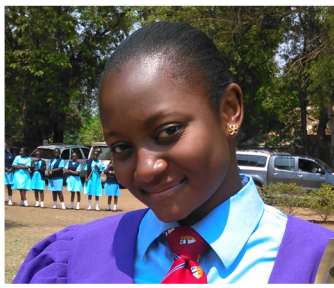
GOVERNMENT OF THE REPUBLIC OF ZAMBIA

MINISTRY OF NATIONAL DEVELOPMENT PLANNING



A NATIONAL PERFORMANCE FRAMEWORK TO MONITOR ZAMBIA'S VISION 2030

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FOREWORD

His Excellency Mr Edgar Chagwa Lungu
PRESIDENT OF THE REPUBLIC OF ZAMBIA

The National Performance Framework is a measurement tool that has been developed to give Zambia a means to track progress toward achievement of the country's long-term development aspirations. This framework is an operational tool for the Vision 2030 and unbundles the broad aspirations of the Zambian people by specifically outlining the outcomes or results that will have to be generated through policies, plans, programs, and projects including the socio-economic and governance changes that have to take place in order for the country to reach the development aspirations highlighted in the national vision.

The National Performance Framework is premised on the understanding that the country has to adopt a transformative approach to the management of the national economy while appropriately positioning itself in the regional and global economies to reap benefits that should accrue to the entire Zambian society including women, men, youths, the aged, and children. The National Performance Framework has thus been constructed on the positive principle of unity of purpose where Zambia as a country with its various state institutions is driven by unity of purpose with a desire not to leave anyone behind. As leaders at different levels of our country's administration, we are envisioned to lead selflessly and with high commitment to duty, driven by the principle of achieving results for the benefit of all Zambians. I therefore urge all leaders at different levels in our society to provide the required leadership and ensure the participation of all in creating a transformed society in line with the Vision 2030.

The National Performance Framework is further developed on the understanding that the Zambian society is humanist and embraces human dignity, diversity, meritocracy, hard work, and thrift. The transformative agenda set in the Vision 2030 envisaged a society that has a good understanding of its physical environment and strives to make use of the environment in a sustainable manner, making optimal use of environmental resources to support today's needs for development, while ensuring availability of resources and opportunities for future generations.

Lastly, the development of the National Performance Framework has been guided by Zambia's principle of peaceful coexistence of all its people within a diverse, social, cultural, linguistic, ethnic and religious context that espouses unity in diversity. I therefore implore all governance systems whether at family, community, village, district and national levels to embrace a code of ethics and standards that support good governance principles befitting of a transformative society.

Edgar Chagwa Lungu
PRESIDENT
REPUBLIC OF ZAMBIA

FEBRUARY 2018

ACKNOWLEDGEMENTS

The National Performance Framework (NPF) for the Nation's Vision 2030 has been developed by the Government of the Republic of Zambia with support from various cooperating partners. This is in an effort to enhance the effective monitoring and evaluation of progress towards attaining the target of a "prosperous middle income country" by 2030. The Government of the Republic of Zambia extends special gratitude to the European Union, the German Government through the GIZ and the United Kingdom Government through the UKAID for the support in developing the National Performance Framework. GOPA Consulting Firm in consortium with NIRAS and Teamnet Transforming Technology, provided technical consultancy services to the Ministry of National Development Planning. Together, we formulated a framework that conceptualized the country's long and medium term development outcomes with supporting measurements based on the Vision 2030 aspirations, and also taking cognisance of regional and global development aspirations to which Zambia is a party.

Sincere appreciation and commendation also goes to the various government officials from all line ministries and provinces who supported the process of formulating the National Performance Framework by providing technical input and knowledge of the Zambian socio-economic and development context. All cooperating partners, civil society, academia and other non-state actors are highly commended for providing valuable comments and input into the finalisation of this important national development measurement framework. I look forward to its effective use by all, in planning, implementation, monitoring and evaluation of national development plans, policies, programmes and projects in support of the country's Vision 2030.

Hon. Alexander Chiteme, MP
MINISTER OF NATIONAL DEVELOPMENT PLANNING
FEBRUARY 2018

ACRONYMS

FDI	Foreign Direct Investment
GDP	Gross Domestic Product
GWME-MIS	Government-Wide Monitoring and Evaluation Management Information System
ICT	Information and Communication Technology
KPI	Key Performance Indicator(s)
KRA	Key Result Area(s)
LTO	Long-Term Outcome(s)
M&E	Monitoring and Evaluation
MNDP	Ministry of National Development Planning
MOF	Ministry of Finance
NDP	National Development Plan
NMI	National Measurement Indicators
NPF	National Performance Framework
ODA	Overseas Development Assistance
R&D	Research and Development
SPF	Sector Performance Framework

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EXECUTIVE SUMMARY

In the Vision 2030, the envisaged development status for Zambia is such that Zambia will be: "A Prosperous Middle-Income Nation..." This essentially entails that Zambians, by 2030, envisage themselves as a society living in a strong and dynamic middle-income industrial nation that provides opportunities for improving the well-being of all, embodying values of socio-economic justice. In 2030, Zambia's economy is competitive, self-sustaining, dynamic, and resilient to any external shocks, supports stability and protection of biological and physical systems, and is free from donor dependence. In addition, the nation should have stable social and cultural systems that support human capital formation.

To underpin this development status there are certain characteristics that the country is expected to manifest, some of which include having in place:

- A macroeconomic environment conducive for growth;
- Diversified, balanced, and strong industrial sector, a modern agricultural sector, and an efficient and productive services sector; Strong and cohesive industrial linkages in the primary, secondary and tertiary sectors; Sustained high and increasing productivity levels with regard to every factor of production;
- A technologically proficient society, fully able to adapt, innovate, and invest using its human and natural resources;
- Well-developed and maintained socio-economic infrastructure, including a robust and competitive transport and communications network that services all parts of the country and the sub-region;
- A common and shared destiny and unity in diversity that promotes patriotism and ethnic integration while retaining the roots and positive aspects of various ethnic groups' social, cultural and moral values;
- Equitably integrated and democratic system of governance, a continuous path of ever-refining, ever-advancing, and ever-consolidating democratic dispensation and progressive adaptation from global best practices;
- Strong entrepreneurial capabilities endowment, self-reliant, outward-looking, and enterprising nationals that take advantage of potential and available opportunities;
- Exemplary work ethics, honesty, high human and ethical values, quality consciousness, and the quest for excellence;
- Development policies consistent with sustainable environment and natural resource management principles; and
- Access for all to good quality basic human necessities such as food, shelter, land, health, education, and recreation facilities.

However, there has not yet been a documented NPF that coordinates policies, programs, and projects to achieve medium-term efforts necessary to attain the Vision aspirations. An NPF is designed to translate

Vision 2030 into strategic objectives (SOs) and key-result areas (KRAs) or, as we will call them in here, long-term outcomes (LTOs), which in turn are to be achieved through a stated set of medium-term outcomes (MTOs). In the absence of an NPF, each NDP has been formulated in ways not logically linked to the Vision. The absence of an explicit performance framework at national and sector levels has also posed a challenge for government implementing entities to adequately review the realization of Vision 2030 objectives.

The NPF is developed to support the planning, monitoring, evaluation, and budgeting of medium-term national development plans (NDP) covering the period from 2016 to 2030. The NPF adopts four SOs, nine LTOs, and 41 MTOs, the achievements of which are to be measured by 49 key performance indicators (KPIs) and 181 national measurement indicators (NMIs).

The NPF reflects alignments between the four SOs and the nine LTOs as well as linkages among the nine LTOs themselves. For example, LTO 1 on national peace and unity and LTO 2 on improved governance align with SO 4 on strengthening mechanisms and capacities for sustained development. Additionally, LTO 3 on hunger eradication and poverty reduction and LTO 4 on diversified and sustainable growth align with SO 1 on inclusive and diversified economic growth. Another example is LTO 4 on diversified and sustainable economic growth combines with LTO 7 on social well-being to align with Strategic Objective 2 on environmental and social sustainability. Finally, LTO 5 on equality and rights and LTO 6 on improved human capital align with SO 3 on competitiveness and innovation. Improved governance is to a large extent the precondition for the realization of all the LTOs.

Long-Term Outcomes (LTO) and Medium-Term Outcomes (MTO)	Strategic Objectives	
• LTO 3: A Nation without Hunger and Poverty (5 MTO) • LTO 4: A Nation with Diversified and Sustainable Growth (10 MTO) • LTO8: A Nation with a competitive economy and innovative people (3 MTO)	Inclusive and Diversified Economic Growth	**Vision 2030: Zambia as a Prosperous Middle-Income Nation**
• LTO 7: A Nation with Social Well-Being • (4 MTO) • LTO 9: A Nation existing in a Sustainable Environment (4 MTO)	Environmental and Social Sustainability	
• LTO 6: A Nation with Improved Human Capital (10 MTO) • LTO 8: A Nation with a Competitive Economy and Innovative People (3 MTO)	Improved Competitiveness and Innovation	
• LTO1: A Nation with Peace and Unity (3 MTO) • LTO 5: A Nation with Equality and Rights (4 MTO) • LTO 2: A Nation with Improved Governance (5 MTO)	Strengthening of Mechanisms and Capacities for Sustained Development	

The NPF is the result of a review of key national, regional, and global documents that state development aspirations for the world, Africa, and Zambia. Key documents include: Vision 2030, Zambia's key strategy documents—the 5th, 6th, and Revised 6th National Development Plans, and regional and international development framework documents such as the Africa Union Vision 2063 and United Nations Sustainable Development Goals.

The NPF also benefited from extensive stakeholder consultations. The theory of change approach was used as a consultation framework to identify MTOs. Consultations involved stakeholders from key economic, social and governance sectors as well as from universities, research agencies, and the Central Statistical Office.

The NPF envisions the following roles for stakeholders to promote development accountability and effectiveness:

- Political leaders integrate MTOs and LTOs into their political strategies and adopt NPF indicators to report achievements to citizens;
- The government uses the NPF to buttress the whole-government approach to development by clarifying the relationships between Vision 2030, political party strategies, policies, and national, sub-national, and sector plans and programs;
- The Cabinet Office uses the NPF to coordinate public policy and ensure that this is formulated in line Government's medium- and long-term development outcomes;
- The Ministry of National Development Planning uses the NPF as a reference point for developing NDPs and medium- and long-term monitoring and evaluation plans and further used the NPF to coordinate public and private sector contributions as well as inter-ministerial and inter-level contributions to Vision 2030. This holds Ministries, provinces, spending agencies, and the private sector—through their strategies and actions—accountable for achieving Vision 2030 SOs, LTOs, and MTOs.
- The Ministry of Finance consults the NPF and NDPs and Sector Performance Frameworks (SPFs) to guide resource allocation decisions to achieve outcome-based budgeting.
- Research institutions and the Central Statistical Office use the NPF as a reference point for data collection and monitoring of medium-term development efforts.
- Ministries use the NPF to develop sector-level outcomes and sector-level programs while linking institutional and individual performance to those outcomes.
- Permanent Secretaries are held accountable to coordinate and achieve Vision 2030 SO and LTOs and NDP MTOs, as they implement policies, strategies, programs, and projects for which they are responsible.

The NPF will support government efforts to institutionalize an outcome-based performance model for implementing development initiatives. It promotes outcome-based planning and coordination by ministry, province, and spending agency. It serves as a tool for performance reporting during each national development plan cycle, and for the monitoring and evaluation of progress toward Zambia's Vision 2030. At an institutional level, the NPF will serve as a reference point for ministries, provinces, and spending agencies to clarify and align their institutional goals and plans to the NDP. As part of the broader monitoring and evaluation system, the NPF will consolidate and strengthen the application of result-oriented monitoring, evaluation and reporting throughout the NDP cycle. Lastly, it is expected that when national and SPFs and upgraded M&E systems are fully operational across the government, they will facilitate timely provision of accurate data and information on government policies, programs, and projects. The NPF will also facilitate operationalization of outcome-based budgeting that will not only reinforce linkages between ministry, sector, and national-level outcomes but also enable prioritized resource allocation. Overall, the NPF will be a valuable tool for Zambia to improve overall effectiveness and efficiency of the public service system.

Four SO and their supporting outcome measures will be assessed through a set of 41 KPIs, some of which are composite indicators that have been identified to measure progress and may not currently be in use and their calculations would be defined by the Central Statistical Office in collaboration with other key stakeholders such as the M&E Division in the Ministry of National Development Planning (MNDP), the University of Zambia (UNZA), the Zambia Institute for Policy Analysis and Research (ZIPAR), Decentralization Secretariat and the Management Development Division at Cabinet Office, the Public Service Management Division, and the Governance Department in the Ministry of Justice.

1.0 INTRODUCTION

1.1 Zambia at a Glance in 2030

- A diversified, private sector-driven competitive economy providing equal opportunities for employment, entrepreneurship, and investment;
- A country free from hunger, poverty, and other forms of deprivation
- An educated society with a youthful economically productive and innovative population as a major asset for the country's productive base;
- A healthy society with low disease burden and low mortality rate;
- A peaceful, tolerant, resilient, and cohesive society with positive aspirations;
- A modern country with cities, towns, and provincial areas that are secure, well-planned, provide basic amenities, and are linked by good roads and accessible by other types of transport systems;
- A thriving democracy based on political diversity, respect for human rights and freedoms, and the rule of law;
- A country served by a modern, productive, efficient, and performance-oriented public service;
- A country of culturally diverse, friendly, neighbourly people who are well-integrated into the African and international community; and
- A country with rich bio-diversity where humans and the natural habitat mutually co-exist.

