



ZAMBIAN PARLIAMENTARY CONSERVATION CAUCUS

Strategic Plan 2015 – 2020



FOREWORD

As the world prepares to feed a population of nine billion by 2050, finding innovative ways to do more with fewer resources must be at the top of our priorities nationally and internationally. Economies and infrastructure must continue to grow in the developing world since economic growth and resource distribution are necessary components for meeting the needs of the expanding population. However, if that growth destroys our natural resources, especially those which are not renewable, the benefits brought by economic gains will fail to be passed down to the next generations.

In this regard, sustainable economic development is the key to ensuring sufficient food, water, and security for the future, especially for developing countries like Zambia. This is because Zambia's economy is predominantly dependent on the endowment of natural resources such as mineral resources that shape the country's mining sector; the fertile soils that provide high agricultural potentials; the rich biodiversity and landscapes that enable the country's tourism sector to flourish; as well as the fresh water supplies from rivers and lakes that shape the country's fishing industry and enable the delivery of clean water and sanitation services.

The Zambian Parliamentary Conservation Caucus (ZPCC) is committed to conservation approaches that encourage strong economies, while protecting the resources that will power sustainable economic development in light of the coming population boom. Through this Strategic plan and its programme initiatives, the ZPCC seeks to pioneer new and creative ways to grow economies, improve lives, and conserve the environment. Further, the ZPCC intends to use the strategic plan to advocate for the establishment of a dynamic legal and institutional framework for the management of natural resources and combating the effects of climate change in Zambia.

We are very confident that the implementation of this strategic plan will go a long way in achieving our vision of providing a non-partisan channel for all political parties in the Zambian Parliament to have a voice and engage meaningfully into dialogue on the value of conservation and natural resource management for the common future of Zambia.

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(As of November 2015)

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One of Zambia's wildlife treasures, the Black Lechwe, an endemic antelope sub-species found in the Bangweulu swamps

EXECUTIVE SUMMARY

The Zambian Parliamentary Conservation (ZPCC) is a non-partisan voluntary body drawing its membership from Zambian Parliamentarians with a shared vision to influence policy directions in the quest for environmental sustainability in Zambia. ZPCC recognises the various challenges related to implementing and developing policies in many sectors including those directly relevant to environmental sustainability.

Despite some novelty and foresightedness in some sectors, the Zambian policy and regulatory landscape is marred by various vices including the following: outdated and sometimes contradictory policies; inadequate policy implementation – including lack of strategies for implementation thereof; limited policy monitoring, policy gridlocks and entrenched sectoral approaches to implementation.

While Zambia has seen progressive policies and legislation in some sectors, e.g. fisheries and water, some sectors such as forestry have been stuck with old policies and pieces of legislation. ZPCC also recognises the disconnect that exists between some of the environmental sector policies and policies outside the sector, and by extension the urgent and critical need for harmonisation.

These and related situations do not augur well for the development of the country. They occur at a huge cost to the country, not just in monetary terms but also in terms of lost opportunities, environmental degradation, disrupted livelihoods and reduced contributions to the national wealth. Inadequate implementation of policies is a danger to the development of the country. Consequences in general suggest dire effects on the nation's natural capital, its people and the economy.

Through its members, ZPCC is strategically positioned to help address some of these challenges through influencing various aspects regarding policy and legislation related to the environment. It is also well positioned to engage directly with Cabinet Ministers – some of who are members, and technocrats in its quest to fulfil its work. The Offices of the Speaker and the Clerk of the National Assembly recognise the ZPCC's existence. The ZPCC is non-partisan and can therefore draw on its members' support across partisan lines. In addition, it has the privilege of having some of its members belonging to Parliamentary sub-committees which are central to the interrogation of the implementation of government policies and legislations.

This strategic plan articulates and outlines the actions to be undertaken by the ZPCC and its members. It has been developed against the background of past, present and future environment and natural resource sector challenges in the country and the need to find common ground between economic development and environmental sustainability. The strategy seeks leverage the position that Parliamentarians hold regarding the governance of the country and the importance of environmental sustainability in that regard.

The strategy also recognises the importance of using the country's natural capital to support economic development. The role of extractive industries, particularly mining, especially given

Zambia's minerals endowment takes centre stage, noting that whereas mining can drive economic development, investment and operations must embrace corporate social and environmental (CSER) practices. The role of policy and legislation in transforming the mining sector is essential.

The Strategic plan 2015 to 2020 contributes to:

- a common understanding at national level and amongst collaborators of the ZPCC's purposes and principles;
- improved understanding of policy and legislative engagement imperatives by Zambian parliamentarians
- sustainable development of the country through conservation and wise use of various environmental resources and the related benefits of people and biodiversity, and
- a raised profile of the ZPCC's work and its aspirations both locally and internationally.

In addition, the Strategic plan contributes to, *inter alia*, the post 2015 Sustainable Development Goals; Zambia's commitments under the Forum for China Africa Cooperation; helping the Zambian government deliver on its commitments under the various environmental conventions it has acceded to, providing an internal push for action on emergent issues like climate change, extractive industries and land conflicts, and equipping the parliamentary sub-committees of the Zambia National Assembly with relevant information in the course of executing their Parliamentary duties.

The strategic plan articulates four goals: influencing the enabling environment; institutional capacity and effectiveness; partnerships, networking and communications as well as membership and capacity building. Collectively, these goals and their underlying strategies are aimed at fulfilling the mission of ZPCC during the strategy implementation period.

