drive the successful implementation of the Authority’s Corporate Strategy.

Conclusion

The 2025 – 2029 Corporate Strategy constitutes a specific and tailor – made blueprint designed to facilitate achievement by the Authority of the ultimate goal to enhance its capacity to sustainably manage the Kariba Dam and the shared water resources of the Zambezi River. This Strategy underpins the Authority’s drive towards attaining sustainable financial resilience, positive environmental impact and intensified infrastructure development while fostering value – adding partnerships and improving stakeholder engagement. The successful implementation of the 2025 – 2029 Corporate Strategy will ensure that the Authority realises its vision of becoming the leading organisation in sustainable water and dam management whilst advancing socio-economic benefits and industrial development for the people of Zambia and Zimbabwe.

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STATEMENT FROM THE BOARD

As the Zambezi River Authority (the Authority) enters a new strategic period, we present the 2025–2029 Corporate Strategy with a view to reaffirming our unwavering commitment to the sustainable management of water resources, environmental stewardship, financial prudence and socio-economic development driven by the need for good corporate citizenship. This Corporate Strategy builds on the lessons learned from the previous Corporate Strategy and focuses on addressing key challenges while capitalizing on opportunities in water resource management, infrastructure development and regional cooperation. Furthermore, the Corporate Strategy aligns with both Zambia’s and Zimbabwe’s National Development Plans as well as the Sustainable Development Goals (SDGs) which will guide the Authority towards a future where sustainable development and regional cooperation will thrive.

At the heart of this Corporate Strategy are critical issues such as dam safety, climate resilience, financial sustainability and enhanced stakeholder engagement. The Authority is resolute in its pursuit of climate adaptation measures that will ensure the availability of water for power generation and broader socio-economic needs, particularly in light of the growing impacts of climate change. By adopting proactive measures to mitigate climate risks and secure regional energy needs, we are safeguarding the continued reliability of the Kariba Complex as a vital asset for both nations.

Our vision extends beyond the current infrastructure owned by the Authority. This is so because the Zambezi River holds immense potential for future projects that will benefit not only Zambia and Zimbabwe but also the Southern African Development Community (SADC) at large. Future developments, such as the Batoka Gorge Hydro-Electric Scheme and the potential for the Floating Solar Photo Voltaic initiatives, represent significant steps towards enhancing regional power generation, reducing dependence on traditional hydropower through a diversified energy mix and fostering energy security for the Contracting States and neighbouring countries. These projects, along with the development of other dam infrastructure, will optimize the utilization of the Zambezi River’s shared resources, fuelling bi-national and regional development.

Our mission to manage the Kariba Dam and sustainably harness the Zambezi River’s shared water resources focuses on balancing the energy needs of both Zambia and Zimbabwe. We aim to optimize the use of these resources to ensure socio-economic development in the Contracting States, primarily through the provision of a sustainable source of water for hydro-power generation as well as secondary sectors such as agriculture and tourism.

As we embark on this strategic journey, our focus remains on strengthening governance structures, exploring innovative revenue models and enhancing the Authority’s financial resilience. In parallel, we are also committed to fostering stakeholder collaborations and embracing partnerships with local communities, Government Ministries and Agencies, Cooperating Partners and regional and international bodies with a view to promoting transparency and inclusivity in our shared objectives. Technological advancements and human capital development will be prioritized, aligning operational efficiencies with industry standards and new emerging technologies.

On behalf of the Board, we wish to pledge our full commitment to this transformative journey and invite all our stakeholders to join us in safeguarding and harnessing the resources of the Zambezi River for both the present and future generations.



A handwritten signature in black ink, appearing to read 'Peter Mumba'.

Peter Mumba
Board Chairperson
Permanent Secretary - Technical Services
Ministry of Energy, Zambia



A handwritten signature in black ink, appearing to read 'Gloria S. Magombo'.

Dr. Gloria S. Magombo
Board Co-Chairperson
Permanent Secretary
Ministry of Energy and Power
Development, Zimbabwe

STATEMENT FROM THE CHIEF EXECUTIVE



On behalf of the Council of Ministers, the Board of Directors, Management and employees of the Zambezi River Authority, it is my privilege and singular honour to present the 2025–2029 Corporate Strategy. The 2025 – 2029 Corporate Strategy is more than a blueprint designed to accelerate the Authority toward realisation of its vision “To be the leading organization in sustainable water resources and dam management.”

It represents a bilateral ‘watershed moment’ marking a defining and momentous chapter in what is going to be an illustrious corporate journey towards actualisation of sustainable water resources and environmental management, hydropower and solar infrastructure development and enhanced support to the riparian communities. Achievement of these milestones will mark the Authority’s

contribution to the attainment of four of the seventeen 2030 Sustainable Development Goals being: (i) food security, (ii) management of water, (iii) access to affordable energy, (iv) combat climate change. Built on the success and valuable lessons learned from the 2020–2024 Corporate Strategy, the 2025 – 2029 Corporate Strategy is designed to optimally seize opportunities and cost effectively manage risks on the journey towards the full realisation of the vision, mission and ultimately the mandate. It is this radical approach towards the implementation of the new Corporate Strategy that is expected to cultivate in the employees and our key stakeholders a renewed sense of purpose, motivation, hunger and thirst for success that will not only create a unidirectional focus but will birth a team that is wholly aligned to a shared corporate vision, mission and mandate.

During the 2020–2024 period, the Authority achieved several key milestones. Viewed from the Projects side, these included (i) completion of the Plunge Pool works under the Kariba Dam Rehabilitation Project (KDRP) which is the first of its kind in the history of the rehabilitation of large dams and confers on the Authority the eternal title of pioneer, (ii) completion of key preparatory studies for the Batoka Gorge Hydro-Electric Scheme, (iii) the initiation of the Floating Solar Photo Voltaic project which has successfully secured financing for a pre-feasibility study and the commencement of the pre-feasibility studies of the Devil’s Gorge Hydro-Electric Scheme.

With regard to the operational side, the Authority successfully implemented the Enterprise Resource Planning (ERP) System, the Integrated Results-Based Management (IRBM) System and finalised the review of the Zambezi River Authority

Acts—a process designed to modernise the Authority’s enabling piece of legislation so as to achieve a level of flexibility required to deal with the dynamic operating environment.

The ERP project automated and integrated the Authority’s business processes, improved business process efficiency thereby significantly reducing the use of paper. This is a key milestone towards the achievement of ESG compliance and allowed a seamless transition into virtual operations during the COVID-19 Pandemic. The IRBM performance management system ushered in a renewed sense of employee productivity with the introduction of performance-based incentives.

From the Corporate Social Responsibility perspective, the Authority completed 37 projects in the riparian communities that included education, health, irrigation, water and sanitary facilities, benefiting approximately 150,000 community members. These accomplishments highlight not only our ability to deliver impactful results for the benefit of the affected riparian communities but also reflect a deep-seated corporate commitment to alleviate the adverse impact associated with the construction of the Kariba Dam.

At the core of the 2025–2029 Corporate Strategy is a focus on strategic infrastructure development, sustainable water resource management and optimising of dam operations and safety management. Strategic infrastructure development will witness an expedited implementation of the Batoka Gorge Hydro–Electric Scheme, the Kariba Photo Voltaic Solar Project and the Devils Gorge Hydro–Electric Scheme. These Projects will contribute towards the energy security of not only the Contracting States but the SADC region and will constitute key milestones in the two Governments’ contribution towards the attainment of food security, access to affordable energy and the global fight against climate change under the 2030 Sustainable Development Goals.

Optimization of dam operations and safety management will focus on continued efforts towards automation of dam operations to enhance efficiency, implementation of recommendations arising from the 5 – yearly Kariba Dam Inspection, implementation of the Early Warning System and establishment of a Dam Safety Regulatory Body.

The mobilisation and securing of finance will be an enabler to the attainment of the strategic aims. An Inter Governmental Resource Mobilisation Committee will be constituted to mobilise the much-needed funds for the for the Projects implementation.

Further, the Authority has planned initiatives targeted at improving its liquidity position through the effective management of trade receivables from National Electricity Undertakings.

The foundation that anchors the successful execution of the Corporate Strategy is the people. Management is reiterating its commitment to the welfare of its employees through implementation of performance – based incentives, training and development and wellness programmes.

Underpinning all these strategic initiatives will be a framework effective and efficient governance, guided by the Authority’s core values. Good corporate governance anchored on compliance with laws, international governance codes and internal policies will improve the Authority’s corporate governance rating, contribute to a positive corporate image and assist in attracting financing. The Authority has, for the 2025 – 2029 Corporate Strategy adopted the following core values: **Safety, Integrity, Professionalism, Inclusivity, Teamwork, and Innovation** which are succinctly reflected in the acronym **SIPITI**.

I wish to extend my sincere appreciation to the members of the Board of Directors for their invaluable support and leadership in defining the strategic direction of the Authority. The Board’s commitment to the execution of the mandate of the Authority ensures that we remain focused on maximising the potential of the Zambezi River’s shared water resource for the betterment of the people of Zambia and Zimbabwe.

I also wish to express my sincere gratitude to our stakeholders such as Government Ministries and Agencies, National Electricity Undertakings, Riparian Chiefs and their communities, Members of Parliament, Cooperating Partners and Regional and International bodies, for their immeasurable insights and contributions in formulating the 2025–2029 Corporate Strategy. The collaborations with the stakeholders are vital to the realisation of our shared goals.

Equally important and invaluable, is the commitment, dedication and key input made by our employees, for which I am proud and appreciative. Our collective strength, resilience and dedication will be the driving force behind this corporate strategy implementation.

I wish to urge all stakeholders to participate in a collaborative manner towards the attainment of the vision of transforming the Authority into “the leading organisation in sustainable water resources and dam management,” which will not only contribute to the socio-economic development of Zambia and Zimbabwe, but will also go a long way in securing the energy security of the SADC region.

Let us all strive for perfection in the realisation of the objectives of the Corporate Strategy and allow excellence to be not what we do but who we are.



.....

ENG. MUNYARADZI C. MUNODAWAFA
CHIEF EXECUTIVE

ABBREVIATIONS AND ACRONYMS

Abbreviation	Full name
8NDP	Eighth National Development Plan, Zambia
ARC	African Regional Club
AUDA-NEPAD	African Union Development Agency-New Partnership for Africa's Development
CAPCO	Central African Power Corporation
CSR	Corporate Social Responsibility
CBOs	Community-Based Organisations
COM	Council of Ministers
EIZ	Engineering Institution of Zambia
EMA	Environmental Management Agency, Zimbabwe
EMP	Environmental Monitoring Programme
ESG	Environmental, Social and Governance
ESIA	Environmental and Social Impact Assessment
EU	European Union
FDGs	Focused Discussion Groups
ICOLD	International Commission on Large Dams
ICT	Information and Communication Technology
IDP	Integrated Development Planning
IRBM	Integrated Results-Based Management
IWRM	Integrated Water Resources Management
JOC	Joint Operation Command
JOTC	Joint Operational Technical Committee
KDRP	Kariba Dam Rehabilitation Project
KRA	Key Result Area
M&E	Monitoring and Evaluation
MPs	Members of Parliament
NDS1	National Development Strategy 1, Zimbabwe
O&M	Operations and Maintenance
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
RBB	Results-Based Budgeting
S&M	Surveillance and Monitoring
SADC	Southern African Development Community
SAPP	Southern Africa Power Pool
SDGs	Sustainable Development Goals
SLAs	Service Level Agreements

SOPs	Standard Operating Procedures
SVL	Strategic Visions Limited
SWOT	Strengths, Weaknesses, Opportunities and Threats
TBL	Triple Bottom Line
UN	United Nations
WARMA	Water Resources Management Authority
ZAMCOM	Zambezi Watercourse Commission
ZANCOLD	Zambia Committee on Large Dams
ZEMA	Zambia Environmental Management Agency
ZESA	Zimbabwe Electricity Supply Authority
ZESCO	ZESCO Limited
ZIE	Zimbabwe Institute of Engineers
ZIMCOLD	Zimbabwe Committee on Large Dams
ZINWA	Zimbabwe National Water Authority
ZPC	Zimbabwe Power Company
ZPWMA	Zimbabwe Parks and Wildlife Management Authority (Zimparks)
ZRA	Zambezi River Authority
ZVDF	Zambezi Valley Development Fund

DEFINITIONS

“Agreement” means the agreement between the Republic of Zimbabwe and the Republic of Zambia relating to the utilization of the Zambezi River, which agreement is set out in the Schedules of the Zambezi River Acts.

“The Authority” means the Zambezi River Authority.

“Contracting States” means the Republic of Zambia and the Republic of Zimbabwe.

“Cooperating Partners” refers to entities, organisations, or stakeholders that work collaboratively towards a common goal or project. These may include government agencies, non-governmental organisations (NGOs), community groups and private sector entities that contribute resources, expertise, or support to achieve shared objectives.

“Conjunctive operations” integrated management of surface water and groundwater resources to optimize the use of available water while ensuring sustainability and addressing the needs of various stakeholders.

“Large Hydropower Dam Managers” refers to organisations or entities responsible for the operation, maintenance and management of large hydropower plants or dams. These Managers ensure that the dam operates efficiently, safely and in accordance with regulatory requirements. Their responsibilities often include overseeing the generation of electricity, managing water resources, ensuring dam safety and addressing environmental and social impacts related to the dam.

“Impacts” means long-term, overarching changes or benefits that result from an organisation’s programme, project, or initiative. Results or consequences or outcome(s). Often relate to broader societal, economic, or environmental improvements that are aligned with the organisation’s mission.

“Integrated Water Resources Management” is a holistic framework that promotes coordinated development and management of water, land and related resources. It aims to maximize economic and social welfare in an equitable manner without compromising the sustainability of vital ecosystems.

“Kariba Complex” means the Kariba Dam and reservoir, all telemetering stations relating to the Dam; any other installations owned by the Authority at Kariba.

“Key Result Areas” means critical areas or broad goals where an organisation must focus to achieve success. Outline a programme or core activities or areas of focus/ organisational performance. Typically aligned with the organisation’s mission and vision and reflect areas of accountability.

“Key Performance Indicator” means quantifiable measures of performance which demonstrate how effectively an organisation is achieving specific outcomes or objectives.

“Monitoring and Evaluation” means assessing the effectiveness and efficiency of a program or strategy by focusing on both outcomes and outputs.

“National Electricity Undertakings” means ZESCO Limited and ZESA Holdings which are also jointly referred to as Power Utilities.

“Outcome” means results obtained after the achievement of specific activities or outputs at

corporate or departmental level. Can be short-term or medium-term and reflect the specific changes in behaviour, knowledge, skills, or conditions experienced by stakeholders or clients. More directly attributable to the organisation's efforts compared to impacts.

“Outputs” means immediate results of the work done by a team or organisation, such as reports, training sessions, or new systems implemented.

“Stakeholders” are individuals and/or institutions that have an interest/claim in the operations of and are affected by decisions made by the Authority.

“Supranational Organisations” are Entities formed by multiple countries that transcend national boundaries and have authority or influence over the member states. These organisations often aim to promote cooperation on issues such as trade, security, environment and human rights. Examples include the European Union (EU), the United Nations (UN) and the World Trade Organisation (WTO).

“Triple Bottom Line” is a sustainability framework that evaluates and expands the traditional focus on financial performance to include social and environmental outcomes, emphasizing a holistic approach to sustainability.

“The Revised SADC Protocol on Shared Watercourses (Revised in 2000)” is a regional agreement among Southern African Development Community (SADC) member states aimed at promoting equitable and sustainable management of shared water resources, enhancing cooperation and ensuring the protection and conservation of watercourses.

“UN Watercourses Convention” is an international treaty adopted in 1997 that provides a framework for the sustainable management and protection of international watercourses. It emphasizes cooperation among countries sharing water resources and outlines principles for equitable use, conservation and prevention of pollution.

“Water Resources” are the complete range of water sources and systems, natural and artificial, that are available for human, industrial, agricultural, ecological and environmental use. These include surface water (e.g., rivers, lakes, reservoirs), groundwater (e.g., aquifers, wells) and atmospheric water. It also encompasses water-related infrastructure such as dams (including appurtenant and ancillary works), irrigation systems, pipelines, treatment plants, water-related power generation facilities (e.g., hydropower and Floating Solar Photo Voltaic) and or water-pumping systems that enable the collection, storage, distribution, management and utilization of water for various purposes.

“ZAMCOM Agreement” is an agreement established among riparian countries of the Zambezi River Basin to facilitate cooperative management and development of shared water resources. It aims to enhance collaboration, promote sustainable water use and address challenges related to water governance in the basin.



- An aerial view of Kariba Dam captured when the lake was near full capacity.

1. CHAPTER ONE: INTRODUCTION AND BACKGROUND

1.1 Introduction

The Zambezi River Authority (The Authority) was established as a body corporate on 31st October 1987 by the simultaneous enactment of Acts in both Parliaments of Zambia and Zimbabwe: the Zambezi River Authority Act Chapter 467 of the Laws of Zambia and the Zambezi River Authority Act (Chapter 20:23) of the Laws of Zimbabwe. This followed the reconstitution of the Central African Power Corporation (CAPCO), a power company that was responsible for generating and transmitting power in the then Northern and Southern Rhodesia.

The Authority's bilateral mandate is to obtain, for the economic industrial and social development of the two countries, the greatest possible benefit from the natural advantages offered by the waters of the Zambezi River and to improve and intensify the utilisation of the waters for the production of energy and for any other purpose beneficial to the two countries.

As the only dam management organisation serving two states within the Zambezi River basin, the Authority is conferred with the following statutory functions for the sole purpose of effectively discharging its bilateral mandate:

- To operate, monitor and maintain the Kariba Complex.
- In consultation with the national electricity undertakings, investigate the desirability of constructing new dams on the Zambezi River and make recommendations thereon to the Council of Ministers (COM).
- To construct, operate, monitor and maintain any other dams on the Zambezi River.
- To collect, accumulate and process hydrological and environmental data of the Zambezi River for the better performance of its functions and for any other purpose beneficial to the Contracting States.
- To regulate water levels in the Kariba reservoir and any other reservoirs owned by the Authority.

The Authority operates under a structured and efficient governance framework to ensure effective administration and implementation of its mandate as depicted in the governance structure below:

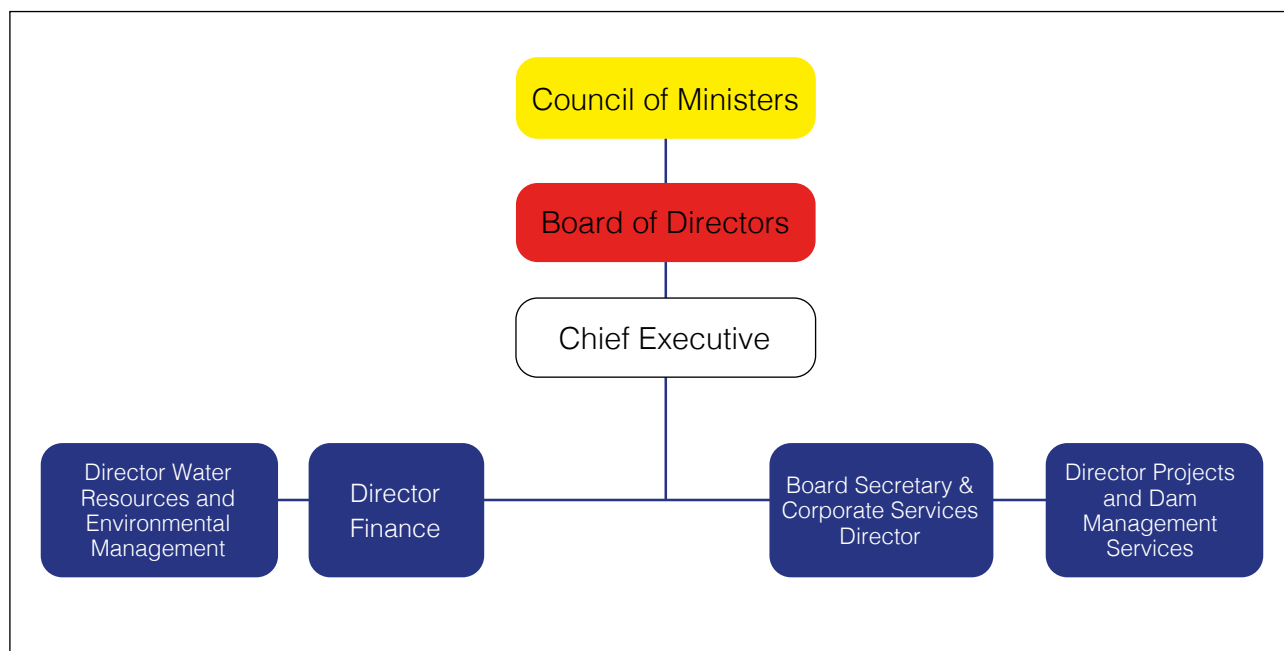


Figure 2: Governance Structure

1.1.1 Roles in the Governance Structure

- **Council of Ministers (CoM):** Responsible for overseeing high-level decisions affecting the Authority. It comprises representatives from the Ministries of Energy and Finance of both Zambia and Zimbabwe and oversees and approves high-level policies and strategic directions for the benefit of the Contracting States. The CoM facilitates the harmonization and alignment of Energy and Financial policies in line with the shared interests of Zambia and Zimbabwe.
- **Board of Directors (The Board):** Reports directly to the CoM and is responsible for governing and overseeing the Authority's operations. The Board is tasked with ensuring the effective implementation of policies and strategic objectives, supervision of the Authority's financial management and operational performance and ensuring compliance with regulatory frameworks. The Board is composed of two Permanent Secretaries with the Energy portfolios in the Governments of Zambia and Zimbabwe, two Permanent Secretaries with Finance portfolios in the Governments of Zambia and Zimbabwe and one independent member from each Contracting State, who contribute additional oversight and expertise. The Board is chaired alternately by the Permanent Secretaries with the Energy portfolios.
- **Chief Executive:** The Chief Executive is responsible for the day-to-day administration and management of the Authority, ensuring alignment with the Board's policies and strategic objectives and ensuring operational efficiency across the Authority's various functions.
- **Executive Management:** Comprises four Directors who report to the Chief Executive and are responsible for the execution of Board policies and strategies and oversee specific functional areas under Water Resource and Environmental Management, Finance, Projects and Dam Management Services and Board Secretarial & Corporate Support Services. The Directors are supported by Senior Managers focused on key operational areas aligned with the Authority's mandate and strategic objectives.

1.1.2 Institutional Arrangements

The Authority is jointly and equally owned by the Governments of Zambia and Zimbabwe and spearheads cooperation in the development and operation of water storage infrastructure along the section of the Zambezi River common to both Countries. It coordinates bilateral arrangements between the two Countries and with neighbouring States, to ensure the progressive and sustainable utilization of the Zambezi River's water resource and the associated environmental management programmes. The Authority generates its revenue from the sale of water from the Kariba Reservoir which is used for power generation by ZESCO Limited and ZESA Holdings through its subsidiary Zimbabwe Power Company (ZPC). These institutional arrangements are as depicted in figure 3 below:

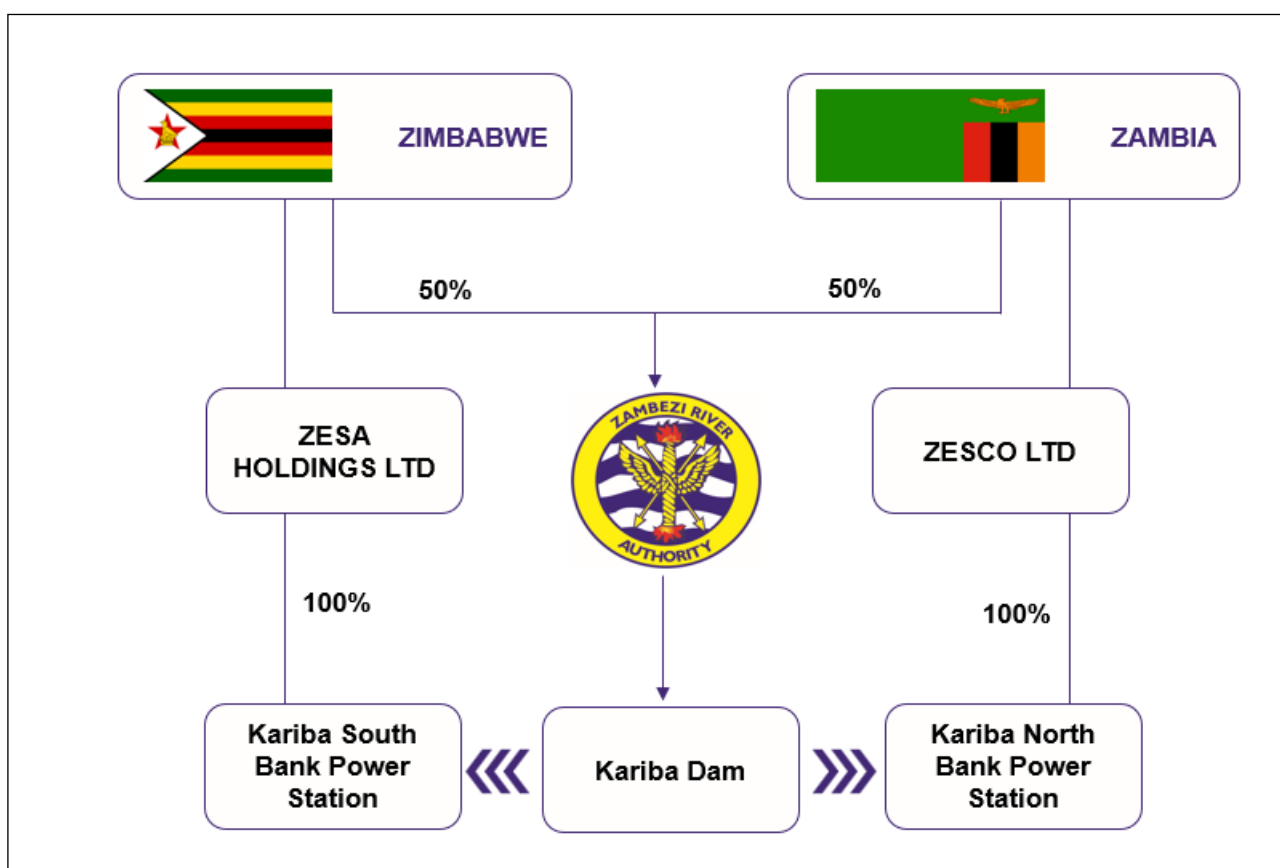


Figure 3: Establishment of the Zambezi River Authority - Ownership Arrangements

1.2 Background to the Corporate Strategy

The formulation of a corporate strategy is essential for outlining future goals and mobilizing organisational efforts toward achieving agreed-upon objectives. The 2025 - 2029 Corporate Strategy has been set to assess organisational performance objectively and implement risk management strategies to maintain focus in an increasingly dynamic and challenging environment. It serves as a roadmap for decision-making, resource allocation and alignment across the organisation towards common goals.

In 2020 the Authority adopted the IRBM Framework as the basis of enhancing the strategic planning process and performance management. IRBM is a comprehensive management approach that ensures the attainment of development results, including:

- a) Key Results Areas: Programmes and strategic areas of focus

- b) Goals: Impacts, secondary and tertiary outcomes
- c) Strategic Objectives: Preliminary outcomes and outputs

IRBM achieves these results through the five (5) key components:

1. **Integrated Development Planning**
2. **Result-Based Budgeting**
3. **Personnel Performance**
4. **Monitoring and Evaluation**
5. **Management Information and Decision Support Systems (DSS)**

By adhering to IRBM principles, the Authority ensured alignment from policy to implementation level, integrating all contributing factors. This approach was designed to align with the National Development Plans and Sustainable Development Goals (SDGs).

Following the expiry of the 2020 – 2024 Corporate Strategy, the Authority initiated the development of its successor Corporate Strategy for 2025 – 2029 period. This new Corporate Strategy builds on the strong foundations established by the 2020 – 2024 Corporate Strategy and aligns with the Authority’s mandate as outlined in the Zambezi River Authority Acts.

The 2025 – 2029 Corporate Strategy addresses key challenges identified from the operating environment and defines the Authority’s Vision, Mission, Core Values and strategic priorities for the next five years, incorporating lessons learned from the previous Strategy. The updated vision and mission aims to strengthen sustainable water resource management, enhance dam safety, foster regional cooperation of the Contracting States and drive socio-economic development through innovative and inclusive practices.

In developing the 2025 – 2029 Corporate Strategy, careful consideration was given to the expectations of both internal and external stakeholders, along with a comprehensive analysis of the internal and external environments. The process included a review of the Authority’s legislative mandate to ensure alignment with its statutory obligations. Input was gathered through literature reviews, surveys and workshops, ensuring a broad and informed perspective. The success of this Corporate Strategy will be measured by the Authority’s attainment of targets in the Results Framework.