1.2 Background

In the Vision 2030, the envisaged development status for Zambia is such that Zambia will be: "A Prosperous Middle-Income Nation..." This essentially entails that Zambians, by 2030, envisage themselves as a society living in a strong and dynamic middle-income industrial nation that provides opportunities for improving the well-being of all and embodying values of socio-economic justice. In 2030, Zambia's economy is competitive, self-sustaining, dynamic and resilient to any external shocks, supports stability and protection of biological and physical systems and is free from donor dependence. In addition, the nation should have stable social and cultural systems that support human capital formation.

To underpin this development status there are certain characteristics that the country is expected to manifest, some of which include having in place:

- A macroeconomic environment conducive for growth;
- Diversified, balanced, and strong industrial sector, a modern agricultural sector and an efficient and productive services sector; strong and cohesive industrial linkages in the primary, secondary and tertiary sectors; sustained high and increasing productivity levels with regard to every factor of production;

[2] As from Vision 2030, "A prosperous Middle-income Nation By 2030," 2006 Chapter 2.1

- A technologically proficient society that is fully able to adapt, innovate, and invest using its human and natural resources;
- Well-developed and maintained socio-economic infrastructure that includes a robust and competitive transport and communications network that services all parts of the country and the sub-region;
- A common and shared destiny and unity in diversity that promotes patriotism and ethnic integration while retaining the roots and positive aspects of various ethnic groups' social, cultural and moral values;
- Equitably integrated and democratic system of governance, a continuous path of ever-refining, ever-advancing, and ever-consolidating democratic dispensation and progressive adaptation from global best practices;
- Strong entrepreneurial capabilities endowment, self-reliant, outward-looking, and enterprising nationals taking advantage of potential and available opportunities;
- Exemplary work ethics, honesty, high human and ethical values, quality consciousness, and the quest for excellence;
- Decent work opportunities that ensure respect for fundamental human rights and principles;
- Opportunities for all citizens to become resourceful and prosperous nationals;
- Development policies consistent with sustainable environment and natural resource management principles;
- Access for all to good quality basic human necessities such as food, shelter, land, health, education, water, and sanitation facilities; and
- Safe and secure social environment.

However, there has been no documented framework to coordinate policies, programs, and projects linking the medium-term (the current development efforts) to the long-term national development outcomes or results that will cumulatively lead to Zambia achieving the development status and aspirations envisioned in the future. An NPF is, therefore, designed to translate the expected state of being articulated by the Vision 2030 into SOs and key result areas (KRAs) or, as we will call them here, LTOs. These long-term results will come about through consistent implementation of the right policies, programs and projects that will lead to attainment of particular MTOs or achievements.

The NPF will operate as a guideline for sectors to formulate sector-level outcomes or expected things to be attained to enable the Vision 2030 to become a reality. These sector-level outcomes will in turn govern the formulation of sector and sub-sector programs and projects, which, once implemented, would deliver the development that the people want to see happen by 2030. In the absence of an NPF, each previous NDP had been formulated and operated independently of what has been planned to be achieved in the long run. The NDPs and Vision 2030 were not logically linked to demonstrate how the medium-term actions deliver on the long-term development goals. The absence of an explicit

performance framework at national and sector levels has also posed a challenge for the government to adequately review how its investments through annual and medium-term financial frameworks is linked to the realization of Vision 2030 objectives.

1.3 Purpose and Scope of the National Performance Framework

The government is working to enhance the establishment and automation of a results-oriented government-wide monitoring and evaluation system that will improve tracking of not only what is being done, but also whether or not various efforts including reforms, policies, programs, projects, and capacity development are making the intended improvements and changes in the lives of those they are intended to benefit.

The Government of the Republic of Zambia recognizes the need to establish a clear NPF and, subsequently, SPFs. The Government through the Monitoring and Evaluation (M&E) Division in Ministry of National Development Planning (MNDP) embarked on a process to formulate and develop a NPF for Zambia as a way to effectively coordinate a government-wide system of tracking progress toward achievement of desired development goals for the county.

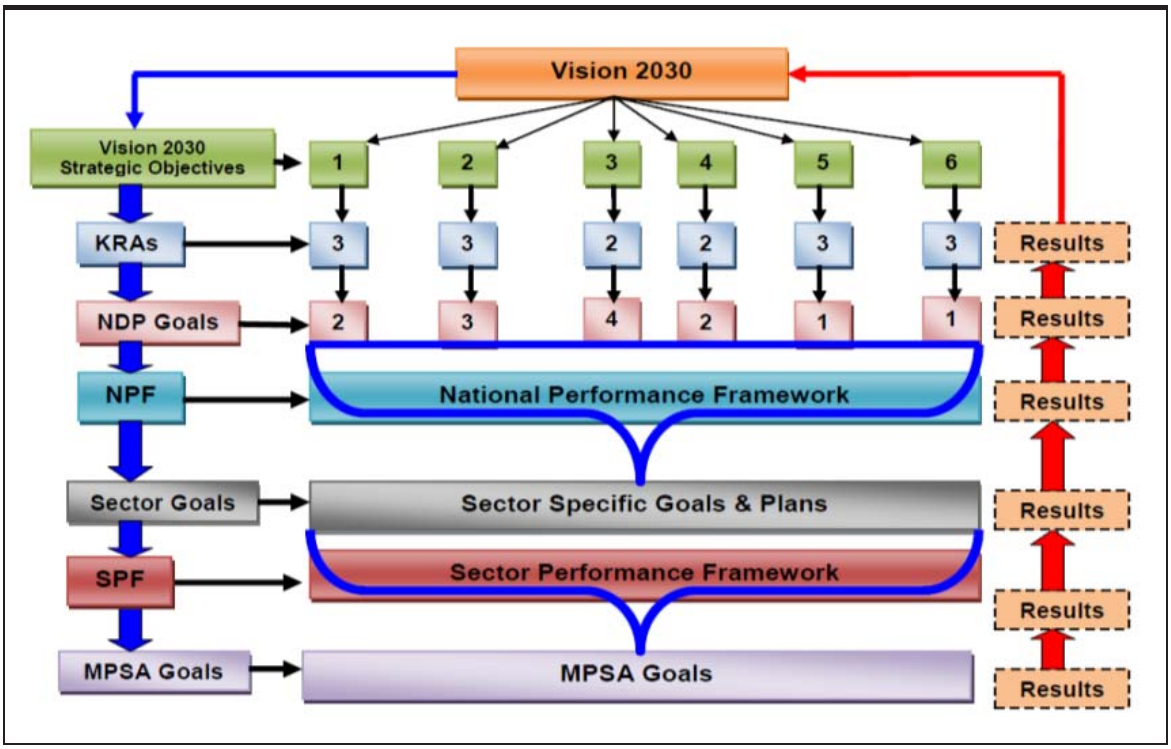
The specific objectives of the NPF are to:

1. Articulate the SOs to realize the Vision 2030 long-term goals and aspirations.
2. State the LTOs and appropriate KPIs to be used in tracking progress.
3. Outline the medium-term measurements or sub-outcomes that will be tracked through NDPs with clear linkages to Vision 2030 objectives and outcomes.
4. Provide a framework within which the medium-term development plans would link to the long-term development goals for the country.

1.4 Methodology

The basic methodological approach adopted for the development of the NPF is summarized in an example of a typical results-chain in Figure 1, which shows Vision 2030 cascaded into SOs and LTOs (labelled as KRAs). These LTOs are then used to identify medium-term national outcomes/goals, sector outcomes/goals, and outcomes/goals to be delivered by ministries, provinces, and spending agencies (abbreviated as MPSA in Figure 1). Outcomes at each of these levels will collectively contribute to the attainment of upper-level outcomes.

Figure 1: Cascading Vision 2013 into SOs, LTOs (KRAs and MTOs



The key work processes consist of the following:

- Identification of SOs based on the national vision, and the regional and global development commitments (Agenda for Africa 2063 and Sustainable Development Goals 2030);
- Formulation of LTOs aligned to Vision 2030, the regional and global development commitments (African Union Vision 2063 and United Nations Sustainable Development Goals 2030);
- Identification of KPIs to measure the realization of LTOs;
- Identification of MTOs for the period 2016 to 2030 for each LTO;
- Identification of NMIs for each MTO and its alignment with KPIs; and
- Identification of sectors contributing to each LTO

The theory of change approach is adopted as a tool to map MTOs that will contribute to each LTO for the period from 2016 to 2030. The approach maps by working backward to identify all the conditions that must be in place and how they causally relate in order for the LTO to occur. The formulation of the NPF relied on two information collection methods. The first collection method was to review existing documents such as Vision 2030 and more recent strategy documents such as the African Union Vision 2063 and UN Sustainable Development Goals documents. The second method, conducted through interviews with key stakeholders, took place between June 21 and July 11, 2016. These two groups of informants included sector ministries listed in Annexes 1 through 3 of the Vision document and informants from research, teaching, and data collection organizations. The validation process for the NPF was done through consultations involving government officials, research institutions, academia and wide-ranging stakeholders.

2.0 FUNDAMENTALS OF ZAMBIA NPF

2.1 Vision 2030, SOs, LTOs, and KPIs

Zambia's vision statement is: "A prosperous middle income nation by 2030." The NPF SOs and LTOs first and foremost reflect the spirit of Vision 2030 that focuses on Zambia as a prosperous middle-income nation. The NPF also, to a large extent, reflects Zambia's key strategy documents as well as a consideration of regional and international frameworks to which Zambia has pledged its commitment, including African Union Vision 2063 and the United Nations Sustainable Development Goals. To realize the Vision 2030, Zambia has adopted four SOs;

i. **SO1: Inclusive and Diversified Economic Growth.** This first SO addresses the negative consequences of Zambia's traditional adherence to copper as a dominant source of revenue and maize as the main staple food. This has not sufficiently supported poverty reduction and hunger eradication especially in rural areas. This SO is to be adopted in the remaining 14 years (2017-2030), divided into stages of diversification of agricultural products, the development of agro-business and other manufacturing sectors, and the expansion of the service sector.

ii. **SO2: Environmental and Social Sustainability.** The second SO follows from the global development trend that a balanced growth strategy is not solely economic, but also includes a consideration of environmental protection and citizen well-being. This notion of balance is influenced by international frameworks on sustainable development as well as by the African Union's Vision 2063.

iii. **SO3: Competitiveness and Innovation.** This SO addresses challenges to the state of human capital and the use of science and technology. These challenges include low life expectancy, an unprepared work force for economic growth, limited technological inputs, and a high level of inequality. To some extent, increased competitiveness will also come from improved infrastructure as development will support economic growth and poverty reduction by facilitating increased domestic and foreign trade, promoting economic diversification, and reducing transport, energy, and communication costs.

iv. **SO4: Mechanisms and Capacities for Sustained Development.** This fourth and final SO addresses the need for necessary adjustment of frameworks and capacities in the public sector to initiate medium-term changes for Zambia to realize its Vision 2030. The key frameworks are: legal mechanisms consistent with socio-economic development objectives, managerial transparency and accountability, rule of law, an equal playing field and the protection of social, economic, and cultural rights of citizens regardless of race, ethnicity, and gender.

The SOs are represented by nine LTOs that are measured by 41 KPIs.

LTO & KPI	Description: "In 2030, Zambia will…"
LTO 1: A Nation with Peace and Unity KPI 1.1: National Cohesion Index. (Data sources: quantified performance level based on NMIs 1.1.1 to 1.1.8.)	…have become a safe and secure upper middle-income country that universally embraces the principles and practices of equal access to justice, peaceful coexistence, common and shared destiny, unity in diversity, patriotism, and ethnic integration.
LTO 2: A Nation with Improved Governance KPI 2.1: Zambia's Governance Effectiveness Index. (Data sources: quantified performance level based on NMIs: 2.2.1, 2.4.6, 2.5.2, 2.6.1.) KPI 2.2: Zambia's Public Service Delivery Index. (Data sources: quantified performance level based on NMIs 7.1-7.12)	…have incrementally developed political systems and structures drawn from global democratic practices that help to strengthen governance mechanisms and institutional capacities necessary to promote Vision 2030, provide an enabling macro-economic and sustainable development environment, and promote public-private partnerships to drive development.
LTO 3: A Nation without Hunger and Poverty KPI 3.1: Proportion of population consuming less than the daily minimum nutritional requirement, by urban/rural area. (Data sources: government statistics.) KPI 3.2: Proportion of population living below national poverty line, by urban/rural area, sex, age, disability and other qualifiers. (Data sources: government statistics.) KPI 3.3: Zambia's Multi-Dimensional Poverty Index. (Data sources: performance level based on NMIs 3.3.1-3.3.5.) KPI 3.4: National Food Security Status (Data sources: quantified performance level based on NMIs 3.3.1-3.3.5).	…have significantly reduced hunger and extreme poverty and will have institutionalized measures to provide socio-economic opportunities for poor women, men, youths and children.
LTO 4: A Nation with Diversified and Sustainable Growth KPI 4.1: GDP per capita or Green GDP per capita. (Data sources: government statistics. Green GDP per capita applied when data collection permits.) KPI 4.2: Incremental Capital Output Ratio (ICOR). (Data sources: government statistics.) KPI 4.3: Employment by population ratio, including percentage of "green jobs." (Data sources: government statistics. "Green jobs" element applied when data collection permits.) KPI 4.4: Economic Diversification Index. (Data sources: UNZA's Department of Economics.) KPI 4.5: Investment per capita for infrastructure development. (Data sources: government statistics.) KPI 4.6: Proportion of Private Sector Employees in Formal Sector KPI 4.7: Proportion of Registered Private Businesses employing more than 100 people KPI 4.8: Proportion of Non-Traditional Export earnings in Total Export Earnings KPI 4.9: Share of Agriculture Sector production (Crop, livestock, fisheries and forestry) in annual GDP (CSO) KPI 4.10: ICT-based agro- service coverage (Post Harvest Survey Report) KPI 4.11: Proportion of Youths Employed in Agriculture value chains (Labour Force Survey Report) KPI 4.12: Agriculture Productivity (Post Harvest Survey Report) KPI 4.13: Share of Agriculture Finance Portfolio in Total National Finance Portfolio KPI 4.14: Proportion of farmers accessing agriculture finance services: (a) large (b) medium and (c) small scale (Finscope Survey)	…have attained the status of a dynamic, regionally and internationally integrated, and environmentally-friendly upper middle-income country with a diversified, balanced, and strong industrial sector, a modern agricultural sector, and an efficient and productive services sector that provides decent work opportunities for all citizens.
LTO 5: A Nation with Equality and Rights KPI 5.1: Coefficient of inequality in income distribution (GINI coefficient). (Data sources: government statistics.) KPI 5.2: Gender gap in wages, by sector of economic activity. (Data sources: government and private sector statistics.) KPI 5.3: Social protection and labour market program expenditure per capita (total expenditure divided by total beneficiaries). (Data sources: government statistics.)	…have firmly ensured provision of livelihood and empowerment through social protection schemes, mainstreamed women's participation and access to economic resources, and enforced rights protection of the vulnerable, especially children and people with disabilities at a level achieved by exemplary upper-middle income countries.