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1. INTRODUCTION

1.1. About this strategic plan

This strategic plan outlines the actions proposed to be undertaken by the Zambian Parliamentary Conservation Caucus (ZPCC) during the strategy implementation period. The strategy seeks to leverage the position that parliamentarians hold in the governance of the country. In particular, ZPCC seeks to stimulate and facilitate collective action of its members by playing an active role in matters pertaining to the environment in the country.

The strategic plan also recognises the importance of using the country's natural capital to support economic development. The role of extractive industries, particularly mining, especially given Zambia's minerals endowment takes centre stage, noting that whereas mining can drive economic development, investment and operations must embrace corporate social and environmental responsibility (CSER) practices. The role of policy and legislation in transforming the mining sector is essential.

The strategic plan is a ground breaking document – in addition to being the first for ZPCC, it is informed by situational analysis and anchored on a clear Vision and Mission Statement as well as key principles and values. The situational analysis report was commissioned on behalf of ZPCC by WWF and the strategic plan should therefore be read alongside the situational analysis report (ZPCC, 2013).

The strategic plan is meant to help ZPCC articulate focused priority actions. It is also intended to provide guidance to ZPCC, its members and secretariat and ZPCC's many collaborators on how they should focus their efforts for interventions during the strategy period.

ZPCC fully recognises that the policy and legal context is dynamic. The strategic plan is therefore not meant to be a blueprint but a living document. It will be updated to take into account the evolving developments at various levels, and to reflect ZPCC's progress in implementing the priority actions contained in this strategy.

The strategic plan articulates four goals aimed at fulfilling the mission of ZPCC during the strategy implementation period. The first goal is about influencing the enabling environment, recognising that the institutional arrangements, policies and legislation in promoting sustainability. The rest of the goals are focused on enhancing the institutional capacity and effectiveness, partnerships and membership of ZPCC as an institution. Each goal has a number of strategies (general activities and outputs) and associated key performance results. To operationalise this strategic plan, the Secretariat will examine the proposed strategies and key result to develop an integrated workplan and budget for implementation.

1.2. About ZPCC

ZPCC is a non-partisan voluntary body of Zambian Parliamentarians with a shared vision to influence policy directions and implementation in the quest for environmental sustainability in Zambia. It is an initiative of Members of Parliament inspired by a belief that conservation is a fundamental component of sustainable development, poverty alleviation, conflict prevention, good governance and regional security so as to promote sound, long-term policies of sustainable land, forest, water and biodiversity management.

ZPCC recognises the various challenges related to implementing and developing policies in the environment sector. It also recognises the disconnect that exists between some of the environmental sector policies and policies outside the sector, and by extension the urgent and critical need for harmonisation.

ZPCC is also therefore to progressive transformation of the legal and policy context to have a transformed environment and natural resources system that is socially just and equitable in its distribution of benefits and opportunities, both internally and externally. Areas identified as requiring urgent engagement from the outset include: mining, deforestation; water pollution; loss of biodiversity (disturbing ecosystems); air pollution; extinction of wildlife especially endangered species; and destruction of catchment areas such as watersheds and wetlands.

1.3. The vision, mission and objectives of ZPCC

Vision

To provide a non-partisan channel for all political parties in the Zambian Parliament to have a voice and engage meaningfully into dialogue on the value of conservation and natural resource management for the common future of Zambia.

Mission

To work towards prioritising and building consensus on issues that affect conservation and natural resource management in order to mitigate other processes such as pollution and climate change.

To achieve this vision and mission, it is essential that the legal and policy frameworks, especially those directly related to the environmental sector and sectors relevant to the main drivers of environmental degradation, incorporate state of the art and international best

practices, effectively and are efficiently implemented and developed with a holistic outlook to the environment.

Objectives

- to build partnerships among Parliamentarians across political party lines on conservation and natural resource management issues;
- to raise awareness on conservation issues which would act as a catalyst for communication and engagement between government and other stakeholders such as constituents, civil society organisations, research institutions and the private sector;
- to educate the public about the economic cost of biodiversity loss and the benefits of restoring the natural environment;
- to act as a watchdog on conservation and natural resource management issues;
- to work and cooperate with organisations of similar objectives in other countries; and
- to spearhead the domestication of conventions and other international agreements on conservation and natural resource management issues.

1.4. What is our niche and comparative advantage?

ZPCC, through its members, is strategically positioned to influence various aspects regarding policy and legislation related to the environment. It is also well positioned to engage directly with Cabinet Ministers – some of who are members, and technocrats in its quest to fulfil its work.

The offices of the Speaker and the Clerk of the National Assembly recognise ZPCC's existence. ZPCC is non-partisan and can therefore draw on its members' support across partisan lines. In addition, it has the rare privilege of having some of its members belonging to Parliamentary sub-committees which are central to the interrogation of the implementation of government policies and legislations.

Through implementing this strategic plan, ZPCC will help resolve some of the challenges currently being faced in the environment sector. ZPCC can contribute to the reduction in waste, duplication, fragmentation and removal of barriers to effective monitoring and evaluation of policies and laws. ZPCC is also positioned to lobby and advocate, as necessary, for measures including the creation of policies and institutions that will help the country's sustainability agenda.

1.5. Performance to date

Since its founding, ZPCC set out to identify and engage potential collaborators and identification of resource opportunities to help undertake its work. Through reaching out to partners, ZPCC has managed to send some members to represent it at an international event on wildlife poaching held in Kenya in 2012. Other developments include:

- i. securing support for the launch of ZPCC at a high level event officiated by the Republican Vice President and attended by various dignitaries;
- ii. creation of awareness about ZPCC in the general population (the launch was widely aired in both print and electronic media);
- iii. development of a situational analysis (position paper) on the Zambian environmental policy and legislative landscape;
- iv. holding a planning workshop informed by the situational analysis/position paper articulating the various challenges and opportunities, as well as recommendations for the ZPCC' attention (the workshop was officially; and
- v. hosting an international meeting under the auspices of The ICCF Group's Conservation Council of Nations to which ZPCC invited local partners to attend/or serve as resource persons (See Annex II)

In parallel to the above, ZPCC has continued to engage various Cabinet Ministers, statutory bodies and civil society in its quest to fulfil its mandate.