1.3 Alignment with National Development and Sustainable Development Goals

This Corporate Strategy aligns with the development priorities outlined in Zambia’s Eighth National Development Plan (8NDP) and Zimbabwe’s National Development Strategy 1 (NDS1), while also contributing to the global Sustainable Development Goals (SDGs). The core focus will be on leveraging water resource management to drive socio-economic transformation, sustainable environmental practices and regional cooperation.

1.3.1 Alignment with National Development Plans

The Authority’s strategic priorities are firmly aligned with the development objectives of Zambia’s Eight National Development Plan (8NDP) and Zimbabwe’s National development Strategy 1 (NDS1), which serve as guiding frameworks for national socio-economic development. These plans emphasise critical areas such as inclusive economic growth, sustainable environmental management and improved

infrastructure, all of which align closely with the Authority’s core mandate of sustainable water resource management and regional integration. This alignment is highlighted in Table 1 below:

Table 1: National Development Plans Comparative Summary

Strategic Development Area	Zambia’s 8NDP (2022-2026)	Zimbabwe’s NDS1 (2021-2025)
1. Economic Transformation and Job Creation	Optimization of water resources for energy generation supports job creation in sectors such as hydropower, agriculture and tourism.	Focus on developing water and energy infrastructure, including water storage (dams), vital for energy generation. Enhancing smart technologies for efficient water management to support economic growth.
2. Environmental Sustainability / Protection	Management of the Zambezi River mitigates climate change effects and promotes climate-resilient infrastructure.	Emphasis on sustainable management of the Zambezi Basin, aiming for long-term sustainability and resilience to climate change through water and energy sectors.
3. Human and Social Development	Ensures water security and energy access for improving quality of life, especially for communities reliant on the Zambezi River.	Capacity building in water and energy management to create a skilled workforce, align with technological advancements and ensure operational efficiency.
4. Good Governance/ Cooperation	Focus on transparency, stakeholder engagement and regional cooperation in water resource governance, aligning with good governance principles of the 8NDP.	NDS1 prioritizes unlocking natural resources’ potential for hydropower generation, contributing to industrial growth and economic stability.

The Authority will ensure ongoing alignment with the national development plans of both Zambia and Zimbabwe. Specifically, the mid-term review of the Corporate Strategy will incorporate and align with the successor plans to Zambia’s Eighth National Development Plan (8NDP) and Zimbabwe’s National Development Strategy 1 (NDS1).

1.3.2 Alignment with Sustainable Development Goals (SDGs)

The Authority’s strategic focus directly aligns with several United Nations SDGs, reinforcing its commitment to sustainable practices that balance socio economic development and environmental stewardship in Zambia and Zimbabwe. This alignment goes beyond broad objectives to encompass specific targets and indicators, ensuring measurable progress towards these global goals. By integrating resources from the United Nations, the Authority is also prioritizing resource mobilization to support its strategic initiatives.

Table 2 outlines how the Authority aligns its operations with specific SDGs, providing targets, indicators, clear actions and outcomes that reflect its commitment to sustainable development in the region:

Table 2: Zambezi River Authority's Alignment with Sustainable Developmental Goals

SDG	What it Speaks Into	Targets and Indicators	How the Authority Will Achieve This (Actions)
SDG 6: Clean Water and Sanitation	Ensures the sustainable and equitable distribution of water resources, crucial for both industrial and domestic use in Zambia and Zimbabwe.	<p>Target 6.4: Increase water-use efficiency across sectors by 2030 and ensure sustainable withdrawals to address water scarcity.</p> <p>Indicator 6.4.1: Improvement in water-use efficiency metrics, ensuring equitable distribution.</p> <p>Indicator 6.6.1: Change in the extent of water-related ecosystems over time.</p>	<p>The Authority will:</p> <p>Manage multipurpose reservoirs</p> <p>Promote municipal and industrial use efficiency (that benefit surrounding areas, enabling municipalities to draw water for community needs, ensuring safe drinking water and</p> <p>Implement and conduct regular water-use monitoring systems.</p> <p>Conduct regular hydrological assessments and ecosystem preservation programmes</p>
SDG 7: Affordable and Clean Energy	Focuses on promoting sustainable energy access through reliable and renewable energy sources.	<p>Target 7.2: Increase the share of renewable energy in the global energy mix.</p> <p>Indicator 7.2.1: Percentage of renewable energy capacity relative to total energy production.</p>	<p>The Authority will:</p> <p>Explore and develop hydropower and renewable energy projects, including hydroelectric and floating solar photovoltaic systems.</p> <p>Partner for energy infrastructure development</p> <p>Invest in green hydro energy projects to ensure reliable, affordable and sustainable energy supply for both nations.</p>
SDG 9: Industry, Innovation and Infrastructure	Supports the development of resilient infrastructure that fosters industrial growth and innovation.	<p>Target 9.1: Develop quality, reliable, sustainable and resilient infrastructure to support economic development and human well-being.</p> <p>Indicator 9.1.2: Proportion of sustainable and resilient infrastructure projects undertaken.</p>	<p>The Authority will:</p> <p>Construct and maintain dam infrastructure along the Zambezi River basin to support industrial activities.</p> <p>Incorporate climate-resilient designs in new and existing projects.</p> <p>Encourage investment in innovative water management practices and technologies.</p>

SDG	What it Speaks Into	Targets and Indicators	How the Authority Will Achieve This (Actions)
SDG 13: Climate Action	Emphasizes the importance of climate adaptation and resilience in addressing climate change impacts.	<p>Target 13.1: Strengthen resilience and adaptive capacity to climate-related disasters.</p> <p>Indicator 13.1.1: Implementation of climate-resilient water and energy projects</p>	<p>The Authority will:</p> <p>Implement sustainable water resource management practices Invest in adaptive infrastructure that is resilient to climate-related challenges, promoting adaptation strategies.</p> <p>Incorporate climate risk assessments in all major projects.</p>
SDG 17: Partnerships for the Goals	Highlights the need for partnerships and collaboration to achieve sustainable development.	<p>Target 17.3: Mobilize additional financial resources for sustainable development.</p> <p>Indicator 17.3.1: Percentage of financial resources mobilized through partnerships.</p> <p>Target 17.16: Enhance global partnerships for sustainable development.</p>	<p>The Authority will foster partnerships by building partnerships with various Stakeholders, including Governments, UN Agencies Cooperating Partners, Regional Bodies and Local Communities, to enhance resource mobilisation and expertise for sustainable projects on the Zambezi River Basin.</p>

To achieve these targets, the Authority recognizes the critical role of resource mobilization. Therefore, leveraging UN resources and international cooperation will be key.

The strategies include:

- Engaging with international funding mechanisms such as the Green Climate Fund.
- Collaborating with UN agencies to access technical assistance and capacity-building programs.
- Advocating for regional cooperation through the Southern African Development Community (SADC) and other bilateral frameworks.

This alignment demonstrates the Authority's commitment to not only supporting the SDGs but also leveraging these global goals to achieve measurable and impactful outcomes across its operations and communities.

1.4 Alignment with the Local, Regional and International Frameworks and Standards

The Authority plays a critical role in the management of the Zambezi River, which is essential for the livelihoods, economies and ecosystems of Zambia and Zimbabwe.

The Authority's strategic direction is aligned with various frameworks and bodies at local, regional and international levels to support sustainable and cooperative water resource management and dam management services. This alignment ensures that the Authority's operations are consistent with recognized standards and principles, enabling effective collaboration and resource sharing with neighbouring states, national entities and regional and international bodies.

1.5 Alignment with the Local Regional and International Water Resources Management Frameworks

The Authority plays a critical role in managing the shared water resources of the Zambezi River, which is vital for the livelihoods, economies and ecosystems of Zambia and Zimbabwe. Accordingly, effective water resource management is crucial to ensure sustainable development, equitable access and long-term viability of the Zambezi River Basin.

In this section a summary review of relevant frameworks and principles that guide water resource management are highlighted through key concepts, such as Riparian Rights and Integrated Water Resource Management (IWRM), with a focus on their applicability to the Zambezi River Basin. It also explores the Triple Bottom Line (TBL) framework to expand the focus of the Authority from financial performance to include social and environmental outcomes and highlight its practical applicability to the case of the Authority. These frameworks inform the formulation of the 2025-2029 Corporate Strategy, ensuring that it is aligned with best practices in sustainable and equitable water management.

Table 3: Summary of Key Frameworks & Principles on Water Resources Management

Subject	Key Concepts/Principles	Application to the Authority
Riparian Rights & IWRM	<ul style="list-style-type: none"> Riparian rights: Traditional rights for landowners to access and use water bodies. Integrated Water Resource Management (IWRM): Holistic framework for sustainable use. 	IWRM is vital for managing the Zambezi River's shared resources between Zambia and Zimbabwe, ensuring equitable use, ecological sustainability and the balancing of various economic and social interests across both countries.
Zambian Water Resource Management Principles	<ul style="list-style-type: none"> Water Rights and Usage Sustainable and Equitable Use IWRM Ecosystem Protection Public Participation Climate Change Adaptation 	Zambia's Water Resources Management Act emphasizes sustainable water use, equity, ecosystem protection and public participation-principles that the Authority can incorporate into its strategy to manage Zambezi River resources.
Zimbabwean Water Resource Management Principles	<ul style="list-style-type: none"> State ownership of water Catchment Management Water Use Permits Environmental Protection IWRM 	Zimbabwe's Water Act focuses on state ownership of water, catchment management, water permits and environmental protection, which are critical elements for the Authority to consider in the bi-national management of the Zambezi River Basin.
Transboundary Water Management Challenges	<ul style="list-style-type: none"> Coordination among Riparian States Balancing competing interests Environmental sustainability 	The Authority must navigate challenges of cooperation between Zambia and Zimbabwe, manage multiple interests (e.g., hydropower, agriculture) and ensure sustainable development while maintaining environmental integrity.

Subject	Key Concepts/Principles	Application to the Authority
Protocols on Shared Water Resources	<ul style="list-style-type: none"> • The SADC Protocol on Shared Watercourses (Revised in 2000) • UN Watercourses Convention • The ZAMCOM Agreement <p>These protocols collectively advocate for equitable use, prevention of harm and cooperation and collaboration in shared water resources and addresses challenges related to shared watercourses while promoting regional stability and development.</p>	<p>The Authority's operations are aligned with these regional and international protocols, ensuring collaborative management of the Zambezi River, preventing harm to neighbouring countries and promoting data sharing and joint environmental monitoring.</p>
Triple Bottom Line (TBL)	<p>Expands focus beyond financial performance to include social and environmental outcomes.</p>	<p>By adopting the TBL framework, the Authority ensures that its strategy promotes not only economic growth but also social equity and environmental sustainability, aligning with its mandate to manage water resources for the benefit of the people, economy and ecosystems in the Zambezi River Basin.</p>

1.6 Alignment with Local, Regional and International Dam Management Bodies' Standards and Guidelines

The Authority collaborates with various Regional and International bodies related to dam management to ensure that its operations are consistent with recognized standards and principles for dam management. These alignments enable effective collaboration, resource sharing and adherence to global best practices in dam safety, environmental sustainability and operational efficiency.

1.6.1 Local and Regional Dam Management Bodies Collaborating with the Authority

This collaboration includes engagements with entities such as the Zambia Committee on Large Dams (ZANCOLD), Zimbabwe Committee on Large Dams (ZIMCOLD), African Regional Club (ARC) and International Commission on Large Dams (ICOLD).

The following Table below outlines these bodies and how the Authority collaborates with these entities.

Table 4: Summary of Local and Regional Dam Management Bodies in Collaboration with the Authority

Local and Regional and Bodies	Key Focus Areas (Engagement focus)	Collaboration with Zambezi River Authority
ZANCOLD	Promoting and overseeing the adherence to safety standards, operations and management of large dams in Zambia.	The Authority collaborates with the committees in information sharing and knowledge exchange in respect of adherence to safety standards in the operations and management of large dams. The Authority also collaborates with the two national committees to implement local standards in dam safety, operations and maintenance in Zambia and Zimbabwe.
ZIMCOLD	Promoting and overseeing the adherence to safety standards, operations and management of large dams in Zimbabwe	
ARC	Promoting sustainable development, safe operations and management of large dams in Africa.	The Authority utilizes regional best practices and knowledge exchanges to ensure that dams are developed and operated sustainably.
ICOLD	Setting standards and guidelines to ensure that dams are built and operated safely, efficiently, economically and environmentally sustainable and socially equitable.	The Authority leverages on information and knowledge exchanges to align with international best practices and standards, ensuring that dams are developed, managed and operated in an environmentally and economically sustainable manner. This approach protects communities from the risks associated with the mis-operation of large dams.

1.6.2 Strategic Alignment with Key International Standards and Guidelines

The Authority acknowledges the importance of incorporating globally recognized standards into its operations. These include and are tabulated in Table 5:

Table 5: Summary of Key Frameworks and Standards on Dam Management

Frameworks/ Standards	Focus Areas	Application to ZRA
ISO 55001: Asset Management	Ensure optimal performance and cost-effective operations of ZRA's dam-related assets.	The Authority will continue to implement robust asset management systems that optimizes the lifecycle performance of dam infrastructure. This will ensure efficient maintenance, enhanced safety and long-term operational sustainability.
ISO 9001: Quality management System	Promote operational efficiency and stakeholder satisfaction through high-quality operational standards.	By adopting ISO 9001, the Authority will maintain quality management processes that enhance operational efficiency, promote stakeholder satisfaction and ensure consistent service delivery.
ISO 45001: Occupational Health and Safety Management Systems	Strengthen protocols for safe operations and reduces risks for employees and surrounding communities	The Authority will align its safety policies with ISO 45001 to minimize risks, prevent accidents and foster a safe working environment. It will ensure the health and safety of personnel involved in dam operations.
ISO 14001: Environmental Management Systems	Focus on minimizing environmental impact, improving resource efficiency and ensuring compliance with environmental laws while promoting sustainability.	To reinforce its commitment to environmental conservation, the Authority to align with ISO 14001 standards, ensuring that its operations are environmentally responsible and minimize ecological impact.

Frameworks/ Standards	Focus Areas	Application to ZRA
ICOLD Safety Standards: Structural integrity, risk management and emergency preparedness	Provide guidelines for maintaining dam safety and responding to potential hazards.	<p>The Authority's dam safety management aligns with the International Commission on Large Dams (ICOLD) guidelines, emphasizing the following:</p> <p>Regular risk assessments and inspections to mitigate potential hazards.</p> <p>Adoption of state-of-the-art monitoring technologies to enhance dam safety.</p> <p>Implementation of conservation programs to protect aquatic ecosystems and biodiversity in the Zambezi River Basin.</p>
Environmental Conservation: Ecosystem and biodiversity protection	Integrate sustainability and conservation principles into dam operations.	<p>The Authority recognizes the importance of balancing infrastructure development with the conservation of natural resources. Conservation efforts include:</p> <p>Implementing integrated water resource management (IWRM) principles to ensure equitable and sustainable use of the Zambezi River's resources.</p> <p>Protecting ecosystems and biodiversity through environmental impact assessments and mitigation measures.</p> <p>Promoting climate-resilient infrastructure to adapt to changing environmental conditions</p>

1.7 Collaboration with Other Entities

In addition to its alignment with local and international frameworks, the Authority actively collaborates with various stakeholders, including national electricity providers such as ZESCO (Zambia) and ZESA (Zimbabwe), as well as key Governmental Agencies such as the Water Resources Management Authority (WARMA) in Zambia, the Zimbabwe National Water Authority (ZINWA), the Environmental Management Agency (EMA), Zimbabwe and the Zambia Environmental Management Agency (ZEMA). These partnerships enhance the Authority's capacity to manage water resources and dam management services effectively, ensuring that all operational decisions are informed by comprehensive data and best practices in the field. By fostering these collaborations, the Authority aims to promote regional stability, enhance resource sharing and drive sustainable development across the Zambezi River Basin.

1.8 Rationale and Purpose for the Corporate Strategy

The 2025 – 2029 Corporate Strategy is essential for guiding the Authority by focusing its efforts and resources towards achieving its Vision and Mission. It serves to inform stakeholders in its processes, goals and aspirations.

In this Corporate Strategy, the Authority has outlined its strategic direction, including its Vision, Mission, Core Values and strategic priority areas for the future. It addresses critical questions such as: What is the Authority's purpose? What does the Authority aim to achieve? What future does the Authority seek to attain or bring about? What are the suitable guiding principles or core values that guide the Authority's operations and actions? And how will the Authority achieve its goals while addressing stakeholder needs?

Through this Corporate Strategy, the Authority aims to cultivate an inclusive organisational alignment. By fostering a shared commitment among internal and external stakeholders, the Authority will ensure all parties are focused and motivated towards effective implementation of its strategic objectives. This alignment is important for achieving consistency and progress across all operational levels.

The purpose of this Corporate Strategy is to:

- Provide clear direction for the Authority and guide actions to fulfil its mandate;
- Focus on achieving key objectives based on lessons learnt from the previous Corporate Strategy;
- Effectively communicate the Authority's Vision and Mission to both internal and external stakeholders;
- Establish a framework for organisational performance and continuous improvement;
- Integrate strategic changes into daily operations by strengthening systems, policies, procedures and structures;
- Offer guidance to Management and Employees in their daily operations and activities; and
- Serve as a monitoring and evaluation tool for measuring the Authority's performance.

1.9 Strategic Planning Process

In facilitating the development of the 2025 - 2029 Corporate Strategy, a participatory design was adopted which incorporated diverse perspectives and expertise from external stakeholders and internal stakeholders, including the Board of Directors, Executive Management and Employees.

The following three key principles guided the planning process:

- a) **Inclusivity:** Key internal and external stakeholders were engaged to ensure their diverse needs and concerns were heard and incorporated. The inclusive involvement of various stakeholders fostered a shared understanding of the need for necessary changes and the strategic direction.
- b) **Participation:** In formulating the Corporate Strategy, effort was made to ensure active participation and representation of all key stakeholders, which involved consultation with a broad spectrum of stakeholders and employees.
- c) **Ownership:** By integrating inclusivity and participation into the corporate strategy planning process, the Authority fostered collaboration and ownership of both the process and the outcome of the Corporate Strategy.

To facilitate the corporate strategy planning process, the Authority established a Core Team and Strategy Champions Team (See Appendix 1) comprising managerial and non-managerial employees across the various sections, who were dedicated to supporting the formulation of the strategic direction.

1.10 Strategic Planning Methodology

The formulation of the 2025 – 2029 Corporate Strategy was guided by an inclusive and participatory approach, ensuring that the outcome of the processes was premised on corporate understanding and expectations of stakeholders culminating into ownership of

outcomes by the Authority. The process included several key activities:

- a). **Data Collection:** Both primary and secondary data was obtained.

Secondary Data Collection (Document Review)

A review of strategic and operational documents, along with available literature on the Zambezi River Authority, was conducted to assess the materials and identify key gaps, opportunities and insights relevant to shaping the 2025 – 2029 Corporate Strategy. This review covered recent strategies, reports, performance management frameworks and technical guidelines (under Table 5). The review provided valuable insights into existing strengths, areas for improvement and potential opportunities, which will significantly influence the development of the upcoming strategy.

Table 6: Documents Reviewed

Category	Documents Reviewed
Strategic Documents	▪ Corporate Strategy (2020 – 2024)
	▪ Mid-Term Review Report of the Zambezi River Authority Corporate Strategy
	▪ Corporate Strategy Monitoring and Evaluation Report (Q1-Q3 2024)
	▪ 2024 Project Dashboards
Annual Reports	▪ Annual Reports (2020 – 2023)
Performance Management and Human Resource	▪ Results-Based Personal Performance System Procedures Manual
	▪ Performance Management System Policy and Procedures
	▪ Technical Guidelines on Results-Based Budgeting (RBB)
	▪ Technical Guidance on Integrated Development Planning (IDP)
	▪ Performance Appraisal Tools
	▪ Report on the 2024 Skills Audit
Legal and Governance	▪ Zambezi River Authority Acts and Agreements
	▪ Board Charter
Other Data sources	▪ Kariba Potential Failure Modes Analysis (PFMA)
	▪ Potential Failure Modes Analysis (PFMA) of Kariba Dam during the Kariba Dam Rehabilitation Project (KDRP)
	▪ Zambezi River Authority Website

- b). **Primary Data Collection**

The data collection methods included a combination of physical (face-to-face) and electronically aided interviews through prescribed interview guides and stakeholder surveys administered through tailor made questionnaires which were administered through Google forms. A table of data collection methods and tools is presented in Appendix 2.

- c). **Stakeholder Feedback**

Stakeholder perspectives were gathered from diverse groups such as the Board of Directors, Executive Management and Employees who were consulted to gather their views and expectations in alignment with the Authority’s mandate.

Further, data was collected from National Electricity Undertakings, ZESCO and ZESA, Permanent Secretaries of the Government Ministries in Zambia and Zimbabwe, Government Agencies in Zambia and Zimbabwe, Chiefs and Chief’s Representatives and Riparian Communities in Zambia and Zimbabwe, Municipalities in Zambia and

Zimbabwe, Cooperating Partners/Funders/Regional Multilateral Development Finance Institutions, Professional Engineering Bodies and Special Interest Groups. The lists of external stakeholders engaged are presented in Appendix 6.

- d). **Corporate Strategy Formulation and Validation workshops:** Several sessions were convened and attended by Executive Management, Core Team, Strategy Champions, Works Council and Employees from all departments to ensure consensus on strategic challenges, priorities and mapping of the interventions. These sessions facilitated the development of the Vision, Mission, Goals, expected outcomes, outcome indicators and activities.

Subsequently, the institutional capability assessment, along with the PESTEL, SWOT analyses and strategic issues, were validated. Additionally, the Monitoring and Evaluation frameworks, in form of the Outcome Plan and Output Plan were developed and validated.

- e). **Data Analysis:** A mixed-methods approach was employed, combining quantitative data collected through surveys with qualitative insights gathered from stakeholder interviews to understand their experiences and perceptions of the Authority. Both data types were analyzed to ensure validity and reliability. Various analytical frameworks were applied, including descriptive analytics (statistical summaries, data visualization, distribution analyses), PESTEL (environmental scanning and trend analysis), the 7S Model and SWOT (analysis of strengths, weaknesses, opportunities and threats). These tools provided a comprehensive view of the data, thereby guiding strategic decision-making.



▪ Director - Finance, Mr Edward Kabwe, leads the 2020-2024 Corporate Strategy Review Workshop in Livingstone, Zambia.

2. CHAPTER TWO: PERFORMANCE REVIEW OF THE 2020 – 2024 CORPORATE STRATEGY

The 2020 – 2024 Corporate Strategy focused on four (4) Key Result Areas which aimed at enhancing organisational performance. Following the expiration of the Corporate Strategy, a thorough review of the Authority’s performance was conducted to evaluate achievements, identify challenges and glean lessons learned to inform the formulation of 2025 – 2029 Corporate Strategy.

The review process involved gathering data for the period 2020 – 2024, evaluating the extent of achievement of planned objectives and scrutinizing strategic actions (key result areas and objectives) and results (impacts, outcomes and outputs) and overall performance. This review actively involved the Board of Directors, Executive Management, Strategy Champions Team and Employees.

Furthermore, the Authority’s Vision, Mission and Core Values underwent a review to ensure continued relevance and alignment with prevailing and evolving circumstances to inform the formulation of the 2025 – 2029 Corporate Strategy. The strategic direction elements under the 2020 – 2024 Corporate Strategy were as follows:

i. **Vision**

“To be the model organisation in dam and water resources management in the Zambezi River basin.”

ii. **Mission**

“To encapsulate safety, professionalism and respect in harnessing the water resource for socio-economic development, exhibiting integrity through honesty.”

iii. **Core Values**

- Safety – Protection anchored on care, wellness, health and peace of mind.
- Honesty – Trust premised on accountability and transparency.
- Integrity – Fairness encompassing justice as well as responsibility.
- Professionalism – Innovation for adaptability rooted in diligence, commitment, communication and self-improvement.
- Respect – Love for teamwork and family with empathy.

2.1 Performance Review Process

During the 2020 – 2024 Corporate Strategy period, the initial seven (7) Key Results Areas were as follows:

KRA 1: Water Storage Infrastructure

KRA 2: Institutional Governance

KRA 3: Integrated Zambezi River Basin Management

KRA 4: Change Management

KRA 5: Partnership Relationship Management (Client Satisfaction)

KRA 6: Performance Management

KRA 7: Financial Sustainability

To ensure that set results were achieved for the 2020 – 2024 Corporate Strategy, the Integrated Results Based Management (IRBM) system was adopted to roll out the Corporate Strategy. This process aimed to align the Authority’s strategic direction with its mandate to ensure the Strategy was practical, measurable and adaptable. Following the full adoption of the IRBM, the Authority streamlined from the initial seven (7) KRAs to four (4) KRAs as follows:

KRA 1: Dam, Water Resources and Environmental Management

KRA 2: Projects Management Services

KRA 3: Corporate Support Services

KRA 4: Financial Resources, Mobilization and Accountability

A performance analysis was conducted to determine the extent of achievement of set targets to establish the overall institutional performance using the Authority’s approved six-tier rating framework as highlighted below:

Table 7: Approved Performance Rating Framework

RATING	DESCRIPTION	PERFORMANCE GRADING
6	Clearly Exceeds Set Targets – beyond variance	Excellent performance
5	Performance Above Set Targets – but within variance	Very Good performance
4	Met All Agreed Set Targets	Good performance
3	Performance Below Set Targets – but within variance	Fair performance
2	Performance Below Set Targets – below variance	Poor performance
1	Nothing was accomplished	Very poor performance

2.2 Zambezi River Authority 2020 – 2024 Corporate Strategy Performance Evaluation

Based on the 2020 – 2024 Corporate Strategy Performance evaluation, the Authority overall score for the four (4) KRAs was a 3, indicating Fair Performance. This performance was validated by Employees and Executive Management and approved by the Board of Directors. The overall Zambezi River Authority 2020 – 2024 Corporate Strategy Performance Analysis is presented in Table 7 below:

Table 8: Zambezi River Authority 2020 – 2024 Corporate Strategy Performance Analysis

Key Result Area (KRA) - A	Weight - B	Performance Score - C	Performance Grading - D	Weighted Performance Score (E = BxC)
KRA 1: Dam, Water Resources and Environmental Management	15%	4	Good	0.60
KRA 2: Project Management Services	20%	3	Fair	0.60
KRA 3: Corporate Support Services	45%	3	Fair	1.35
KRA 4: Financial Resources, Mobilisation and Accountability	20%	3	Fair	0.60
Overall Average Score			Fair	3

Key: Performance grading is based on the performance score in column C.

Comments on Overall Performance:

The Authority demonstrated strong performance in maintaining the safety of the Kariba Dam and ensuring compliance with environmental standards and maintenance-related standard operating procedures. However, project completion faced significant challenges, primarily due to delays in stakeholder engagement processes and ongoing liquidity constraints.

Progress was evident in governance training initiatives, but areas such as procurement, service delivery and ICT implementation encountered challenges, largely due to budgetary limitations. While the Authority achieved notable success in generating non-traditional revenue and mobilizing funds for the Zambezi Valley Development Fund (ZVDF), performance fell short in securing adequate project financing, collecting trade receivables and stakeholder engagements. These areas represent key opportunities for improvement to enhance the Authority's overall financial performance and resilience.

Addressing these gaps through targeted financial strategies, improved stakeholder coordination and optimized budget allocation should strengthen the Authority's operational efficiency and support sustainable development objectives.

2.3 Performance by Key Result Areas (KRAs)

The summary of performance per KRA is presented below and the detailed findings are provided in Appendix 3.

2.3.1 Key Result Area 1 (KRA 1) – Dam, Water Resources and Environmental Management

Dam, Water Resources and Environmental Management focused on maintaining and monitoring the Kariba Dam, implementing environmental monitoring programmes and ensuring efficient hydrological and telemetry operations. Key outputs included compliance with Standard Operating Procedures (SOPs) for dam maintenance and monitoring, achieving targets in environmental monitoring and hydrological programmes and implementing systems for hydrological data acquisition and forecasting.

Comments on Performance of KRA 1:

1. **Key Challenges:** Significant challenges in meeting targets for the Batoka Gorge Hydro-Electric Scheme and ZVDF projects, mainly due to delays in stakeholder engagements, procurement issues and liquidity constraints.
2. **Positive Aspects:** Kariba Dam maintenance and monitoring showed fair to very good performance.
3. **Areas for Improvement:** Addressing financial resource constraints, improving scheduling and resolving delays in environmental and hydrological initiatives.