LTO & KPI	Description: "In 2030, Zambia will…"
LTO 6: A Nation with Improved Human Capital KPI 6.1: Adult literacy rate, population 15 + years, both sexes, by percentage. KPI 6.2: Average number of years of schooling of the population from 25 to 64 years of age. KPI 6.3: Life expectancy. KPI 6.4: Labour productivity. KPI 6.5: Unemployment rate. (All data sources from government statistics.)	…have created a healthy and skilled working population that can meet the demands and challenges of upper middle-income development. That is, a technology-proficient, fully adaptive, innovative, and productive labour force that also adopts exemplary work ethics, honesty, human and ethical values, quality consciousness, and a quest for excellence.
LTO 7: A Nation with Social Well Being KPI 7.1: Zambia's Public Service Delivery Index. (Data sources: quantified performance level based on NMIs 7.1-7.12.) KPI 7.2: Production of population covered by social security or social safety nets KPI 7.3: Life Expectancy at birth KPI 7.4: Disease incidence per 1000 population KPI 7.5: Fertility Rate KPI 7.6: Under 5 Mortality Rate KPI 7.7: Age dependency ratio	…have provided its citizens with social well-being benefits derived from access to key public services based on the principle of people-centred development, in which citizens participate and benefit from the development process.
LTO 8: A Nation with a competitive economy and innovative people KPI 8.1: Zambia's Ranking in Growth Competitiveness Index KPI 8.2: Zambia's Ranking in Business Competitiveness Index KPI 8.3: Zambia's Ranking in Cost of Doing Business Survey KPI 8.4: Share of NTEs in total exports KPI 8.5: Export Penetration rate KPI 8.6: ICT Penetration Rate KPI 8.7: Proportion of R&D Expenditure in National Budget KPI 8.8: Number of new innovative ideas adopted, by sector. KPI 8.9: Value of Exports, by category /type of product. (Data sources: statistics from the government and private sector.)	….Will have developed its economy to be efficient and able to produce quality products competing favourably at international level and the costs of setting up and sustaining a business would have substantially dropped. This is expected to attract more local and foreign investments to drive the growth of the economy. New products and innovations would be entering the local and foreign markets thereby promoting efficiency and innovativeness in the economy.
LTO 9: A nation existing in a sustainable environment KPI 9.1: Zambia's Environment Index. (Data sources: quantified performance level based on NMIs.) KPI 9.2: Zambia's Ecological Footprint. (Data: conversion of 9.1.1-9.1.5 into kg of CO2 and/or quantified performance of NMIs.) KPI 9.3: Proportion of Local Authorities with environmental management and mitigation strategies KPI 9.4: Proportion of registered Companies compliant to Social and Environmental Impact Assessment requirements	…..would have improved its laws and regulations and institutions to promote and encourage sustainable use of environmental resources and adoption of environmental friendly practices to support the wellbeing of the population.

A general description of the KPIs is provided in the Meta data document for the NPF as an Annex.

Four SOs and their supporting outcome measures will be assessed through a set of 41 KPIs. Some of these KPIs are composite indicators that have been identified to measure progress and may not currently be in use and their calculations would be defined by the Central Statistical Office in collaboration with other key stakeholders such as the M&E Division in the MNDP, the UNZA, the ZIPAR, Decentralization Secretariat and the Management Development Division at Cabinet Office, Public Service Management Division, and the Governance Department in the Ministry of Justice.

Having reviewed the 41 KPIs that can be used to monitor and evaluate the nine LTOs, it remains to show how the nine LTOs with their respective KPIs constitute the four SOs set out in by Vision 2030. The following four subsections describe the complete linkage between SOs, LTOs, and KPIs.

2.2 Strategic Objective 1: Inclusive and Diversified Economic Growth

LONG-TERM OUTCOMES AND KEY PERFORMANCE INDICATORS
LTO 3: A Nation without Hunger and Poverty • KPI 3.1: Proportion of population consuming less than the daily minimum nutritional requirement, by urban/rural area. (Data sources: government statistics.) • KPI 3.2: Proportion of population living below national poverty line, by urban/rural area, sex, age, disability and other qualifiers. (Data sources: government statistics.) • KPI 3.3: Zambia's Multi-Dimensional Poverty Index. • KPI 3.4: National Food Security Status (Data sources: quantified performance level based on NMIs 3.3.1-3.3.5). **LTO 4: A Nation with Diversified and Sustainable Growth** • KPI 4.1: GDP per capita or Green GDP per capita. (Data sources: government statistics.) • KPI 4.2: Incremental Capital Output Ratio (ICOR). (Data sources: government statistics.) • KPI 4.3: Number of new and/or innovative ideas adopted, by sector. (Data sources: statistics from the government and the private sector.) • KPI 4.4: Employment to population ratio, including percentage of "green jobs." (Data sources: government statistics.) • KPI 4.5: Economic Diversification Index. • KPI 4.6: Proportion of Private Sector Employees in Formal Sector • KPI 4.7: Proportion of Registered Private Businesses employing more than 100 people • KPI 4.8: Proportion of Non-Traditional Export earnings in Total Export Earnings • KPI 4.9: Share of Agriculture sector production (Crop, livestock, fisheries and forestry) in annual GDP (CSO) • KPI 4.10: ICT-based agro- service coverage (Post Harvest Survey Report) • KPI 4.11: Proportion of Youths Employed in Agriculture value chains (Labour Force Survey Report) • KPI 4.12: Agriculture Productivity (Post Harvest Survey Report) • KPI 4.13: Proportion of farmers accessing agriculture finance services: (a) large (b) medium and (c) small scale (Data sources: UNZA's Department of Economics.) • KPI 4.14: Investment per capita for infrastructure development. (Data sources: Government statistics.) **LTO 8: A Nation with a Competitive Economy and Innovative People** • KPI 8.1: Zambia's Ranking in Growth Competitiveness Index • KPI 8.2: Zambia's Ranking in Business Competitiveness Index • KPI 8.3: Zambia's Ranking in Cost of Doing Business Survey • KPI 8.4: Share of NTEs in total exports • KPI 8.5: Export Penetration rate • KPI 8.6: ICT Penetration Rate • KPI 8.7: Proportion of R&D Expenditure in National Budget • KPI 8.8: Number of New innovative ideas adopted by sector

Description. The LTO 3 on hunger eradication and poverty reduction, LTO 4 on diversified and sustainable growth and LTO 8 on competitive economy and innovative people align with SO 1. These three results are grouped under the rubric of "Inclusive and Diversified Economic Growth" to reflect linkages between poverty reduction and pro-poor growth. The majority of Zambians live in rural areas and currently over 70 percent of that population is classified as poor. Without sustained hunger alleviation and poverty reduction, mobilizing resources for economic diversification will be difficult.

By 2030, the success of the LTO on hunger eradication and poverty reduction will be measured by: a decrease in the proportion of the population consuming less than minimum nutritional requirements, a decrease of the proportion of the population below the national poverty line, and a reduction in the severity of the situation of poverty beyond income.

By 2030, the success of the long-term outcome on diversified and sustainable growth will be measured by personal wealth (GDP per capita or Green GDP per capita) as well as changes leading to wealth, including levels of investment in infrastructure, innovation, and diversification as well as investment efficiency. Given that environmental protection is integrated into the growth process, the success of this LTO is also measured by the level of environmental protection (see also Strategic Objective 2).

LONG-TERM OUTCOMES AND KEY PERFORMANCE INDICATORS

LTO 5: A Nation with Equality and Rights

- KPI 5.1: Coefficient of inequality in income distribution (GINI coefficient). (Data sources: government statistics.)
- KPI 5.2: Gender gap in wages, by sector of economic activity. (Data sources: government and private sector statistics.)
- KPI 5.3: Social protection and labour market program expenditure per capita (total expenditure divided by total beneficiaries). (Data sources: government statistics.)
- KPI: 5.4: Public participation index

LTO 7: A Nation with Social Well Being

- KPI 7.1: Zambia's Public Service Delivery Index. (Data sources: quantified performance level based on NMIs 7.1-7.12.)
- KPI 7.2: Proportion of population covered by social security or social safety nets
- KPI 7.3: Life Expectancy at birth
- KPI 7.4: Disease incidence per 1000 population
- KPI 7.5: Fertility Rate
- KPI 7.6: Under 5 Mortality Rate
- KPI 7.7: Age-Dependency Ratio

LTO: 9 A Nation Existing in a Sustainable Environment

- KPI 9.1: Zambia's Environment Index. (Data sources: quantified performance level based on NMIs.)
- KPI 9.2: Zambia's Ecological Footprint. (Data sources: conversion of 7.3.1-7.3.5 into kilograms of carbon dioxide and/or quantified performance level based on NMIs.);
- KPI 9.3: Proportion of Local Authorities with environmental management and mitigation strategies
- KPI 9.4: Proportion of registered Companies compliant to Social and Environmental Impact Assessment requirements

LTO 7 on social well-being aligns with SO2 on environmental and social sustainability as a bedrock of diversified and sustainable growth (LTO4). Social well-being is achieved when the development process reflects the principle of people centred development i.e. citizens as beneficiaries of the country's development process which takes environmental protection (LTO9) and equality and rights (LTO5) into account.

By 2030, the success of environmental integration into the growth process will be measured by the GDP per capita or the green GDP per capita (i.e., per capita income taking into account public and private expenditure on sustainable development) when data is available. The success of LTO 7 on social well-being will be measured by the averaging of results from NMIs on public service delivery, environment, and citizen involvement in climate change mitigation.

2.4 Strategic Objective 3: Improved Competitiveness and Innovation

LONG-TERM OUTCOMES AND KEY PERFORMANCE INDICATORS

LTO 6: A Nation with Improved Human Capital

- KPI 6.1: Adult literacy rate, population 15 + years, both sexes by percentage.
- KPI 6.2: Average number of years of schooling of the population from 25 to 64 years of age.
- KPI 6.3: Life expectancy.
- KPI 6.4: Labour productivity.
- KPI 6.5: Unemployment rate.
- KPI 6.6: Proportion of graduates in the country with qualifications in Science Technology, Engineering and Mathematics (STEM)
- KPI 6.7: Proportion of youth population with TEVET qualification
- KPI 6.8: Proportion of youth population with functional Average National Numeracy assessment score. (All data sources from government statistics.)

LTO 8: A Nation with a Competitive Economy and Innovative People

- KPI 8.1: Zambia's Ranking in Growth Competitiveness Index
- KPI 8.2: Zambia's Ranking in Business Competitiveness Index
- KPI 8.3: Zambia's Ranking in Cost of Doing Business Survey
- KPI 8.4: Share of NTEs in total exports
- KPI 8.5: Export Penetration rate
- KPI 8.6: ICT Penetration Rate
- KPI 8.7: Proportion of R&D Expenditure in National Budget
- KPI 8.8: Number of new innovative ideas adopted by sector

Description. LTO 6 on improved human capital and LTO8 on competitive and innovative people including LTO5 on equality and rights align with SO3 on competiveness and innovation.

By 2030, the success of LTO 5 on equality and rights will be measured by the level of income inequality, earnings for women and men, the population disaggregated by age, sex, and economic grouping benefitting from various components of national social protection programs.

By 2030, the success of LTO 6 on improved human capital will be measured by the adult literacy rate, the average number of years of schooling of the working age population, life expectancy, labour productivity, and the unemployment rate.

2.5 Strategic Objective 4: Strengthening Mechanisms and Capacities for Sustained Development

LONG-TERM OUTCOMES AND KEY PERFORMANCE INDICATORS
LTO 1: A Nation with Peace and Unity • KPI 1.1: National Cohesion Index. (Data sources: quantified performance level based on NMIs 1.1.1 to 1.1.8.) **LTO 2: A Nation with Improved Governance** • KPI 2.1: Zambia's Governance Effectiveness Index. (Data sources: quantified performance level based on NMIs: 2.2.1, 2.4.6, 2.5.2, 2.6.1.) • KPI 2.2: Zambia's Public Service Delivery Index. (Data sources: quantified performance level based on NMIs 7.1-7.12.) **LTO 5: A Nation with Equality and Rights** • KPI 5.1: Coefficient of inequality in income distribution (GINI coefficient). (Data sources: government statistics.) • KPI 5.2: Gender gap in wages, by sector of economic activity. (Data sources: government and private sector statistics.) • KPI 5.3: Social protection and labour market program expenditure per capita (total expenditure divided by total beneficiaries). (Data sources: government statistics.) • KPI: 5.4: Public participation index

Description. The LTO 1 on national peace and unity,LTO 2 on improved governance and LTO 5 on equality and rights align with SO 4.

By 2030, the success of LTO 1 on national peace and unity will be a high score on Zambia's National Cohesion Index. This is a composite index that measures various dimensions of the effectiveness of institutions of peace and justice, access to justice, and strength of civil society on the scale of 0 to 10.
By 2030, the success of LTO 2 on improved governance will be a high score from Zambia's Governance Effectiveness Index measuring governance effectiveness at national and sub-national levels.