2. SITUATIONAL ANALYSIS¹

A situational analysis on critical issues in natural resources management and sustainable development was undertaken in 2013. The analysis was prepared in support of the process to develop a working agenda for ZPCC to inform the preparation its strategy.

The situational analysis report focused on selected environment and natural resources sub-sectors: climate change, forestry, biodiversity and wetlands, as well as wildlife and protected areas. Mining, given its inherent threats and risks to the environment was also examined. While the situational analysis was not exhaustive, it managed to highlight topical issues to inform ZPCC's strategy. Below, a summary of each of the sub-sectors is provided.

¹ A detailed situational analysis which informed the development of this Strategic Plan is available (ZPCC, 2013)

2.1. Climate change

Climate change is expected to exert significant pressures on the country. Over a ten year period, it is expected to generate unprecedented costs (the GDP loss over a 10-year period has been estimated at about USD 5 Billion) and limiting development options in its wake. The country's geographical location, low capacity and preparedness to mitigate and adapt, compounded by challenges in the institutional, policy and legislative context combine to call for urgency. Developing both mitigation and adaptation capacity is therefore urgent. This will demand both an enabling environment in terms of institutions, legislation and policy on the one hand, and investments in adaptation and mitigation efforts as well as leveraging the unique role of the private sector.

An urgent need exists to finalise climate the national policy and the national response strategy which have been at draft stage since 2012 and 2010 respectively. It is also not clear whether national legislation is required or not. Investments pertaining to climate change need to be closely monitored. Private sector participation in both adaptation and mitigation efforts remain largely unclear. Institutionally, the Government proposal to set up a National Climate Change and Development Council (NCCDC) to be responsible for coordinating and mainstreaming climate change in all sectors of the economy, with linkages to Parliament, Development Partners, House of Chiefs and other relevant stakeholder institutions is yet to take effect.

In addition, it is very important for ZPCC to understand and track the development of Zambia's Intended Nationally Determined Contributions (INDCs) because they form the basis of post-2020 global emissions reduction commitments that will be included in the future climate agreement.

2.2. Forestry

The current main legal instruments supporting and regulating the forest sector are (i) the 1973 Forest Act; (ii) subsidiary legislation (Statutory Instruments); (iii) the 1998 Forest Policy; and (iv) the investment program of the 1998 Zambia Forestry Action Programme; are outdated. The 1973 Forest Act is outdated and does not recognize a number of key instruments and threats such as collaborative forestry, biodiversity management, carbon trading, forest certification, bio-piracy, and global timber trade regulations. The subsidiary legislation (regulations, statutory instruments) does not adequately make up for these shortcomings. The 1999 Forest Act, though passed through Parliament, was never enacted as the Government backtracked on its decision to establish an autonomous Forest Commission.

New opportunities loom on the horizon – among them carbon markets, community forestry and private-public partnerships – that have yielded good results elsewhere in the world. Unless the severe weaknesses in the forestry sector are addressed expediently, Zambia will miss out on these opportunities. By and large, the actions required involve a serious review of policy and legislation to enable Zambians benefit from new market-based incentives in sustainable forestry, green economy and bio-trade. The current legal and policy framework's

failure to bestow usufruct rights by default means that communities cannot access the opportunities presented by carbon markets since participation in the voluntary and regulated carbon trading requires that the seller is able to protect the forest from degradation. A key consideration is incentivising the communities with some forms of user rights if they are to meaningfully protect or manage the forest resource or to restrict their harvesting to sustainable limits. There is also need to review the licensing system which is outdated, ineffective and detrimental to forest health and poverty reduction.

2.3. Mining

Whilst mining is an important growth sector which contributes significantly to economic development and government revenue, it is necessary to monitor mining-derived social and environmental impacts. Without appropriate planning and controls, mining is capable of becoming a very costly undertaking. Some of the negative consequences of rapid and uncontrolled growth in mining economic and social costs related to displacement of local people; escalating costs related to unplanned in-migration of people, new settlements, service and road infrastructure; deforestation and encroachment in protected areas, arising from failure to direct in-migrating people to the right sites; long-term costs related to the disturbance of ecological functions and systems (e.g. loss of watershed forest, disturbed groundwater balance); pollution of air, surface and ground water, contamination of land; long-term pollution-derived health costs, i.e. attending to an increasingly unhealthy and sick population in affected areas; after mine close-down, costs of un-employment and social problems in former mining areas; and after mine close-down, cost of cleaning up operations of former mine sites.

Without adequate checks and balances in place, the revenue generated from mining over a period of 25-30 years sector may easily be spent in the form of increased public expenditure arising from attending to the environmental, social and health costs related to poor planning and unforeseen impacts; moderating foregone benefits in other sectors of the economy; and attending to long-term social and health costs. Under such circumstances, there is no net benefit to the nation.

Given the wide ranging risks associated with mining, it is important to understand whether the Government has adequately prepared for the various challenges associated with mining. Preparedness in this regard includes estimating current, medium-term and future costs associated with mining; putting in place adequate environmental checks and balances; estimated foregone benefits from giving preference to mining; and matched the allocation of mining licenses with adequate government resources in the annual investment and recurrent budgets to manage the social and environmental challenges that follow in the footsteps of mining. It is also important to understand and implement measures that will ensure that in the long-term, the people and the environment in the former mining areas are safe and sound.