2.3.2 Key Result Area 2 (KRA 2) – Project Management Services

The Project Management Services Key Result Area aimed to increase the water storage volume for hydro-power generation, to maintain the structural integrity of dam infrastructure on the stretch of the Zambezi River that falls under the jurisdiction of the Authority and implementing Zambezi Valley Development Fund (ZVDF) Projects aimed at increasing access to health, education and social amenities to the Riparian Communities. This included advancing preparatory activities for the Batoka and Devil's Gorge Hydro Electric Schemes, conducting pre-feasibility studies, implementing ZVDF Projects and enhancing the safety and reliability of the Kariba Dam through rehabilitation projects. Additionally, diversification efforts through floating Solar Photo Voltaic pre-feasibility studies aimed to expand energy sources.

Comments on Performance of KRA 2:

1. **Key Challenges:** Significant challenges in meeting targets for the Batoka Gorge Hydro-electric scheme and social amenities projects, mainly due to delays in stakeholder engagements, procurement issues and liquidity constraints.
2. **Positive Aspects:** Achievements in the community development initiatives through the ZVDF assessment and improvements in dam safety contributed positively to the overall performance.
3. **Areas for Improvement:** Addressing delays in procurement and enhancing liquidity to ensure timely execution of hydro-electric scheme project activities.

2.3.3 Key Result Area 3 (KRA 3) – Corporate Support Services:

Corporate Support Services aimed at enhancing governance, legal compliance and organisational performance for the Authority through improving service delivery. Key outputs included compliance with corporate governance and legal frameworks,

advancing ICT governance, executing the procurement plan, establishing service level agreements (SLAs) to improve service delivery and increasing employee satisfaction levels. It also included improvement of performance management systems frameworks, training of client and stakeholder management.

Comments on Performance of KRA 3

1. **Key Challenges:** Budgetary constraints, deferred plans and delays in approvals contributed to underperformance across governance frameworks, procurement processes and service delivery platforms.
2. **Positive Aspects:** Progress was made in corporate governance training and partial implementation of the IRBM system. Efforts to improve client satisfaction and Human Resources strategies highlighted the focus on enhancing stakeholder engagement.
3. **Areas for Improvement:** Prioritizing budget allocation, expediting approval processes; addressing delays in ICT governance and service delivery to ensure improved outcomes.

2.3.4 Key Result Area 4 (KRA 4) – Financial Resources, Mobilisation and Accountability

Financial Resources Mobilization and Accountability focused on improving the Authority's financial stability by reducing trade receivables, increasing non-traditional revenue sources and securing project funding. It included initiatives to mobilize Zambezi Valley Development Fund (ZVDF) resources to support community projects and maintain transparency and accountability through adherence to corporate governance principles.

Comments on Performance of KRA 4:

Overall, the KRA demonstrated a commitment to financial accountability and governance despite certain resource mobilization challenges.

1. **Key Challenges:** During the course of the planning period, the Authority encountered challenges in securing project financing and collecting trade receivables.
2. **Positive Aspects:** The Authority showed a combination of strong performance in non-traditional revenue generation and funds mobilization for social amenities.
3. **Areas for Improvement:** Improvements in financial planning and fund allocation will be crucial for future progress in securing project funds.

2.4 Key Observations and lessons Learnt from the 2020 – 2024 Corporate Strategy Performance Analysis

The following are some of the observations and lessons learnt from the 2020 – 2024 Corporate Strategy processes.

2.4.1 Absence of Weighted Assessment at Corporate Level

The absence of weighted assessments during the mid-term corporate strategy evaluation and annual corporate performance assessments created an imbalanced view of actual performance. Despite the realignment of the corporate strategy to the Integrated Results-Based Management (IRBM) framework, the corporate-level weight revisions were not completed. This oversight has potential of producing imbalanced

evaluations of the Authority's performance, as some KRAs may have significant impact on overall targets or goals than others. Therefore, future strategies must address this gap by incorporating and consistently applying weighted performance indicators during performance evaluations to accurately reflect corporate performance.

2.4.2 Absence of Comprehensive Performance Assessments at Corporate Level

During the planning period, the Authority primarily relied on output-based metrics for its mid-term corporate strategy evaluations and annual corporate performance assessments. While these measurements provided quantitative data, they offered only a partial view of organisational effectiveness.

A more comprehensive evaluation framework is necessary to fully understand the Authority's performance. Output measurements alone cannot capture crucial qualitative aspects, such as long-term impacts and the success of strategic initiatives. This limited perspective may obscure how effectively the Authority's programmes align with and achieve its core strategic objectives.

To strengthen its evaluation approach, the Authority should integrate outcome and impact-based assessments alongside existing output metrics. This expanded framework would better measure resource efficiency and operational resilience while enabling earlier identification of opportunities for improvement. It would also help the Authority better anticipate implementation risks and meet stakeholder expectations. By adopting this more balanced evaluation methodology, the Authority can make more informed strategic decisions and demonstrate its value more effectively.

2.4.3 Unfocused Project Planning and Implementation

There was a lack of a focused approach in project planning and implementation, which resulted in constrained resources—both human and financial. Specific projects that could not take off include Batoka Hydro-electric Scheme and the Devils Gorge Hydro-electric scheme. This limitation hampered the Authority's ability to execute projects effectively and meet strategic objectives.

2.4.4 Limited Monitoring, Evaluation and Learning (MEL) Framework

The existing framework and tools for monitoring, learning and evaluation were insufficient, failing to provide real-time data necessary for informed decision-making and accountability. This limitation hindered the Authority's ability to adapt strategies based on ongoing performance and emerging challenges.

2.5 Initiatives to be Carried Forward into the 2025-2029 Corporate Strategy

During the review of the Authority's performance under the 2020–2024 Corporate Strategy, several programs and initiatives were identified as not fully realized within the planning period. However, these initiatives remain highly relevant and are aligned with the Authority's strategic vision and long-term goals. As a result, they will be incorporated into the 2025–2029 Corporate Strategy to ensure their completion and successful realisation. These initiatives include the following:

a) Batoka Gorge Hydro Electric Scheme Roadmap Project

This project remains a priority for the Authority due to its significant potential to enhance energy security and provide socio-economic benefits for the people

of Zambia and Zimbabwe. Including this initiative in the next strategy ensures continued progress toward achieving clean and sustainable energy solutions.

b) **Devil’s Gorge Hydro Electric Scheme Roadmap Project**

The Devil’s Gorge Hydro Electric Scheme represents another critical component of the Authority’s long-term strategy of increasing water storage for power generation. Therefore, the advancement of this initiative will contribute significantly to the Authority’s mandate and increase the region’s renewable energy capacity.

c) **Floating Solar Photo Voltaic Project**

This innovative renewable energy initiative aligns with global trends in clean energy adoption and serves to diversify energy sources and maximise benefits from the Zambezi River basin. By integrating floating solar photovoltaic systems with existing hydroelectric infrastructure, the Authority aims to optimise water resource utilisation while contributing to climate resilience.

d) **Phase II Spillway Refurbishment**

The integrity and safety of infrastructure of the Kariba Dam Complex are central to the Authority’s operational mandate. The Phase II Spillway Refurbishment project is a critical intervention designed to maintain and enhance the operational reliability of the Zambezi River’s essential infrastructure. By prioritizing this project, the Authority demonstrates its commitment to effective risk management, infrastructure sustainability and long-term asset preservation.

e) **IT Governance Implementation**

The strengthening of IT governance is essential for improving operational efficiency, data security and decision-making processes across the Authority. This objective focuses on establishing robust IT policies, enhancing digital infrastructure and aligning technology investments with strategic goals. The continuation of the implementation of IT governance initiatives will drive innovation, promote transparency and reinforce accountability within the Authority.

By carrying forward these objectives into the 2025–2029 Corporate Strategy, the Authority demonstrates its commitment to completing key projects that align with its mission of sustainably managing the Zambezi River’s resources in a bid to ensure that social-economic benefits for the Contracting States are realised. These initiatives will lay a strong foundation for future growth and resilience.

Overall, the Authority will need to address the highlighted gaps by developing a robust implementation plan that embraces the key lessons learned and ensures better alignment of strategic objectives with operational activities.



• From L-R: Eng. Bonface Mfula, Eng. Chansa Maimba, Eng. Relent Ncube, and Eng. Avitol Nkweendenda pose for a photo after a staff engagement meeting during the strategy formulation period.

3. CHAPTER THREE: SITUATIONAL ANALYSIS

This section presents a comprehensive situational analysis aimed at providing insights into the external and internal environments under which the Authority operates. The purpose of this analysis is to identify key challenges and opportunities that may impact the Authority's effectiveness and strategic direction during the formulation of the 2025 – 2029 Corporate Strategy.

The external environment analysis has been conducted using the PESTEL framework while the internal environment analysis is based on the McKinsey's 7s Model and the SWOT Analysis.

3.1 External Environment (PESTEL) Analysis

An external environmental assessment of the Authority was conducted using the PESTEL analysis model. By carefully observing and analyzing the external environment, key factors with potential of significantly impacting the Authority's operations were identified. These factors highlight potential opportunities for growth and collaboration, as well as potential challenges or threats to the Authority's stability and performance. This proactive approach ensures strategic alignment, enabling the Authority to explore and capitalize on emerging opportunities while mitigating potential risks. The detailed results of the Analysis are presented in Appendix 4.

3.2 Internal Analysis (Institutional Capability Assessment)

Based on McKinsey's 7s Model, an assessment of the Authority identified gaps across the seven key areas: Strategy, Structure, Systems, Staff, Skills, Shared values and Style of leadership and management to provide an in-depth analysis of the internal environment was undertaken.

The Assessment identified challenges across the seven areas that require attention, including their underlying causes, effects, desired future state and key success indicators for effectively addressing these challenges. The findings from this analysis are critical for informing targeted interventions that will facilitate effective implementation of the Corporate Strategy. Detailed results of the Institutional Capability Assessment are provided in

Appendix 5.

3.3 SWOT Matrix

A SWOT analysis was conducted to enhance the understanding of the Authority's internal environment. This analysis identified strengths that can be leveraged to exploit opportunities and facilitate the proposed strategic interventions, as well as weaknesses that highlight areas for improvement. It also addressed threats that the Authority should mitigate to achieve its strategic objectives and identified opportunities for growth and improved performance to ensure success.

This comprehensive analysis has established a solid foundation for identifying strategic issues and formulating effective strategic actions. The analysis is presented in Table 9.

Table 9: SWOT Analysis for Zambezi River Authority

STRENGTHS	OPPORTUNITIES
<p>1. Monopoly Due to Nature of the Business: The Authority has exclusive control over a critical asset (the Kariba dam and reservoir), giving it a unique market position with little competition in its sector.</p> <p>2. Committed Board: A dedicated leadership team ensures strategic decisions are aligned with the Authority's long-term vision and operational goals.</p> <p>3. Competent and Committed Employees: Possess skills and expertise in technical and support services to achieve the Authority's mandate.</p> <p>4. Ownership of Key Infrastructure: The Authority's control over the Kariba Complex solidifies its influence in regional hydropower generation and water resource management.</p> <p>5. Bilateral Status: The Authority's unique bilateral arrangement between Zambia and Zimbabwe strengthens its regional role and provides access to cross-border resources and benefits.</p> <p>6. Established by Acts of Parliaments with a clear Mandate: The Authority operates with a well-defined purpose and mandate as outlined in the Acts, which ensures and reinforces its going-concern status.</p> <p>7. Goodwill from Stakeholders: Positive relationships with Governments, Supranational Organisations, Multilateral Development Finance Institutions, advance support for projects and operational stability.</p> <p>8. Environmentally Responsive Organisation (Focus on Climate Change): The Authority's strategic emphasis on renewable energy positions it to unlock green funds to address current and future environmental issues.</p> <p>9. Dam and Spillway Refurbishments: Completed refurbishment of the Kariba Dam have increased the lifespan of the Dam, ensuring continuity.</p>	<p>1. Access to Green Energy Funding: Global focus on green energy creates opportunities for the Authority to access financial resources for projects related to renewable energy i.e solar, etc. and sustainability initiatives.</p> <p>2. High Demand for Water for Power Generation: As demand for hydropower grows within the Contracting States, the Authority can increase water sales and improve liquidity for project developments.</p> <p>3. Access to Reliable Forecast Information: Platforms such as Southern Africa Regional Climate Outlook Forum (SARCOF) provide reliable information that can enhance decision-making in water management, power generation and climate adaptation strategies.</p> <p>4. Government Goodwill for Socio-Economic Initiatives: Support from the Governments of Zambia and Zimbabwe allows the Authority to align its projects with national development plans.</p> <p>5. Strategic Partnerships: Collaborating with local, regional and international partners opens up opportunities for knowledge transfer, shared investment and joint development of infrastructure projects.</p> <p>6. Diversification of Energy Sources: Intensified adoption of renewable energy sources creates opportunities to diversify energy sources (e.g., integrating solar, or wind, alongside hydropower).</p> <p>7. Abundant Natural Water Resources: The Zambezi River offers a significant advantage for water resource management, power generation, potential agricultural/ aquaculture and domestic or industrial use.</p> <p>8. Rapid technological advancements in the energy sector: Utilising Artificial Intelligence (AI) to improve the dam safety and operations, water resources management and emergency preparedness.</p> <p>9. Inter-basin Water Transfer: Innovative initiatives to transfer water from one river basin to another to manage water resources, presents an opportunity to meet current and future water demand in areas facing shortages.</p>

WEAKNESSES	THREATS
<ol style="list-style-type: none"> 1. Ineffective Debt Collection Mechanisms: Available mechanisms for collecting outstanding debts are not commercially enforceable, which limits financial liquidity and operational efficiency. 2. Gender Imbalance and Inclusiveness Issues: The lack of diversity, particularly in gender representation at senior, executive management and board levels, as well as insufficient inclusiveness of specially-abled persons, may hinder organisational equity, innovation and overall effectiveness. 3. Delayed decision Making: delayed decision-making due to centralized structure. 4. Manual and Inefficient Processes: The continued reliance on manual procedures hinders the Authority's ability to operate efficiently, leading to potential errors and increased operational costs. 5. Low Utilization of ICT Systems: Implemented ICT systems are underutilized, reducing their potential to improve process automation, data management and decision-making. 6. Lack of a Dam Safety Policy: The absence of a formalized dam safety policy could create compliance and reputational risks of the Authority. 7. Skills gap due to advancement in technologies and Changes in work environment: Limited expertise in new technologies (e.g., renewable energy innovations) and other fields constrains the Authority's ability to adapt to industry changes and capitalize on future opportunities. 8. Concentration Risk resulting in Financial Vulnerability: The Authority's financial vulnerability due to overreliance on water sales and a narrow customer base, making it susceptible to fluctuations in demand and supply disruptions. Additionally, its limited customer diversification increases the risk of adverse market changes. 9. Low-Quality Asset Base: Some assets are aging and lack the necessary appeal to attract external financing, reducing the Authority's ability to secure funds for expansion or modernization efforts. 	<ol style="list-style-type: none"> 1. Risk of Reduced Water Inflows Due to Upstream Developments (water Abstractive projects) and Climate Change: Upstream developments (water abstraction projects) leading to decreased water inflows, climate change affecting rainfall patterns and increased water evaporation, pose a significant threat to the availability of water for power generation. This directly impacts the core operations of the Authority. 2. Potential Strained Relations Between Zambia and Zimbabwe: Political or economic tensions between the two countries could hinder the Authority's operations and its ability to implement joint initiatives effectively. 3. Water Pollution in the Zambezi River: Pollution from industrial, agricultural, or human activity could degrade water quality, negatively impacting both water supply and hydropower production for Power Utilities. 4. Sedimentation and Siltation: Over time, sedimentation and siltation deposits reduce the storage capacity of reservoirs and affects quality of water, affecting dam infrastructure and increasing maintenance costs and posing structural risks. 5. Availability of alternative sources of Energy and cheaper water supply for the Power Utilities leading to depressed water demand: The two Power Utilities may use less water due to alternative energy sources, or lower demand, impacting the Authority's income. 6. Pandemics and epidemics that may impact business continuity and operational efficiency. 7. Exchange rate fluctuations: Unfavourable exchange rate fluctuations could affect financial expenditure, increasing the administrative costs of the Authority. 8. External environmental pressure groups advocating against project developments i.e. flooding of the rapids, green/wildlife issues/ Inter-basin water transfers: Opposition from Environmental Conservation/ Supranational Organisations i.e. UNESCO, WWF, can lead to legal challenges, delays and increased scrutiny of projects due to ecosystem and community concerns.

3.4 Stakeholder Engagements

The nature of the Authority's mandate requires close engagement with its stakeholders.

A Stakeholder analysis was conducted to obtain feedback from identified key stakeholders involved with or affected by the Authority's activities. The rationale for the Analysis included:

- **Achieving Strategic Alignment** with the interests, needs and expectations of various stakeholders impacted by the Authority's activities.
- **Prioritizing Resource Allocation** by correctly categorising stakeholders with the most significant influence and interest in the Authority's initiative to ensure efforts are directed toward engaging and meeting their needs.
- **Fostering Collaboration** through building stronger, mutually beneficial partnerships, leading to more effective implementation of projects.
- **Improving Stakeholder Trust** by addressing concerns and feedback from stakeholders to enhance trust and strengthen the Authority's relationships with Communities, Regulatory Agencies or Authorities and Cooperating Partners.

This stakeholder engagement allowed the Authority to gain valuable insights into specific needs and expectations relevant to its mandate. Furthermore, through this collaborative process, the Authority has established stronger relationships with its stakeholders, fostering a sense of partnership and alignment with its strategic objectives.

A detailed stakeholder matrix (map) has been developed to provide an overview of Stakeholder expectations from the Authority, the Authority's expectation of the stakeholders, positive impacts and potential challenges associated with each stakeholder group (See Appendix 8).

3.5 Stakeholder Classification

The Authority engaged a diverse range of stakeholders who play a critical role in fulfilling its vision and mission. The classification of stakeholders was conducted to ensure effective management and engagement during the formulation and implementation of the corporate strategy.

The key stakeholders were classified as follows: National Electricity Undertakings (Power Utilities), Government Ministries and Agencies, Members of Parliament, Local Chiefs and Riparian Communities' representatives, Municipalities and Community-Based Organisations from Zambia and Zimbabwe. The stakeholders providing financial and technical support were classified as Cooperating Partners and/or supranational organisations including: the African Development Bank (AfDB), European Union (EU), World Bank and AUDA-NEPAD.

The other stakeholders included regional entities or bodies such as the Hydro Carbora Bassa (HCB), Zambezi Water Course Commission (ZAMCOM), Southern African Power Pool (SAPP) and Professional Engineering Institutions represented by the Engineers Institute of Zambia (EIZ) and Zimbabwe Institute of Engineers (ZIE). The list of external stakeholders including the Board of Directors, engaged in Zambia and Zimbabwe is provided under Appendix 6.

The internal stakeholders engaged include Executive Management and Employees. The detailed list is presented in Appendix 7.

The Stakeholder portfolio was categorized based on their perceived power and interest in

the Authority, as illustrated in Mendelow's Stakeholder Matrix Model in Figure 4.

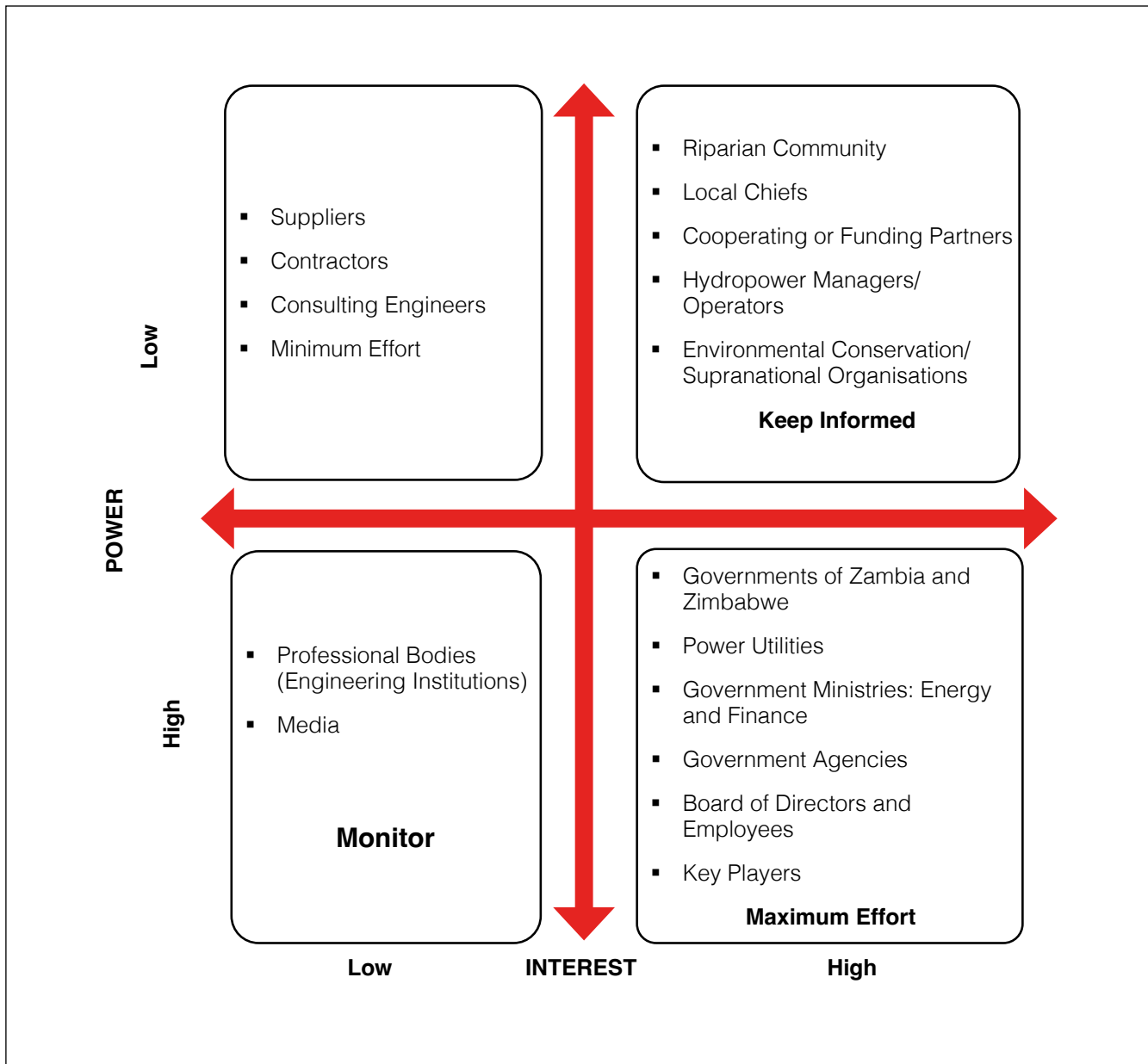


Figure 4: Stakeholders Matrix for the Zambezi River Authority

The stakeholder strategies outlined at the bottom of each quadrant guide how stakeholders' inputs are managed during the strategy formulation and implementation phases. For instance, stakeholders with High power (influence) and a High interest in the Authority should be involved and be given opportunities for providing input (as needed). These stakeholders also play an active role in proposing improvements and contributing to the achievement of the strategic objectives.

3.6 Stakeholder Needs and Expectations

The feedback obtained from various stakeholders revealed specific needs and expectations which resulted in common themes as provided in Table 10.

Table 10: Stakeholder Expectations and Common Themes

No	Stakeholders	Needs	Expectations	Common Themes
1.	Power Utilities	Information on water availability.	Collaboration on energy projects and timely communication regarding water availability.	<p>1. Alignment with National Policies: Ensuring that the Authority projects support broader governmental strategies for comprehensive backing.</p> <p>2. Sustainability and Environmental Responsibility: Regular reporting on environmental impacts and adherence to laws while promoting sustainable water resource management.</p> <p>3. Collaboration and alignment with stakeholder interests: Actively collaborating with stakeholders to align projects and initiatives with their interests, ensuring that their perspectives are integrated into the Authority's strategy planning formulation and decision-making processes.</p> <p>4. Community Involvement: Engaging local communities through structured and timely consultations, maintaining regular transparent reporting on projects and consultations and ensuring equitable benefit distribution.</p> <p>5. Communication and Feedback: Maintaining effective communication channels for timely updates, feedback opportunities and active participation/engagement in decision-making processes.</p>
2.	Ministries (Zambia and Zimbabwe)	Collaboration on energy, water resource management and finance policies and regulations.	Alignment of the Authority's projects with national policies and strategies, ensuring comprehensive governmental support.	
3.	Government Agencies (Zambia and Zimbabwe)	Collaboration on water resource management and environmental monitoring and compliance with regulations and data sharing. Ensuring the occupational health and safety of Authority employees and communities affected by the Kariba dam.	<ul style="list-style-type: none"> ▪ Collaborative efforts to ensure sustainable management of water resources in their respective jurisdictions. ▪ Timely reporting on Authority's environmental impacts and adherence to environmental laws. ▪ Adherence to occupational health and safety standards. 	
4.	Local Governments and Municipalities	Involvement in local planning and development initiatives related to water resources and communities.	Regular updates on projects affecting local communities and opportunities for public consultation.	
5.	Traditional Leaders (Local Chiefs)	Active participation in decision-making processes and engagement in community development initiatives.	Equitable distribution of benefits from Authority's projects and clear communication regarding impacts on their communities.	
6.	Local Communities	Involvement in decision-making and development initiatives.	Regular consultations, fair benefit distribution and restoration of livelihoods for displaced communities.	

No	Stakeholders	Needs	Expectations	Common Themes
7.	CBOs/NGOs	Data and support for community initiatives.	Active collaboration in sustainability and livelihood projects and effective CSR initiatives targeting community needs.	6. Communication and Feedback: Maintaining effective communication channels for timely updates, feedback opportunities and active participation/engagement in decision-making processes.
8.	Members of Parliament (MPs)	Regular updates on Authority's activities and projects affecting their constituencies.	<ul style="list-style-type: none"> ▪ Structured consultations and involvement in project planning to address local needs and challenges. ▪ Focusing on legal frameworks and laws supporting Authority's initiatives. ▪ Active collaboration on joint programmes and projects and effective CSR initiatives targeting community and constituency needs such as the Constituency Development Fund (CDF) and ZDVF. 	
9.	Cooperating and Funding Partners	Compliance with agreed procurement processes, transparent reporting on project progress and financial utilization.	Timely updates on the impact of funded initiatives and alignment of projects with strategic goals.	
10.	Large Hydropower Dam Managers/ Operators	Annual operational plans, training and Experience Sharing, Environmental Information, Dam Safety Management.	Strengthening cooperation among water management and dam operators particularly through the Joint Operational Technical Committee Forum (JOTC Forum).	
11.	Board of Directors	Comprehensive reports on stakeholder engagement outcomes and project impacts to inform strategic decision-making.	Effective communication and alignment with stakeholder interests to ensure the success of the Authority's initiatives.	
12.	Employees	Clear communication regarding organisational goals and strategies, professional development opportunities and a supportive work environment.	Involvement in decision-making processes that affect their roles and responsibilities.	

3.7 External Stakeholders Focus Discussion Groups Summary Feedback

The institutional stakeholders were engaged in FDGs to draw insights on their expectations, positive aspects of the Authority, concerns, areas of collaboration and proposed strategic focus areas.

Table 11: Institutional Stakeholders Focus Discussion Groups Summary Feedback

Subject	Zambia	Zimbabwe	Positive Aspects
Expectations	<ul style="list-style-type: none"> • Viable projects benefiting riparian communities. • Increased transparency in profit sharing; Innovative energy management. • Strong focus on the integration of nature-based solutions to environmental challenges. • Efficient water resource management practices. 	<ul style="list-style-type: none"> • Resource mobilization for infrastructure. • Data provision for environmental management. • Responsiveness to displaced communities' needs. 	<p>Commendation for supporting riparian communities;</p> <p>Funding for infrastructure development;</p> <p>Prudent management of water resources.</p>
Concerns	<ul style="list-style-type: none"> • Absence of local Zambezi River Authority's offices in areas of operation. • Climate change impact. • Rising debt. • Delayed contractor payments. 	<ul style="list-style-type: none"> • Water depletion • Climate change effects. • Recognition of local communities' needs for electricity accessibility. 	<p>Recognition of the Authority 's role in regional development</p> <p>Positive feedback on shared resource management;</p> <p>Acknowledgment of transparency improvements.</p>
Areas of Collaboration	<ul style="list-style-type: none"> • Community engagement in water management • Collaboration in procurement. • Knowledge sharing platforms. 	<ul style="list-style-type: none"> • Collaboration in environmental protection. • Sharing information for project implementation. • Coordination with regulatory bodies. 	<p>Collaboration on local development initiatives;</p> <p>Sharing best practices in resource management;</p>
Strategic Focus Areas	<ul style="list-style-type: none"> • Water harvesting infrastructure. • Diversification into renewable energy. • Increased Research and Development (R&D) in sustainable technologies. 	<ul style="list-style-type: none"> • Develop new dam infrastructure. • Focus on renewable energy. • Prioritize livelihood restoration for affected communities. 	<p>Effective communication with stakeholders.</p> <p>Investments in community development;</p> <p>Positive impact on livelihoods through infrastructure development;</p> <p>Innovative approaches to water and energy management.</p>

3.8 Key External Stakeholder Issues: Riparian Communities

Based on the analysis of Riparian community stakeholder feedback, the following key issues were continuously raised in various engagements in the two Contracting States. Specifically, the responses were obtained from Local Chiefs, Community Leaders, MPs and Government Agencies within the communities.