3.0 LONG-TERM OUTCOMES, MEDIUM-TERM OUTCOMES, AND NATIONAL MEASUREMENT INDICATORS

Medium-term outcomes are changes that will take place sometime between 2016 and 2030. The theory of change exercise was used as a tool to identify MTOs necessary to yield the nine LTOs in line with the four SOs. The MTOs benefitted from interviews and consultations with stakeholders. There are 30 MTOs necessary to achieve the LTOs of Vision 2030.

SOs	LTOs	MTOs
Mechanisms and Capacities for Sustained Development strengthened	A Nation with Peace and Unity	• Strengthened institutions of justice and peace. • Guaranteed equal access to justice. • Strengthened culture of tolerance in civil society.
Mechanisms and Capacities for Sustained Development strengthened	A Nation with Improved Governance	• Strengthened outcome-based/performance-based management. • Improved resource mobilization through a rationalized financial structure (that is, one that results from sub-sector reforms to revenue collection, resource allocation, budgetary discipline, planning, debt strategy) and a sustained, conducive macro-economic environment. • Improved ease of doing business. • Enforced frameworks on sustainable development. • Improved perception on the situation of corruption.
Inclusive and Diversified Economic Growth and Environmental and Social Sustainability.	A Nation without Hunger and Poverty	• Improved food security, affordability, and safety for the poor. • Improved children's nutrition. • Improved effectiveness of national target programs on poverty reduction. • Institutionalized pro-poor growth policies. • Improved Post Harvest Loss
Inclusive and Diversified Economic Growth.	A Nation with Diversified and Sustainable Growth	• Improved production technology and innovation through the use of ICT, research and development. • Improved priority socio-economic physical infrastructure. • Restructured, diversified, and export-oriented economic sectors. • Increased private sector engagement across sectors. • Increased employment opportunities in both urban and rural areas. • Increased Export Earnings • Increased Agriculture Value chains • Increased Productivity in priority economic sectors • Enforced sustainable development principles. • Reduced cost of doing business.
Competitiveness and Innovation.	A Nation with a competitive economy and innovative people	• Reduced income inequality. • Main streamed gender in decision making. • Enforced protection of children's rights and the rights of people with disabilities.
Competitiveness and Innovation.	A Nation with Improved Human Capital	• Improved Early Childhood Education enrolments • Improved primary school completion rates • Improved Secondary School completion Rates • Increased number of TEVET graduates • Increased number of graduates in Science, Technology Engineering and Mathematics (STEM) • Improved labour force education level. • Expanded use of ICT among students in schools and higher education. • Improved research-for-development capacity in higher education and research institutions. • Improved health, physical fitness, and health related services. • Improved transversal and internationally competitive work skills for sustainable economic development.
Environmental and Social Sustainability.	A Nation with Social Well-Being A Nation with Equality and Rights A Nation existing in a Sustainable Environment	• Improved citizen access to public services. • Improved environmental sustainability and well-being. • Alleviated shocks. • Improved citizen empowerment for climate change resilience and mitigation.

These MTOs will serve as the basis for identifying NMIs and sector contributions during the Vision 2030 period. The NPF includes 181 NMIs. These indicators not only will help monitor and evaluate whether different medium-term efforts contribute to the nine long-term outcomes but will also serve as reference points for the identification of SPFs, which will be an important M&E tool at the sector level. The breakdown of NMIs by number in relation to MTOs, LTOs, KPIs, and SOs is as follows:

SO	LTO	KPI	MTO	NMI
Inclusive and Diversified Economic Growth	3: A Nation without Hunger and Poverty	4	4	14
	4: A Nation with Diversified and Sustainable Growth	14	6	26
Environmental and Social Sustainability	9: A Nation existing in a Sustainable Environment	4	4	27
	7: A Nation with Social Well-Being	7	4	20
Improved Competitiveness and Innovation	8: A Nation with a competitive economy and innovative people	9	5	13
	6: A Nation with Improved Human Capital	5	5	27
Strengthening of Mechanisms and Capacities for Sustained Development	1: A Nation with Peace and Unity	1	3	13
	2: A Nation with Improved Governance	2	6	26
	5: A Nation with Equality and Rights	3	4	15

3.1 PATHWAY of Long-Term Outcome 1: A Nation with Peace and Unity

LONG-TERM OUTCOME 1: A NATION WITH PEACE AND UNITY CONTRIBUTING TO STRATEGIC OBJECTIVE 4: MECHANISMS AND CAPACITIES FOR SUSTAINED DEVELOPMENT		
Medium-Term National Outcomes	National Measurement Indicators	KPIs Contributing to Long-Term Outcome 1
Strengthened institutions of justice and peace.	• 1.1.1 Percentage of interactions between MPs and their constituents. • 1.1.2 Remand/convict ratio. • 1.1.3 Ratio of Law enforcement officers per 10,000 population (All data sources from qualitative and quantitative /assessments studies).	KPI 1.1: National Cohesion Index. (Data sources: quantified performance level based on national measurement indicators 1.1.1 to 1.1.8.)
Guaranteed equal access to justice.	• 1.1.4 Ratio of legal aid officers per 10,000 people. • 1.1.5 Ratio of full-time lawyers per 10,000 people. • 1.1.6 Number of complaints launched and addressed. • 1.1.7 Backlog of cases. (Data sources: qualitative and quantitative studies). • 1.1.8 Number of violent deaths per 100,000 of population. (Data sources: qualitative and quantitative studies). (Data sources: government statistics)	KPI 1.1: National Cohesion Index. (Data sources: quantified performance level based on national measurement indicators 1.1.1 to 1.1.8.)
Enhanced rule of law and order	• 1.1.9 Adult population with confidence in the Rule of Law • 1.1.10 Adult population with confidence in Safety and security • 1.1.11 Adult population with confidence in the control of corruption, transparency and accountability • 1.1.12 Adult population with confidence in Protection of Human Rights • 1.1.13 Number of new laws enacted and existing laws revised	

Medium-Term Outcomes for Change. The pathway to a nation with peace and unity will benefit from three key MTOs over the period from 2016 to 2030:

- Strengthened institutions of justice and peace (resulting from the strengthening of channels to address citizen concerns and cases).
- Guaranteed equal access to justice (resulting from the provision of legal support to all).
- Enhanced Rule of Law and maintenance of public order and a safe environment for all (resulting from, but not limited to, the cultivation of a culture of orderliness, tolerance, peaceful coexistence, mutual respect, and adequate legal provisions).

3.2 PATHWAY of Long-Term Outcome 2: A Nation with Improved Governance

LONG-TERM OUTCOME 2: A NATION WITH IMPROVED GOVERNANCE CONTRIBUTING TO STRATEGIC OBJECTIVE 4: MECHANISMS AND CAPACITIES FOR SUSTAINED DEVELOPMENT		
Medium-Term National Outcomes	**National Measurement Indicators**	**KPIs Contributing to Long-Term Outcome 2**
Strengthened outcome-based or performance-based management.	• 2.1.1 Average time taken to access essential public services from a public institution • 2.1.2 Public service satisfaction level (Data sources: qualitative and quantitative reviews.) • 2.2.1 Coverage of public services (TV, Radio, Telecoms, Education, health, water, sanitation, electricity). • 2.2.3 Filled posts to establishment in public sector • 2.2.4 Proportion of public sector institutions with service charters • 2.2.5 Proportion of public sector institutions meeting the minimum service level targets. • 2.2.6 Proportion of cases cited in the Auditor General's Report which are acted upon.	KPI 2.1: Zambia's Governance Effectiveness Index. (Data sources: service satisfaction surveys, quantified performance level based on national measurement indicators: 2.1.1, 2.1.2, 2.2.1, 2.4.0, 2.5.2, 2.6.1.)
Improved resource mobilization through a rationalized financial structure (that is, one that results from sub-sector reforms to revenue collection, resource allocation, budgetary discipline, planning, debt strategy)	• 2.3.1 FDI as % of Gross Fixed Capital Formation. • 2.3.2 ODA as % of GDP. • 2.3.3 Government revenue as % of GDP. • 2.3.4 General government total expenditure as % of GDP. • 2.3.5 Credit to the private sector as % of GDP. • 2.3.6 Investment rate as % of GDP. • 2.3.7 Fiscal deficit as % of GDP. • 2.3.8 Total government net debt (% of GDP). (All data sources collected from government statistics.)	KPI 2.1: Zambia's Governance Effectiveness Index. (Data sources: quantified performance level based on national measurement indicators: 2.2.1, 2.4.0, 2.5.2, 2.6.1.)
Sustained, conducive macro-economic environment.	• 2.4.0 Domestic savings rate. • 2.4.1 Foreign reserves (months of imports cover) • 2.4.2 Inflation (average consumer price change by %).	KPI 2.1 Zambia's Governance Effectiveness Index. (Data Sources: BOZ, CSO, quantified performance level based on national measurement indicators 2.3.9, 2.4.0, 2.4.1)

Improved ease of doing business.	• 2.5.1 Contribution of the private sector to GDP. (Data sources: government statistics.) • 2.5.2 Cost of doing business in Zambia. (Data sources: surveys of businesses.) • 2.5.3 Investment Perception Index. • 2.5.4 Regulatory Quality. (Data sources: Bank of Zambia and IDC.)	KPI 2.1: Zambia's Governance Effectiveness Index. (Data sources: quantified performance level based on national measurement indicators: 2.2.1, 2.4.0, 2.5.2, 2.6.1.)
Enforced frameworks on sustainable development.	• 2.6.1 Percentage of businesses adopting sustainable development principles by sector. (Data sources: government statistics.) • 2.6.2 Percentage of new investments/projects compliant to Environmental Impact Assessment standards/ Requirements. (Data sources: qualitative and quantitative research.)	KPI 2.1: Zambia's Governance Effectiveness Index. (Data sources: ZEMA, quantified performance level based on national measurement indicators: 2.2.1, 2.4.0, 2.5.2, 2.6.1.)
Improved perception of the situation on corruption.	• 2.7.1 Percentage of people and businesses that paid a bribe to a public official, or were asked for a bribe by a public official, during the last 12 months. • 2.7.2 Zambia's rating on the Corruption perception index. (Data sources: Surveys of citizens.)	KPI 2.1: Zambia's Governance Effectiveness Index. (Data sources: quantified performance level based on national measurement indicators: 2.2.1, 2.4.0, 2.5.2, 2.6.1.)

Medium-Term Outcomes for Change. The pathway to improved government includes the following outcome-level changes and indicative sector-level outcomes:

- Strengthened outcome-based and/or performance-based management (resulting from sector-level reforms to promote institutional realignment and performance management/outcome-based management frameworks).
- Improved resource mobilization through rationalised financial structure (resulting from sector-level reforms to revenue collection, resource allocation, budgetary discipline, and debt strategy), aid effectiveness, mobilization of investment, and macro-economic stabilization.
- Sustained, conducive macro-economic environment
- Improved ease of doing business (resulting from measures that provide an enabling environment for private sector development.
- Enforced frameworks on sustainable development (resulting from updates of legal frameworks, mainstreaming of frameworks across sectors, and capacity building).
- Improved perception of the situation of corruption (resulting from citizen and business experience with corruption in various forms).

3.3 PATHWAY of Long-Term Outcome 3: A Nation without Hunger and Poverty

LONG-TERM OUTCOME 3: A NATION WITHOUT HUNGER AND POVERTY CONTRIBUTING TO STRATEGIC OBJECTIVE 1: INCLUSIVE AND DIVERSIFIED ECONOMIC GROWTH		
Medium-Term National Outcomes	**National Measurement Indicators**	**KPIs Contributing to Long-Term Outcome 3**
Improved food security, affordability, and safety for the poor.	• 3.1.1 Crop production gap (actual production as % of estimated production). • 3.1.2 Livestock production gap (actual production as % of estimated production). • 3.1.3 Fishery production gap (actual production as % of estimated production). • 3.1.4 Shortfalls of key essential micronutrients such as iron, zinc, iodine, and vitamin A. (All data sources from government statistics. Indicators 3.1.2 and 3.1.3 to be used when relevant sectors are able to produce preliminary estimates of livestock and/or fish production.)	KPI 3.1: Proportion of population consuming less than the daily minimum nutritional requirement, by urban/rural area. (Data sources: government statistics.)
Improved children's nutrition.	• 3.2.1 Prevalence of stunting and wasting in children less than five years of age. (Data sources: government statistics.)	KPI 3.1: Proportion of population consuming less than the daily minimum nutritional requirement, by urban/rural area. (Data sources: government statistics.)
Improved effectiveness of national target programs on poverty reduction.	• 3.3.1 Percentage of the vulnerable people receiving benefits from national programs over three years. (Data sources: government statistics) • 3.3.2 Percentage of beneficiaries graduating from government empowerment programs • 3.3.3 Percentage of people who had benefited from national programs who relapse into poverty, by male/female-headed household. (Data sources: government statistics). • 3.3.4 Poverty gap ratio. (Data sources: government statistics).	KPI 3.2: Proportion of population living below national poverty line, by urban/rural area, sex, age, disability, and other qualifiers. (Data sources: government statistics.)
Institutionalized pro-poor growth policies.	• 3.4.1 Percentage of the poor having access to education, heath, and health-related services. (Data sources: disaggregated data from LTO 6 indicators). • 3.4.2 Percentage of the poor having access to public services. (Data sources: disaggregated data from 7.1.1-7.1.11 and 7.1.12) • 3.4.3 Percentage of the poor benefitting from labour market programs. (Data sources: government statistics and or social surveys.) • 3.4.4 Percentage of poor having access to credit. (Data sources: government statistics and/or social surveys.) • 3.4.5 Percentage of rural population with access to production and market information through various channels including the Internet. (Data sources: government statistics and/or social surveys.)	KPI 3.3: Zambia's Multi-Dimensional Poverty Index. (Data sources: quantified performance level based on national measurement indicators 3.3.1-3.3.4).