2.4. Biodiversity and wetlands

Zambia's richness in terms of ecosystems, species and habitats, or biodiversity in short, can be partly attributed to various factors: its location in the Zambezi regional centre of endemism, its diverse munga and miombo woodlands, the limited and yet critically important montane forests, wide grasslands including annually inundated savannah floodplains and almost 20% of the land being wetlands spread around the country.

Zambia ratified the international Convention on Biological Diversity (CBD) on May 28, 1993. In 1999, a National Biodiversity Strategy and Action Plan (NBSAP) was developed as a tool for conserving biodiversity in the country. The NBSAP also serves to comply with the provisions of Article 6 of the CBD requiring all contracting parties to develop national strategies and plans for the conservation and sustainable use of the national biodiversity. The NBSAP expired in 2004. Currently, MLNREP has started the process of up-dating the strategy and action plan in the course of 2014/2015.

Zambia ratified the Ramsar Convention, which places importance of the sustainable management and use on wetlands of international significance in 1991 and has since declared more than 4,000,000 ha as Ramsar sites covering eight wetlands. The wetlands support millions of livelihoods and are an integral part of the Zambian socio-economic rubric providing various goods and services. Most of the national parks in Zambia are located in or cover considerable portions of wetlands.

The country does not have a wetlands policy. Past effort at developing one has been unsuccessful. For a resource that covers approximately 20% of the country, this is a big risk. Different pieces of legislation place different emphasis on wetlands and even for those already designated as Ramsar sites, the management of the sites is generally weak as they all lack management plans and stringent management measures in place (except those protected by virtue of being located in national parks. The Environmental Management Act (EMA) of 2011 provides key measures for the protection of wetlands.

In terms of biodiversity, significant gaps exist in terms of lacking protected areas (other than those for wildlife, heritage sites and forests). The EMA of 2011 provides for the declaration of identified wetlands as protected areas, and its provisions can be used for the protection of other areas, e.g. important fish breeding areas which currently do not exist in any piece of legislation.

At present, when it comes to the day-to-day implementation of action plans, there is no single institution that has a clear mandate overseeing and/or implementing biodiversity and wetland activities in the country. Responsibilities are shared among a number of departments and Ministries, including those responsible for the wildlife, environment, agriculture, forestry, wildlife, works, and water. The implications of the institutional lack of clarity, and other policy and legal issues surrounding biodiversity and wetlands require urgent attention.

2.5. Wildlife and Protected Areas

The current main instruments regulating wildlife management of Zambia's 20 national parks, 34 game management areas, and bird sanctuaries are the wildlife policy of 1998 and the Wildlife Act of 1998. Specific pieces of legislation exist for other categories of protected areas, namely, forest reserves (local and national) and heritage sites.

In terms of wildlife, it is generally recognised that the current management of Zambia's protected areas estate is ineffective and costly. The key institutions managing protected areas fall under different ministries resulting in administrative load and cost in coordinating resource management. Other concerns include the limitations imposed by the current protected areas system with respect to protected area categories, encroachment on protected areas, rising poaching trends and weakened law enforcement capacity,

Overall, the legal and policy framework for protected areas management is outdated, characterised by costly institutional arrangements requiring an urgent reorientation to promote private sector participation, new models of protected areas management and promoting community stewardship based on stronger and clearer resource tenure and usufruct rights and responsiveness to current socio-economic realities and envisaged future challenges.

3. THE STRATEGY

This inaugural strategy sets out four ambitious goals and within these goals tightly focused strategies that represent the most important priorities for most members. The strategies clarify and operationalize the work and aspirations of ZPCC during the strategy implementation period.

Anchored on a clear vision and mission, the strategy identifies a broad array of concerns and activities to be undertaken by ZPCC. Strategically, a very wide net was cast, but the hierarchical construction of the plan gives it a sense of prioritisation amongst so many areas of concern. This prioritisation takes a strategic note of the niche of ZPCC in terms of its comparative advantage.

To make it practical, the strategy is intended to help ZPCC articulate a shorter and more focussed list of priority actions agreed by the members – and as informed by the institutional, policy and legislative context. The strategic plan 2015 to 2020 contributes to:

- a common understanding at national level and amongst collaborators of ZPCC's purposes and principles;
- improved understanding of policy and legislative engagement imperatives by Zambian parliamentarians

- sustainable development of the country through conservation and wise use of various environmental resources and the related benefits of people and biodiversity, and
- a raised profile of the ZPCC' work and its aspirations both locally and internationally.

In addition, the strategic plan also contributes to, inter alia, to post 2015 Sustainable Development Goals; Zambia's commitments under the Forum for China Africa Cooperation; helping the Zambian government deliver on its commitments under the various environmental conventions it has acceded to, providing an internal push for action on emergent issues like climate change, extractive industries and land conflicts, and equipping the parliamentary sub-committees of the Zambia National Assembly with relevant information in the course of executing their Parliamentary duties.

4. IMPLEMENTING THE STRATEGY

4.1. What do we want to achieve? ZPCC goals and outcomes

ZPCC has four goals: Influencing the enabling environment; Partnerships, networking & communication, Institutional development and Membership. Each goal is below discussed below.