The issues raised by the Riparian Communities are highlighted in Figure 5 as follows:



Figure 5: Key Issues Raised by Riparian Communities

3.9 Stakeholder Suggestions and Recommendations

The Stakeholders provided suggestions and recommendations to the Authority regarding climate change mitigation, social and environmental responsibilities and the focus areas for the Corporate Strategy. These are provided below:

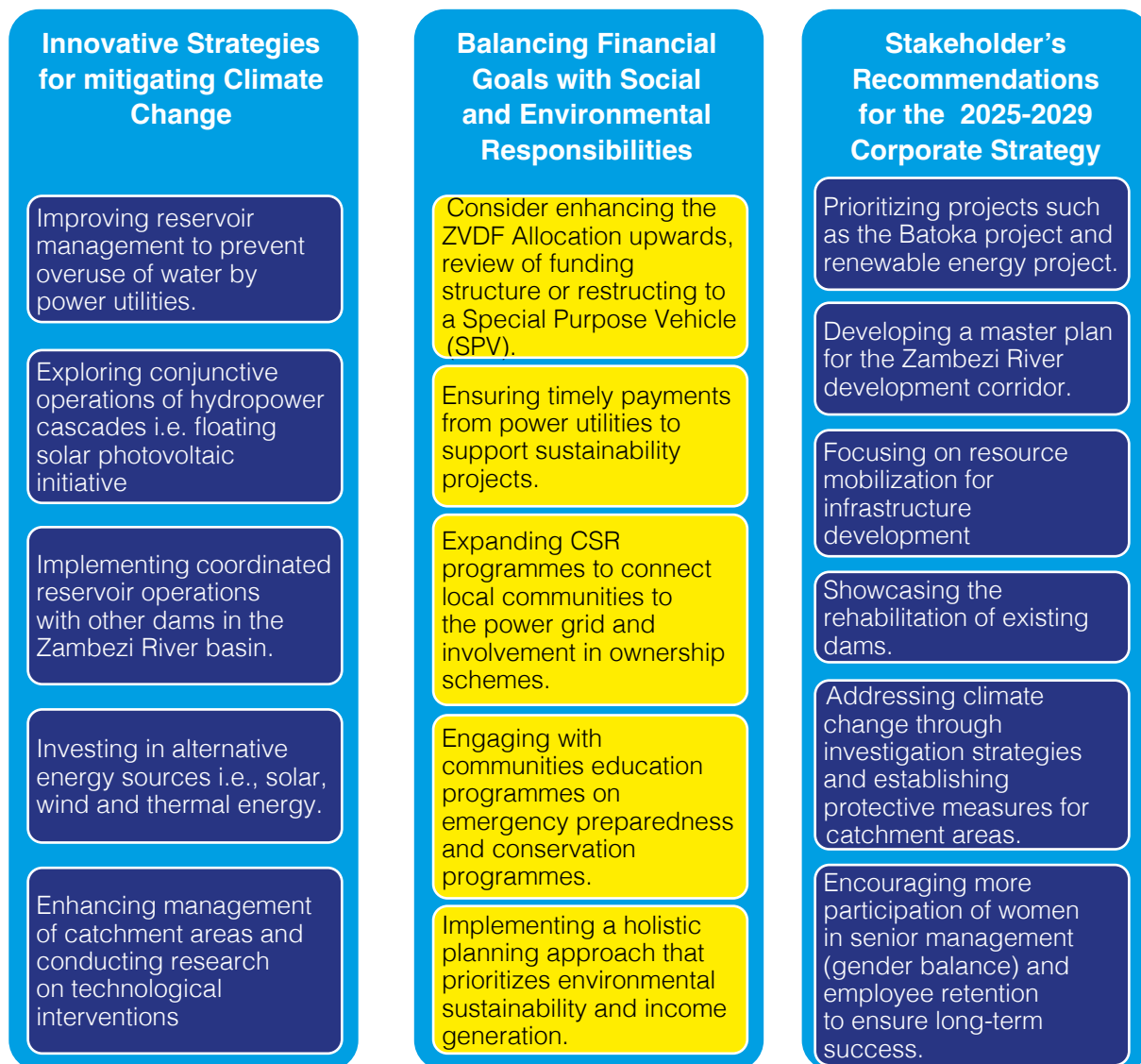


Figure 6: Stakeholder Suggestions and Recommendations

3.10 Consolidated Strategic issues

Resulting from the comprehensive analysis including PESTEL, Institutional Capability Assessment, SWOT and Stakeholder Engagements, the 2025 to 2029 Corporate Strategy will address the following critical strategic issues, encompassing key challenges, problems and opportunities that demand immediate attention:

1. **Expansion of Infrastructure:** The Authority's inability to meet water demands for power generation is restricted by limited infrastructure and delayed implementation of identified new projects.
2. **Enhancement of Dam Safety:** The absence of a formal regulatory body for dam safety in Zambia and Zimbabwe poses risks to the safe operation and maintenance of critical infrastructure and lack of dam safety policy.

3. **Legislative Review and Legal Reforms:** Existing legal framework governing the Authority's operations needs to be reviewed in order to address current challenges and strategic direction.
4. **Climate Change Impacting Water Levels and Water Sales to the two Power Utilities:** Reducing water levels due to climate change are affecting the Authority's ability to harness adequate volumes of water for supply to Power Utilities.
5. **Lack of Enforceable Debt Collection Mechanisms:** The Authority lacks effective mechanisms to enforce debt collection from Power Utilities, negatively impacting liquidity and financial stability.
6. **Low Asset Base for External Funding:** The Authority's low asset base hinders its ability to secure external financing for large infrastructure projects.
7. **Skills Development/ Human Capital Issue:** There is a skills gap within the Authority, particularly in new technologies related to dam safety and environmental management.
8. **Strategic Partnerships and Collaboration:** Limited access to capital for large infrastructure projects due to reliance on internal funds and traditional financing sources. Further the need to work with a diverse range of stakeholder groups (Riparian community, Cooperating Partners, Electricity National undertakings and Government) in achieving common strategic goals.
9. **ICT Governance:** The Authority needs to develop an ICT Governance framework that will ensure it derives maximum benefit from investment in ICT systems. This will ensure effective management of ITC resources and mitigation of the cyber-security threats.
10. **Stakeholder Engagement and Communication:** Stakeholders want to be engaged. Given the diverse range of stakeholders, including community members, government officials, financiers and power utilities, engagement is crucial. The Authority requires improved Communication and public awareness. Weakness on communication was highlighted by both internal and external stakeholders
11. **Financial Resource Mobilization:** Aiming to maximise the potential of the Zambezi River Basin, the Authority needs to:
 - a) Explore innovative ways of generating non-traditional income.
 - b) Seek financiers to fund additional dam construction.

Addressing these strategic issues will require a multifaceted approach that leverages the Authority's strengths, mitigation of weaknesses, capitalizing on opportunities and navigating threats.

3.11 Risk Profile of the Authority

To ensure a comprehensive approach to the 2025 – 2029 Corporate Strategy, the Authority has assessed the strategic risks associated with its operational environment and critical strategic issues. Recognizing the dynamic nature of the external environment, the Authority understands that certain assumptions that will underpin its strategic objectives may shift over time. Therefore, it is essential for the Authority to establish proactive risk management and mitigation strategies to address potential disruptions that could hinder the achievement of its goals.

This risk profile provides a structured overview of the key risks the Authority faces, evaluating each by its degree of impact and probability of occurrence. Such an analysis enables the

Authority to anticipate challenges, reinforce operational stability and maintain stakeholder confidence. The Authority’s proactive risk management approach is designed to build resilience, support effective water resource management and fulfil its broader mandate.

Below is a detailed overview of the Authority’s Risk Profile, outlining identified risks and associated mitigation strategies to support the successful implementation of the 2025 – 2029 Corporate Strategy.

Table 12: Zambezi River Authority Risk Matrix

No	Risk Category	Risk Description	Degree of Impact	Probability of Occurrence	Risk Level (Impact x Prob. of Occurrence)	Mitigation Strategies
1	Financial Risks	Insufficient funding for projects and initiatives.	Very High (5)	High (4)	20	<ul style="list-style-type: none"> Diversify funding sources and establish a robust resource mobilisation strategy.
2	Project Management Risks	Delays in project implementation due to stakeholder engagement issues.	Very High (5)	High (4)	20	<ul style="list-style-type: none"> Ensure stakeholders are managed appropriately. Establish clear project timelines and accountability measures.
3	Environmental Risks	Impact of climate change on water resources and ecosystem health.	Very High (5)	High (4)	20	<ul style="list-style-type: none"> Invest in sustainable practices and environmental monitoring. Invest in early warning systems Establish an emergency sinking fund to cushion impact on revenue/ cashflow loss. Develop contingency plans and adaptive management strategies.
		Disruptions to operations due to environmental factors (e.g., droughts, floods).	Very High (5)	Low (2)	10	

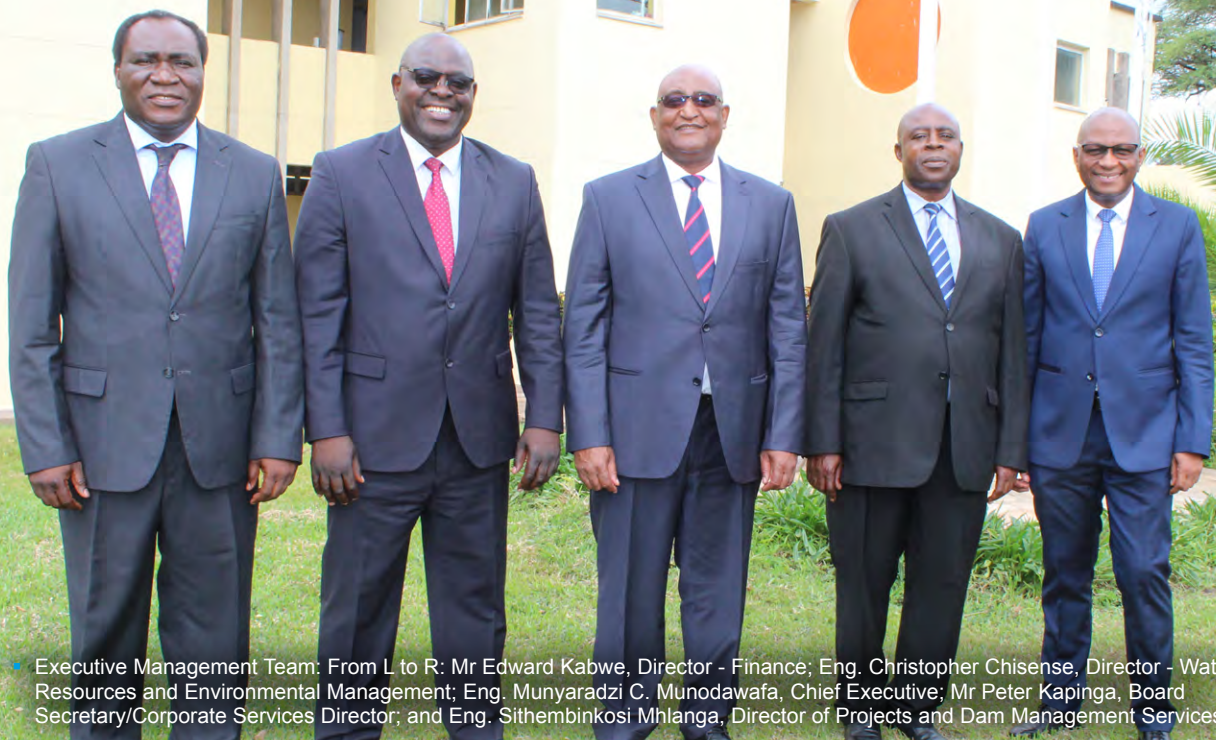
No	Risk Category	Risk Description	Degree of Impact	Probability of Occurrence	Risk Level (Impact x Prob. of Occurrence)	Mitigation Strategies
4	Technology Risks	Threats to the Authority's information systems and data integrity due to cyber attacks, data breaches, or unauthorized access.	Very High (5)	Very High (5)	20	<p>Implement robust cybersecurity protection systems.</p> <p>Conduct regular security audits and vulnerability assessments to identify and address weaknesses.</p> <p>Provide ongoing training for employee on cybersecurity best practices and awareness.</p>
		Failures in infrastructure or technology affecting operations.	Very High (5)	Low (2)	10	Regular maintenance and upgrades of infrastructure and technology.
5	Integration Risk	Risk associated with the complexity of integrating various initiatives, including ICT elements, solar projects and other strategic programmes.	High (4)	High (4)	16	<p>Develop a comprehensive integration plan with clear milestones and accountability structures.</p> <p>Ensure cross-functional collaboration and communication across all projects' teams and stakeholders.</p> <p>Adopt robust ICT governance practices to ensure system compatibility and minimize disruptions.</p> <p>Regularly review progress and adjust strategies to align initiatives effectively.</p>

No	Risk Category	Risk Description	Degree of Impact	Probability of Occurrence	Risk Level (Impact x Prob. of Occurrence)	Mitigation Strategies
6	Infrastructure Risks	Risk of dam failures or other key infrastructure-related issues, including aging infrastructure, structural deficiencies, or unforeseen natural events.	Very High (5)	Medium (3)	15	<ul style="list-style-type: none"> ▪ Conduct regular and rigorous inspections of dam structures ▪ Implement a Dam Safety Policy and Emergency Preparedness Plans. ▪ Leverage predictive maintenance technologies, such as AI-driven monitoring systems, to identify potential failures early. ▪ Strengthen disaster response frameworks in collaboration with local and regional partners. ▪ Invest in ongoing training for staff on dam safety and emergency protocols.
7	Pandemics/ Epidemics Risk	Risk of operational and financial disruptions due to pandemics or epidemics such as new COVID-19 strains.	(Very High) 5	(Medium) 3	15	<ul style="list-style-type: none"> ▪ Develop business continuity plans. ▪ Enhance remote work capabilities ▪ Strengthen health protocols.

No	Risk Category	Risk Description	Degree of Impact	Probability of Occurrence	Risk Level (Impact x Prob. of Occurrence)	Mitigation Strategies
8	Stakeholder Risks	Conflicts or misalignment between stakeholders in Zambia and Zimbabwe.	Medium (3)	High (4)	12	<ul style="list-style-type: none"> Enhance stakeholder engagement and establish a Stakeholder Engagement plan.
9	Reputational Risks	Negative publicity or public perception impacting the Authority's credibility.	High (4)	Medium (3)	12	<ul style="list-style-type: none"> Implement proactive communication and public relations strategies.
10	Political/Economic Risks	Political/Economic instability in either contracting state affecting operations.	High (4)	Low (2)	8	<ul style="list-style-type: none"> Monitor political and economic developments and engage in relevant authorities.

Risk Assessment Key:

Impact:	Scale from 1 (low) to 5 (high), representing the potential effect on the organisation.
Probability of Occurrence:	Scale from 1 (unlikely) to 5 (very likely), representing the probability of the risk occurring.
Risk Level:	Calculated by multiplying Impact and Probability of Occurrence (higher values indicate higher risk).



Executive Management Team: From L to R: Mr Edward Kabwe, Director - Finance; Eng. Christopher Chisense, Director - Water Resources and Environmental Management; Eng. Munyaradzi C. Munodawafa, Chief Executive; Mr Peter Kapinga, Board Secretary/Corporate Services Director; and Eng. Sithembinkosi Mhlanga, Director of Projects and Dam Management Services.

4. CHAPTER FOUR: STRATEGIC DIRECTION

The Authority's Corporate Strategy is built on a comprehensive situational analysis that examined its operational environment, identifying key areas for improvement to be addressed in the 2025-2029 Corporate Strategy.

This situational analysis informed the development of the Authority's strategic direction, which is anchored by its Vision, Mission, and Core values which collectively guide the Authority's commitment to fulfil its mandate. To achieve these aspirations, the Authority has defined specific Key Result Areas (KRAs) and Strategic Objectives. The five (5) KRAs represent the core areas where the Authority aims to achieve impactful results and are aligned with the Authority's mandate and functional responsibilities. Each KRA is supported by targeted objectives and is designed to drive the Authority's Mission.

The Strategic Objectives within each KRA serve as actionable steps that direct the Authority's efforts toward realizing its goals. These Objectives are further broken down into measurable outcomes, which will be tracked and evaluated to ensure alignment with the Authority's Vision.

By setting clear targets and performance indicators, this Chapter provides a structured roadmap that promotes accountability, fosters collaboration and drives the Authority's commitment to sustainable development and operational excellence.

4.1 Strategic Directional Elements

The strategic direction elements are as follows:

4.1.1 Vision Statement

"To be the leading organisation in sustainable water resources and dam management."

4.1.2 Mission Statement

"To manage the Kariba Dam and sustainably harness the shared water resources of the Zambezi River for equitable industrial and social-economic development for the benefit of the people of Zambia and Zimbabwe."

4.1.3 Core Values

Core values represent the fundamental beliefs and guiding principles that shape the organisation's behaviour, culture and decision-making processes. They reflect the values and principles that the Authority deems important in carrying out its mandate of contributing to the economic, industrial and social development of the Republics of Zambia and Zimbabwe.

The process of attaining the set goals is reinforced by the Authority's six (6) Core Values, which will be internalized by Employees. The core values that will guide the Authority's actions and decisions and shape the organisational culture and impact are outlined in Table 12 below.

Table 13: Zambezi River Authority 2025-2029 Core Values

Core Values	Description
S – Safety	We commit to ensuring the safety, well-being, health and security of our people, stakeholders, infrastructure and the environment, making these a priority in all our operations.
I – Integrity	We uphold the highest standards of honesty, transparency and ethical conduct in all our interactions.
P – Professionalism	We objectively demonstrate steadfast expertise, accountability and a commitment to excellence, ensuring high standards in all our operations and associations.
I – Inclusivity	We embrace diversity, equity and the active participation of all employees and stakeholders, fostering an environment where every voice is valued.
T – Teamwork	We believe in the power of collaboration and supporting one another to achieve our shared goals.
I – Innovation	We encourage creativity, adaptability and forward-thinking, consistently formulating out-of-the-box solutions to meet evolving challenges and opportunities.

The acronym SIPITI was developed as a straightforward memory aid, designed to assist the Authority in consistently recalling and adhering to the Core Values and guiding principles essential for managing the Zambezi River's water resources. This tool serves as a quick reference for the fundamental priorities in stewardship, ensuring that every decision and action aligns with these principles for sustainable and responsible water resource management.

4.2 Key Result Areas

The strategic issues identified and clarified in Chapter Three have been translated into five (5) Key Results Areas, which are also aligned to the Authority's Statutory Functions. These KRAs are as follows:

KRA 1: Strategic Infrastructure Development and Environmental Management: Focuses on sustainable water storage and infrastructure development.

KRA 2: Optimized Dam Operations and Safety Management: Prioritizing dam safety and risk management associated with dam operations.

KRA 3: Support Services Management: Enhancing organisational efficiency, compliance and governance.

KRA 4: Financial Resources Mobilization and Accountability: Securing financial

sustainability, revenue diversification and transparent financial management.

KRA 5: Strategic Stakeholder Engagement and Communication: Building strong stakeholder relationships and improving public perception

Table 14 presents a breakdown of the KRAs, impact indicators and their desired impact.

Table 14: Key Result Areas and Desired Impacts

Key Result Area	Desired Impact	Impact Indicator
KRA 1: Strategic Infrastructure Development and Sustainable Water Resource and Environmental Management	<ul style="list-style-type: none"> ▪ Increased Water Storage for Hydro Power Generation and Water Security: Increased water storage and power generation capacity to meet the growing energy needs and ensure reliable water supply. ▪ Sustainable Environmental Management: Reduced environmental degradation and improved resilience to climate change through sustainable infrastructure projects. ▪ Increased Contribution to Industrial and Socio-Economic Development: Increased Contribution of the Zambezi River Resources to Industrial and Socio-Economic Development of Zambia and Zimbabwe. 	<p>Increase in total water storage capacity (cubic meters)</p> <p>% of infrastructure projects incorporating sustainable and climate-resilient designs</p> <p>% Increase in GDP Contribution of Zambezi River-Dependent Industries</p>
KRA 2: Optimized Dam Operations and Safety Management	<ul style="list-style-type: none"> ▪ Enhanced Dam Safety and Risk Management: Improved safety standards and reduced risks associated with dam operations, leading to improved dam safety and emergency preparedness. 	Regulated and certified safe dams' operations
KRA 3: Support Services Management	<ul style="list-style-type: none"> ▪ Organisational efficiency and competitiveness through a motivated and competent workforce well-versed in emerging technologies. ▪ Enhanced Legal and Corporate Governance: Improved legal and Corporate Governance frameworks and compliance 	<ul style="list-style-type: none"> ▪ Employee productivity index (output per employee) ▪ % adherence to defined legal and corporate governance indicators according to the Authority's Corporate Governance Framework
KRA 4: Financial Resources Mobilization and Accountability	<ul style="list-style-type: none"> ▪ Financial Sustainability and Diversification: Achieved long-term financial stability by diversifying income sources and improving debt collection. ▪ Increased Accountability and Transparent Financial Management: Higher levels of financial integrity, ensuring funds are used effectively and stakeholders are confident in the organisation's financial practices. 	<ul style="list-style-type: none"> ▪ Amount of funds mobilized for projects (USD) ▪ Revenue from non-traditional income sources. ▪ Compliance with Finance Policy and Manual

Key Result Area	Desired Impact	Impact Indicator
KRA 5: Strategic Stakeholder Engagement and Communication	<ul style="list-style-type: none"> ▪ Strengthened Stakeholder Relationships and Trust: Improved collaboration and partnerships with stakeholders, leading to increased support for the Authority's initiatives. ▪ Improved Public Value and Perception: Greater recognition as a credible and community-oriented organisation, fostering positive public and media engagement. 	% increase in brand awareness and stakeholder satisfaction

4.3 Strategic Objectives and Expected Outcomes

KRA 1: Strategic Infrastructure Development and Sustainable Water Resource and Environmental Management (30%)

Strategic Objectives	Expected Outcome	Outcome Indicator (KPI)	Target	Means of Verification	Assumptions
Build more dams upstream of Kariba to harvest more water for power generation	Increased water storage capacity (15%)	% implementation of the Batoka Gorge Hydro Electric Scheme project roadmap	45% of roadmap by the end of the planning period. (Translating to 20% of dam construction)	Document Reviews, Updated EFS report, ESIA certificates, Project Documents, Financing Agreements Site works	Government Support Project Financing Availability Coordination with other Stakeholders
		% implementation of the Devil's Gorge Hydro Electric Scheme project roadmap	100% Feasibility Studies by December 2028	Approved Feasibility Study Report	Government Support Financing Availability Coordination with other Stakeholders
Diversify energy sources to maximise benefits from the Zambezi River basin and enhance sustainability	Successful implementation of the Floating Solar Photo Voltaic project (5%)	% Implementation of Floating Solar PV Project Roadmap	100% by December 2028	Project progress and completion reports Financing agreements	Government Support Financing Availability Coordination with other Stakeholders

Strategic Objectives	Expected Outcome	Outcome Indicator (KPI)	Target	Means of Verification	Assumptions
Improve environmental compliance and accuracy of forecasting total water inflows into the lake to support sustainable water resource management.	Improved water inflow forecasts (5%)	% accuracy of water inflow forecasts	Achieve at least 95% accuracy in water inflow forecasts December 2029	<ul style="list-style-type: none"> Seasonal forecast and actual performance reports from SARCOF, MET Zambia and MET Zimbabwe. Comparison of forecasted vs. actual gross inflows to Lake Kariba 	<ul style="list-style-type: none"> Rainfall Seasonal performance will follow projections from meteorological Agencies. Accurate and timely data from SARCOF, MET Zambia and MET Zimbabwe will be consistently available for analysis.
	Improved environmental compliance (5%)	% compliance level to Environmental Monitoring Programme (EMP)	Achieve at least 95% compliance with EMP by December 2029.	<ul style="list-style-type: none"> Compliance audit reports Environmental monitoring program documents. 	Full availability of resources to enforce EMP.