Medium-Term Outcomes for Change. The pathway to a nation without hunger and poverty will benefit from four key MTOs over the period from 2016 to 2030: improved food security, affordability, and safety for the poor; improved children's nutrition; improved effectiveness of national target programs on poverty reduction; and institutionalized pro-poor growth policies.

This pathway reflects two interconnected sets of outcome-level changes. The first is a reduced number of the poor and the likelihood that they will relapse into poverty through national target programs on hunger eradication and poverty reduction. The second is derived from other key results areas that lead to reduced hunger and poverty. The trickle-down effects will be from improved infrastructure, job creation, social assistance, labour market programs, gender equality work, housing support, universalization of secondary education, health care and health-related benefits for the poor, and access to services.

3.4 PATHWAY of Long-Term Outcome 4: A Nation with Diversified and Sustainable Growth

LONG-TERM OUTCOME 4: A NATION WITH DIVERSIFIED AND SUSTAINABLE GROWTH CONTRIBUTING TO STRATEGIC OBJECTIVE 1: INCLUSIVE AND DIVERSIFIED ECONOMIC GROWTH		
Medium-Term National Outcomes	**National Measurement Indicators**	**KPIs Contributing to Long-Term Outcome 4**
Improved production technology and innovation through the use of research and development.	• 4.1.1 Share of R&D expenditure in GDP, by sector. (Data sources: government statistics.) • 4.1.2 Number of scientists trained (per million inhabitants). (Data sources: government statistics.) • 4.1.3 Personnel in R&D (per million inhabitants), by sector. (Data sources: government statistics and survey of businesses.) • 4.1.4 Proportion of farmers utilizing new technologies • 4.1.5 Proportion of farmers using ICT to access agriculture information and services	KPI 4.3: Number of new and/or innovative ideas adopted, by sector. (Data sources: statistics from the government and the private sector.) KPI 4.2: Incremental Capital Output Ratio (ICOR). (Data sources: government statistics.)
Improved priority socio-economic physical infrastructure.	• 4.2.1 Percentage of women and men with secure rights to land measured by percentage with documented or recognized evidence of tenure. (Data sources: government statistics.) • 4.2.2 Percentage of electricity coverage and connectivity, by urban and rural area. (Data sources: government statistics.) • 4.2.3 Presence and enforcement of a spatial plan (i.e., land use planning). (Data sources: qualitative and quantitative research.) • 4.2.4 Presence and enforcement of a master plan indicating well-connected and integrated infrastructure development. (Data sources: qualitative and quantitative research.) • 4.2.5 Percentage of business users of the internet, by sector. (Data sources: qualitative and quantitative research.)	KPI 4.2: Incremental Capital Output Ratio (ICOR). (Data sources: government statistics.) KPI 4.6 Investment per capita for infrastructure development. (Data sources: government statistics.)

Restructured, diversified, and export-oriented economic sectors.	• 4.3.1 Annual real economic growth rate.
	• 4.3.2 Percentage of GDP by sector, including:
	• Share of industry in GDP.
	  • Share of agriculture in GDP.
	  • Share of manufactures in GDP.
	  • Share of Tourism in GDP
	  • Share of manufactured exports as percentage of merchandise exports.
	  • Agricultural exports as a percentage of total exports.
	  • Share of services in GDP.
	  • Share of mining in GDP.
	• 4.3.3 Annual export growth (%), traditional and non-traditional.
	• 4.3.4 Net Inflow of FDI as a percentage of GDP. (All data sources from government statistics.)
		KPI 4.1: GDP per capita or Green GDP per capita.
		(Data sources: government statistics. The "Green GDP per capita" indicator to be reported when a system of economic and environmental accounting is used.)
		
		KPI 4.5: Economic Diversification Index.
		(Data sources: UNZA's Department of Economics.)

Increased private sector engagement across sectors.	• 4.4.1 Size of the informal sector. • 4.4.2 Percentage MSME start-ups in total MSMEs • 4.4.3 Increase in number of registered businesses. • 4.4.4 Survival rates of businesses (establishments started at beginning of period that remain open by the end of period divided by total establishments that started). (All data sources from government statistics and surveys of businesses. The Register of Establishment at the Central Statistical Office to be linked to other business registers such as PACRA, ZRA & NAPSA.)	KPI 4.4: Employment by population ratio, including percentage of "green jobs". (Data sources: government statistics and surveys on "green jobs". The "green job" component to be reported when a system of economic and environmental accounting is used.)
Increased employment opportunities in both urban and rural areas.	• 4.5.1 Employment by sector (% of total employment). • 4.5.2 Employment by education level by sector. • 4.5.3 Average annual hours worked (total number of hours actually worked per year divided by the average number of people in employment per year). (All data sources from government statistics and social surveys.)	KPI 4.4: Employment by population ratio, including percentage of "green jobs". (Data sources: government statistics. The "green job" component to be reported when a system of economic and environmental accounting is used.)
Enforced sustainable development principles.	• 4.6.1 Government and private sector expenditure for research and development on green technology as percentage of GDP. (Data sources: surveys of businesses, government statistics.) • 4.6.2 Share of renewable energy in energy consumption. (Data sources: government statistics.) • 4.6.3 Percentage of sources of power by type (hydro, solar, coal, other.) (Data sources: government statistics.) • 4.6.4 Average annual rate of pesticide application (kg/ha). (Data sources: qualitative and quantitative research.) • 4.6.5 Proportion of green construction projects. (Data: government statistics. The "green projects" to be reported when system of environmental accounting is used.)	KPI 4.1: GDP per capita or Green GDP per capita. (Data sources: government statistics. The "Green GDP per capita" indicator to be reported when a system of economic and environmental accounting is used.)

Medium-Term Outcomes for Change. The pathway to diversified and sustainable growth will first and foremost benefit from improved governance within the framework of LTO 2, which then leads to increased resources and markets. The immediate outcomes of a rationalized and consolidated financial structure, private sector development, and improved ease of conducting business will all lead to increased revenue, controlled government borrowing, improved domestic resource mobilization, increased foreign direct investment, and overall aid efficiency. At the same time, domestic development and regional trade frameworks open up overseas and domestic markets for trading relationships. Specifically, for Zambia, this will translate to increased resources and available markets that open up opportunities to embark on inclusive and sustainable growth. Furthermore, private sector development and ease of conducting business will lead to an increase in private sector involvement in economic activities or public-private partnerships. The pathway to a nation with diversified and sustainable growth itself will benefit from six medium-term changes over the period from 2016 to 2030:

- Improved production of technology and innovation through the use of R&D.
- Improved priority socio-economic physical infrastructure.
- Restructured, diversified, and export-oriented economic sectors.
- Increased private sector engagement across sectors.
- Increased employment opportunities in both urban and rural areas.
- Enforced sustainable development principles.

Energy and research development could function as primary drivers for growth. Sufficient energy supplies and use of research and development will lead to efficiency in planning other areas of infrastructure development, including transportation, rural electrification, and use of ICT. Infrastructure development will increase Zambia's competiveness. Research and development on environmental impact and preventive measures will lead to the use of climate-change smart technologies for production. Diversified economic sectors may begin with the diversification of agriculture and mining, which have focused on one single product. Diversification of agriculture will increase production while providing a basis for the development of agro-business. Economic diversification will involve the expansion of industry and services. All of these changes will lead to job creation. Inclusive and sustainable growth will require support from improved human capital (LTO 6).

3.5 PATHWAY of Long-Term Outcome 5: A Nation with Equality and Rights

LONG-TERM OUTCOME 5: A NATION WITH EQUALITY AND RIGHTS CONTRIBUTING TO STRATEGIC OBJECTIVE 3: COMPETITIVENESS AND INNOVATION		
Medium-Term National Outcomes	**National Measurement Indicators**	**KPIs Contributing to Long-Term Outcome 5**
Alleviated shocks.	• 5.1.1 Social protection by % of GDP. • 5.1.2 Labour market programs by % of GDP. • 5.1.3 Percentage of social insurance beneficiaries as percentage of eligible population. • 5.1.4 Percentage of social assistance beneficiaries as percentage of eligible population. • 5.1.5 Labour market program beneficiaries as percentage of eligible population. (All data sources are from government statistics.)	KPI 5.3: Social protection and labour market program expenditure per capita (total expenditure/total beneficiaries). (Data sources: government statistics.)
Reduced income inequality.	• 5.2.1 Percentage of full-time employees earning less than two-thirds of median earnings (low-pay wage level) (Data sources: qualitative surveys.) • 5.2.2: Percentage of households with incomes below 50% of the median income ("relative poverty"), by urban and rural area. (Data sources: social surveys.)	KPI 5.1: Coefficient of inequality in income distribution. (GINI coefficient). (Data sources: government statistics.)
Mainstreamed gender in decision making.	• 5.3.1 Percentage of women in formal sector employment. • 5.3.2 Percentage of women in Parliament. • 5.3.3 Percentage of women in decision-making positions (directors and above) in the public sector. • 5.3.4 Percentage of women as administrators and managers in the private sector. • 5.3.5 Number of GBV cases at the national level. (All data sources from government statistics and social surveys.)	KPI 5.2: Gender gap in wages, by sector of economic activity. (Data sources: government and private sector statistics.)
Enforced protection of children's rights and the rights of people with disabilities.	• 5.4.1 Prevalence of child labour. • 5.4.2 Access to public service by people with disabilities (disaggregated from 7.1.1-7.1.12). • 5.4.3 Access to labour market programs by people with disabilities. (All data sources from government statistics and social surveys.)	KPI 5.1: Coefficient of inequality in income distribution. (GINI coefficient). (Data sources: government statistics.)

Medium-Term Outcomes for Change. The pathway to a nation with equality and rights will benefit from four medium-term changes over the period from 2016 and 2030: alleviated shocks; reduced income inequality; mainstreamed gender; and enforced protection of children's rights, and the rights of people with disabilities. These MTOs reinforce one another to promote equality and rights in the economic development process.

3.6 PATHWAY of Long-Term Outcome 6: A Nation with Improved Human Capital

LONG-TERM OUTCOME 6: A NATION WITH IMPROVED HUMAN CAPITAL CONTRIBUTING TO STRATEGIC OBJECTIVE 3: COMPETITIVENESS AND INNOVATION		
Medium-Term National Outcomes	**National Measurement Indicators**	**KPIs Contributing to Long-Term Outcome 6**
Improved labour force education level.	• 6.1.1 Percentage of spending on education in GDP (infrastructure and services). • 6.1.2 Net enrolment rates (Primary, Secondary, Tertiary) • 6.1.3 Transition from primary to lower secondary school • 6.1.4 Transition from lower secondary school to upper secondary school • 6.1.5 Transition from secondary school to tertiary level (university, college, TEVET) • 6.1.6 Level of standardization of quality across schools in urban and rural areas and across provinces. • 6.1.7 Pupil to qualified teacher ratio (Primary) • 6.1.8 Pupil to qualified teacher ratio (Secondary) • 6.1.9 Percentage of schools with computer labs • 6.1.10 Percentage of secondary school students attaining five or more subjects inclusive of mathematics, English and science (All data sources from government statistics.)	KPI 6.1: Adult literacy rate, population 15 + years, both sexes (%). KPI 6.2: Average number of years of schooling of the population from 25 to 64 years of age. KPI 6.4: Labour productivity. KPI 6.5: Unemployment rate. (All data sources from government statistics.)
Expanded use of ICT among students in schools and higher education institutions.	• 6.2.1 % of students using the Internet (per 100 students). • 6.2.2 % of instructors using the Internet (per 100 instructors). • 6.2.3 Proportion of the population having access to the Internet, by urban and rural area. (All data sources from government statistics.) • 6.2.4 Pass rate in ICT (Grade 9 and 12)	KPI 6.4: Labour productivity. KPI 6.5: Unemployment rate. (All data sources from government statistics.)
Improved research-for-development capacity in higher education and research institutions.	• 6.2.6 Number of research-for-development projects per national development plan completed, by sector.	KPI 6.4: Labour productivity.
Improved health, physical fitness, and health-related services.	• 6.3.1 Doctor to patient ratio • 6.3.2 Nurse to patient ratio • 6.3.3 Fertility Rate • 6.3.4 Under-five mortality rate per 1,000 live births. • 6.3.5 Maternal mortality ratio per 100,000 live births. • 6.3.6 HIV incidence, treatment rate, and mortality. • 6.3.7 Incidence, prevalence, and death rates associated with all forms of TB. • 6.3.8 Incidence and death rates associated with malaria. • 6.3.9 Percentage of pupils enrolled in primary schools and secondary schools that provide basic drinking water, adequate sanitation, and adequate hygiene services. • 6.3.10 Percentage of population using safely managed sanitation services, by urban/rural area. • 6.3.11 Percentage of population using safely managed water services, by urban/rural area. • 6.3.12 Number of those age 14-25 participating in at least 30 minutes of sports at least once and week.(All data sources from government statistics.)	KPI 6.4: Labour productivity. KPI 6.3 Life expectancy. KPI 6.5: Unemployment rate. 6.6: Disease burden (All data sources from government statistics.)
Improved transversal and internationally competitive work skills for sustainable economic development.	• 6.2.1 Proportion of the employed with skill training of various durations (Labour Force Survey) • 6.2.2 Percentage of small and medium-sized enterprises with in house training programs	KPI 6.4: Labour productivity. KPI 6.5: Unemployment rate. (All data sources from government statistics.)

Medium-Term Outcomes for Change. The pathway to a nation with improved human capital will benefit from five medium-term changes over the period from 2016 to 2030: improved quality of the labour force, expanded use of information communication technology among the youth, improved research-for-development capacity in higher education and research institutions, improved health and health-related services, and improved work skills for economic development.