4.1.1. Goal 1: Influencing the enabling environment

This goal is anchored on the importance of a conducive institutional, legal and policy environment as well the development and implementation of relevant plans and strategies in pursuit of sustainable development. There are many challenges in this regard and ZPCC recognises the strategic role its members could collectively play by leveraging their non-partisan stance on the environment in enhancing the required enabling environment.

Outcome sought

A conducive legal and policy environment resulting from increasing success of ZPCC in influencing policy and legislative framework, including identification of outdated policies, fast-tracking policy development as well as an awareness of the importance effective and coordinated implementation.

4.1.2. Goal 2: Partnerships and networking

ZPCC has identified several local institutions and is an affiliate of The ICCF Group's Conservation Council of Nations. Inevitably, ZPCC has to develop a network of partnerships on which to draw expert knowledge and technical advice as well as financial support in its

efforts to try and address the myriad of issues it has to deal with. It is important for ZPCC to develop and maintain functional partnerships with various stakeholders through various means.

Outcome sought

ZPCC developing its partnership and networks in such a way as to enhance mutual beneficiation from effective partnerships with various stakeholders including greater understanding of the regulatory and policy environment and informing ZPCC interventions in that regard.

4.1.3. Goal 3: Institutional capacity and effectiveness

Although hosted and supported by the Zambian Parliament, ZPCC has to evolve into a full-fledged institution in order to meet the aspirations for which it was established. To progress towards fulfilment of its mission, ZPCC requires resources and capacity to undertake its responsibilities in an efficient and effective way.

Outcome sought

Increasing success of ZPCC in discharging its mandate, as measured by agreed performance indicators and key deliverables and by increased recognition of the Caucus' achievements by government, civil society and other partners.

4.1.4. Goal 4: Membership and capacity building

ZPCC is a voluntary organisation for serving Members of Parliament. It draws its inspiration from the opportunity by Members of Parliament to work across party-political lines to work together on identified issues of common or national interest. Progressive improvement and retention of membership across party lines and active participation by all members in ZPCC activities is a major expectation for ZPCC. There can be no ZPCC without a thriving membership base.

Outcome sought

Increased membership numbers of ZPCC by 2020 measured against the 2015 baseline and an array of capacity building initiatives undertaken.

These goals represent the priorities identified from the situational analysis report, reflections from the October 2014 conference with stakeholders as well as the members' prioritisation of key issues on which they want to see improvements through actions by relevant authorities.

5. HOW TO ACHIEVE OUR GOALS?

STRATEGIES AND KEY RESULT AREAS

ZPCC recognises that the environment and natural resources sector is broad, complex and dynamic. It is impossible to do everything, and attempting to do so is at best likely to produce less impact. Clarity in our chosen goals and the strategies and actions underpinning is therefore critical. In defining our goals and how we hope to realise them, we have chosen to focus on the 'big wins' which we believe, given our position, can realistically be achieved during the time frame of the strategy. We have under each goal set out to clarify our strategies and key result areas. Strategies, in the context of this strategic plan incorporate our envisaged outputs and activities. Below, each of the goals is presented along with the strategies and key result areas.

5.1. Goal 1: Influencing the enabling environment

Strategy 5.1.1 Stakeholders engagement

Key result areas

By 2020:

- ZPCC has established systems and practices to encourage MPs to closely track and elicit informed and active participation in environment and natural resources related bills;
- MPs assisted to establish close links with their respective constituency offices to promote active participation of constituency residents in Calls For Comments by Zambia Environmental Management Agency on proposed developments within their constituencies;
- Formalised links with an Advisory Board (subject to approval by the Executive Committee) comprising experts, civil society and others to periodically engage on policy and legislative matters; and
- Increased flow and sharing of information as well as engagement with stakeholders, especially in increasingly controversial sectors like forestry, wildlife and mining.

Strategy 5.1.2 Policy and legislation advocacy & lobbying

Key results areas

By 2020:

- Members have access to up-to-date information on relevant Bills to be tabled before Parliament with relevance to conservation;
- ZPCC, as appropriate acting on information on identified vices, policy gridlocks and evident poor implementation of policies and legislation;
- ZPCC providing detailed information through its members to the relevant parliamentary sub-committees;
- National budget tracking on environment and conservation sectors to ensure understanding of actual disbursements from treasury and actual expenditure.
- Targeted lobbying and advocacy initiatives of relevant parliamentary sub-committees, Ministers and technocrats; and
- Constant engagement with the Cabinet Office – Policy Division, Judiciary and other bodies as necessary for advice on identified priority policy and legal issues.

Strategy 5.1.3: Addressing overlaps and fragmentation

Key results areas

By 2020:

- Pursued identified and major cases of overlap and fragmentation.
- Promote dialogue around institutional set-up in the ENR sector
- Implementation of the National Policy for the Environment
- Clarity of institutional arrangements for wetlands management
- Clarity on institutional arrangements for climate change

Strategy 5.1.4 Understanding key emerging issues

Key results areas

By 2020:

- Understanding the implementation of corporate social and environmental responsibility by major players in key sectors,
- Awareness creation among the MPs on post 2015 sustainable development goals (SDGs) and key issues requiring their collective action,
- Established the status of, and actively participated in Zambia's preparations for post-2020 global emissions reduction commitments as articulated in the country's Intended Nationally Determined Contributions (INDCs),
- Lobbied for the development of tools for communities to meaningfully engage in environmental impact assessment processes across the country, and
- Effective understanding of the post 2015 sustainable development goals and implications for the Caucus's work.

Strategy 5.1.5 Engaging with relevant parliamentary sub-committees

Key results areas

By 2020:

- Tracking Bills to be tabled before parliament and engaging with sub-committees as appropriate;
- Monitoring decisions and follow-ups on recommendations made by the sub-committees;
- Members of ZPCC assisted with information and knowledge on pertinent environment and natural resources (and in other sectors) which are to be tabled before parliament.