KRA 2: Optimized Dam Operations and Safety Management (20%)

Strategic Objectives	Expected Outcome	Outcome Indicator	Target	Means of Verification	Assumptions
Increase integrity and safety of Kariba Dam and Reservoir (20%)	Dam Safety policy developed and adopted across dam operations and processes. (5%)	% compliance with standards and guidelines of the Dam Safety Policy	100% (Full implementation across all dam operations processes by December 2026)	Approved Dam Safety Policy Dam Safety Programme Implementation plans	Adequate budget allocations for implementing and sustaining the dam safety programme
	Improved structural integrity and safety of the Kariba Dam through compliance with Dam Safety programme requirements (13%)	% Compliance with Operations & Maintenance (O&M) requirements of the SOP	97% compliance with O&M SOPs by December 2029.	Compliance audit reports	Adequate budget allocations for implementing and sustaining the Dam Safety programme
		% Compliance with Surveillance & Monitoring (S&M) requirements of the SOP	98% compliance with S&M SOPs by December 2029	O&M and S&M programme implementation plans	
		% level of implementation of Mid-Term and Five-Yearly inspection recommendations.	80% implementation of recommendation by December 2029	Reports of Dam Safety reviews	Adequate budget allocations for implementation of recommendations

Strategic Objectives	Expected Outcome	Outcome Indicator	Target	Means of Verification	Assumptions
Support and advocate for the establishment of national dam safety regulatory bodies in Zambia and Zimbabwe	Approved Concept of the national dam safety regulatory bodies by Council of Ministers (1%)	Approval of the Concept of national dam safety regulatory bodies: Mandate, Jurisdiction, Funding	Approved Concept of the national dam safety regulatory bodies by Council of Ministers by 30 th June 2025	Council of Ministers Resolution approving the Concept of national dam safety regulatory bodies: Mandate, Jurisdiction, Funding	Internal capacity to produce the concept paper Availability of Council of Ministers to consider the concept paper
	Approved draft legal and policy framework by the Council of Ministers (1%)	No. of stakeholders engaged	Engagement with at least 10 key stakeholders (Government Ministries, Water Authorities, International Organizations, Community Representatives) across the Contracting States by Dec 2026.	Signed Minutes and Reports of Stakeholder Engagement Meetings, signed stakeholder endorsement letters, and participation registers/schedules	Stakeholder Co-operation and collaboration Availability of financing to fund stakeholder engagement meetings
		Approval of draft legal and policy framework	Approved draft legal and policy framework by the Council of Ministers by December 2027	Official Council of Ministers' meeting minutes, endorsement letters, or formal documentation of approval	Political will and support funding and resources

KRA 3: Support Services Management (20%)

Strategic Objectives	Expected Outcome	Outcome Indicator	Target	Means of Verification	Assumptions
Expand the Authority's statutory mandate	Implementation of amended Zambezi River Authority Acts (2%)	New mandate clause(s) included in the ZRA Acts	Mandate expansion approved and implemented by December 2029	Copies of gazetted Zambezi River Authority Acts reflecting the expanded mandate Government Gazettes	Sufficient Political support by the Contracting States Stakeholders buy-in Timely legal and regulatory processes Stable political and economic environment
Strengthen Corporate Governance and compliance	Improved Legal Compliance (2%)	% compliance with Legal Framework	100% compliance throughout	Legal compliance reports	Adequate resources are available for compliance
	Improved Corporate Governance and Compliance (2%)	% compliance with Corporate Governance Framework	100% compliance throughout	Corporate Governance Audit Report	Adequate resources are available for compliance
Increase Employee Satisfaction and Engagement	Increased Levels of Employee Satisfaction and Engagement (3%)	Employee net promoter score (employee satisfaction score)	Achieve 80% satisfaction score by December 2029	Employee satisfaction surveys	Adequate resources are allocated to employee programmes i.e team building Conducive work environment

Strategic Objectives	Expected Outcome	Outcome Indicator	Target	Means of Verification	Assumptions
Improve organisational (operational) efficiency	Improved operational efficiency (3%)	No. of ISO certifications attained (ISO 9001; ISO 14001 and ISO 45001)	Attain 3 certifications by December 2029	Management reports	Adequate budget allocation
		Internal Service Levels Agreements (ISLA) executed and implemented	Implement SLAs for All Departments December 2026	ISLA documents	Adequate resources available for execution of various initiatives within stipulated timelines
		% reduction in ICT processes average response time	70% December 2029	ICT service desk logs	There is consistent monitoring and evaluation of ICT processes
	Improved procurement Plan implementation (2%)	% execution of planned procurement according to budget allocation.	90% December 2029	Internal Audit verified Procurement reports	Adequate budget allocation and procurement
Capacitate employees on emerging technologies	Enhanced employee development in emerging technologies (2%)	% of employees trained in relevant technologies	100% each year	Training records, certification reports	Availability of training resources
Implement an Effective IT Governance Framework	Enhanced ICT security and Compliance across operations (2%)	% compliance to ICT governance and security framework	100% December 2029	ICT security audit reports ICT compliance reports	Adequate resources are available for implementing ICT security and governance Programmes
	Enhanced stakeholder satisfaction with ICT services and performance (2%)	User satisfaction score with ICT services	80% December 2029	User satisfaction survey results	Sufficient engagement with users to understand their needs

KRA 4: Financial Resources Mobilization and Accountability (20%)

Strategic Objectives	Expected Outcome	Outcome Indicator	Target	Means of Verification	Assumptions
Enhance water Purchase Agreements to include commercially enforceable mechanism	Enhanced water Purchase Agreements with commercially enforceable mechanism (3%)	% of commercially enforceable debt collection mechanisms implemented	100% implementation of enhanced water purchase agreements by 2025	Revised Water Purchase Agreements updated with commercially enforceable debt collection mechanisms.	Approval of the Council of Ministers of the debt collection mechanisms Power Utilities to sign on and comply with the agreement
Implement non-traditional income-generating projects	Diversified revenue streams (3%)	% increase in revenue from non-traditional sources	Achieve a 15% year-over-year increase in non-traditional revenue.	Financial documents and ledgers detailing revenue sources.	Zambezi River Authority Acts remains unchanged, allowing income diversification and seed capital is available if required
Improve collection of water sales from Power Utilities during the planning period	Increased liquidity through improved collection rates for water sales invoices. (3%)	% collection of current invoices	100% throughout	Payment proof from Power Utilities (receipts, bank statements)	Utilities will be meeting the full value of future monthly water sales invoices while paying monthly instalments of US\$ 150,000.00 towards the old outstanding obligation.
		% collection of outstanding arrears	20% December 2029		

Strategic Objectives	Expected Outcome	Outcome Indicator	Target	Means of Verification	Assumptions
Increase budget financing for project development and operational expenses during the planning period	Secured funding for strategic projects and operational needs to support growth and sustainability	Amount of funds mobilised to finance Batoka and Devils Gorge milestones (3%)	US\$30m December 2029	Signed financing agreements Bank statements from the projects sinking fund	<ul style="list-style-type: none"> That there is appetite for funding projects such as the Batoka under various channels including green funds. An agreed percentage of receipts from water sales shall continue to be directed towards the sinking fund. Receipt of 1% on water sales invoices. Capacitation with regards to green finance sourcing
	(5%)	Amount of funds mobilised for ZVDF projects (2%)	US\$2.2million mobilised for ZVDF Projects December 2029	Bank statements from ZVDF bank accounts	
	Full funding for operational budget (2%)	% of operational budget financed	100% each year		
Improve financial transparency and accountability	Improved financial and sustainability reporting. (2%)	Adoption rate of ESG reporting standards.	100% (Full adoption of ESG reporting by December 2025).	ESG disclosures in audited financial statements	<ul style="list-style-type: none"> Employees receive relevant training in ESG and risk management practices.
Strengthen Enterprise Risk Management Practices	Improved risk awareness and risk management practices across the organisation. (2%)	Knowledge, Attitudes, Behaviours and Skills (KABS) index for risk management.	Achieve a positive KABS index score by June 2026.	ERM survey results, risk management training records.	<ul style="list-style-type: none"> Adequate resources and employee engagement in ERM initiatives.

KRA 5: Strategic Stakeholder Engagement and Communication (10%)

Strategic Objectives	Expected Outcome	Outcome Indicator	Target	Means of Verification	Assumptions
Enhance stakeholder engagement and communication	Improved communication and engagement (3%)	Stakeholder satisfaction levels	90% stakeholder satisfaction December 2029	Stakeholder satisfaction survey reports	Stakeholders are willing to participate in feedback surveys
Enhance the Authority's Corporate Image	Improved public perception and brand awareness (3%)	Positive media coverage and stakeholder feedback	80% positive perception rate December 2029	Aggregate Feedback analysis reports	Media reports are unbiased and accurately reflect public opinion
Enhance the livelihoods of Riparian Communities	Increased access to Social Amenities by Riparian Communities (4%)	% of target population with access to new or improved social amenities	70% of Riparian Communities December 2029	Project completion reports	Adequate funding is secured and allocated for social amenities
		% of projects completed within the agreed timelines	80% on-time project delivery	Site visits Progress reports	Local communities support and participate in project activities

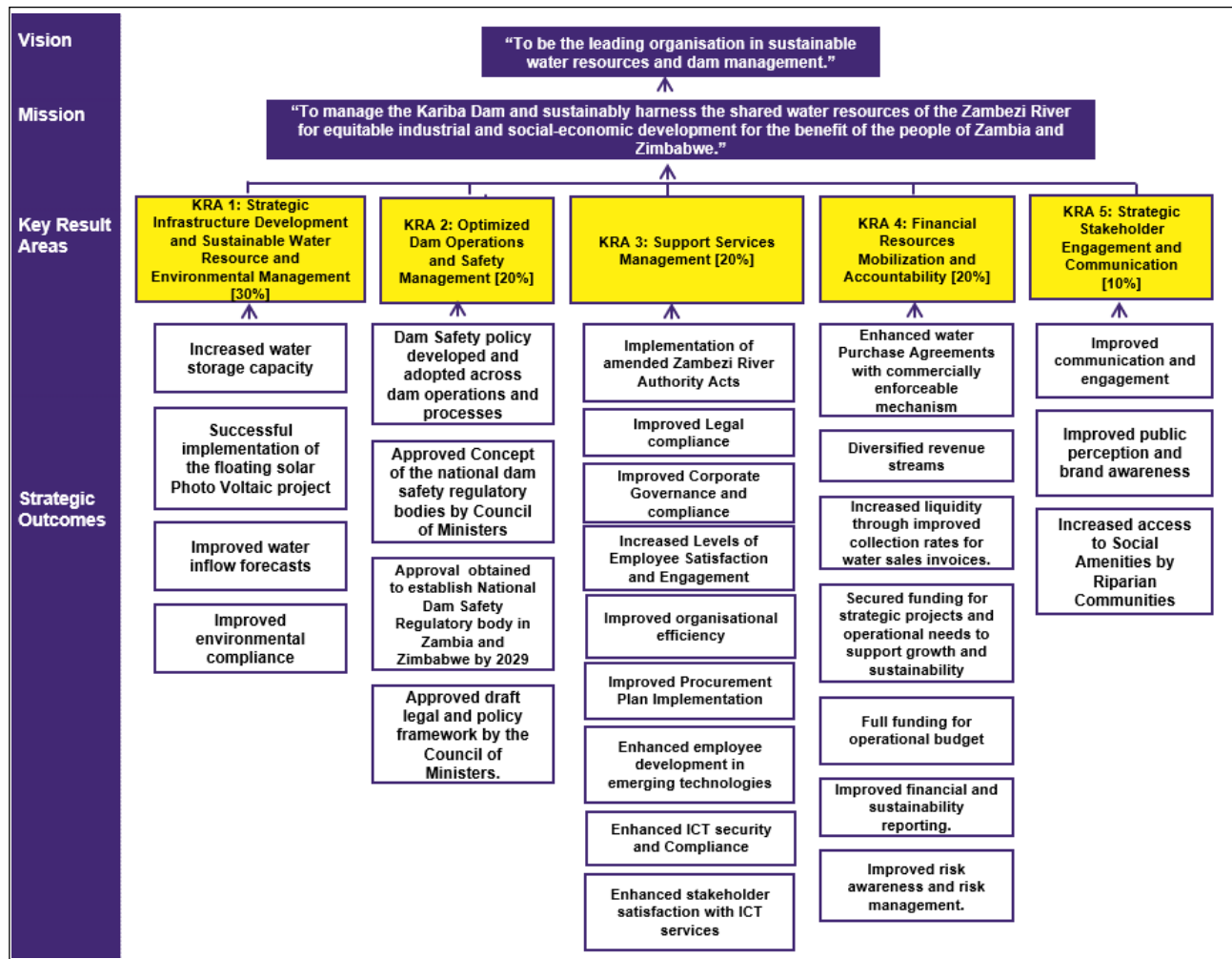


Eng. Christopher Chisense, Director of Water Resources and Environmental Management, engaging key stakeholders during the Engineering Institute of Zambia Symposium held in Livingstone, Zambia.

4.4 Results Framework

The Results Framework is shown in Figure 7 below:

Figure 7: Results Framework





Council of Ministers members after December 2024 deliberations in Livingstone.
 Front row (L-R): Mr Mulilo Kabesha, Zambia's Attorney General; Dr Gloria Magombo, Zimbabwe's Permanent Secretary for Energy and Power Development; Hon. Makocho Chikote, Zambia's Energy Minister; Hon. Edgar Moyo, the then Zimbabwean Minister of Energy and Power Development; and Mr Peter Mumba, Zambia's Permanent Secretary for Technical Services in the Ministry of Energy.
 Back row: Eng. Arnold Simwaba, the then Director of Electricity at the Ministry of Energy, Zambia; Ms Miyoba Bernadette Muzumbwe, Director of International Law and Agreements, Ministry of Justice, Zambia; Eng. Wesley Lwiindi, Director at ZESCO Limited; Ms Mercy Munoni, Assistant Director, Economic Management Department, Ministry of Finance & National Planning, Zambia; and Eng. Benson Munyaradzi, Chief Director, Ministry of Energy & Power Development, Zimbabwe.

5. CHAPTER FIVE: GOVERNANCE OF THE CORPORATE STRATEGY AND IMPLEMENTATION

Effective governance is crucial for the successful implementation of the Authority's Corporate Strategy. The governance framework includes the policymaking body, represented by the Council of Ministers and the Board of Directors who are responsible for policy, control and management of the (COM) Authority. Both the COM and the Board exercise authority, control and direction over the organisation, which authority is primarily premised on statutory provisions of the Zambezi River Authority Acts.

The successful implementation of the Corporate Strategy requires effective leadership and oversight from the Board of Directors, who are the primary stakeholders responsible for policy implementation. Executive Management is responsible for the day-to-day execution of the Corporate Strategy, ensuring that the goals and objectives outlined are achieved in a timely and efficient manner.

The governance responsibilities for the implementation of the Corporate Strategy are outlined below:

5.1 Roles and Responsibilities

5.1.1 Council of Ministers

The Council of Ministers is the highest decision-making body for the Authority, providing policy direction, oversight and governance to ensure that the Authority operates in line with its mandate to manage the Zambezi River's shared resources, particularly in relation to the Kariba Dam, for the benefit of the Contracting States.

The COM oversees policy and operational matters related to the Zambezi River and its installations, ensuring alignment with the interests of the Contracting States. Its primary responsibilities include directing the Authority towards efficient utilisation of the shared water resource, supervising its operations, considering, approving and noting of key items such as development plans, annual budgets, fund allocations and investment strategies. The COM also advises the Contracting States on any matter relating to the use of the Zambezi River and its installations and the execution of such other functions as outlined in the Agreement.

5.1.2 The Board of Directors

The Board of Directors has primary responsibility to the Council of Ministers for guiding and monitoring the business and affairs of the Authority. The Board is responsible for the Authority's policy, control and management; setting strategic direction, including evaluating, approving and monitoring the corporate strategies and financial plans, the annual budgets and business plans; it sets clear key performance indicators and reward standards for achievement or effective delivery of the corporate strategy including appropriate sanctions for non-delivery.

In addition, in executing its role, the Board relies on the assurance provided by both internal and external audit functions to ensure effective oversight. It also supervises Executive Management in areas such as risk management, prudent financial management and legal compliance.

The Board Members are fully committed to the successful implementation of the Corporate Strategy and take ownership of its outcomes, demonstrating accountability and a shared responsibility in achieving the Authority's long-term goals.

5.1.3 Board Committees of the Authority

Prior to each quarterly Board Meeting, the Authority's Board committees will submit progress reports on the execution of the strategic objectives to the Board. In accordance with the Board Charter, the Board Committees will convene regularly to review and ensure that the strategic objectives are actively being implemented by Executive management and employees, with a focus on accountability, performance and continuous improvement. The Board has delegated responsibilities or functions to three (3) specialist Board Committees namely the Finance, Human Resources and Remuneration; Audit, Risk Management and Corporate Governance; and Technical and Projects.

5.1.4 Executive Management Committee

The day-to-day execution of the Corporate Strategy is delegated to the Chief Executive, ensuring operational efficiency and alignment with the Authority's objectives.

The Chief Executive and the Head of Departments (Directors) constitute the Executive Management Committee (EMC) which is responsible for implementing the Corporate Strategy, ensuring operational efficiency and alignment with the Authority's objectives. EMC will be responsible for preparing quarterly reports and monitor progress on the strategic objectives outlined in the Corporate Strategy, highlighting operational activities, key achievements and any significant challenges encountered.

5.2 Key Implementation Components

5.2.1 Quarterly Meetings

The Board of Directors expects Executive Management to present a comprehensive Status Report on the execution of the Corporate Strategy during each Quarterly Board Meeting. This Report will provide a detailed overview of actions taken, progress made and any challenges encountered in achieving the Strategic Objectives, ensuring ongoing alignment with the Authority's Goals.

5.2.2 Executive Management Committee Meetings

The EMC shall hold monthly meetings to ensure the Authority remains focused on implementation of the Corporate Strategy. The meetings will discuss departmental progress reports on the implementation of the Corporate Strategy.

5.2.3 Departmental Meetings

Each department will hold monthly meetings to assess progress in achieving results set out in the Corporate Strategy. The Directors will oversee the preparation of monthly reports from respective Senior Managers and Section Heads. These reports will detail planned activities and expected outputs and outcomes and any challenges encountered.

Departmental reports will be submitted to Executive Management Committee on a monthly basis.

5.2.4 Employee Meetings

To ensure effective implementation of the Corporate Strategy, the Authority recognizes the importance of regular communication and engagement among employees. The scheduled virtual or physical employee meetings will be held to provide updates on the progress of the Strategic Objectives, discuss challenges and celebrate achievements.

The meetings will include Town Hall Meetings to facilitate open dialogue between Management and Employees. These fora will encourage employees to voice their concerns, ask questions and provide feedback on the implementation of the Corporate Strategy. Furthermore, team-building activities will be designed to not only improve interpersonal relationships among Employees but also build a sense of unity and shared purpose in achieving the Strategic Objectives.

5.2.5 Annual Work Plans and Performance Planning Process

To effectively implement the Corporate Strategy, the Authority will develop Annual Work Plans, as an integral component of the Performance Planning Process. This structured approach will support budgeting, performance monitoring and review, transforming strategic objectives into actionable, year-round initiatives. The Annual Work Plans will be aligned with the overall Corporate Strategy and will be approved by the Executive Management to ensure that short-term actions reflect and reinforce the Authority's long-term goals.

The Performance Planning Process will integrate goal setting and performance targets at every level—Corporate, Departmental, Sectional and Individual. As prescribed in the Performance Management System Policy and Procedures, the process outlines a series of actions aligned with the Corporate Strategy and supported by Departmental Strategic Performance Plans (DSPPs), Sectional Strategic Performance Plans (SSPPs) and Individual Personnel Performance Work Plans and Appraisal Forms (PPWPs).

5.2.6 Monitoring and Evaluation

Monitoring and Evaluation (M&E) of the Corporate Strategy is critical for effective implementation and impact assessment. An M&E framework has been developed to ensure timely tracking of progress, performance evaluation towards achieving desired results and the implementation of necessary corrective actions.

The Authority will utilize the Integrated Results-Based Management (IRBM)

system for strategy execution and performance management, ensuring accountability and alignment with strategic results. Further, Performance Monitoring and Evaluation reviews will be consistently conducted in respect of Individual Personnel Performance Work Plans and Performance Appraisals. A dedicated section has been proposed to manage all corporate strategy matters, including the Monitoring and Evaluation (M&E).

5.2.7 Corporate Strategy and Organisational Structure Alignment

The Corporate Strategy and Organisational Structure must be aligned to ensure that the Strategy's requirements are fully supported by the structure. Consequently, the Authority will align its organisational structure with the Corporate Strategy to enhance efficiency and effectiveness. This is in accordance with the Authority's policy which provides that a Job Evaluation Exercise should be conducted every five (5) years or as and when need arises to do so. In this regard, prior to evaluating the performance of the 2020 – 2024 Corporate Strategy, the Authority had resolved to conduct an organisational structure review and job evaluation exercise. This review will ensure vertical and horizontal equity, aligning roles and responsibilities with strategic goals and fostering improved organisational performance.

5.2.8 Development and Implementation of Change Management Programme

The successful implementation of this Corporate Strategy requires a shift in attitudes and corporate culture within the Authority, fostering a new way of operating. Without this cultural transformation, the strategic goals may not be achieved as intended. The Authority is committed to achieving performance levels exceeding 90% on each Strategic Objective.

The implementation of a Change Management Programme is proposed, focusing on the full integration and cascading of the IRBM framework from corporate to departmental and individual level, providing a structured basis for performance evaluation. This will require effective supervision to ensure all Employees fulfill their responsibilities effectively and contribute toward the achievement of Strategic Objectives.

This programme will be supported by the Change Drivers, who have been appointed to facilitate any transformational processes or transitions and ensure that the necessary changes are successfully implemented across all levels of the Authority.

5.2.9 Corporate Strategy Champions

Strategy Champions will also play a crucial role in the implementation of the Corporate Strategy. These individuals will act as advocates and ambassadors of the Corporate Strategy to drive engagement and facilitate collaboration across various departments. By leveraging their expertise and influence, Strategy Champions will assist in ensuring that the vision, mission, values and strategic objectives are understood, embraced and integrated into the Authority's everyday operations. Through the integration of Corporate Strategy Champions, the Authority aims to create a supportive and engaged workforce committed to successfully implementing the 2025 – 2029 Corporate Strategy.

5.2.10 Risk Management

The Authority acknowledges that the implementation of its Strategy may face challenges beyond its immediate control, making effective risk management crucial for mitigating these risks. To address this, the Audit, Risk Management and Corporate Governance Board Committee which oversees the development and implementation of robust risk management systems, will ensure:

- a) The Board recognizes key risk factors, potential operational impacts and the effectiveness of risk mitigation strategies.
- b) Regular reviews of Management's Risk Reports submitted to it by Management

Additionally, the Audit, Risk Management and Corporate Governance Board Committee will ensure that the Authority adheres to internationally accepted principles and standards by benchmarking its Enterprise Risk Management (ERM) practices such as the ISO 31000:2018, the COSO ERM Framework (2017) and internally developed, Kariba Dam Standing Operating Procedures (SOP) and Emergency Preparedness Plan (EPP).

To manage potential risks, the Board and Executive Management will integrate risk management into operations and strategy execution, minimizing threats to the achievement of the Corporate Strategy. Consequently, Risk Champions have been appointed across departments. Departmental meetings for risk analysis and Risk Champions meetings will be held quarterly to discuss risk status and impact, alongside brainstorming sessions to identify and assess new risks.

Furthermore, a dedicated Risk Management function will be established to strengthen the capacity for risk management. Reference is made to the Risk Profile in Table 11 above (Chapter Three).

5.2.11 Environmental, Social and Governance Reporting Adoption

Environmental, Social and Governance (ESG) reporting has emerged as a crucial framework for determining an organisation's commitment to sustainability and ethical responsibility. While mandatory ESG reporting is becoming the norm for larger corporations and specific industries in certain regions, voluntary ESG reporting offers a unique opportunity for organisations to proactively demonstrate their dedication to sustainable practices and responsible growth, while also preparing for the near future when the reporting obligation will be mandatory for every entity.

The Authority recognises the importance of and operates under various Environmental Management Policies and Procedures. This includes the Authority's Environment and Climate Change Policy; the KDRP Climate Change and Environmental Management Action Plans, the use of the Hydropower Sustainability Assessment Protocol/Standard in benchmarking its Projects and operations for enhanced sustainability, application of ESIA in project development as well as the use of best practice Governance Principles in the management of the Institution.

To demonstrate further commitment to environmental issues and also tap into associated benefits, the Authority will adopt Environmental, Social and Governance (ESG) reporting on a voluntary basis to enhance sustainability, attract project financing and prepare for evolving global standards. This initiative will require key actions to build capacity, establish reporting structures and integrate ESG into daily operations.

Following adoption of ESG some benefits that would accrue to the Authority are outlined below:

- Improvement of Reputation and Trust
- Attraction of Sustainable Funding
- Enhancement of Market Competitiveness
- Regulatory Preparedness.

The ESG Implementation roadmap is presented below:

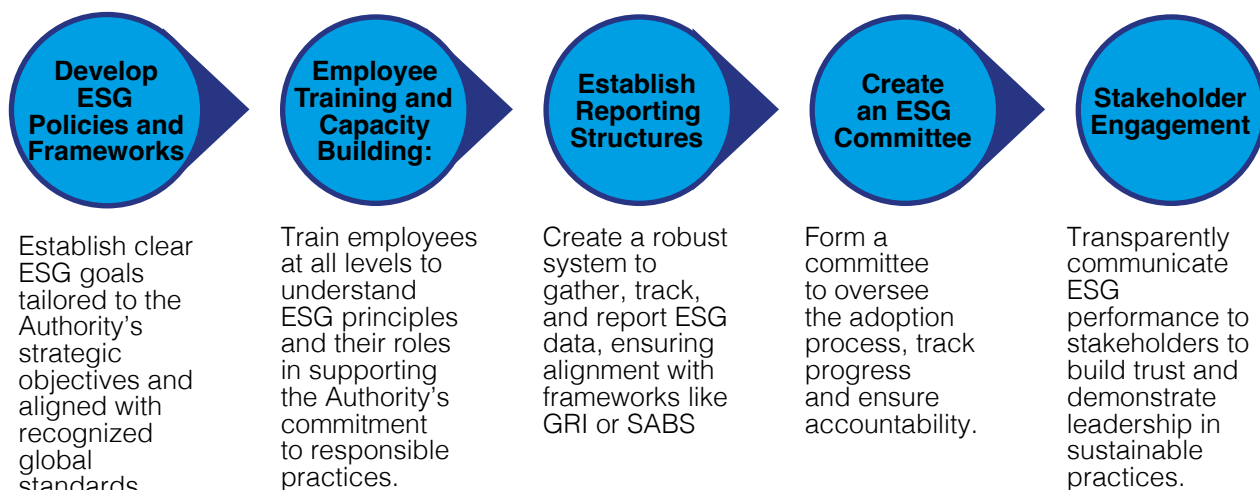


Figure 8: ESG Implementation Roadmap

By taking these steps, the Authority will establish a solid foundation for sustainable growth, positioning itself as a leader in ethical governance and environmental responsibility.

5.3 Enabling Factors

The successful implementation of the 2025 – 2029 Corporate Strategy is, to a large extent, dependent on the following pre-conditions and assumptions:

5.3.1 Pre-conditions

Pre-conditions are the critical success factors that the Authority has control over and will need to put in place to ensure the successful implementation of the 2025 - 2029 Corporate Strategy. The following are the pre-conditions:

Table 15: Pre-conditions

Pre – Condition	Description
Optimal Staffing Levels	This will entail ensuring adequate employee composition that will support the Authority to effectively and economically execute the activities of the Authority within the 2025 – 2029 operating period.
Competent and Committed Employees	The Authority must attract and maintain appropriately skilled and committed employees capable of effectively implementing the Authority's mandate.
Supportive and Visionary Leadership	The Authority must strengthen the capacity of its leadership to guarantee clear understanding of the desired future state. Further, the Authority must ensure its leadership provides the required resources to effectively implement the 2025 – 2029 Corporate Strategy.

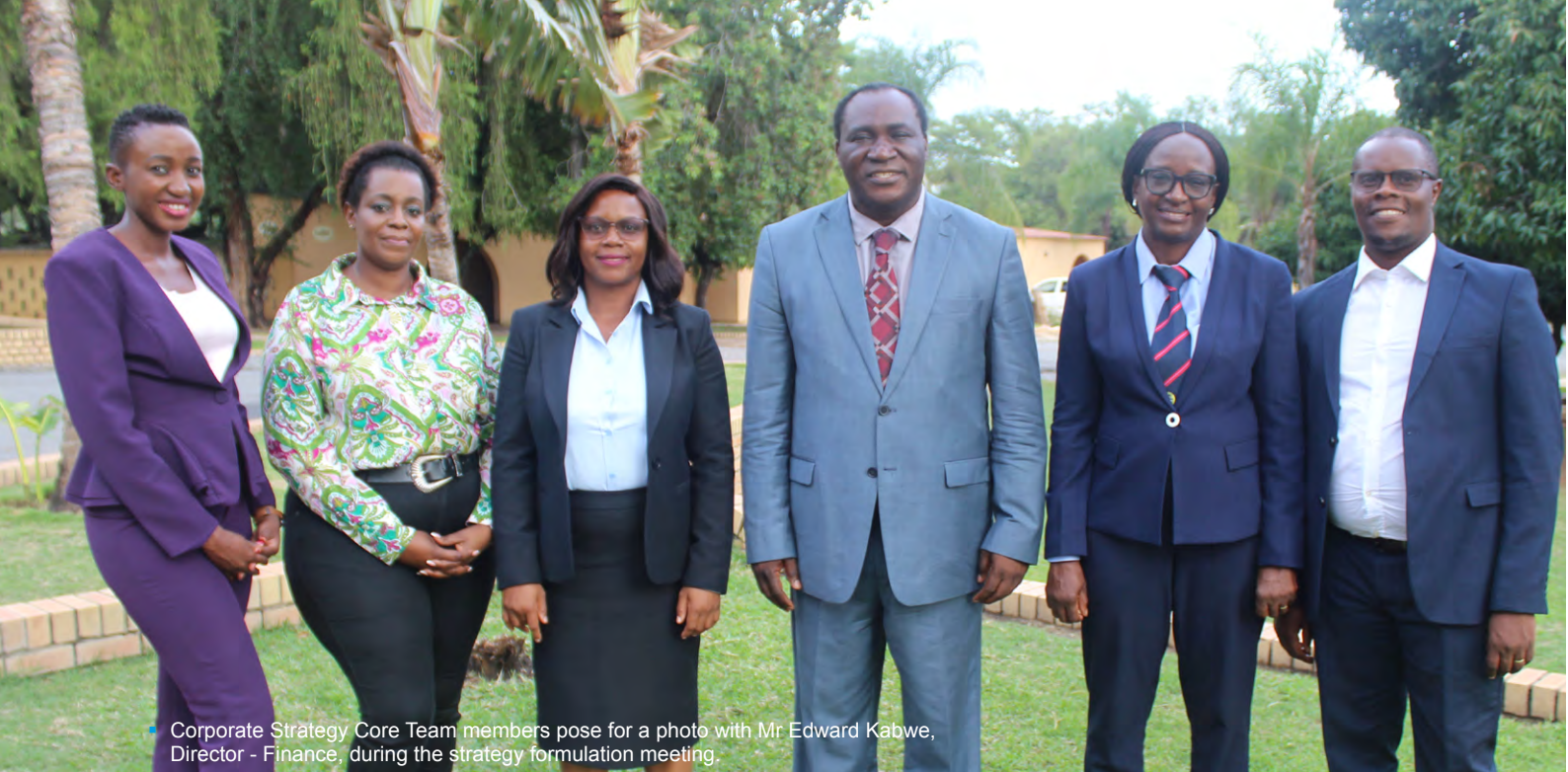
Updated Internal Policies and Guidelines	At all times, the Authority must have current policies and guidelines that will support effective implementation of the 2025-2029 Corporate Strategy through regular scanning of the operating environment.
Efficient and Effective Management Systems	The Authority must invest in efficient and effective business processes and management tools to support efficient delivery of the mandate within the 2025 – 2029 operating period.
Business Continuity	The Authority must have effective business continuity strategies in place at all times.
Adequate Operational Tools and Equipment	To achieve envisioned Strategic Objectives, Management must ensure adequacy of operational tools and equipment at all levels.
Budgetary Resource Allocation	To achieve envisioned Strategic Objectives, Management must ensure allocation of adequate financial resources through the budgetary process.