Given that Zambia has a fairly large youth population, it is logical to invest in human capital. Currently, the percentages of primary students continuing to secondary education and secondary students continuing to tertiary education are small. One medium-term change is to increase the percentage of students in secondary school education. This, in the long run, will result in the universalization of secondary education and an increase in tertiary education enrolment. This outcome should be supported by the standardized quality of education in both urban and rural areas. At all education levels, medium-term changes need to integrate practical sessions and skills training within programs to prepare graduates for the labour markets planned for by economic development efforts.

The outcome that focuses on expanded Internet users addresses the current situation of a small Internet-using population and the limited use of the Internet on social networking. An increase in the use of the Internet in schools and higher education is likely to accelerate the quality of the labour force and the level of competitiveness. While technical education is a necessity, it is also imperative the population understand the importance of physical well-being. The health sector has its own outcomes to improve human capital. The first is improved infrastructure, human resources, and medical supplies. These medium-term improvements will support the implementation of sub-sector programs, which in turn will improve service provision, access to health-related information, and physical well-being. Health results depend on improved health-related services such as water and sanitation.

3.7 PATHWAY of Long-Term Outcome 7: A Nation with Social Well-Being

LONG-TERM OUTCOME 7: A NATION WITH SOCIAL WELL-BEING CONTRIBUTING TO STRATEGIC OBJECTIVE 2: ENVIRONMENTAL AND SOCIAL STAINABILITY		
Medium-Term National Outcomes	**National Measurement Indicators**	**KPIs Contributing to Long-Term Outcome 7**
Improved citizen access to public services.	• 7.1.1 Ratio of deficit: housing stock – low, medium, and high. • 7.1.2 Population % with access to a safe source of drinking water in urban and rural areas daily • 7.1.3 Population % with access to sanitation facilities in both urban and rural areas. • 7.1.4 Rural population % living within two kilometres of an all-season road. • 7.1.5 Percentage of population using public transport • 7.1.6 Percentage of population with access to public markets. • 7.1.7 Percentage of population living within 5 kilometres of a health facility. • 7.1.8 Percentage of population living within 5 kilometres of education facilities. • 7.1.9 Percentage of population with immediate access to essential medicines. • 7.1.10 Percentage of population with access to health information. • 7.1.11 Percentage of Population with access to legal services when needed. • 7.1.12 Percentage of population satisfied with the level of public services provided in 7.1.1 -7.1.11. (All data source from government statistics and regular social surveys.)	KPI 7.1: Zambia's Public Service Delivery Index. (Data sources: quantified performance level based on national measurement indicators 7.1-7.11 and 7.12.)
Improved Coverage of Social Security Schemes/ programs	• 7.2.1 Proportion of social security expenditure in total Government expenditures (Annual Budget)	KPI 7.2: Proportion of population covered by social security / social safety nets
Improved health status of the population	• 7.3.1 Proportion of households with access to adequate supply of safe water and sanitation • 7.3.2 Proportion of households within 5kms of a health facility • 7.3.3 Ratio of Patient to frontline Medical Personnel • 7.3.4 Proportion of Districts that are open defecation-free	KPI: 7.3 Life Expectancy at Birth KPI 7.4: Disease incidence per 1000 population KPI 7.6: Under 5 Mortality Rate
Improved Demographic Dividends	• 7.5.1 Coverage of family planning services • 7.5.2 Prevalence of Child Marriages • 7.5.3 School Attendance Rates (among 15-24 year olds)	KPI 7.5: Fertility Rate KPI 7.7: Age-Dependency Ratio

Medium-Term Outcomes for Change. The pathway to a nation with overall well-being will benefit from four medium-term changes over the period from 2016 to 2030: improved citizen access to public services, improved coverage of social security schemes or programs, improved health status of the population, and improved demographic dividends. This pathway to change combines both government-

initiated efforts and citizen participation. Attempted changes that are initiated by the government to reduce poverty, putting up socio-economic infrastructure, and improving human development will lead to citizen's increased access to public services thereby promoting social well-being.

3.8 PATHWAY of Long-Term Outcome 8: A Nation with a Competitive Economy and Innovative People

LONG-TERM OUTCOME 8: A NATION WITH A COMPETITIVE ECONOMY AND INNOVATIVE PEOPLE CONTRIBUTING TO STRATEGIC OBJECTIVE 3: COMPETITIVENESS AND INNOVATION		
Medium-Term National Outcomes	**National Measurement Indicators**	**KPIs Contributing to Long-Term Outcome 8**
Increased Volume of Zambian Products Entering the international Markets	• 8.1.1Share of NTEs in total exports • 8.1.2 Export Penetration rate • 8.1.3 ICT Penetration Rate • 8.1.4 Proportion of R&D Expenditure in National Budget	KPI 8.1 Zambia's Ranking in Growth Competitiveness Index KPI 8.2 Zambia's Ranking in Business Competitiveness Index KPI: Zambia's Ranking in Cost of Doing Business Survey
Expanded use of ICT among students in schools and higher education institutions.	• 8.2.1 % of students using the Internet (per 100 students). • 8.2.2 % of instructors using the Internet (per 100 instructors). • 8.2.3 Proportion of the population having access to the Internet, by urban and rural area. (All data sources from government statistics.) • 8.2.4 Pass rate in ICT (Grade 9 and 12)	KPI 6.4: Labour productivity. KPI 6.5: Unemployment rate. (All data sources from government statistics.)
Improved research-for- development capacity in higher education and research institutions.	• 8.3.1 Number of research-for-development projects per national development plan completed, by sector.	KPI 6.4: Labour productivity.
Improved transversal and internationally competitive work skills for sustainable economic development.	• 8.4.1 Proportion of the employed with skill training of various durations • 8.4.2 Percentage of small and medium-sized enterprises with in house training programs.	KPI 6.4: Labour productivity. KPI 6.5: Unemployment rate. (All data sources from government statistics.)
Enhanced Innovative capacity among Zambians	• 8.5.1 New innovations developed by Zambians annually • 8.5.2 Number of patents registered annually	KPI 8.2 Zambia's Ranking in Business Competitiveness Index

Medium-Term Outcomes for Change. The pathway to a nation with a competitive economy and innovative people will benefit from five medium-term changes over the period from 2016 to 2030: increased volume of Zambian products entering the international markets; expanded use of ICT among students in schools and higher education institutions; improved research-for-development capacity in higher education and research institutions; improved transversal and internationally competitive work skills for sustainable economic development; and enhanced innovative capacity among Zambians. This pathway to change combines both government-initiated efforts and citizen participation in ensuring lowered cost of doing business and a quest for excellence. Attempted changes that are initiated by the government to reduce cost of doing business include institutional reforms, legal and regulatory reforms, and an enabling environment that promotes private investment in infrastructure to support business operations.

3.9 PATHWAY of Long-Term Outcome 9: A Nation Existing in a Sustainable Environment

LONG-TERM OUTCOME 9: A NATION EXISTING IN A SUSTAINABLE ENVIRONMENT CONTRIBUTING TO STRATEGIC OBJECTIVE 2: AND SOCIAL WELBEING AND SUSTAINABILITY ENVIRONMENTAL		
Medium-Term National Outcomes	**National Measurement Indicators**	**KPIs Contributing to Long-Term Outcome 9**
Medium-Term National Outcomes	National Measurement Indicators	KPIs Contributing to Long-Term Outcome 9
Improved Spatial planning	• 9.1.1 Proportion of Local Authorities with environmental management and mitigation strategies	KPI 9.1: Zambia's Environment Index. (Data sources: quantified performance level based on national measurement indicators.)
Improved Environmental Management	• 9.2.1 Proportion of registered Companies compliant to Social and Environmental Impact Assessment requirements • 9.2.2 Improved Air Quality • 9.2.3 Improved Ground water quality • 9.2.4 Improved Waste Management	KPI 9.2: Zambia's Ecological Footprint. (Data sources: conversion of 9.3.1-9.3.5 into kilograms of carbon dioxide and/or quantified performance level based on national measurement indicators.)
Improved environmental sustainability and well-being.	• 9.3.1 Annual Rate of Deforestation (per hectare) • 9.3.2 Annual rate of forest planted (per ha.). • 9.3.3 Percentage of protected areas for bio-diversity conservation. • 9.3.4 Degraded land areas as percentage of arable land. • 9.3.5 Reduction in ground and surface water resources. • 9.3.6 Percentage of days with toxic concentrations of air exceeding permissible standards (by area/city). • 9.3.7 Percentage of urban, industrial, and processing zones having solid waste and waste water treatment accredited and meeting national standards. • 9.3.8 Proportion of solid waste collected and disposed in designated sites by urban local authorities. • 9.3.9 Percentage of mining companies complying with statutory safety, health, and environmental regulations. • 9.3.10 Recycled waste as % of total waste. • 9.3.11 % of the population or citizens using charcoal/wood as a source of energy • 9.3.12 Percentage of Population or citizens using clean energy • 9.3.13 Percentage of citizens using clean energy as percentage of total national energy (Data sources: government statistics; social surveys.)	KPI 9.2: Zambia's Environment Index. (Data sources: quantified performance level based on national measurement indicators, 9.3.1 to 9.3.13.)
Improved citizen empowerment for climate change resilience and mitigation.	• 9.4.1 Travel by public transportation (train or bus) a distance of … km. • 9.4.2 Travel by personal car: … km (assuming 9.4.3 litres petrol per 100 km or 39 mpg). • 9.4.4 Operation of personal computer for …hours. • 9.4.5 Production of … plastic bags. • 9.4.6 Production of … plastic bottles. Others, as appropriate. (Data sources: qualitative and quantitative research; Quantities to be stipulated by sectors/national researchers.) • 9.4.7 Average age of vehicles • 9.4.8 Ratio of vehicles to population • 9.4.9 Cell phone penetration Rate • 9.4.10 Proportion of land being managed using sustainable agriculture practices	KPI 9.3: Zambia's Ecological Footprint. (Data sources: conversion of 9.3.1-9.3.5 into the number of kilograms of carbon dioxide and or quantified performance level based on national measurement indicators.)

Medium-Term Outcomes for Change. The pathway to a nation existing in a sustainable environment will benefit from four medium-term changes over the period from 2017 to 2030: Improved environmental management, improved citizen empowerment for climate change resilience and mitigation, improved environmental sustainability and well-being, and improved spatial planning. This pathway to change combines both central and local government-initiated efforts complemented by citizen's participation in ensuring maintenance of a sustainable environment to support an existence that is healthy, secure and productive. Attempted changes that are initiated by the central and local government to ensure a sustainable environment include institutional reforms, legal and regulatory reforms, and enforcement of sustainable environmental management practices by firms, individuals, and households. While the government's enforcement of climate-smart technologies in the process of investment and production paves the way for environmental well-being, these efforts have to be supported by citizen contributions to climate change mitigation, including citizen involvement in environmental protection, use of climate smart technologies, and the development of climate smart personal behaviour.

4.0 LONG-TERM OUTCOMES AND SECTOR / INSTITUTIONAL CONTRIBUTIONS BY STRATEGIC OBJECTIVE

Medium-term outcomes facilitate the identification of sector contributions. While some MTOs are to be achieved mainly by involvement from one sector, many require multi-sector contributions. Medium-term outcomes serve as reference points for sector and multi-sector-level outcome identification and further sector-level programming. Item 4.1 to 4.4 lists possible sector contributions.

4.1 Strategic Objective 1: Inclusive and Diversified Economic Growth

Medium-Term Outcomes	Long-Term Outcomes	Contributing Sectors
• Improved food security, affordability, and safety for the poor. • Improved children's nutrition. • Improved effectiveness of national target programs on poverty reduction. • Institutionalized pro-poor growth policies.	A Nation without Hunger and Poverty	Social Protection, Agriculture, Health Sectors involved in long-term outcomes 4, 5, and 6.
• Improved production technology and innovation through the use of research and development. • Improved priority socio-economic physical infrastructure. • Restructured, diversified, and export-oriented economic sectors. • Increased private sector engagement across sectors. • Increased employment opportunities in both urban and rural areas. • Enforced sustainable development principles.	A Nation with Diversified and Sustainable Growth	Agriculture, Tourism, Manufacturing, Mining, Land, Infrastructure, Energy, Science and Technology, Information and Communication Technology, Environmental and Natural Resources, Community Development.

4.2 Strategic Objective 2: Environmental and Social Sustainability

Medium-Term Outcomes	Long Term Outcome	Contributing Sectors
• Improved production technology and innovation through the use of research and development. • Improved priority socio-economic physical infrastructure. • Restructured, diversified, and export-oriented economic sectors. • Increased private sector engagement across sectors. • Increased employment opportunities in both urban and rural areas. • Enforced sustainable development principles.	A Nation with Diversified and Sustainable Growth	Agriculture, Tourism, Manufacturing, Mining, Land, Infrastructure, Energy, Science and Technology, Information & Communication Technology, Environmental and Natural Resources, Community Development
• Improved citizen access to public services. • Improved environmental sustainability and well-being.	A Nation with Social Well-Being	Sectors providing social services (see indicator 7.1.1), Environmental and Natural Resources, Education, Community Development
• Improved citizen empowerment for climate change resilience and mitigation. • Improved environmental management principles by all sectors	A Nation existing in a Sustainable Environment	Environment, Land, Mines and minerals, water and sanitation, local Government, Housing and Infrastructure, Agriculture, Industry

4.3 Strategic Objective 3: Improved Competitiveness and Innovation

Medium-Term Outcomes	Long-Term Outcomes	Contributing Sectors
• Improved labour force education level. • Expanded use of information communication technology in schools and among higher education students. • Improved research-for-development capacity in higher education and research institutions. • Improved health, physical fitness, and health related services. • Improved transversal and internationally competitive work skills for sustainable economic development.	A Nation with Improved Human Capital	Agriculture, Sport, Population, Health, Food and Nutrition, Water and Sanitation, Education and Skill Development, Information & Communication Technology
• Enhanced production of new innovations • by Zambians annually • Increased number of patents registered annually • Enhanced use of improved technologies in agriculture value chains • Increased NTE export earnings • Enhanced use of ICT and ICT products among the population	A Nation with a competitive economy and innovative people	Education and Skills Development, Science and ICT,Youth Development, Trade and Industry

4.4 4Strategic Objective 4: Strengthening of Mechanisms and Capacities for Sustained Development

Medium-Term Outcomes	Long-Term Outcomes	Contributing Sectors
• Strengthened institutions of justice and peace. • Guaranteed equal access to justice. • Strengthened culture of tolerance, respect for human rights, and protection of civil liberties and freedoms.	A Nation with Peace and Unity	Governance institutions
• Strengthened outcome-based/ performance-based management. • Improved resource mobilization through a rationalized financial structure (that is, one that results from sub-sector reforms to revenue collection, resource allocation, budgetary discipline, planning, debt strategy) and a sustained, conducive macro-economic environment. • Improved ease of doing business. • Enforced frameworks on sustainable development. • Improved perception on the situation of corruption.	A Nation with Improved Governance	Macro-economy, Governance institutions, Information services

5.0 PATHWAY TO VISION 2030

5.1 Overview of Theory of Change

The theory of change approach is adopted as a tool to map MTOs for the period from 2016 to 2030 that will contribute to each LTO. A total of 30 MTOs are identified. This outcome framework provides the basis for further identifying specific medium-term interventions in the form of sector or multi-sector-level outcomes as well as institution or territory-based plans, programs, and projects.