5.2. Goal 2: Institutional capacity and effectiveness

Strategy 5.2.1 ZPCC's effectiveness promoted

Ensure that the secretariat, general membership, the executive team and working committees are operating at a high level of effectiveness to support the implementation of the ZPCC strategic activities.

Key results areas

- ZPCC Secretariat fully functional and providing the required services, at an appropriate level, to members;

- The Secretariat, with the advice of the Executive Committee, managing its priorities and capacities (management and planning functions) to help ZPCC respond to key issues in Parliament;
- ZPCC Secretariat up-to-date in tracking the Bills to be tabled before parliament and assists ZPCC in acquiring the relevant insights and information; and
- Capacity-building training materials and programmes prepared, including for the training of secretariat and constituency officials for enhancing understanding of the implementation of ZPCC work and its adopted implementation plan and strategy

Strategy 5.2.2 ZPCC financial capacity improved

Provide and/or link to financial and other resource opportunities necessary for ZPCC's governance, mechanisms and programmes to realise the expectation of the members and stakeholders; within the availability of existing resources and by the effective use of such resources; explore and enable options and mechanisms for mobilisation of new and additional resources for implementation of ZPCC activities

Key results areas

By 2020:

- Adequate resources and in place to enable ZPCC to discharge its responsibilities and priorities as determined by the membership in an effective manner;
- A resource mobilisation plan developed and implemented.
- Clear and uncomplicated budgetary preparation and execution, with the secretariat putting the resources so allocated to practical use in the most effective manner; and
- Accountability for all ZPCC finances and resources including financial and technical reports as necessary;

5.3. Goal 4: Partnerships, networking and communication

To enhance the work of ZPCC through active and functional partnerships with wide ranging stakeholders who include line Ministry officials, civil society, cooperating partners, traditional leaders, communities and others.

Strategy 5.3.1 Engage with partners and stakeholders

Key result areas

By 2020:

- Grow and manage ZPCC's partnerships network for mutually beneficial outcomes;
- Partner with key stakeholders such as mining houses, Chamber of Mines, Extractive Industries Transparency Initiative and cooperating partners on greening mining, promotion of fair trade and investment and mining²
- Joint activities developed with stakeholders/partners as appropriate, including through participation in designated collaborative events, are fully implemented in support of ZPCC's work;
- A clear communication plan that enhances the visibility of ZPCC and its work implemented;
- Leveraging multi-media platforms to facilitate communication of ZPCC works and activities; and
- ZPCC actively participates in scheduled commemorative events - and encourages members to coordinate/participate in such events at constituency level.

5.4. Goal 4: Membership

There is need to ensure a progressive growth of the membership (and retention) and at the same time assisting the members with resource materials, links to expertise and information they require. Securing improved membership levels amongst parliamentarians and providing an appropriate level of service to members is key.

Strategy 5.4.1 Membership recruitment (and retention) and capacity building

Key result areas

By 2020:

- Achieve membership of ZPCC reflective of at least 75% of all Members of Parliament
- Service/support levels to Members of Parliament helping them to engage in debates in a well-informed manner.
- Support members with information and opportunities to learn about build their capacity to engage in the debates.

² Chinese investment in the sector is unprecedented and is set to grow in the medium to long term. ZPCC will seek partnerships that will promote understanding how Chinese investors in the mining sector are implementing their corporate social and responsibility programmes

6. IMPLEMENTATION WORKPLAN AND BUDGET

This document summarises ZPCC's strategic ambitions which need to be implemented over time. Implementation will require coordination and resources. The ZPCC secretariat and the executive will develop an integrated implementation workplan and budget with clear milestones, time lines and assign responsibilities as appropriate.

The development of the integrated workplan and budget is scheduled for the first two months upon launching the strategic plan. Central to this strategic plan will be partnerships and resource mobilisation. ZPCC will require resources to enable the broad membership to participate in the various envisaged activities.

To this end, one of the key deliverables for ZPCC is the development of a realistic resource mobilisation strategy with specific, measurable, achievable, results-oriented and time-bound (SMART) objectives. The objectives will ideally be developed in a participatory manner to ensure buy-in from the ZPCC general membership.

7. MONITORING & EVALUATION

7.1. Monitoring implementation of the strategic plan

The implementation of the strategic plan will be closely monitored. The ZPCC Secretariat together with the Executive will be required to prepare progress reports on the implementation of the work plans focusing on the predetermined performance indicators under each objective. Performance will also be monitored using indicators identified during the implementation to capture additional and recurring outputs. Outputs falling outside the objectives of the strategic plan will be captured under the heading 'Additional achievements' by ZPCC.

7.2. Evaluation of implementation of the strategic plan

The midterm evaluation of the strategic plan will be conducted in December, 2017 and the terminal evaluation will be in December, 2020.

The evaluation will focus on but not limited to the following:

- Delivery against Strategic plan objectives and implementation of proposed actions'
- Positive impacts on stakeholders and citizenry of strategies implemented and outputs produced,

- Stakeholders' assessment of the performance of the ZPCC
- Policy and legal challenges having a bearing on the effective implementation of the Strategic plan, and
- Ultimately, the overall performance of the ZPCC.