5.3.2 Assumptions

These are critical success factors outside the control of the Authority that should prevail for the successful implementation of the Corporate Strategy. The following are the assumptions:

Table 16: Assumptions

No	Assumption	Description
1	Stable Economic Fundamentals	Stability of key economic fundamentals within the planning period will be crucial for the performance of the Authority's non-traditional income generation initiatives, including having predictable administration costs.
2	Sufficient Funding	Sufficient funding will be available to execute planned projects and initiatives.
3	Operational Environment	The Authority's operational environment will remain conducive for executing its mandate.
4	Political Stability	There will be political stability in both Zambia and Zimbabwe during the implementation period.
5	Timely Payment of Invoices by the Power Utilities	It is assumed that Power Utilities will adhere to water purchase agreement terms that emphasize promptness in paying for water used for power generation within agreed timeframes.
6	Continued Support from Cooperating Partners	It is assumed that the Authority will remain in good standing with various Cooperating Partners and that they will continue to offer both technical and financial support where possible.
7	Non-disruption of operations arising from Disease Outbreaks	In this planning period, the Authority assumes that no major disease will cause business disruptions; where they do occur, disruptions will be minor and normal business operations will be restored in a short period.
8	Climate Change Impact	In this planning period, the Authority assumes that the effects of climate change on water levels and the environment will be tolerable.
9	Favourable Bilateral interface between the Contracting States	It is assumed that the existing bilateral relationship between the Contracting States will remain sound through shared understanding and alignment of interests to ensure congruence in decision-making and operational practices.
10	Stakeholder Support	It is assumed that stakeholders will support the efforts of the Authority in executing various activities throughout the planning period.
11	Governments' Support	The Governments of Zambia and Zimbabwe will continue supporting the Authority in the planning period.



Corporate Strategy Core Team members pose for a photo with Mr Edward Kabwe, Director - Finance, during the strategy formulation meeting.

6. CHAPTER SIX: PERFORMANCE MONITORING, EVALUATION AND REPORTING

The Performance, Monitoring and Evaluation of Authority in implementing this Corporate Strategy will rely on a structured M&E framework, guided by the performance measures outlined in both the Outcome Plan and Output Plan as described below. This integrated approach will ensure that the Authority's activities not only produce immediate outputs but also contribute meaningfully to achieving long-term strategic objectives.

6.1 Outcome Plan

The Outcome Plan is designed to track progress toward achieving the targeted outcomes, ensuring that each step aligns with the Authority's overarching strategic objectives. It outlines the expected outcomes, specifies measurable indicators for each and provides a strategic roadmap for delivering targets. By focusing on outcomes, the Outcome Plan supports a results-oriented approach, enabling the Authority to gauge its impact and make data-informed adjustments to maintain alignment with its Strategic Goals. The 2025 – 2029 Corporate Strategy Outcome Plan (M&E Framework) is presented under Table 17.

6.2 Output Plan

To ensure effective tracking of the Authority's Corporate Strategy, a comprehensive Output Plan has been developed. This Plan provides a clear framework that specifies the activities required to achieve each output, defines measurable indicators for tracking progress and establishes timelines and assigned responsibilities, thus supporting robust ongoing monitoring. By focusing on immediate deliverables, the Output Plan enables close tracking, early identification of potential bottlenecks and facilitates timely adjustments as needed. The 2025 – 2029 Corporate Strategy Output Plan (M&E Framework) is presented under Table 18.

In addition, this Output Plan is an essential component of the Authority's commitment to achieving its Strategic Goals with efficiency and accountability, forming a strong foundation for assessing progress, making data-driven adjustments and achieving sustainable results. To provide further context, Table 16 outlines the elements of the plans and provides descriptions of the activities, output indicators, targets, timelines and responsible persons.

Table 17: Key Elements of the Output Plan

Elements	Description	Responsible Persons
Activities	Specific tasks or actions required to produce the outputs. Each activity is strategically designed to contribute directly to the achievement of targeted outputs, ensuring alignment with broader strategic objectives.	Designated individuals or teams accountable for executing activities and delivering outputs, ensuring ownership and effective resource allocation throughout the strategy's implementation.
Output Indicators	Measurable criteria used to assess the completion and quality of each output, providing a basis for tracking progress and performance.	
Targets	Clear quantitative or qualitative benchmarks for each output indicator, defining success for each activity and output.	
Timelines	Defined timeframes for completing activities and delivering outputs, synchronized with the overall project milestones to ensure timely progress toward strategic goals.	

This structure above strengthens accountability, enhances team alignment and simplifies the assessment of efficiency and effectiveness in progressing toward the Authority's higher-level Outcomes and Strategic Impacts. The Outcome Plan and the Output Plan are provided in Table 17 and Table 18 respectively.

Together, the Outcome and Output plans form a cohesive M&E framework that strengthens accountability, enhances transparency and provides actionable insights to drive the successful implementation of the Authority's Corporate Strategy.



Core Team members leading the strategy formulation meeting in Kariba, Zimbabwe.

Table 18: 2025 – 2029 Corporate Strategy Outcome Plan (M&E Framework)

Strategic Objectives	Expected Outcome	Outcome KPI	Baseline	Delivery Target				
				2025	2026	2027	2028	2029
Build more dams upstream to harvest more water for power generation	1.1 Increased water storage capacity	% implementation of the Batoka Gorge Hydro Electric Scheme roadmap	7%	24%	35%	38%	40%	45%
		% implementation of the Devil's Gorge Hydro Electric Scheme roadmap project	39%	58%	73%	91%	100%	-
Diversify energy sources to maximise benefits from the Zambezi River Basin and enhance sustainability	1.2 Successful implementation of the Floating Solar Photo Voltaic project	% Implementation of Floating Solar Power Generation Project Roadmap	5%	60%	75%	90%	100%	-
		% accuracy of water inflow forecasts	85%	90%	95%	95%	95%	95%
Improve environmental compliance and accuracy of forecasting total water inflows into the lake to support sustainable water resource management.	1.3 Improved water inflow forecasts	% compliance level to environmental SOP	85%	90%	95%	95%	95%	95%
		2.1 Approved Concept of the national dam safety regulatory bodies by Council of Ministers	-	-	-	100%	-	-
Support and advocate for the establishment of national dam safety regulatory bodies in Zambia and Zimbabwe	2.2 Approved draft legal and policy framework by the Council of Ministers	No. of stakeholders engaged	-	4	4	2	-	-

Strategic Objectives		Expected Outcome	Outcome KPI	Baseline	Delivery Target				
					2025	2026	2027	2028	2029
Increase Integrity and safety of Kariba Dam and Reservoir (20%)	2.3 Dam Safety policy developed and adopted across dam operations and processes.	% compliance with standards and guidelines of the Dam Safety Policy	100% (Full implementation across all dam operations processes by 2026)	50%	100%	-	-	-	
	2.4 Improved structural integrity and safety of Kariba Dam through compliance with Dam Safety programme requirements	% compliance with standards and guidelines of the Dam Safety Policy	N/A	70%	75%	80%	85%	90%	
Expand the Authority's Statutory mandate	3.1 Implementation of amended Zambezi River Authority Acts	% Compliance with Operations & Maintenance (O&M) requirements of the SOP	90.00%	92.50%	95.00%	96.00%	97.00%	97.00%	
	3.2 Improved Legal Compliance	% Compliance with Surveillance & Monitoring (S&M) requirements of the SOP	97%	97.50%	97.75%	98.00%	98.00%	98.00%	
Strengthen Corporate Governance and compliance	3.3 Improved Corporate Governance Compliance	No. of stakeholders engaged	Nil	4	4	2	-	-	
	3.1 Implementation of amended Zambezi River Authority Acts	Expanded statutory mandate reflected in the amended Zambezi River Authority Acts	0%	5%	10%	50%	75%	100%	
Strengthen Corporate Governance and compliance	3.2 Improved Legal Compliance	% compliance with Legal Compliance Frameworks	95%	100%	100%	100%	100%	100%	
	3.3 Improved Corporate Governance Compliance	% compliance with Corporate Governance Frameworks	95%	100%	100%	100%	100%	100%	

Strategic Objectives	Expected Outcome	Outcome KPI	Baseline	Delivery Target				
				2025	2026	2027	2028	2029
Enhance employee satisfaction and engagement	3.4 Higher levels of employee satisfaction leading to increased retention, productive and overall workplace morale	Employee satisfaction score (net promoter score)	75%	76%	77%	80%+	80%+	80%+
		No. of employee engagements implemented	2	4	4	4	4	
Improve organisational (operational) efficiency	3.5 Improved operational efficiency	No. of ISO certifications attained	-	-	3	3	3	3
		% of Internal Service Levels Agreements (ISLA) developed and implemented	-	80%	100%	100%	100%	100%
Capacitate employees on emerging technologies	3.6 Improved procurement Plan implementation	% of planned procurement according to budget allocation.	40%	90%	90%	90%	90%	90%
		3.7 Enhanced employee development in emerging technologies	-	100%	100%	100%	100%	100%

Strategic Objectives		Expected Outcome	Outcome KPI	Baseline	Delivery Target				
					2025	2026	2027	2028	2029
Implement an Effective ICT Governance Framework	3.8 Enhanced ICT security and Compliance across operations	% compliance to ICT governance and security framework	Not available	80%	90%	90%	95%	100%	
	3.9 Enhanced stakeholder satisfaction with ICT services and performance	User satisfaction score with ICT services	Not available	60%	65%	70%	75%	80%	
Enhance Water Purchase Agreements to include commercially enforceable mechanism	4.1 Enhanced water Purchase Agreements with commercially enforceable mechanism	% of commercially enforceable debt collection mechanisms implemented by June 2026	-	80%	100%	-	-	-	
Implement non-traditional income-generating projects	4.2 Diversified revenue streams	Increase in revenue generated from non-traditional sources year by year	U\$0.9m	US\$1.035m	US\$1.19m	US\$1.368m	US\$1.574m	US\$1.810m	
Improve collection of water sales from Power Utilities during the planning period	4.3 Improved liquidity through improved collection rates for water sales	% collection of current invoices	-	100%	100%	100%	100%	100%	
	4.4 Secured funding for strategic projects and operational needs to support growth and sustainability	% collection of outstanding arrears	-	20%	20%	20%	20%	20%	
Increase budget financing for project development and operational expenses during the planning period		Amount of funds mobilised to finance Batoka and Devil's Gorge milestones	-	US\$3.6m	US\$6m	US\$6m	US\$6m	US\$8.4m	
		Amount of funds mobilised for ZVDF projects (US\$2.2m)	-	US\$0.33m	US\$0.44m	US\$0.44m	US\$0.55m	US\$0.44m	

Strategic Objectives	Expected Outcome	Outcome KPI	Baseline	Delivery Target				
				2025	2026	2027	2028	2029
Improve financial transparency and accountability.	4.5 Improved financial and sustainability reporting.	Adoption rate of ESG reporting standards.	-	100%	-	-	-	-
Strengthen Enterprise Risk Management Practices	4.6 Improved risk awareness and risk management practices across the organisation.	Knowledge, Attitudes, Behaviours and Skills (KABS) index for risk management.	-	100%	-	-	-	-
Enhance stakeholder engagement and communication	4.7 Improved communication and engagement strategies	Stakeholder satisfaction levels	81%	-	87%	-	-	90% stakeholder satisfaction
Enhance the Authority's Corporate Image	4.8 Improved public perception and brand awareness	Positive media coverage and stakeholder feedback	77%	78%	79%	80%	80%	80% positive perception rate
Enhance the Livelihoods of Riparian Communities	4.9 Increased access to Social Amenities by Riparian Communities	% of target population with access to new or improved social amenities	-	70%	70%	70%	70%	70%
		% of projects completed within the agreed timelines	-	80% on-time project delivery	80% on-time project delivery	80% on-time project delivery	80% on-time project delivery	80% on-time project delivery

Table 19: 2025 – 2029 Corporate Strategy Output Plan (M&E Framework)

Outcome	Initiatives/ Activity	Output	Output KPI	Delivery Target					Responsible Person
				2025	2026	2027	2028	2029	
1.1 Increased water storage capacity (15%)	Establish a dedicated Project Implementation Unit (PIU) team with clear roles and responsibilities for BGHS.	1.1.1 PIU established and fully operational	% completion of team establishment	90%	100%	-	-	-	
	Conduct comprehensive project planning, including risk assessment, scheduling and budgeting.	1.1.2 Detailed project plan completed	% completion of project planning	90%	100%	-	-	-	
	Facilitate transparent and competitive procurement process for selecting a qualified developer.	1.1.3 Developer contract awarded	% completion of procurement process	28%	81%	100%	-	-	SM – P&DSM
	Achieve financial close by securing all necessary financing and agreements.	1.1.4 Financial agreements signed and secured	% completion of financial close	-	-	56%	100%	-	Director Finance
	Begin construction activities according to the approved project plan.	1.1.5 Initial construction activities initiated	% progress in construction milestones	-	-	-	-	27% of Construction	
	Conduct detailed prefeasibility studies for DGHS including environmental and social impact assessments.	1.1.6 Pre-feasibility studies and impact assessments completed	% completion of prefeasibility studies	100%	-	-	-	-	
	Procure feasibility studies consultant through a competitive tender process.	1.1.7 Feasibility studies consultant selected and contracted	% completion of consultant procurement	25%	100%	-	-	-	
	Conduct full feasibility studies, covering technical, financial and regulatory aspects.	1.1.8 Comprehensive feasibility study report completed	% completion of feasibility studies	-	48%	100%	-	-	
	Submit feasibility study for review and approval by regulatory authorities.	1.1.9 Approved feasibility study by relevant authorities	% of regulatory approval obtained	-	-	-	100%	-	

Outcome	Initiatives/ Activity	Output	Output KPI	Delivery Target					Responsible Person
				2025	2026	2027	2028	2029	
1.2 Diversify energy sources to enhance energy security and sustainability (5%)	Procure a feasibility studies consultant for the Floating Solar Photo Voltaic plant.	1.2.1 Feasibility studies consultant selected and contracted	% completion of consultant procurement	-	-	-	-	-	
	Conduct feasibility studies including site selection, environmental assessments and technical evaluations.	1.2.2. Feasibility study report completed	% completion of feasibility studies	70%	100%	-	-	-	
	Submit feasibility study to relevant authorities for review and approval.	1.2.3 Approved feasibility study for the floating solar power plant	% of regulatory approval obtained	-	-	100%	-	-	
1.3 Improved water inflow forecasting (5%)	Implementing hydrological data acquisition and transmission system	1.3.1 Hydrological data acquisition and transmission system implemented	% completion of the full station by December 2029	-	40%	60%	80%	100%	SM WREM
	Kariba reservoir water inflow forecasting	1.3.2 Seasonal projection of expected water levels and storage volumes	Forecast Accuracy Rate (%)	90%	95%	95%	95%	95%	SM WREM
1.4 Improved environmental compliance (10%)	Implement environmental management plan	1.4.1 EM Plan Implemented	Compliance Level	95%	95%	95%	95%	95%	WQM

Outcome	Initiatives/ Activity	Output	Output KPI	Delivery Target					Responsible Person
				2025	2026	2027	2028	2029	
2.1 Approved Concept of the national dam safety regulatory bodies by Council of Ministers (1%)	Develop a concept/ idea for establishment of the national dam safety bodies by December 2026	2.1.1 Approved concept/idea for establishment of the national dam safety bodies	COM Resolution approving concept/ idea for establishment of the national dam safety bodies	-	2	-	-	-	SM DMS/SM WREM/ Legal Counsel
2.2 Approved draft legal and policy framework by the Council of Ministers (1%)	Conduct stakeholder consultations and public hearings to gather input and support for the legal framework. Develop and draft the legal framework and statutory instruments required for establishing the regulatory bodies	2.2.1 Stakeholder consultation reports 2.2.2 COM approved Legal and policy framework	Number of stakeholder consultations conducted Approval of legal and policy framework obtained	40%	40%	20%	-	-	Legal Counsel/ M-PRC Legal Counsel

Outcome	Initiatives/ Activity	Output	Output KPI	Delivery Target					Responsible Person
				2025	2026	2027	2028	2029	
2.3 Dam Safety policy developed and adopted across dam operations and processes. (5%)	Revise and update the draft Dam Safety policy by June 2025	2.3.1 Final Dam Safety Policy	Final Draft Produced	Q2	-	-	-	-	Director P&DMS
	Revise and update the draft Dam Safety policy by June 2025	2.3.2 Final Dam Safety Policy	Final Draft Produced	Q2	-	-	-	-	Director P&DMS
	Submit to Board and get approval by the COM by December 2025	2.3.3 Approved Dam Safety Policy	Signed Dam Safety Policy	Q4	-	-	-	-	Director P&DMS
	Dam Safety Implementation Plan executed across dam operations and processes.	2.3.4 Comprehensive Annual Plans Formulated	No. of Plans	4	4	4	4	4	SM DMS/ SM WREM
	2.4 Improved structural integrity and safety of Kariba Dam through compliance with Dam Safety programme requirements (13%)	Operations and Maintenance Plan	2.4.1 O&M Plan implemented	Compliance level	92%	94%	96%	97%	98%
Surveillance and Monitoring Plan		2.4.2 S&M Plan implemented	Compliance Level	97%	97%	98%	98%	98%	DSME
Implementation plan of the Mid-Term and Five-Yearly inspection recommendations		2.4.3 Mid-Term and Five-Yearly inspection recommendations implemented	Compliance Level	80%	95%	40%	60%	80%	SM DMS
Spillway Phase 1 by December 2025 (10%)		2.4.4 Spillway Phase 1 Completed	% completion	100%	-	-	-	-	SM-P
Spillway Phase 2 by December 2026 (10%)		2.4.5 Spillway Phase 2 Completed	% completion	30%	100%	-	-	-	SM-P

Outcome	Initiatives/ Activity	Output	Output KPI	Delivery Target					Responsible Person
				2025	2026	2027	2028	2029	
3.1 Implementation of amended Zambezi River Authority Acts (2%)	Review existing Statutory Mandate	3.1.1 Updated ZRA Acts incorporating expanded mandate	Number of legal documents updated	100%	-	-	-	-	BS-CSD
	Propose expanded Mandate								
	Engage Attorney General's Office for endorsement of the legal feasibility of the proposed expanded mandate								
	Produce a draft of the expanded mandate								
3.2 Improved legal compliance (2%)	Update and incorporate new mandates into the legal documents								
	Engage stakeholders for feedback on proposed legal changes	3.1.2 Stakeholder feedback reports	% of stakeholders consulted	100%	-	-	-	-	BS-CSD
	Conduct regular legal audits and gap analysis	3.2.1 Legal compliance audit reports	No. of audits conducted annually	4	4	4	4	4	BS-CSD
	Update and align policies with current legal requirements	3.2.2 Updated legal policies and procedures	% of policies updated	100%	100%	100%	100%	100%	BS-CSD
	Train employees on compliance requirements	3.2.3 Trained employee members on legal compliance	% of relevant trained	100%	100%	100%	100%	100%	
	Monitor and address compliance breaches	3.2.4 Compliance incident reports	% compliance breaches addresses	100%	100%	100%	100%	100%	

Outcome	Initiatives/ Activity	Output	Output KPI	Delivery Target					Responsible Person
				2025	2026	2027	2028	2029	
3.3 Improved Corporate Governance and Compliance (2%)	Review and update Corporate Governance policies	3.3.1 Updated Corporate Governance Framework	% of policies reviewed and updated	100%	100%	100%	100%	100%	
	Conduct Corporate Governance training for Board and management	3.3.2 Trained Board and Senior Management members	% of Board and senior management members trained	100%	100%	100%	100%	100%	
	Perform annual Corporate Governance audits	3.3.3 Corporate Governance audit reports	No. of audits conducted annually	1	1	1	1	1	
	Implement recommendations from Governance audits	3.3.4 Action plans executed based on audit recommendations	% of recommendations implemented	100%	100%	100%	100%	100%	

Outcome	Initiatives/ Activity	Output	Output KPI	Delivery Target					Responsible Person
				2025	2026	2027	2028	2029	
3.4 Increased Levels of Employee Satisfaction and Engagement (3%)	Conduct regular Employee Satisfaction surveys	3.4.1 Employee Satisfaction survey reports	% of employees surveyed	40%	50%	60%	70%	80%	Senior Manager – Human Resource and Administration
	Implement Employee Wellness and Engagement Programmes	3.4.2 Employee Engagement initiatives	Employee satisfaction index	60%	70%	75%	80%	80%+	
	Implement Employee Wellness and Engagement Programmes	3.4.3 Employee engagement initiatives Developed and implemented	Number of engagement initiatives implemented	2	2	2	2	2	
	Invest in leadership development and management training	3.4.4 Manager feedback scores and satisfaction ratings.	Number of Managers trained	30%	50%	70%	90%	100%	
	Develop and Implement Policies that Promote diversity, equity and inclusion (DEI) in the workplace to ensure all team members feel safe and comfortable expressing themselves in their professional environments.	3.4.5 Policies implemented	% of Policies that promotes DEI	70%	70%	70%	80%	80%	

Outcome	Initiatives/ Activity	Output	Output KPI	Delivery Target					Responsible Person
				2025	2026	2027	2028	2029	
3.5 Improved organisational efficiency (3%)	Develop and implement Integrated Management System (IMS) constituting ISO 9001:2015; ISO 14001:2015 and ISO 45001:2018	3.5.1 Certification Integrated Management System (IMS) constituting ISO 9001:2015; ISO 14001:2015 and ISO 45001:2018 obtained	Level of implementation	60%	100%	100%	100%	100%	Senior Manager – Human Resource and Administration
3.6 Improved Procurement Plan implementation (2%)	Develop and Implement Internal Service Level Agreements	3.5.2 Internal Service Level Agreements executed	Number of Internal Service Level Agreements executed and implemented	80%	100%	100%	100%	100%	Manager – Procurement
3.6 Improved Procurement Plan implementation (2%)	Develop a clear and comprehensive Procurement Plan	3.6.1 Annual Procurement Plan created and updated.	Number of updates made to the procurement plan	12	12	12	12	12	Manager – Procurement
			% Execution of the Procurement Plan	90%	90%	90%	90%	90%	
3.6 Improved Procurement Plan implementation (2%)	Implement a robust M&E framework	3.6.2 Cross functional procurement planning Committee formed annually.	Percentage of departments that report satisfaction with procurement coordination	80%	80%	80%	80%	80%	Manager – Procurement

Outcome	Initiatives/ Activity	Output	Output KPI	Delivery Target					Responsible Person
				2025	2026	2027	2028	2029	
3.7 Enhanced employee development in emerging technologies (2%)	Identify relevant emerging technologies for the organisation	3.7.1 List of emerging technologies identified	% of emerging technologies identified	80%	80%	80%	80%	80%	Senior Manager – Human Resource and Administration
	Develop and implement training programs on identified technologies	3.7.2 Employees trained on emerging technologies	% of employee requiring training on emerging techs trained	100%	100%	100%	100%	100%	Senior Manager – Human Resource and Administration
	Facilitate certifications and professional development in new technologies	3.7.3 Employee certifications achieved	% of employees certified	80%	80%	80%	80%	80%	Senior Manager – Human Resource and Administration
3.8 Enhanced ICT security and compliance across operations (2%)	Update documented and aligned ICT governance policies and procedures	3.8.1 ICT governance policies and procedures reviewed	Number of updated policies and procedures	100%	-	-	-	-	Manager ICT
	Conduct periodic compliance checks and security audits to monitor adherence to policies	3.8.2 Full compliance to ICT security standard (ISO 27001)	% compliance	80%	85%	90%	95%	100%	

Outcome	Initiatives/ Activity	Output	Output KPI	Delivery Target					Responsible Person
				2025	2026	2027	2028	2029	
3.8 Enhanced ICT security and compliance across operations (2%)	Deploy and configure the ICT Service Desk system to manage service requests, track issues and improve response times across all departments.	A fully operational and integrated ICT service desk system that supports streamlined service request management and incident tracking.	% of functional modules within the ICT service desk system deployed and actively in use across departments.	80%	100%	-	-	-	Manager ICT
3.9 Enhanced stakeholder satisfaction with ICT services and performance (2%)	Develop training programmes, workshops and awareness campaigns to encourage consistent use of the ICT systems implemented	All relevant employees consistently utilizing the integrated systems deployed	% percentage of employees actively utilizing integrated systems	50%	80%	100%	-	-	Manager ICT
3.10 Enhanced stakeholder satisfaction with ICT services and performance (2%)	Conduct user satisfaction surveys to gather feedback on ICT service quality and areas for improvement.	3.10.1 User satisfaction surveys	User satisfaction score	60%	65%	75%	80%	80%	Manager ICT
4.1 Enhanced water Purchase Agreements with commercially enforceable mechanism (3%)	Automate ICT support operations	3.10.2 Implemented ICT Service Desk and performance monitoring and reporting dashboards	% of ICT services automated	-	-	-	90%	90%	
4.1 Enhanced water Purchase Agreements with commercially enforceable mechanism (3%)	Implement commercially enforceable mechanisms fully by December 2026	4.1.1 Commercially enforceable mechanisms implemented	% implementation of commercially enforceable mechanisms	60%	100%	-	-	-	Director Finance

Outcome	Initiatives/ Activity	Output	Output KPI	Delivery Target					Responsible Person
				2025	2026	2027	2028	2029	
4.2 Diversified revenue streams (3%)	Implementation of identified new business streams. Business Development Officer (BDO) recruitment	4.2.1 Revenue generated from non-traditional sources	Amount of money generated from non-traditional sources	15%	15%	15%	15%		Director Finance
		4.2.2 Bankable Business proposals developed		15%	15%	15%			
		4.2.3 BDO Recruited							
4.3 Improved liquidity through improved collection rates for water sales (3%)	Negotiate and agree more enforceable payment plans for the Utilities. Employ commercial methods of recovering debt	4.3.1 Trade receivables reduced	20% reduction in outstanding balances	\$3.6m reduction	\$3.6m	\$3.6m	\$3.6m	\$3.6m	Director Finance
4.4 Secured funding for strategic projects and operational needs to support growth and sustainability (5%)	Market sounding Investor conferences Engage financial market players Ring fencing funds for projects	4.4.1 Amount of money mobilised.	US\$30m mobilised to finance projects and KDRP Loan repayments. US\$2.2 million mobilised for ZVDF projects	12% mobilised	20% mobilised	20% mobilised	20% mobilised	28% mobilised	Director Finance
				15% mobilised	20% mobilised	25% mobilised	20% mobilised		

Outcome	Initiatives/ Activity		Output	Output KPI	Delivery Target					Responsible Person
					2025	2026	2027	2028	2029	
4.5 Improved financial and sustainability reporting. (2%)	Conduct ESG Reporting Workshops	4.5.1 ESG Reporting Workshops	Number of workshops	2	2	-	-	-	-	Director Finance
	Develop ESG Reporting Guidelines	4.5.2 ESG Reporting Guidelines Document	% completion	100%	-	-	-	-	-	
	Implement ESG Reporting Software	4.5.3 Implemented ESG Reporting Software	% completion of implementation	100%	-	-	-	-	-	
	Publication of Annual ESG Report	4.5.4 Annual ESG Report Publication	% completion	100%	-	-	-	-	-	
	Create a Risk Management Handbook	4.6.1 Risk Management Handbook	% completion	100%	-	-	-	-	-	
4.6 Improved Risk Awareness and Risk Management practices across the organisation. (2%)	Launch a Risk Awareness Campaign:	4.6.2 Risk Awareness Campaign	No. of awareness programmes	2	2	-	-	-	-	Director Finance
	Integrate Risk Management into Performance Reviews	4.6.3 Integration of Risk Management into Performance Reviews	% completion	-	100%	-	-	-	-	
	Conduct a KABS Survey	4.6.4 Conduct a KABS Survey	No. of surveys	1	-	-	-	-	-	
	Monitor and Track KABS Index Progress:	4.6.5 Monitor and Track KABS Index Progress	No. of reviews	2	4	-	-	-	-	