5.2 Pathway to Vision 2030

The pathway to Vision 2030 is represented as a diagram (see Figure 2). The pathway reflects three aspects of outcome linkages: (a) linkages between LTOs, SOs, and Vision 2030; (b) linkages among different LTOs; and (c) linkages between MTOs and each of the nine LTOs.

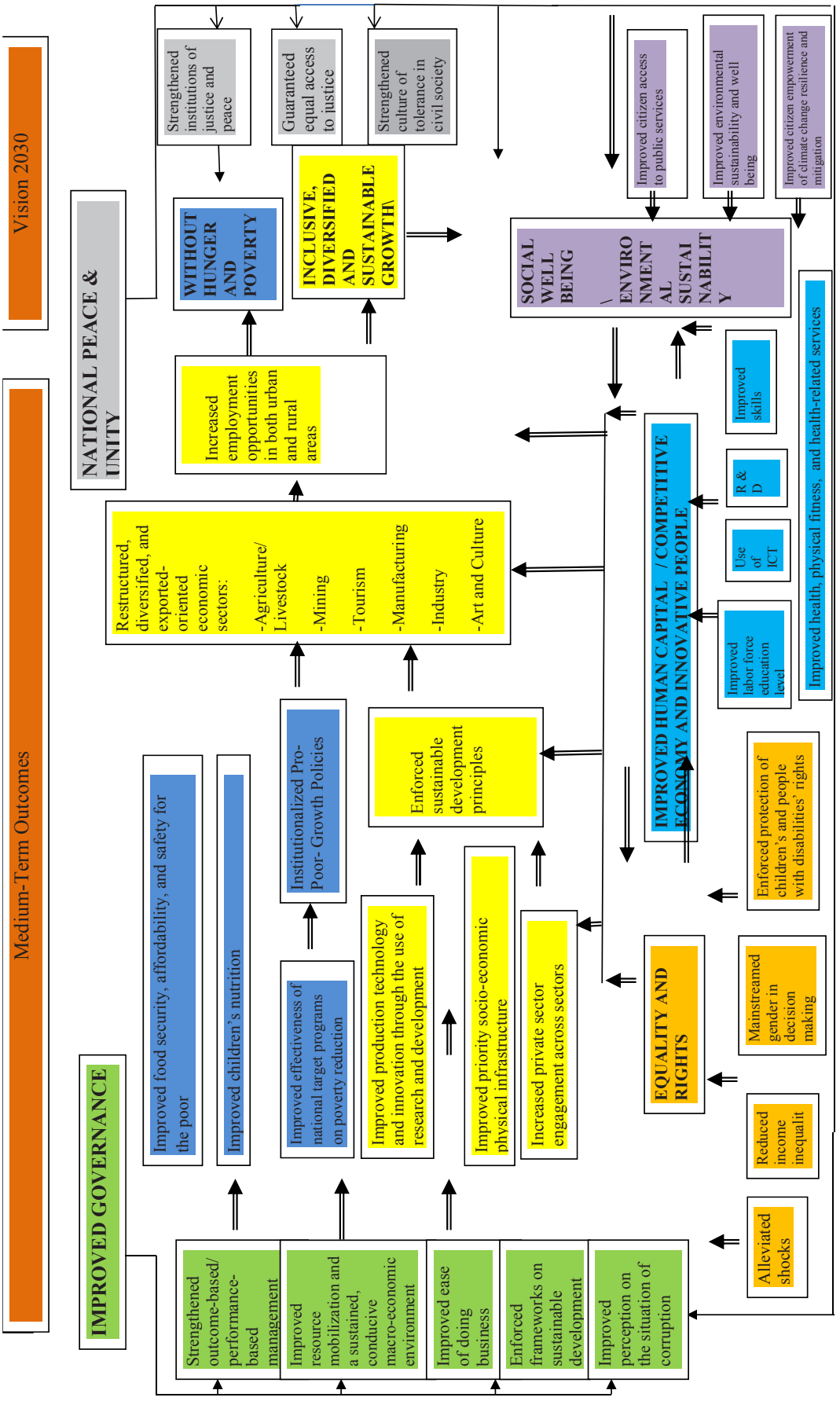
Within the NPF, there are alignments between Vision 2030, SOs, LTOs, and MTOs. Additionally, there are linkages among the nine LTOs, the key characteristics of the interrelatedness among LTOs being as follows:

- Improved governance is, to a large extent, a precondition for the realization of other LTOs.
- While the LTO of diversified and sustainable growth consists of its own medium-term changes that require careful sequencing, this outcome is also dependent on the success of improved human capital and the promotion of equality and rights.
- Hunger eradication and poverty reduction require special medium-term efforts to be later supported by the process of pro-poor growth.
- Social well-being is promoted by the process of diversified growth as much as by the process of improved human capital, equality, and rights.
- National peace and unity requires its own change process, but will also benefit from the success of other MTOs.

Finally, within the NPF, each LTO has medium-term changes identified as necessary for success. Figure 2, to some extent, maps them in sequential manner. Within each pathway, certain medium-term changes receive priority over the others.

Overall, the NPF provides a crucial point of reference for inter-agency coordination in delivering development results.

Figure 2. Pathway to Long-Term Outcomes and Vision 2030



6.0 INCORPORATING NPF INTO THE NATIONAL DEVELOPMENT CYCLE

6. INCORPORATING NPF INTO THE NATIONAL DEVELOPMENT CYCLE

The NPF has three potential contributions to Zambia's development efforts to turn Zambia into a prosperous middle-income nation: as a catalyst of outcome-based development thinking, as a reference point for outcome-based management, and as a mechanism of accountability in development management.

6.1 Catalyst of Outcome-Based Development Thinking

The NPF has the potential to promote outcome-based development thinking because the framework itself is based on an analysis of MTOs and LTOs. An outcome-based approach to development focuses on actual results achieved at different levels of government work, rather than on inputs and outputs.
The NPF envisions the following roles for stakeholders to promote development accountability and effectiveness:

1. Political leaders integrate MTOs and LTOs into their political strategies and adopt NPF indicators to report achievements to citizens.
2. The government uses the NPF to buttress the whole-government approach to development by clarifying the relationships between Vision 2030, political party strategies, policies, and national, sub-national, and sector plans and programs.
3. The cabinet office uses the NPF to coordinate public and private sector contributions as well as inter-ministerial and inter-level contributions to Vision 2030. Ministries, provinces, spending agencies, and the private sector are held accountable for achieving Vision 2030 SOs, LTOs, and MTOs.
4. Ministries use the NPF to develop sector-level outcomes and sector-level programs while linking institutional and individual performance to those outcomes. Permanent Secretaries are held accountable to coordinate and achieve Vision 2030 SOs, LTOs, and MTOs.
5. The MNDP uses the NPF as a reference point for developing national development plans and medium and long-term monitoring and evaluation plans.
6. The Ministry of Finance consults the NPF and provides guidelines for outcome-based and medium-term budgeting.
7. Research institutions and the Central Statistical Office use the NPF as a reference point for data collection and monitoring of medium-term efforts.

Focusing on outcomes has become increasingly popular as it opens up an opportunity for governments and the public to concentrate on making measurable improvements to public service delivery and quality of life for citizens.

6.2 NPF in Planning, Budgeting, Monitoring and Evaluation, and Results Reporting

The NPF reflects Vision 2030 cascaded into SOs and LTOs, which, in turn, are used to identify medium-term national outcomes, sector outcomes, and outcomes to be delivered by ministries, provinces, and spending agencies. The NPF could serve as a reference point for outcome-based management, which includes outcome-based planning, outcome-based reporting, outcome-based monitoring and evaluation, and outcome-based budgeting.

On planning, the NPF could serve as a reference point for the formulation of future national development plans. This could be done by aligning NPF medium-term outcomes with NDP outcomes, as well as with NPF SOs and LTOs. The NPF does not specify the time frame for each outcome and could be laid out during medium-term planning; some NPF MTOs may be completed within one plan cycle while some may span two or three plan cycles. Within the NPF, priority is reflected in sequencing and targets (that is, early completion and large-scale change). Figure 2 on the pathway to change in the draft report suggests possible sequences.

In the area of result reporting, the NPF facilitates the reporting of results of medium-term changes centering on the 22 KPIs and some 60 medium-term national indicators. Result reporting may be encouraged among the academic sector, the press, and even political leaders themselves.

On monitoring and evaluation, the NPF is a document elaborating the realization of Vision 2030, which covers the period from 2006 to 2030. It could serve as a framework for government agencies to evaluate how Zambia has progressed toward Vision 2030. Additionally, the NPF could also be used as the basis for the monitoring and evaluation of future plan contributions to Vision 2030. Monitoring and evaluation may focus on the overall status of KRAs and whether medium-term efforts have so far contributed to SOs or whether the strategic directions are correct. Sector outcomes are to contribute to MTOs that in turn lead to the Vision 2030. Sector outcomes are themselves brought about through programs and projects. In general, planners rely on a logic model to formulate plans and projects at the sector level. At the sector level, reporting on MTOs follows the logic model (outputs contributing to outcomes which in turn are relevant to NPF MTOs). At the long-term NPF level, reporting focuses on outcomes.

On budgeting, the NPF could support budgeting agencies in evaluating budget priorities in the medium term and long-term as well as by tracking the efficiency of budget use according to outcomes within and beyond a national plan.

6.3 Framework for Accountability

The NPF preliminarily identifies sectors and clusters that will contribute to Vision 2030's MTOs and LTOs. From this perspective, the NPF supports the development of a system to hold ministries, provinces, and spending agencies at various levels accountable in delivering the Vision 2030's MTOs.

7.0 NPF CONTRIBUTIONS TO THE DEVELOPMENT OF THE 7th NDP

The NPF may serve as a reference point for the formulation of the 7th NDP. With the framework of the NPF, national plans are medium-term plans serving to deliver medium-term outcomes. The NPF will help situate the 7th Plan in the context of a long-term pathway to change and help determine if the plan is following a pathway to Vision 2030. The 7th Plan may align with the NPF's SOs, LTOs, and MTOs, and make use of associated key performance and national measurement indicators.

The 7th Plan outcomes that may align with NPF MTOs include multi-sector outcomes or region-based outcomes that have to be realized during the plan duration. Following NPF logic, these outcomes should be cascaded into sector-level plans as well as region-based plans and programs, which in turn, should be cascaded into ministry, province, and spending agency-level plans and programs. Figure 3 shows linkages between the NPF and NDPs.

In addition to being used as a reference point for the formulation of the 7th NDP, the NPF could also serve as a framework to assess how the plan may contribute to Vision 2030 and what has to be done during the 8th and 9th plan cycles.

An explicit clarification of the linkages between the NPF and the 7th NDP in the plan documentation is desirable.