ANNEX 1: ZPCC PROPOSED ACTIONS³ FOR THE GOAL ON INFLUENCING THE ENABLING ENVIRONMENT

Annex 1.1 CLIMATE CHANGE

CLIMATE CHANGE: POLICY AND LEGISLATION SPECIFIC INTERVENTIONS			
	Instrument	Status	Proposed ZPCC actions
Climate Change legislation		Pending	Establish the status Engage technocrats and professionals to determine whether or not Zambia requires a dedicated climate change policy and legislation
Climate Change policy & plans	2012 National Policy on Climate Change (NPCC)	Draft	Advocate for finalization of policy
	2010 National Climate Change Response Strategy (NCCRS)	Draft	Advocate finalization
	2010 National Adaptation Programme of Action on Climate Change (NAPA)	Approved	Progress monitoring (seek clarity on milestones & indicators)
Climate Change investment	2011 6 th National Development Plan 2011-2015	Under implementation	Progress monitoring (seek clarity on milestones & indicators)
	Pilot Programme on Climate Resilience (PPCR)	Under implementation	Progress monitoring (seek clarity on milestones & indicators)
Zambia Intended Nationally Determined Contributions		?	Verify status, and advocate for the participatory development of INDCs

Annex 1.2 FORESTRY

FORESTRY: POLICY AND LEGISLATION SPECIFIC INTERVENTIONS			
	Instrument	Status	ZPCC Actions
Forest legislation	2012 The Forests Bill	Pending – awaiting debate at National Assembly	Solicit stakeholder concerns about content and process of the Bill to inform debate
	1999 The Forests Act	Abandoned - approved by Parliament, but not enacted	Provide comments on the Forestry Bill when tabled in Parliament.
	1973 The Forest Act	Outdated	Engage expert support/advice to review the Forestry Bills

³ The action points are taken from the situational analysis report. They should be read alongside the contents of Annex II.

Forest subsidiary legislation	2006 (S.I. No. 47) The Local Forests (Control and Management) Regulations	Joint Forest Management Regulations in force but not implemented, due to lack of clarity on cost-benefit sharing	Clarify cost-benefit sharing mechanisms on Joint Forest Management
	1999 (S.I. No. 52) The Local Forests (Control and Management) Regulations		
	2013 (S.I. No. 52) The Forests (Amendment) Regulations	Forest Licensing Regulations, in force, but ineffective as pricing economically disastrous to small-scale entrepreneurs (see below)	Debate current forest licensing regulations currently disadvantaging small-scale entrepreneurs
	2003 (S.I. No. 121) The Forests (Amendment) Regulations		
	1997 (S.I. No. 48) The Forest License (Amendment) Regulations, 1997		
Forest policies and plans	2009 The Draft Forest Policy	Pending - draft not finalized	Call for finalization of policy & review of Action Programme
	1998 Zambia Forest Policy	Current policy governing forest sector – outdated	
Government investment in forestry	2012 Zambia Forestry Action Programme Review	Pending	
	2011 6 th National Development Plan 2011-2015	Under implementation	Monitor implementation of forestry component in SNDP
	1998 Zambia Forestry Action Programme	Outdated	Call for review of Forestry Action Programme

FORESTRY: OTHER INTERVENTIONS	
Issue	Proposed ZPCC actions
Outdated and ineffective licensing system	Call for reforms in the forestry licensing system which makes 'business sense' while also promoting sustainability
Lack of management effectiveness of forest reserves	Call for a status report on the state of the national forest estate to inform clear policy, legal and strategic guidance for the best way forward.
Failure to leverage the opportunities in the Carbon markets	Advocate for an enabling environment that is for carbon trading and REDD+ legislation
Charcoaling dynamics	Advocate for inter-ministerial platform to strategise on the dynamics involved in charcoaling.

Stalled community forestry initiatives	'Unlock' JFM by calling for reconciliation of legislations of different Ministries
Forest certification	Advocate for updates of relevant policy and legislation to enable Zambia benefit from new market-based incentives in sustainable forestry, green economy and bio-trade,
Local forest tenure rights	Advocate for forest users obtain stronger access and user rights to the woodlands that provide them with a livelihood
Inadequate law enforcement capacity	Advocate for an integrated approach to law enforcement with closer working relationship with ZAWA. Advocate for subsidiary legislation to appointment Wildlife Police Officers as honorary forest rangers/guards
Community participation and incentives for community stewardship	Call for clear incentives and institutionalization of community participation in the envisaged Forestry Bill
Carbon markets and reduced emissions from degradation and deforestation (REDD)	In the envisaged forest bill, advocate for inclusion of REDD+ and mechanisms for community beneficiation from the same

Annex 1.3 Biodiversity, wetlands, wildlife and protected areas

FORESTRY: POLICY AND LEGISLATION SPECIFIC INTERVENTIONS			
	Instrument	Status	ZPCC Actions
Policies and plans	2009, ZAWA. <i>Draft Addendum to the Zambia Wildlife Act of 1998 as Amended, March 2009</i> , Ministry of Tourism, Environment and Natural Resources, Lusaka.	The Wildlife Act is due for review and up-date during the 6 th National Development Plan period	Advocate for new wildlife policy and legislation
	1998, The Zambia Wildlife Act. <i>Supplement to the Republic of Zambia Government Gazette dated the 24th of April 1998. No 12 of 1998.</i>		Advocate for new wildlife policy and legislation
	2010, REMNPAS. <i>Reclassification and Conservation Plan for the National System of Protected Areas in Zambia.</i> Zambia Wildlife Authority, Ministry of Tourism, Environment and Natural Resources, Lusaka.	Plan prepared, awaiting approval by ZAWA Board.	Advocate for new wildlife policy and legislation Establish status of the national system for protected areas (but should be beyond wildlife)
	1998, <i>Policy for National Parks and Wildlife in Zambia.</i> MTENR	Outdated.	Advocate for new wildlife policy and actively engage the development process
	1999, <i>National Biodiversity Strategy and Action Plan</i> , Government of the Republic of Zambia.	Outdated. Review about to start in July 2013	Advocate for the development of new NBSAP Advocate/lobby for national

			biodiversity policy and legislation
Investment programmes	2011, 6 th National Development Plan 2011-2015	Under implementation	Monitor the implementation of investment programmes under SNDP in the sector