Outcome	Initiatives/ Activity	Output	Output KPI	Delivery Target					Responsible Person
				2025	2026	2027	2028	2029	
5.1 Improved communication and engagement (3%)	Develop and implement a comprehensive Stakeholder Engagement strategy	5.1.1 Updated Stakeholder Engagement strategy document	% completion of Stakeholder Engagement strategy	100%	-	-	-	-	M-PRC
	Conduct stakeholder engagement sessions regularly	5.1.2 Stakeholder engagement reports	% implementation of strategy	66%	70%	80%	90%	100%	M-PRC
	Establish feedback mechanisms for stakeholders	5.1.3 Stakeholder feedback reports	Number of engagement sessions conducted	12	24	36	48	60	M-PRC
	Strengthen partnerships with key stakeholders and influencers	5.1.4 Partnership agreements or endorsements	% of feedback received and addressed	100%	100%	100%	100%	100%	M-PRC
	Conduct a Stakeholder satisfaction survey	5.1.5 Stakeholder satisfaction survey report	Number of partnerships or endorsements secured	2	4	6	8	10	M-PRC
		5.1.5 Stakeholder satisfaction survey report	Number of reports with satisfaction levels at or above the target threshold	-	-	1	-	1	M-PRC

Outcome	Initiatives/ Activity		Output	Output KPI	Delivery Target					Responsible Person
					2025	2026	2027	2028	2029	
5.2 Improved public perception and brand awareness (3%)	Launch a public relations campaign	5.2.1 Public relations awareness initiatives	Number of initiatives implemented annually (exhibitions, investment conferences, social media, engagement, media briefings)	10	20	30	40	50	M-PRC	
	Monitor media coverage and public sentiment	5.2.2 Media coverage/ sentiment / perception analysis reports	% of positive media coverage	80%	80%	80%	80%	80%		
5.3 Increased access to Social Amenities by Riparian Communities	Organize corporate social responsibility (CSR) activities	5.3.1 CSR project reports	Number of CSR activities conducted annually	2	4	6	8	10	M-PRC	
	ZVDF Projects implemented	5.3.2 ZVDF Projects Completed and handed over	Overall Progress % Completion	73%	75%	80%	90%	95%	PC	

ANNEXES

Appendix 1: Corporate Team and Strategy Champions

Core Team:

1. Mr. Edward Kabwe, Director Finance
2. Mrs. Cecilia Kalenga, Management Accountant
3. Mr. Chris Bingura, Manager - Finance & Administration

Strategy Champions:

1. Mr. Brian Philemon – Legal Counsel
2. Mr. Zororai Shoko, Chief Internal Auditor
3. Ms. Ruth Chitika, Senior Manager – Human Resource & Administration
4. Eng. Boniface Mfula, Senior Manager – Water Resources & Environmental Management
5. Eng. Avitol Nkweendenda, Senior Manager – Projects
6. Eng. Charles Chibvura, Senior Manager – Dam Management Services
7. Eng. Herbert Furusa, Dam Maintenance Engineer
8. Eng. Relent Ncube, Scheduling and Planning Engineer
9. Eng. Chrispin Namakando, Manager – Environmental Services
10. Eng. Phillip Ziduche, Manager - Environment
11. Eng. Stephen Maidza, Projects Co-ordinator
12. Mrs. Eunice Kumwenda, Accounts Officer – Projects
13. Mr. Clive Museta, Financial Accountant
14. Ms. Gina Bushu Accounts Assistant
15. Ms. Esther Mazingi, Messenger
16. Mrs. Misozi Mbawo, Procurement Officer
17. Ms. Lwide Twambo, Management Accounts Analyst
18. Mr. Wilson Musonda, Hydro Technician
19. Mr. Obert Mukwasha, Dam Safety Monitoring Assistant
20. Ms. Dorothy Ruramai, ICT Technician
21. Mrs. Chileshe Hamuwele, Personal Assistant
22. Ms. Tatenda Makunike, Switchboard Operator /Receptionist Typist (Kariba)
23. Mrs. Viana H. Chimuka Switchboard Operator /Receptionist Typist

Appendix 2: Data Collection Methods and Tools

No	Methods	Tool	Purpose	Stakeholder Groups	Engagement Mode
	Stakeholder Interviews	Interview guides	To gain detailed insights and input from key stakeholders and explore specific needs and issues related to their engagements with the Authority.	Government Ministries Government Agencies National Electricity Undertakings Cooperating Partners/ Regional Bodies/ Funders/ Development finance institutions The Board of Directors	Physical Online (Virtual)
	Stakeholder Surveys	Questionnaires	To gather feedback from stakeholders to ensure that they take ownership of the resulting Corporate Strategy.	Government Ministries Government Agencies National Electricity Undertakings Professional Bodies The Board of Directors Employees	Online survey Stakeholders workshop Questionnaire comprising combination of closed and open-ended question
	Stakeholder Engagement Workshops	Breakout sessions	To gain detailed insights, opinions and expectations from key stakeholders. To validate data and assumptions.	Government Ministries Government Agencies/Departments National Electricity Undertakings Municipalities Professional Bodies Other Stakeholders	Stakeholder Workshops
	Document Review	Literature Review	To gather collective insights, opinions, feedback to understand their perceptions, expectations and needs and generate strategic issues. To collect data to analyze existing reports, policies, records related to the Authority and any other relevant information. To collect data on internal processes, efficiency and productivity.	Chief Representatives/ Local leaders Riparian Community members Municipalities Selected employees Executive Management Employees	Group feedback presentations Combination of closed and open-ended questions Review of plans, reports, Acts and other relevant data.

Appendix 3: 2020-2024 Performance by Key Result Area (KRA Performance Evaluations)

RATING SCALE

RATING	DESCRIPTION
6	Clearly Exceeds Set Targets – beyond variance
5	Performance Above Set Targets – but within variance
4	Met All Agreed Set Targets
3	Performance Below Set Targets – but within variance
2	Performance Below Set Targets - below variance
1	Nothing was accomplished

Key Result Area 1: Dam, Water Resources and Environmental Management

Performance Assessment Matrix

No.	Performance Area/Category	Measurement Unit	Weightage	Baseline	Target For 2024	Allowable variance	Actual	Raw score	Weighted score (Raw score x weight)
1	KRA/PROGRAMME 1: DAM, WATER RESOURCES AND ENVIRONMENTAL MANAGEMENT								
	Outcome 1: Improved Water allocation accuracy		10 %						
	Outcome Indicator1: Forecasting Accuracy	%	6%	90%	100%	5%	90%	2	0.12
	Outcome Indicator2: Variance from Targeted Water Allocation (BOW)	%	2%	6%	0%	0%	6%	2	0.04
	Outcome Indicator3: Variance of the Water Allocation (Sticking to our promise)	%	2%	New	0%	0%	10%	2	0.04
	Outcome 2: Integrity/Safety of Kariba Dam and Reservoir		40 %						
	Outcome Indicator1: Compliance Levels - % To SOP	%	30%	85.6%	70%	5%	85.6%	5	1.5
	Outcome Indicator 2: Compliance Levels - % To EMP	%	10%	94.4%	100%	5%	94.4%	4	0.4
			50%						

No.	Performance Area/Category	Measurement Unit	Weightage	Baseline	Target For 2024	Allowable variance	Actual	Raw score	Weighted score (Raw score x weight)
	OUTPUTS	Measurement Unit	Weightage	Baseline	Target For 2024	Allowable variance	Actual	Raw score	Weighted score (Raw score x weight)
	Output 1: Hydrological Data Acquisition and processing system implemented	%							
	Quantity: Project Implementation Rate	%	5%	70%	90%	+/- 5%	62.50%	2	0.1
	Output 2: Forecasting Models Implemented	%							
	Quantity: Rate of completion	%	5%	80%	100%	+/- 5%	60%	2	0.1
	Output 3: Kariba Dam Maintained	%							
	Quantity: Rate of Weighted Annual Compliance in terms of Criticality	%	12.5%	72%	60%	+/- 5%	72%	6	0.75
	Output 4: Kariba Dam Monitored	%							
	Quantity: Rate of Weighted Annual Compliance in terms of Criticality	%	12.5%	90%	80%	+/- 5%	90%	6	0.75
	Output 5: Environmental Monitoring Programme Implemented	%							
	Quantity: Level of Compliance to EMP	%	5%	94.4%	100%	+/- 5%	91.25%	5	0.25
	Output 6: Hydrological and telemetry works conducted	%							
	Quantity: Compliance to SOP	%	10%	95%	100%	+/- 5%	94%	5	0.5
	Weight Sub Total		50%						4.55
			100%						

Scores Chart (Final Rating):

Section	Heading	Weighted Scores
A1	Outcomes	2.10
A2	Outputs	2.45
Total Final Weighted Score Rating		4.55
Final Rating		4.00

Key Result Area 2: Project Management Services

Performance Assessment Matrix

Scores Chart (Final Rating):

Section	Heading	Weighted Scores
A1	Outcomes	1.75
A2	Outputs	1.40
Final Weighted Score		3.15
Total Rating		3.00

Key Result Area 3: Corporate Support Services

Performance Assessment Matrix

No	Performance Area/ Category	Measure-ment Unit	Weightage	Baseline	Target For 2024	Allowable variance	Actual	Raw score	Weighted score (Raw score x weight)
1	KRA/PROGRAMME 3: Corporate Support Services								
	Outcome 1: Improved Corp Gov and Compliance		8%						
	Outcome Indicator1: CG Index Percentage	%		95%	96%	5%	95%	3	0.24
	Outcome 2: Improved Organisational Performance		8%						
	Outcome Indicator: Organisational Performance Index	%		67%	80%	10%	75%	3	0.24
	Outcome 3: Efficient and Cost-Effective Procurement Processes implemented		8%						
	Outcome Indicator1: Turnaround Time/ Efficiency	%		33%	60%	10%	60%	4	0.32
	Outcome 4: Improved Service Delivery processes		4%						
	Outcome Indicator1: Implementation Rate	%		28%	100%	10%	50%	2	0.08
	Outcome 5: Improved Client Satisfaction		8%						
	Outcome Indicator1: CSI Index	%	4%	0	90%	5%	100%	6	0.24
	Outcome Indicator2: Level of employee satisfaction	Actual/Planned	4%	52%	80%	10%	75%	3	0.12
	Outcome 6: Improved Partner Satisfaction		4						
	Outcome Indicator1: Partner Satisfaction Level	%		0%	100%	10%	81%	3	0.12
			40%						1.36

No	Performance Area/ Category	Measure-ment Unit	Weightage	Baseline	Target For 2024	Allowable variance	Actual	Raw score	Weighted score (Raw score x weight)
OUTPUTS		Measure-ment Unit	Weightage	Baseline	Target For 2024	Allowable variance	Actual	Raw score	Weighted score (Raw score x weight)
	Output 1: Corporate Governance Framework developed and implemented	%	5%						
	Quantity: Actual/Planned - Trained	%		92%	96%	5%	75%	2	0.10
	Output 2: CG Principles Implemented and Observed	%	5%						
	Quantity: Compliance Rate			92%	96%	5%	100%	5	0.25
	Output 3: Board and Executive Management employees capacitated in Corporate Governance		5%						
	Number of Board and Executive Management employees trained			50%	80%	10%	92%	6	0.30
	Output 4: CG Policies and Procedures Implemented	%	5%						
	Quantity: Actual/Planned	%		70%	90%	10%	80%	3	0.15
	Output 5: ICT Governance Framework Implemented	%	5%						
	Quantity: Level of Implementation	%		30%	60%	10%	50%	3	0.15
	Output 6: IRBM System implemented	%	5%						
	Quantity: Implementation Rate	%		60%	100%	10%	90%	3	0.15
	Output 7: Procurement Plan Implemented	%	5%						
	Quantity: Procurement Plan Executed	%		38%	60%	10%	60%	4	0.20
	Output 8: Integrated Service Platforms implemented	%	5%						

No	Performance Area/ Category	Measure- ment Unit	Weightage	Baseline	Target For 2024	Allowable variance	Actual	Raw score	Weighted score (Raw score x weight)
	Quantity: Implementation Rate	%		40%	90=	10%	80%	3	0.15
	Output 8: ISO Certification	%	3%						
	Quantity: System Implementation Rate			5%	60%	10%	40%	2	0.06
	Output 9: Internal SLA Signed and Implemented	%	3%						
	Quantity: SLAs Implementation Rate	%		0%	100%	10%	30%	2	0.06
	Output 10: Client Service Charter Developed	%	5%						
	Quantity: Implementation Rate	%		0	100	5	100	4	0.20
	Output 11: HR Strategies Reviewed and Implemented	%	5%						
	Quantity: Actual/Planned	%		60%	80%	10%	90%	-5	0.25
	Output 12: Partner Relationship Management Framework Developed and Implemented	%	4%						
	Quantity: Framework Implementation Rate	%		0	100	10	67	2	0.08
	Weight Sub Total		100%						1.92

SCORES CHART (FINAL RATING):

Section	Heading	Weighted Scores
A1	Outcomes	1.36
A2	Outputs	1.92
Total Final Weighted Scores		3.28
Final Rating		3.00

Key Result Area 4: Financial Resources, Mobilisation and Accountability

Performance Assessment Matrix

No	Performance Area/ Category	Measurement Unit	Weightage	Baseline	Performance Target for 2024	Allowable variance	Actual Performance	Raw score	Weighted score (Raw score x weight)
A	DELIVERY OF MANDATES/OPERATIONS CONTAINED IN THE Strategic Performance Plan								
	KRA/ PROGRAMME 4: FINANCIAL RESOURCES, MOBILISATION AND ACCOUNTABILITY								
	Outcome 1 : Improved Financial performance		20%						
	Outcome Indicator 1: Level of Improvement in Liquidity (Measured using the acid test ratio)	%	20%	0.041	0.75	5%	0.231	2	0.4
	Outcome 2: Increased Storage Capacity		15%						
	Outcome indicator 1: Amount of counterpart funds secured	US\$	15%	US\$4 million	US\$14.5 million	0.73million	US\$14.5 million	4	0.6
	Outcome 3: Improved Access to Social Amenities		5%						
	Outcome Indicator 1: Amount of funds secured for ZVDF projects	US\$	5%	US\$ 0.44 million	US\$2.20 million	5%	US\$ 2.46 million	6	0.3
	Outcome 4: Improved Corporate Governance and Compliance		10%						
	Outcome Indicator 2: Timely execution	%	10%	95%	100%	5%	100%	4	0.4
	Not assessed 2022 no target weight to be redistributed								
	Weight Sub Total								1.7

No	Performance Area/ Category	Measurement Unit	Weightage	Baseline	Performance Target for 2024	Allowable variance	Actual Performance	Raw score	Weighted score (Raw score x weight)
2	OUTPUTS								
	Output 1: Trade receivables reduced		15%						
	Quantity: Amount collected	US\$	15%	45%	88% (US\$69.96)	5%	91% (US\$72.9million)	3	0.45
	Output 2: Non-Traditional Revenue Increased		5%						
	2.5% of annual operating revenue Concept paper	%	5%	10%	100%	5%	112%	5	0.25
	Output 3: Project funds secured		15%						
	Quantity: funds secured for budgeted projects	US\$	15%	US\$ 4million	US\$ 14.5million	0.45 million	US\$ 14.5million	4	0.6
	Output 4: ZVDF Funds Mobilised		5%						
	Quantity: Funds secured for ZVDF projects	US\$	5%	US\$ 0.44million	US\$2.20 million (100%)	5	US\$ 2.46million (112%)	5	0.25
	Output 5: Corporate Governance principles and compliance observed		10%						
	Quality: compliance with prescribed policies	%	10%	95%	100%	5	100%	4	0.40
Weights Sub total									1.7

SCORES CHART (FINAL RATING):

Section	Heading	Weighted Scores
A1	Outcomes	1.70
A2	Outputs	1.95
Total Final Weighted Score		3.65
Final Rating		3.00

Appendix 4: PESTEL Analysis for the Zambezi River Authority

Environmental Factors	Factors That Could Have Significant Impact on Its Environment and Operations	Opportunities for Growth or Collaboration	Potential Threats to Stability or Performance
<p>Political Factors</p>	<ul style="list-style-type: none"> Transboundary (Cross Border) Water Management: As the Authority operates between Zambia and Zimbabwe, political relations and bilateral agreements between the two countries are crucial. Any changes in political leadership or policy priorities could impact collaborative water management and shared hydropower resources. Policy Changes: Policies related to water resource management, environmental protection and energy production can significantly affect the Authority's operations. New regulations or changes in existing ones can introduce compliance challenges or new opportunities. Regional Stability: Political stability in Southern Africa, particularly in Zambia and Zimbabwe, influences the security of the Authority's operations and investments. Political unrest or instability could disrupt operations or deter investment. 	<ol style="list-style-type: none"> Strong government support for socio-economic initiatives Both Governments are committed to socio-economic development through infrastructure projects and the Authority can capitalize on this support for expanding its operations. Government Goodwill for Socio-Economic Initiatives: Support from National Governments in Zambia and Zimbabwe allows the Authority to align its projects with national development plans. Bilateral backing for amendments to better manage the Zambezi River Basin (Review of the Zambezi River Authority Acts): Ongoing discussions between the two governments present an opportunity to revise existing regulations, potentially improving water resource management and expanding the Authority's mandate. Bilateral Status for Creditworthiness: The Authority's bilateral arrangement enhances its financial standing, enabling it to secure credit from international financial institutions and invest in infrastructure projects. Regional Influence: The Authority can expand its influence in the Southern African Development Community (SADC) as a leading authority on transboundary water management. 	<ol style="list-style-type: none"> Shifting Government priorities that may not align with the Authority's objectives Government changes or policy shifts could result in reduced support for the Authority's initiatives or reallocation of resources to other sectors, affecting long-term planning. Potential Strained Relations Between Zambia and Zimbabwe: Political or economic tensions between the two countries could hinder the authority's operations and its ability to implement joint initiatives effectively. Shifting government priorities that may not align with the Authority's objectives Government changes or policy shifts could result in reduced support for the Authority's initiatives or reallocation of resources to other sectors, affecting long-term planning.

Environmental Factors	Factors That Could Have Significant Impact on Its Environment and Operations	Opportunities for Growth or Collaboration	Potential Threats to Stability or Performance
<p>Economic Factors</p> <ul style="list-style-type: none"> • Economic Growth and Investment: The economic growth of Zambia and Zimbabwe can affect government funding, investment in infrastructure and energy demand. Economic downturns may reduce funding for new projects or maintenance. • High Demand for Water for Power Generation: As demand for hydropower grows in the region, the Authority can increase water sales and expand its energy production capacity. • Energy Market Dynamics: The demand for hydropower can affect the pricing and profitability of the Authority's energy production. • Exchange Rates and Inflation: Fluctuations in currency exchange rates and inflation rates can impact the cost of imports for infrastructure development and the overall financial stability of the Authority. 	<ol style="list-style-type: none"> 1. Access to multilateral financing through grants and loans: The Authority's alignment with projects of economic interest opens access to multilateral funding from international organisations and development banks, reducing capital constraints. 2. Opportunity to build more dams to support increased power generation capacity and increase water sales and consequently economic development. 3. Increasing energy demand for hydropower generation: As energy demand in the region rises, particularly for clean and renewable energy, the Authority has the opportunity to scale up its hydropower projects to meet this growing need. 4. Potential for floating solar projects to diversify revenue: The Zambezi River has significant potential for floating Solar Photo Voltaic power generation, which could diversify the Authority's revenue streams and reduce dependence on hydropower alone. 	<ol style="list-style-type: none"> 1. Risk of reduced water inflows due to upstream developments: Upstream developments reduce water inflows that could lead to insufficient water for hydroelectric power generation. 2. Failure to Collect Revenue: Non-payment of bills by key customers (ZESCO and ZESA) threatens financial sustainability. 3. Exchange rate fluctuations: Unfavourable exchange rate fluctuations could affect financial expenditure, increasing the administrative costs of the Authority. 	

Environmental Factors	Factors That Could Have Significant Impact on Its Environment and Operations	Opportunities for Growth or Collaboration	Potential Threats to Stability or Performance
<p>Social Factors</p>	<ul style="list-style-type: none"> ▪ Population Growth and Urbanization: Increasing population and urbanization in the region can lead to higher energy demands, influencing the Authority's strategic planning for resource management. ▪ Community Perception on the Authority: Local communities' perceptions of the Authority's management of water and environmental sustainability can influence the organisation's social license to operate. ▪ Pandemics and epidemics (i.e. COVID-19, Diarrhoea, scabies) ▪ Public Health and Safety: Public health issues, such as waterborne diseases or pandemics, could impact operations, workforce health and community relations. 	<ol style="list-style-type: none"> 1. Opportunity for building more dams and water harvesting to meet the high water and energy demands. 2. Collaboration with Stakeholders working to influence Authority's Goodwill: to improve image of the Authority and foster the implementation of projects and operational stability. 	<ol style="list-style-type: none"> 1. Pandemics and epidemics that may impact business continuity and operational efficiency (i.e. COVID-19, Diarrhoea, scabies). 2. Increasing Community Expectations: Communities have continued to increase the scope expected from the Authority. 3. External environmental pressure groups advocating against project developments i.e. flooding of the rapids, green/wildlife issues: Opposition from environmental groups can lead to legal challenges, delays and increased scrutiny of projects due to ecosystem and community concerns.
<p>Technological Factors</p>	<ol style="list-style-type: none"> 1. Renewable Energy Integration: The integration of other renewable energy sources, such as solar or wind, could complement hydropower production and enhance energy security in the region. 2. Availability of new and efficient technology: Available new technologies for real-time water monitoring, dam safety systems and climate resilience can enhance operational efficiency. 3. Data and Monitoring Technology: New technologies for data collection and monitoring of water levels, weather patterns and environmental impacts can improve the Authority's decision-making and operational efficiency. 	<ol style="list-style-type: none"> 1. Diversification of Energy Sources: The Authority can explore alternative energy sources such as solar to complement hydropower and reduce risks associated with reliance on water flow i.e. Floating solar panels. 2. Promote Advancements in Hydropower Technology to Enhance Climate Resilience: Innovations in hydropower technology can improve efficiency, reduce costs and enhance environmental sustainability, offering significant opportunities for the Authority. 	<ol style="list-style-type: none"> 1. Rapid technological advancements in energy: The fast-paced evolution of energy technologies, especially in solar, could outpace the Authority's ability to adapt and diversify its contribution to the energy portfolio. 2. Technological Obsolescence: Failure to adopt new technologies or maintain existing infrastructure could lead to inefficiencies, increased operational costs and reduced confidence in the ability of the Authority to effectively deliver on its mandate.

Environmental Factors	Factors That Could Have Significant Impact on Its Environment and Operations	Opportunities for Growth or Collaboration	Potential Threats to Stability or Performance
<p>Environmental Factors</p>	<ul style="list-style-type: none"> ▪ Climate Change and Variability: Changes in rainfall patterns and increasing frequency of droughts or floods due to climate change can significantly impact water availability and hydropower generation capacity. This is one of the most critical factors for the Authority. ▪ Natural disasters affecting the Dam wall foundation and riverbeds such as earthquakes or tremors 	<ol style="list-style-type: none"> 1. Availability of Green Energy Financing: Global focus on green energy creates opportunities for the Authority to access financial resources for projects related to renewable energy (solar, wind, etc.) and sustainability initiatives. 2. Strategic partnerships and collaborations with stakeholders to enhance early warning mechanisms: (ZINWA, WARMA ZAMCOM, ZAMWIS, DMMU, Civil Protection Department, Zambia Meteorological Department (ZMD), Meteorological Services Department of Zimbabwe (MSDZ) and Global Meteorological Bodies to promote safety of infrastructure safety and wellbeing of the Riparian community. 3. Strategic partnerships and collaborations with stakeholder to mitigate climate variability: JOTC, Inter basin Water movement. 4. Strategic partnerships: Integrated Livelihood nature-based partnerships aimed at protecting and restoring the environment. 	<ol style="list-style-type: none"> 1. Reducing Water Levels due to Climate Change Impact: Changes in rainfall patterns and increased evaporation due to climate change threatening the availability of water for hydropower generation, directly affecting the Authority's core operations. 2. Water Pollution in the Zambezi River: Pollution from industrial, agricultural, or human activity could degrade water quality, negatively impacting both water supply and hydropower production. 3. Sedimentation and Siltation: Over time, sedimentation and siltation deposits reduce the storage capacity of reservoirs and affects quality of water, affecting dam infrastructure and increasing maintenance costs and structural risks. 4. Natural Disasters: the Authority's infrastructure may be vulnerable to natural disasters such as Floods, droughts, earthquakes which could damage critical assets such as infrastructure and disrupt operations.

Environmental Factors	Factors That Could Have Significant Impact on Its Environment and Operations	Opportunities for Growth or Collaboration	Potential Threats to Stability or Performance
<p>Legal Factors</p> <ul style="list-style-type: none"> ▪ Water Rights and Usage Laws: Legal frameworks governing water rights and usage between Zambia and Zimbabwe, as well as other contracting states in the Zambezi River Basin, are crucial for the Authority's operations. ▪ Bilateral and Transboundary Agreements: Existing and future treaties and agreements between the two countries and with other countries in the region regarding water sharing and hydropower development and usage must be monitored for any changes or renegotiations. ▪ Environmental Compliance and Liability: Laws related to environmental protection and liability for damages could influence operational practices and necessitate additional investments in compliance measures. 	<ol style="list-style-type: none"> 1. The Existence of the Water Resource Management Acts in Zambia and Zimbabwe provides an opportunity to enhance water quality and monitoring through collaboration with the mandated water management authorities in the respective countries. 2. Provides for opportunity for consistent dam operations and Management model for the Authority, e.g., signed water purchase agreements 3. Framework for Cooperation: The existing agreements between the Authority and ZAMCOM provide a legal basis for collaboration, ensuring that both entities can work within a structured framework with regard to equitable, efficient and sustainable development and management of the water resources, knowledge sharing, conflict resolution and harmonisation of water laws. 4. The existence of the Environmental protection laws and associated implementation agencies (EMA, ZEMA) provides an opportunity to secure their collaborative input and guidance for the sustainable planning, development and operations of hydro power schemes. 5. Dam Safety and Public Protection: The Authority could explore (Human Rights) 	<ol style="list-style-type: none"> 1. Limited enforcement of water resources management and limited enforcement of the said Laws presents a risk in both water and dam management i.e., poor water quality, siltation, etc. 2. Breaching of Agreements may promote inequality which lead to disputes between the two contracting states and consequently affect the operations. 3. Environmental Laws have continued to attract attention both locally and internationally. Therefore, any fundamental violations of such laws have potential of causing misalignments that could consequently affect operations and new dam project implementation e.g. UNESCO Laws. 4. External Regulatory Pressures: Stricter international environmental regulations could impose additional financial and operational burdens on the Authority. 5. Environmental Regulations and Conservation Efforts: Stricter environmental regulations or conservation initiatives could impact the Authority's operations, especially regarding water usage, emissions and habitat protection. 	

Appendix 5: Institutional Capability Assessment for Zambezi River Authority (McKinsey's 7s Model Analysis)

Attribute ->	Strategy	Structure	Systems	Staff	Skills	Shared values	Style of Leadership/ Management
<ul style="list-style-type: none"> Challenges 	<p>The 2020 – 2024 Corporate Strategy was lacking in some important aspects.</p> <ul style="list-style-type: none"> Some of the targets could not be measured due to unclear targets and/or KPIs. Absence of Missing weighted assessments at corporate level to support the implementation of the corporate strategy. Limited communication of the Corporate Strategy to employees. 	<p>Current structure is limited:</p> <ul style="list-style-type: none"> Centralized and bureaucratic structure Some functions have inadequate numbers provided for Limited alignment between Workers Committee and Management 	<ul style="list-style-type: none"> Some processes are manual resulting in inefficiencies. Some processes are not streamlined and automated e.g. Human Resource (appraisal) and Finance (Travel allowances). Lack of coordination in some processes e.g. Procurement, Human Resource. Business processes partially automated through ERP. ICT System (SAP ERP) System is under-utilized. 	<ul style="list-style-type: none"> Delayed implementation of succession planning and talent management. Employees highlighted need to review the conditions of service. Absence of mentorship programmes. 	<p>Skills gap due to advancement of technologies and changes in work environment. The following skills are inadequate among others:</p> <ul style="list-style-type: none"> Environmental Management Data Analysis Project Management Supervisory/ Leadership Change Management Communication and Interpersonal Skills Team Collaboration Compliance and Risk Management ICT Skills Dam safety management skills 	<p>Most (70%) of the members of employees are clear on the institutional shared values. However, employees are not completely adhering to shared values due to:</p> <ul style="list-style-type: none"> Unclear communication Limited reinforcement of values in a daily work. Values need to be improved, expanded or inclusion of additional elements i.e. Inclusiveness, Teamwork. 	<ul style="list-style-type: none"> The prevalent styles of leadership include Democratic, Participatory and Authoritative. Some members of employees reported good experiences between employees and their leaders. Notwithstanding, there some experiences of weak coordination between and among departments, biasness and in equalities.