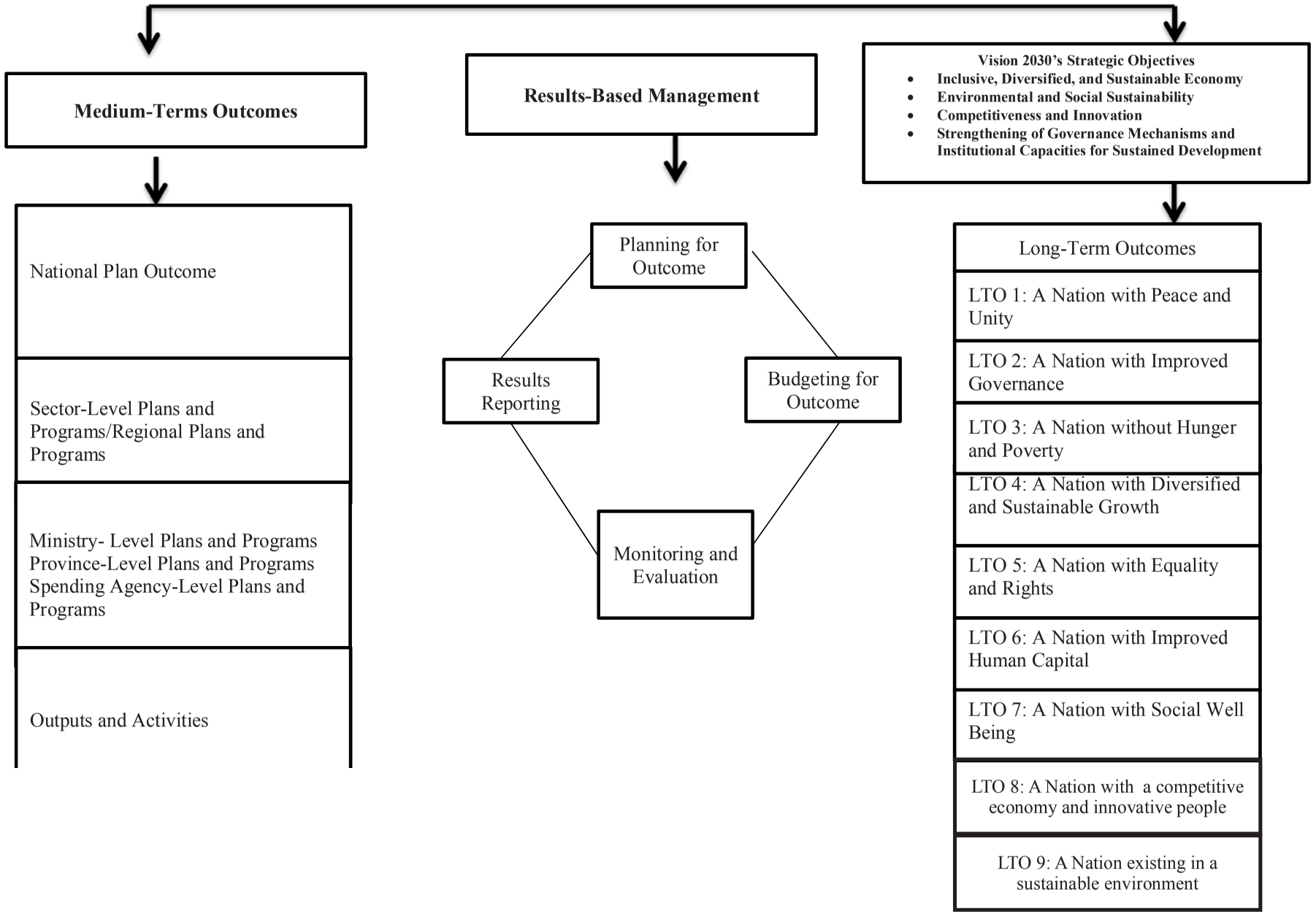


Figure 3. NPF and National Development Plans

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9.0 ANNEX: DESCRIPTION OF KEY PERFORMANCE INDICATORS

Long-Term Outcomes and Key Performance Indicators	Description
1. A Nation with Peace and Unity	
KPI 1.1: National Cohesion Index. (Data sources: quantified performance level based on national measurement indicators 1.1.1 to 1.1.8.)	This Index measures Zambia's national cohesion. It is based on the results of national measurement indicators 1.1.1-1.1.8: 1.1.1 Percentage of interactions between MPs and their constituents. 1.1.2 Remand/convict ratio. 1.1.3 Ratio of legal aid officers per 10,000 people. 1.1.4 Ratio of full-time lawyers per 10,000 people. 1.1.5 Number of complaints launched and addressed. 1.1.6 Backlog of cases. 1.1.7 Number of violent deaths per 100,000 of population. 1.1.8 Level of diversity in racial, ethnic and gender composition among staff and athletic teams. These results may be quantified by level of satisfaction in reference to the 2030 targets (unsatisfactory, moderately unsatisfactory, moderately satisfactory, satisfactory, and highly satisfactory). The Index may be further disaggregated by region or province as well as sex, ethnic group, urban and rural area, or other quantifiers.
2. A Nation with Improved Governance	
KPI 2.1: Zambia's Governance Effectiveness Index. (Data sources: quantified performance level based on national measurement indicators: 2.2.1, 2.4.6, 2.5.2, 2.6.1.)	This Index focuses on Zambia's Governance Effectiveness. It is drawn from the results of national measurement indicators 2.2.1, 2.4.0, 2.5.2, and 2.6.1. The national measurement indicators are: 2.2.1 Improved effectiveness in service delivery at national and sub-national levels. (Data sources: to be drawn from national measurement indicators 7.1.1-7.1.12.) 2.5.2 Cost of doing business in Zambia. 2.6.1 Percentage of businesses adopting sustainable development principles, by sector. 2.7.1 Percentage of people and businesses that paid a bribe to a public official, or were asked for a bribe by a public official, during the last 12 months. These results may be averaged or quantified by level of satisfaction in reference to the 2030 targets (unsatisfactory, moderately unsatisfactory, moderately satisfactory, satisfactory, and highly satisfactory). The Index may be further disaggregated by region or province.
3. A Nation without Hunger and Poverty	
KPI 3.1: Proportion of population consuming less than the daily minimum nutritional requirement, by urban/rural area. (Data sources: government statistics.)	This indicator measures the population that suffers from food deprivation (caloric) or hunger. This is an MDG Indicator collected by FAO and is based on the following three parameters: • The three-year moving average amount of food available for human consumption per person per day. • The level of inequality in access to food. • The minimum dietary energy required for an average person– expressed in kilocalories per day. This indicator may be further disaggregated by region or province as well as sex, ethnic group, urban and rural area, or other quantifiers. The data may derive from household surveys.
KPI 3.2: Proportion of population living below national poverty line, by urban/rural area, sex, age, disability, and other qualifiers. (Data sources: government statistics.)	This indicator focuses on the percentage of the population living below the national poverty line (whichever amount is currently in use). Data collected should be disaggregated by urban and rural area, sex, age, disability, and other qualifiers as needed. The data may derive from household surveys.

Long-Term Outcomes and Key Performance Indicators	Description
KPI 3.3: Zambia's Multi-Dimensional Poverty Index. (Data sources: quantified performance level based on national measurement indicators 3.4.1-3.4.5).	The Index focuses on multidimensional poverty in the context of Vision 2030. It measures selected non-income based dimensions of poverty. The national measurement indicators that serve as the basis for the calculation are: 3.4.1 Percentage of the poor having access to education, heath, and health-related services. (Data sources: disaggregated data from LTO 6 indicators). 3.4.2 Percentage of the poor having access to public services. (Data sources: disaggregated data from 7.1.1-7.1.11 and 7.1.12) 3.4.3 Percentage of the poor benefitting from labour market programs. (Data sources: government statistics and or social surveys.) 3.4.4 Percentage of poor having access to credit. (Data sources: government statistics and or social surveys.) 3.4.5 Percentage of rural population with access to production and market information through various channels including the Internet. (Data sources: government statistics and or social surveys.) The Index may be disaggregated by region and group as well as other quantifiers as needed. The data may derive from household surveys.
4. A Nation with Diversified and Sustainable Growth	
KPI 4.1: GDP per capita or Green GDP per capita. (Data sources: government statistics.)	This indicator focuses on an approximate value of goods produced per person in the country. It derives from the country's GDP divided by the total number of people in the country. The Green GDP per capita indicator is to be used when a system of economic and environmental accounting is put in place.
KPI 4.2: Incremental Capital Output Ratio (ICOR). (Data sources: government statistics.)	The incremental capital output ratio (ICOR) is used to assess the marginal amount of investment capital necessary for an entity to generate the next unit of production. The measure is used predominantly in determining a country's level of production efficiency. Overall, a lower ICOR value is preferred. There is a standard formula for the calculation of ICOR.
KPI 4.3: Number of new and/or innovative ideas adopted, by sector. (Data sources: statistics from the government and the private sectors.)	This indicator focuses on the development of new/innovative ideas adopted by ministries, provinces, and spending agencies for programs, projects, and plans to achieve medium-term outcomes. Responsible agencies on innovation should define the notions "new" and "innovative."
KPI 4.4: Employment to population ratio, including percentage of "green jobs." (Data sources: government statistics.)	This indicator describes the ratio of the labour force currently employed to the total available working-age population of a region, municipality or country. It is calculated by dividing the number of people employed by the total number of people of working age. The "green jobs" indicator is included to emphasize sustainable development. The green job component should be used when a system of economic and environmental accounting is put in place.
KPI 4.5: Economic Diversification Index. (Data sources: to be provided by UNZA Department of Economics.)	This indicator will be computed as an index consisting of a number of economic variables computed through the Zambia Macroeconomic Model (ZAMMOD).
KPI 4.6 Investment per capita for infrastructure development. (Data sources: government statistics.)	This indicator focuses on the government investment in infrastructure by calculating per capita spending.
5. A Nation with Equality and Rights	
KPI 5.1: Coefficient of inequality in income distribution (GINI coefficient). (Data sources: government statistics.)	This indicator measures the deviation of the distribution of income among individuals or households within a country from a perfectly equal distribution. A value of 0 represents absolute equality, a value of 100 absolute inequality.

Long-Term Outcomes and Key Performance Indicators	Description
KPI 5.2: Gender gap in wages, by sector of economic activity. (Data sources: government and private sector statistics.)	The gender wage gap measures the difference between median earnings of men and women relative to median earnings of men. Data refers to full-time employees and to the self-employed.
KPI 5.3: Social protection and labour market program expenditure per capita (total expenditure divided by total beneficiaries). (Data sources: government statistics).	This indicator measures government expenditure on social protection (social insurance and social assistance) and labour market programs per capita.
6. A Nation with Improved Human Capital	
KPI 6.1: Adult literacy rate, population 15 + years, both sexes (%). (Data sources: government statistics.)	This indicator measures the ability of adults to read and write.
KPI 6.2: Average number of years of schooling of the population from 25 to 64 years of age. (Data sources: government statistics.)	This indicator measures the average number of years in school for Zambians between 25 and 64 years old.
KPI 6.3: Life expectancy. (Data sources: government statistics.)	This indicator measures the average number of years Zambians are expected to live, based on the year of their birth, their current age and other demographic factors including gender.
KPI 6.4: labour productivity. (Data sources: government statistics.)	Growth in labour productivity is measured by changes in economic output per labour hour over a defined period of time. Growth in labour productivity depends on three main factors: investment and saving in physical capital, new technology and human capital. Within the context of LTO 6, the focus is on new technology, human capital and labour productivity..
KPI 6.5: Unemployment rate. (Data sources: government statistics.)	This indicator measures the number of unemployed as a percentage of the labour force, where the latter consists of all persons who are either employed or unemployed. The unemployed are those in the labourforce who are without work and are available and are looking for work over a certain period at the time of the survey. It also included those not working, not looking for work but are available for work This indicator measures the mismatch between employer demands for labour of various types and worker willingness and ability to supply that labour.
7. A Nation with Social Well Being	
KPI 7.1: Zambia's Public Service Delivery Index. (Data sources: quantified performance level based on national measurement indicators 7.1-7.11 and 7.12.)	This Index focuses on Zambia's public service delivery performance. It is drawn from the results of National Measurement Indicators 7.1.1-7.1.12. The national measurement indicators are: 1.1.1 Ratio of deficit: housing stock – low, medium, and high. 1.1.2 Population % with access to potable water in urban and rural areas all the time. 1.1.3 Population % with access to sanitation facilities in both urban and rural areas. 1.1.4 Rural population % living within two kilometres of an all-season road. 1.1.5 Percentage of public transportation users. 1.1.6 Population % with access to public markets. 1.1.7 Population % living within 5 km of health facilities. 1.1.8 Population % living within 5 km of education facilities. 1.1.9 Population % with immediate access to essential medicines. 1.1.10 Population % with access to health information. 1.1.11 Population % with access to legal services when needed. 1.1.12 Level of satisfaction with public services provided in 7.1.1 -7.1.11. (All data source from government statistics and regular social surveys.) These results may be quantified by level of satisfaction in reference to the 2030 targets (unsatisfactory, moderately unsatisfactory, moderately satisfactory, satisfactory, and highly satisfactory). The Index may be further disaggregated by region or province.

Long-Term Outcomes and Key Performance Indicators	Description
KPI 7.2: Zambia's Environment Index. (Data sources: quantified performance level based on national measurement indicators.)	This Index focuses on Zambia's environmental performance. It is drawn from the results of National Measurement Indicators 7.2.1-7.2.10: 1.1.1 Annual rate of deforestation by hectare (ha.). 1.1.2 Annual rate of forest planted (ha.). 1.1.3 Percentage of protected areas for bio-diversity conservation. 1.1.4 Degraded land areas as percentage of arable land. 1.1.5 Reduction in ground and surface water resources. 1.1.6 Percentage of days with toxic concentrations of air exceeding permissible standards (by area/city). 1.1.7 Percentage of urban, industrial, and processing zones having solid waste and waste water treatment accredited and meeting national standards. 1.1.8 Proportion of solid waste collected and disposed in designated sites by urban local authorities. 1.1.9 Percentage of mining companies complying with statutory safety, health, and environmental regulations. 1.1.10 Recycled waste as % of total waste. These results may quantified by level of satisfaction in reference to 2030 targets (unsatisfactory, moderately unsatisfactory, moderately satisfactory, satisfactory, highly satisfactory). The Index may be further disaggregated by region or province.
KPI 7.3: Zambia's Ecological Footprint. (Data sources: conversion of 7.3.1-7.3.5 into the number of kilograms of carbon dioxide and or quantified performance level based on national measurement indicators.)	This Index focuses on Zambia's ecological performance. It is drawn from the results of National Measurement Indicators 7.3.1-7.1.5. 7.3.1 Travel by public transportation (train or bus) a distance of … km. 7.3.2 Travel by personal car: … km (assuming 7.3 litres petrol per 100 km or 39 mpg) 7.3.3 Operation of personal computer for … hours. 7.3.4 Production of … plastic bags. 7.3.5 Production of … plastic bottles. 7.3.6 Others, as needed. (Data sources: qualitative and quantitative research.) (Quantities to be stipulated by sectors/national researchers.) These results may quantified by level of satisfaction in reference to 2030 targets (unsatisfactory, moderately unsatisfactory, moderately satisfactory, satisfactory, highly satisfactory). The Index may be further disaggregated by region or province.

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