Annex 1.4 Biodiversity, wetlands, protected areas: other interventions

Issue	Proposed ZPCC actions
Wetlands policy	Advocate/lobby for the development of the wetlands policy
Inter-ministerial coordination	Advocate/lobby for inter-ministerial coordination on crosscutting conservation and environment issues
Wildlife crimes	Advocate/lobby financial and technical support to the wildlife sector Advocate for Inter-ministerial task force/team to address the escalating wildlife (and other environmental crimes)
Community participation and incentives for community stewardship	Call for clear incentives and institutionalization of community participation in the envisaged Forest Bill
Wildlife	Advocate for new policy and legislation and monitoring of the same Advocate for new measures to better regulate the hunting industry Advocate for incentives to ensure improved community stewardship for wildlife Advocate for greater political will in the fight against organized wildlife crimes

Annex 1.5 General environmental management (including mining)

Issue	Proposed ZPCC actions
Strategic Environmental Assessment (SEA) as a key tool in environmental oversight and management	Confirm existence of a national SEA for mining and if established not in place, advocate for a new SEA for the sector Advocate finalisation the draft SEA guidelines so that they are approved
Robustness of EIA procedures	Determine scope of considerations on local communities in EIAs
Environmental Management Act and sectoral legislations	Question provision of prioritising sectoral legislation in the event that conflict is found between EMA (2011) and a specific Act. Should this provision be reviewed? Monitor: the development of Environmental Management Plans
Unclear EMA vis-à-vis other Act	Establish the position of the Environmental Management Act (2011) in relationship to other Acts. Currently, sector Acts take precedence over EMA (which is supposed to be overarching). Lobby for changes as appropriate
Subsidiary legislation	To what extent do existing pieces of legislation ensure development of, and use of subsidiary legislation? Lobby for the full development and implementation of relevant subsidiary legislation.

Absence of national standards for the management of the environment are not in place.	There is urgent need to put in place a comprehensive set of national standards for environmental management. How otherwise will the Director of the Geological Survey make informed decisions when granting licenses?
The Environmental Management Act of 2011 compels all ministries to prepare <i>environmental management strategies</i> , within a three year period.	Establish status for key strategic Ministries especially in this regard. If proven that key Ministries do not have the strategies, lobby for adherence to the Act. A negotiated implementation with revised timelines and clear milestones plan may be required.
Mining - <i>annual environmental audits, inspections and sanctions,</i>	Establish the implementation of and status of annual environmental audits by key players in high risk sectors.
Absence, nationwide of properly engineered landfill sites and implications for the environment	Advocate for the establishment of landfill sites, especially for the disposal of hazardous materials through public private partnerships involving municipalities and key strategic partners such as the mines. Lobby – for high level risks to the environment through water pollution and the risks for public health caused by the absence of landfill sites



ANNEX II: The Zambian Parliamentary Conservation Caucus, the ICCF Group and WWF national conference - conservation and development priorities and partnerships: A way forward

October 18th, 2014 - Lusaka, Zambia

Action Items

Priority Actions on Forest Management and Conservation

Action Item 1: Enactment and execution of the Forestry Bill, incorporating three major principles:

- a) Institutionalizing community forests.
- b) Inter-ministerial coordination in execution of the Forestry Law.
- c) Short, medium and long-term strategies for alternatives to charcoal.

Priority Actions to Combat Wildlife Crime and Advance Wildlife Conservation

Action Item 1: Review of benefit-sharing policies and practices for communities.

Action Item 2: Inter-Ministerial coordination on combating wildlife crime:

- a) Inter-Ministerial Task Force to improve wild life, fisheries, forestry law enforcement led by the Ministry of Home Affairs, including the Ministry of Tourism, Ministry of Transport, Ministry of Lands, Natural Resources and Environmental Protection, and the Ministry of Justice.

Action Item 3: Review roles and responsibilities and institutional structure of ZAWA to enable it to best perform its duties.

Priority Actions on Sustainable Agriculture

Action Item 1: Develop Strategic Agricultural development strategy that accounts for:

- a) A geographical approach for extensive and intensive (commercial & family, large and small) agricultural development by accounting for productivity and environmental sensitivity.
- b) Particular attention to agricultural development around water bodies including rivers, lakes, wetlands etc. with appropriate buffers to ensure mitigate nutrient run off and irrigation schemes that account for water flow and recharge.

Action Item 2: Urgent action to improve fisheries law enforcement, either through a separate unit or joint enforcement with other ministries and agencies with existing capacity.

Priority Actions on Responsible Mining

Action Item 1: Review of environmental analysis and criteria for mining permits.

Action Item 2: Improved operation and application of the Environmental Fund to mitigate environmental impacts of mining with particular attention to its scope, predictability, and transparency.

Priority Actions on Water Conservation and Management

Action Item 1: Development and Implementation of the Water Resources Management Act and the Water Resource Management Authority, with particular attention to implementing water use regimen that accounts for competing sectoral uses and tradeoffs therein.

Action Item 2: Enacting a Wetlands Policy.

Action Item 3: Zambia to take the lead in regional water initiatives by hosting a Regional Conference on Water Management and Conservation.





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