Attribute ->	Strategy	Structure	Systems	Staff	Skills	Shared values	Style of Leadership/ Management
Challenges	<ul style="list-style-type: none"> Limited feedback mechanism from Monitoring and evaluation process. Some Targets were unrealistic – e.g. unrealized projects that diluted focus and resources constraints. 		<ul style="list-style-type: none"> Limited ICT tools for some employees Limited M&E Tools 				
Causes	<ul style="list-style-type: none"> Limited sensitization of corporate strategy. Teething issues in implementing the IRBM Ineffective communication within and across departments. Lack of dedicated M&E unit or personnel Lack of regular departmental meetings 	<ul style="list-style-type: none"> Tall structure and limited delegation Limited financial resources Late replacement of employees that have exited. Delayed or non-implementation/ feedback of some Works Council resolutions (Overtime for non-managerial employees) 	<ul style="list-style-type: none"> Limited ERP training for some employees. Negative attitude from Employees regarding trainings held on site. Poor implementation of some ERP modules (Travel). Limited financial resources. 	<ul style="list-style-type: none"> Inadequate employee awareness on succession planning and talent management. Lack of formalized mentorship programmes. 	<ul style="list-style-type: none"> Limited financial resources to implement all the training programmes. 	<ul style="list-style-type: none"> Inadequate implementations of programmes related to shared values. Resistance to change. 	<ul style="list-style-type: none"> Inadequate leadership and management skills

Attribute ->	Strategy	Structure	Systems	Staff	Skills	Shared values	Style of Leadership/ Management
Effects	<ul style="list-style-type: none"> Failure/delayed implementation of programmes /projects. Lack of clarity of the strategic direction. Negative corporate image. Apathy among employees. 	<ul style="list-style-type: none"> Reduced efficiency and delays in delivery of the mission of the Authority Some positions experience work overload. 	<ul style="list-style-type: none"> Reduced efficiency and delays in delivery of the mission of the Authority Some positions experience work overload. 	<ul style="list-style-type: none"> Business continuity threat due to potential loss of key employees. Reduced efficiency and delays in delivery of the mission of the Authority. Demotivated employee. 	<ul style="list-style-type: none"> Inefficient service delivery Work overload Low productivity Poor quality of work output Demotivated employees 	<ul style="list-style-type: none"> Inefficient service delivery Low productivity Poor quality of work output Reduced employee engagement Low innovation 	<ul style="list-style-type: none"> Demotivated employee Inefficient service delivery Low innovation Reduced employee engagement Low productivity Poor quality of work output Uncoordinated programmes/ projects implementation.
Future State Analysis							
Objectives / Vision	A focused Corporate Strategy with realistic targets in place	A functional, efficient and fully implemented structure	Automated and Integrated Business processes.	Full complement of well-qualified and motivated employees	Highly competent employees	High integration of shared values in the work environment	Visionary and transformational leadership at all levels of the organisation

Attribute ->	Strategy	Structure	Systems	Staff	Skills	Shared values	Style of Leadership/ Management
Indicators of success	<ul style="list-style-type: none"> Effective implementation of programmes /projects. Improved clarity of the strategic direction. Positive corporate image. Increased employee engagement. 	<ul style="list-style-type: none"> High efficiency and effectiveness in service delivery of the mission of the Authority. Balanced workload. 	<ul style="list-style-type: none"> High efficiency and effectiveness in service delivery of the mission of the Authority Balanced workload 	<ul style="list-style-type: none"> High efficiency and effectiveness in service delivery of the mission of the Authority. Motivated employees. 	<ul style="list-style-type: none"> Efficient service delivery. Balanced Workload. High productivity High quality of work output Motivated employees. 	<ul style="list-style-type: none"> Efficient service delivery. High productivity High quality of work output. Increased employee engagement. High innovation. Positive corporate image. 	<ul style="list-style-type: none"> Motivated employees. Efficient service delivery. High innovation. High employee engagement. High productivity. Quality work output. Coordinated programmes/projects implementation.

Appendix 6: Lists of Zambezi River Authority External Stakeholders

Zambia

No	Stakeholder Name	Organisation Name/Designation
Stakeholders		
1	Mr. Constatino Mwembela	Zambia Environmental Management Agency (ZEMA)
2	Mr. Smart Kalaluka	Water Resources Management Authority (WARMA)
3	Eng. Stephen Mwiinga	Energy Regulation Board
4	Mr. Royd Chijikwa	ZESCO Limited
5	Mr. Ndabambi Chipeta	ZESCO Limited
6	Mr. Masauso Tembo Kamphawi	Office of the President
7	Mr. Given Kwapu	Siavonga Town Council
8	Ms. Tatila Mbozi	Kazungula Town Council
9	Mr. Cliff Siachibweka	Sinazongwe Town Council
10	Mr. Nevers M. Muchindu	Chirundu Town Council
11	Mr. Lawrence Shaba	Luangwa Town Council
12	Mr Collet Ndhlovu	Gwembe Town Council
13	Mr. Coy Makaya	Kalomo Town Council
14	Eng. Maliwa Muchuu	Gwembe Town Council
15	Ms. Choolwe Maunga	Sinazongwe Town Council
16	Mr. Collins Simoonga	Zimba Town Council
17	Mr. Fortune Chileshe	Kazungula Town Council
18	Mr. Stephen Malenga	Luangwa Town Council
19	Mr. Embassy Cheembo Mangwatu	Chirundu Town Council
National Electricity Undertakings		
20	Mr Wesley Lwiindi	ZESCO Limited
Government Ministries		
21	Mr. Edwin Lyson Zimba	Ministry of Commerce Trade and Industry
22	Eng. Arnold M. Simwaba	Ministry of Energy
Riparian Community		Chiefdom/Constituency/District
23	HRH Mukuni	Mukuni Chiefdom, Kazungula
24	HRH Chief Simamba	Simamba Chiefdom, Siavonga
25	HRH Chieftainess Sinazongwe	Sinazongwe Chiefdom, Sinazongwe
26	HRH Chief Chipepo	Chipepo Chiefdom, Gwembe/Chirundu
27	HRH Chieftainess Chiawa (Rep)	Chiawa Chiefdom, Kafue
28	Hon. Douglas Syakalima	Member of Parliament, Chirundu, Chirundu
29	Hon. Tyson Simuzingili	Member of Parliament, Gwembe, Gwembe
30	Hon. Edgar Singombe	Member of Parliament, Dundumwezi, Kalomo
31	Hon. Darius Mulunda	Member of Parliament, Siavonga, Siavonga
32	Hon. Gift A. Sialubalo	Member of Parliament, Sinanzongwe Central, Sinazongwe
33	Mr. Geoffrey Jakopo	Siavonga District Administrator
34	Mr. Coster M. Mutandi	Siavonga Town Council
35	Mr. Ndakala Lesa	Zambia Police
36	Ms. Muhau Kaiko	Immigration Office
37	Mr. Emmy Moonga	Simamba Chiefdom
38	Mr. Boniface Chiawa	Chiawa Chiefdom

39	Mr. Lisman Simweemba	Sinazongwe Chiefdom
40	Mr. Emmanuel Dyololo	Chipepo Chiefdom
41	Mr. Joseph Kajiwa	Chiawa Chiefdom
42	Mr. Phanuel Simamba	Simamba Chiefdom
Board of Directors		
43	Mr. P Mumba, Co-Chairperson	Permanent Secretary, Ministry of Energy
44	Mrs. Mercy C. Munoni	Ministry of Finance and National Planning

Zimbabwe

No	Stakeholder Name	Organisation Name/Designation
Stakeholders		
1	Mr. Sydney Zimba	Southern Africa Power Pool (SAPP)
2	Mr. Stephen Dihwa	Southern Africa Power Pool (SAPP)
3	Mr. Felix Ngamlagosi	Zambezi Water Course Commission (ZAMCOM)
4	Mr. Kevin Mutete	Zimbabwe Institute of Engineers
5	Mr. Tanda Chisi	ZESA Holdings
6	Mr. Douglas Chingoka	Zimbabwe Power Company
7	Mr. Nelton Mangezi	Environmental Management Agency (EMA)
8	Hon. Ruth Chirwa	Member of Parliament, Kariba
9	Hon. Collins Gwangwaba	Member of Parliament, Kariba
10	Hon. David Butau	Member of Parliament, Chikomba East
11	Hon. Chineka Muchimba	Member of Parliament, Binga North
12	Hon. Funnel Chumanzala	Member of Parliament, Binga South
13	Mr. Siansolo Land Kabome	DDC Binga – ZVDF Trustee
14	Mr. Andrew Tizora	DDC Hurungwe – ZVDF Trustee
15	Mr. Martin Msakanda	DDC Gokwe North – ZVDF Trustee
National Electricity Undertakings		
16	Eng. Forbes Chanakira,	ZESA Holdings
17	Ms. Fatima Chauruka	ZESA Holdings
18	Ms. Ndomupeyi Chikonye	ZESA Holdings
Government Ministries		
19	Mr. Nowell Nenohwe	Ministry of Energy and Power Development
20	Mr. Peace Rugube	Ministry of Energy and Power Development
21	Mr. Paul Mashambe	Ministry of Industry and Commerce
22	Ms. Rudo Makunike	Attorney General's Office
Riparian Community		
		Chiefdom/Constituency/District
23	Chief Negande	Negande Chiefdom, Nyaminyami
24	Mr. Richard Maregere	Negande Chiefdom, Nyaminyami
25	Chief Chapoto	Chapoto chiefdom, Mbire
26	Mr. Prince Mwanza	Chapoto chiefdom, Mbire
27	Chief Saba	Saba Chiefdom, Binga
28	Chief Msampakaruma	Msampakaruma Chiefdom, Nyaminyami
29	Mr. Desmond A. Gumbochuma	District Development Coordinator – Kariba, ZVDF Trustee
30	Mr. Maxwell Ndaizei	Zimbabwe National Army
31	Ms. Nomatter Kashiri	Immigration Office
32	Mr. Artwell Sibanda	Zimparks
33	Ms. Fadzai H. Manyepa	Patsaka Youth Centre

34	Mrs. Ellen Vengere	Tony Waite Organisation
35	Mr. Tonderai Ndewani	Patsaka Youth Centre
36	Mr. Ndumiso Nyaningwe	Municipality of Kariba
Board of Directors		
37	Dr. Gloria S. Magombo, Board Chairperson	Permanent Secretary, Ministry of Energy & Power Development
38	Eng. Israel Rwodzi	Independent Board Member
Cooperating Partners		
39	Mr. Maurice Wanayma	African Development Bank (AfDB)
40	Mr. Fernandez Osuna Mr. Juan Bautista	European Union Delegation to Zambia (EU)
41	Mr. Simbini Tichakunda	African Union Development Agency – New Partnership for Africa’s Development (AUDA – NEPAD)
42	Ms. Habab Taifour	The World Bank
43	Mr. Rosaque Guale	Hydro Cahora Bassa (HCB)

Appendix 7: List of Zambezi River Authority Internal Stakeholders

No	Stakeholder Name	Organisation Name and Designation
1	Munyaradzi Munodawafa	Chief Executive
2	Peter Kapinga	Board Secretary/Corporate Services Director
3	Christoher Chisense	Director Water Resource and Environmental Management
4	Sithembinkosi Mhlanga	Director Projects and Dam Management Services
5	Edward Kabwe	Director Finance
6	Zororai Shoko	Chief Internal Auditor
7	Boniface Mfula	Senior Manager – Water Resources and Environmental Management
8	Avitol Nkweendenda	Senior Manager Projects
9	Ruth Chitika	Senior Manager Human Resource & Administration
10	Brian Philemon	Legal Counsel
11	Selusiwe Moyo	Manager – Public Relations and Communication
12	Kudzai Muvingi	Internal Auditor
13	Fitzgerald Muchindu	Public Relations Officer
14	Nangoyi Ondya	Executive Assistant
15	Clive Museta	Financial Accountant
16	Cecilia Kalenga	Management Accountant
17	Christopher Bingura	Manager Finance and Administration
18	Lorine Mavurere	Assistant Accountant
19	Eunice Kumwenda Mudenda	Accounts Officer Projects
20	Lwide Twambo	Management Accounting Analyst
21	Gina Bushu	Accounts Assistant – Harare
22	Musonda Bwalya	Accounts Assistant – Payments
23	Nicholas Tembo	Accounts Clerk
24	Chileshe Hamuwele	Personal Assistant – Director Finance
25	Austin Chisambi	Accounts Clerk
26	Caroline Nyemba	Accounts Assistant – Kariba
27	Charles Makwangwara	Accounts Officer
28	Chrispin Namakando	Manager Environmental Services – Works Council
29	Pherry Mwiinga	Hydrologist
30	Maureen Katamfya	Pollution and Environment Officer
31	Vanessa Mutentwa	Personal Assistant, Water Resource and Environmental Management
32	Mulemwa Mulemwa	Gauge Reader
33	George Syalubinga	Gauge Reader
34	Victor Chilundika	Gauge Reader
35	Lubinda Lubinda	Gauge Reader
36	Brian Kanjiko	Gauge Reader
37	Micheal Maswenyeho	Gauge Reader

38	Lyambika Lyambika	Gauge Reader
39	Maswabi Mwabafu	Gauge Reader
40	Bob Mwangala	Hydro Technician
41	Kabanda Chinyemba	Gauge Reader
42	Patrick Kashole	Pollution & Environmental Technician
43	Mavis Nawa	Water Resources Officer
44	Britius Mupeyo	Designs Engineer
45	Relent Ncube	Scheduling and Planning Engineer
46	Patrick Sipatela	Manager Batoka
47	Philip Ziduche	Manager - Environment
48	Sudden D Mukuwe	Contracts Engineer
49	Stephen Maidza	Projects Coordinator
50	Bernard Chinyenye	Dam Maintenance Attendant
51	Royd Chanda	Electrical Assistant
52	Joseph Habanyama	Mechanical Attendant
53	Joseph Mwale	Artisan Assistant, General Maintenance
54	Constance N. Liambai	Stakeholder Relations Officer – KDRP
55	Mildred Zuze	General Worker
56	Simangaliso Ndlovu	Driver
57	Andrew Mwenya	Artisan Mechanical
58	Sunwell Majuri	Artisan Assistant, General Maintenance – Works Council
59	Norman Chidzenga	Artisan – Dam Maintenance
60	Robson Jofirisi	Mechanical Assistant
61	Cuthbert Vengesa	Safety, Health & Environmental Officer – KDRP
62	Rocky Mpembamoto	Artisan Assistant – Dam Maintenance
63	Assios Hungwe	Artisan Electrical
64	Patrick Mwansa	Dam Safety Monitoring Technician
65	Cliff Mafirakureva	Dam Maintenance Civil Foreperson
66	Obedience Matengaifa	Draughtsperson
67	Michael Chihombori	Automotive Mechanic
68	Mudzi Munesushe	Project Planning Engineer – KDRP
69	Stanely Chimweta	Driver
70	Isaac Mwanza	Messenger
71	Kulambisha Ngoma	Projects Ass. Kariba Dam Rehab Project
72	Maureen Katamfya	Pollution & Environmental Officer
73	Gerald Malanda	Driver
74	Herbert Furusa	Dam Maintenance Engineer
75	Boyd Silavwe	Dam Maintenance Officer
76	Obert Mukwasha	Dam Safety Monitoring Assistant
77	Rumbidzai Chidzenga – Tsodzo	Dam safety Monitoring Officer
78	Misozi Mbawo	Procurement Officer

79	Ambrose Navhaya	Manager – Information & Communication Tech
80	Obert Paradzai	Legal Officer
81	Noreen Moono Musonda	Human Resource & Admin Officer Lusaka
82	Patience Takavarasha	Human Resource & Admin Officer Kariba
83	Viana Chimuka	Switchboard Operator/Typist/Receptionist
84	Godfrey Siazilemu	Messenger
85	Thomas Mwenge	Messenger
86	Elias Kalipinde	Driver
87	Kabunda Hichoonga	ICT Technician – Lusaka
88	Yvette Mutenta	Personal Assistant – Board Secretary/Corporate Services Director
89	Emmanuel Hapunda	ICT Technician – Systems Analysis
90	Cynthia Alufaneti	Records Supervisor
91	Tatenda Makunike	Switchboard Operator/Typist /Receptionist
92	Mathias Mwanza	Driver
93	Macklin Chiingo	Messenger
94	Rangarirai Muchawaya	Procurement Officer – Kariba
95	Clement Machayi	Administrative Assistant – Lusaka
96	Patience Mwiinga	Administrative Assistant – Kariba
97	Dorothy C Ruramai	ICT Technician – Kariba
98	Esther Mazingi	Messenger
99	Chipo Mwale	Procurement Assistant – Lusaka
10	Cairo Gumborinotaya	Stores Clerk
101	Pamela Zulu	Stores Attendant
102	Phales Simalambo	Procurement Assistant – Kariba

Appendix 8: Corporate Strategy Zambezi River Authority Stakeholder Mapping

No	Type of Stakeholders	Stakeholder Expectations from Zambezi River Authority	Zambezi River Authority Expectations from Stakeholders	Positive Impacts	Negative Impacts
1	Zambezi River Authority Board of Directors	<ul style="list-style-type: none"> Strategic leadership, ensuring the Authority's long-term sustainability. Adherence to corporate governance principles. 	<ul style="list-style-type: none"> Oversight and guidance on corporate strategy. Support in decision-making processes. Ensuring alignment with the Authority's vision and mission. 	<ul style="list-style-type: none"> Provides clear strategic direction. Ensures good governance Supports achievement of the Authority's goals. 	<ul style="list-style-type: none"> Potential for strategic misalignment Governance issues, or delayed decision-making if Board expectations are not met.
2	Zambezi River Authority Employees	<ul style="list-style-type: none"> Job security Career development opportunities. Fair compensation Safe working environment. 	<ul style="list-style-type: none"> Commitment to organisational goals. Adherence to corporate policies. Active participation in achieving strategic objectives. 	<ul style="list-style-type: none"> Ensures operational success. Maintains employee morale Supports achievement of corporate objectives. 	<ul style="list-style-type: none"> Low employee morale Decreased productivity High turnover if expectations are not met.
3	National Electricity Undertakings (Power Utilities)	<ul style="list-style-type: none"> Reliable water supply for hydroelectric power generation. Infrastructure maintenance. Expansion support. 	<ul style="list-style-type: none"> Timely payments for water usage. Collaboration on infrastructure projects. Feedback on operational challenges. 	<ul style="list-style-type: none"> Ensures sustainable power generation. Supports national energy security. Promotes infrastructure development. 	<ul style="list-style-type: none"> Potential for power shortages. Low water sales. Financial instability if expectations are not met.
4	Government Ministries and Agencies (Ministries of Energy)	<ul style="list-style-type: none"> Effective management of water resources for hydropower generation Adherence to energy policies. Coordination on energy projects. 	<ul style="list-style-type: none"> Support in ensuring optimal energy production Alignment on energy policies Assistance in navigating energy-related regulations. 	<ul style="list-style-type: none"> Ensures continuous energy production Aligns energy and water management policies Secures funding for related projects. 	<ul style="list-style-type: none"> Potential conflicts over resource allocation/ Delays in project approvals.

No	Type of Stakeholders	Stakeholder Expectations from Zambezi River Authority	Zambezi River Authority Expectations from Stakeholders	Positive Impacts	Negative Impacts
5	Government Ministries and Agencies: Ministries of Finance, Economic Development and Investment and Promotion.	<ul style="list-style-type: none"> Efficient financial management Support for economic development Transparent reporting. 	<ul style="list-style-type: none"> Funding and policy support for infrastructure projects Economic planning guidance. 	<ul style="list-style-type: none"> Enhances economic stability and growth through strategic investment in energy and water resource management. Supports the financial long-term sustainability of the Authority, enabling long-term project planning and implementation. 	<ul style="list-style-type: none"> Potential delays in funding approval could impact project timelines and operational efficiency. Misalignment of economic policies and water resource management priorities.
6	Government Ministries and Agencies (Ministries of Environment, Climate and Tourism)	<ul style="list-style-type: none"> Compliance with environmental regulations Active participation in climate resilience programmes. 	<ul style="list-style-type: none"> Support in policy formulation. Funding for green energy projects Expert advice on climate change adaptation. 	<ul style="list-style-type: none"> Crucial for regulatory compliance. Securing funding for climate projects. 	<ul style="list-style-type: none"> Potential regulatory challenges or delays in project approvals if environmental standards are not met.
7	Government Ministries: Ministry of Water Development, Sanitation and Environmental Protection				
8	Government Agencies (Water resources Management)	<ul style="list-style-type: none"> Sustainable water resource management. Reporting on water levels and development. Collaboration on water resources management programmes 	<ul style="list-style-type: none"> Collaboration on water management strategies and climate resilience projects. 	<ul style="list-style-type: none"> Essential for water resources management and aligning with national climate change strategies. 	<ul style="list-style-type: none"> Potential water resource conflicts or mismanagement if collaboration fails.

No	Type of Stakeholders	Stakeholder Expectations from Zambezi River Authority	Zambezi River Authority Expectations from Stakeholders	Positive Impacts	Negative Impacts
	Government Agencies (Environmental Protection Agencies)	<ul style="list-style-type: none"> Compliance with National environmental laws and regulations Active participation in climate resilience and sustainability initiatives. Regular environmental impact assessments Engagement in transboundary water management. 	<ul style="list-style-type: none"> Support in environmental assessments. Assistance with environmental monitoring and impact mitigation. Cross-border environmental initiatives. 	<ul style="list-style-type: none"> Critical for maintaining environmental standards and securing project approvals. Ensures environmental stewardship Secures project approvals Enhances the Authority's reputation. Essential for managing shared water resources and environmental sustainability. 	<ul style="list-style-type: none"> Potential legal challenges, Project delays, or reputational damage if environmental standards are not met. Potential cross-border disputes or regulatory conflicts if expectations are not met.
	Riparian Communities (Local Chiefs and Community Leaders)	<ul style="list-style-type: none"> Protection of livelihoods Fair compensation for displacements. Involvement in decision-making processes. 	<ul style="list-style-type: none"> Cooperation in project implementation. Feedback on community needs and concerns. 	<ul style="list-style-type: none"> Positive community relations. Smooth project execution. Fulfillment of corporate social responsibility. 	<ul style="list-style-type: none"> Community unrest. Project delays, or increased costs due to compensation demands if expectations are not met.
	Community Based Organisations (CBO)	<ul style="list-style-type: none"> Support for local environmental initiatives, education and health programmes and job creation. 	<ul style="list-style-type: none"> Assistance in community engagement, local knowledge and support for project sustainability. 	<ul style="list-style-type: none"> Ensuring community support buy-in for projects 	<ul style="list-style-type: none"> Potential for project delays. Increased costs. Community resistance if expectations are not met or if initiatives fail to deliver perceived benefits.

No	Type of Stakeholders	Stakeholder Expectations from Zambezi River Authority	Zambezi River Authority Expectations from Stakeholders	Positive Impacts	Negative Impacts
	Cooperating and Funding Partners	<ul style="list-style-type: none"> Transparent reporting. Adherence to project timelines. Environmental sustainability. 	<ul style="list-style-type: none"> Funding for climate resilience projects and infrastructure improvements. 	<ul style="list-style-type: none"> Key sources of funding for large-scale dam infrastructure development projects. 	<ul style="list-style-type: none"> Potential funding delays or project cancellations if transparency or sustainability criteria are not met.
	Regional and International Standards Agencies and Bodies	<ul style="list-style-type: none"> Compliance with international water resources, environmental and dam safety standards. Compliance with international water resource management and environmental standards. Implementation of best practices for dam safety, operation and maintenance in line with guidelines. 	<ul style="list-style-type: none"> Collaboration in the development of regional standards and best practices. 	<ul style="list-style-type: none"> Improved compliance with international and regional standards enhances credibility. Increased public and stakeholder trust through transparency and adherence to best practices 	<ul style="list-style-type: none"> Potential delays in meeting standards may impact projects. Resource constraints in meeting the demands of multiple regulatory bodies and standards. Conflicts arising from differing national and international standards, particularly in transboundary water management.
	International Environmental Bodies and ESIA	<ul style="list-style-type: none"> Engagement in environmental assessments and sustainability initiatives to mitigate ecological impacts. 	<ul style="list-style-type: none"> Regular reporting and feedback on compliance with environmental regulations and sustainability practices. 	<ul style="list-style-type: none"> Strengthened capacity for environmental protection through collaboration on ESIA processes and sustainability initiatives. 	<ul style="list-style-type: none"> Negative public perception if environmental and safety standards are not met or reported accurately.
	Regional Power Pools	<ul style="list-style-type: none"> Participation in the Power Pools to ensure regional energy security, efficient energy distribution, and collaboration. Adoption of environmental sustainability practices, including sediment management and water quality monitoring. 	<ul style="list-style-type: none"> Optimizing hydropower resources Coordinated management of regional power generation and distribution, contributing to energy stability Knowledge sharing and capacity building programmes 	<ul style="list-style-type: none"> Enhanced collaboration leads to shared resources, knowledge and best practices, bolstering regional energy security. 	<ul style="list-style-type: none"> Resource constraints in meeting the demands of regulatory bodies and standards.

No	Type of Stakeholders	Stakeholder Expectations from Zambezi River Authority	Zambezi River Authority Expectations from Stakeholders	Positive Impacts	Negative Impacts
	Hydroelectric schemes	<ul style="list-style-type: none"> Ensure reliable and sustainable operation of hydropower facilities for optimal energy generation. Timely maintenance and upgrades to infrastructure to minimize downtime and ensure safety. 	<ul style="list-style-type: none"> Collaborate on energy resource planning and forecasting to align output with regional needs. Participate actively in regional dialogues to address hydropower generation challenges. 	<ul style="list-style-type: none"> Enhanced energy security and reliability for countries in the river basin. Strengthened partnerships with regional stakeholders for collaborative hydropower resource management. 	<ul style="list-style-type: none"> Economic vulnerabilities related to reliance on hydropower amidst climate variability. Negative public perception if local communities feel inadequately consulted or impacted.
	River basins	<ul style="list-style-type: none"> Effective management of river basin resources to ensure equitable distribution among users. Implementation of Integrated Water Resource Management (IWRM) principles. 	<ul style="list-style-type: none"> Participation in regional water management initiatives Support for data sharing and monitoring of water quality and availability. Engagement in climate resilience efforts to adapt to changing hydrological patterns. 	<ul style="list-style-type: none"> Increased resilience to climate change impacts through collaborative planning. Enhanced cooperation among riparian states for better resource management. 	<ul style="list-style-type: none"> Conflicts over water allocation and usage rights among riparian states. Economic challenges linked to changes in water availability due to climate variability.
	Public	<ul style="list-style-type: none"> Access to accurate and timely information about the Authority's activities, initiatives and projects. 	<ul style="list-style-type: none"> Engagement in community initiatives and transparency in operations. 	<ul style="list-style-type: none"> Increased public trust and support for projects. 	<ul style="list-style-type: none"> Misinformation could lead to public dissent and opposition.
	Media	<ul style="list-style-type: none"> Transparency in communication, opportunities for interviews and access to the Authority events to report on key issues affecting the Zambezi River and surrounding communities. 	<ul style="list-style-type: none"> Responsible reporting on activities and initiatives that impact the Zambezi River basin and sustainability efforts. 	<ul style="list-style-type: none"> Enhanced visibility of the Authority's work and achievements. 	<ul style="list-style-type: none"> Negative reporting could damage the Authority's reputation.

PHOTO GALLERY

Honoring Tradition: A Moment with Our Esteemed Chiefs in Zambia and Zimbabwe.



PHOTO GALLERY

Collaborating for a Stronger Future: Strategy Consultant, Strategic Vision Ltd (SVL) engaging with Key Stakeholders during the Strategy Formulation Process.



PHOTO GALLERY

A Milestone Achieved: Completion of the Plunge Pool, a component of the Kariba Dam Rehabilitation (KDRP).



PHOTO GALLERY

Empowering Success: Staff Collaboration in the Strategy Formulation Process



PHOTO GALLERY

Bi-National Impact: Commissioning of Zambezi Valley Development Fund (ZVDF) Projects in Zambia and Zimbabwe



PHOTO GALLERY

Transforming Lives Along the Zambezi: A showcase of impactful projects implemented under the Zambezi Valley Development Fund, fostering sustainable development in Zambia and Zimbabwe.



PHOTO GALLERY

Powering the Future: On-Site at the Batoka Gorge Hydro-Electric Scheme (BGHES), where 2400 MW of power is envisaged to be generated.



PHOTO GALLERY

Ensuring Safety and Reliability: The Zambezi River Authority Dam Inspection Team conducts regular inspections to maintain the integrity of the iconic structure for continued service to Zambia and Zimbabwe.





• An aerial view of Kariba Dam showcasing the plunge pool works and the lake.

