



REPUBLIC OF ZAMBIA

**STRATEGIC PLAN FOR THE OCCUPATIONAL
HEALTH AND SAFETY INSTITUTE
2016-2020**

Prepared by:

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Development Division

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1.0 INTRODUCTION

1.1 Background

The Pneumoconiosis Medical and Research Bureau was established in 1945 in accordance with the Silicosis Ordinance Act under the Ministry of Labour and Mines. The Ordinance allowed for the examination of miners and certification and compensation of all forms of Pneumoconiosis if they occurred.

In 1991, the name was changed to Occupational Health, Safety and Research Bureau (OHSRB) to reflect the expanded mandate of occupational diseases from Pneumoconiosis and Pulmonary Tuberculosis (PTB) to other diseases and extension of services to other industries and individuals other than miners. As such, the ordinance became the Pneumoconiosis Act Cap 326 of the Laws of Zambia and renumbered Cap 217. However, Part III which dealt with medical examinations and certifications was moved to Workers Compensation Act No. 10 of 1999, Cap 211 of the Laws of Zambia.

The Occupational Health Safety Institute (OHSI) is a statutory body established under the Occupational Health and Safety Act of 2010, to provide protection of persons, other than persons at work, against risks to health or safety arising from, or in connection with, the activities of persons at work. The 2010 Act includes high risk areas in agriculture and construction sectors.

1.2 The Mandate

The Occupational Health and Safety Institute (OHSI) draws its mandate from Occupational Health and Safety Act No.36 of 2010 and the Workers' Compensation Act No. 10 of 1999 Cap 211 of the laws of Zambia.

Specifically, the OHSI's statutory functions are as follows:-

- i. Develop and implement programs to provide incentives for employers to implement measures to eliminate or reduce risks to health or safety or to improve occupational hygiene, occupational health and safety;
- ii. Investigate and detect occupational diseases and injuries at workplaces;
- iii. Conduct medical examinations for occupational health and safety purposes catering for all industries including agriculture and construction;
- iv. Provide an occupational laboratory service;
- v. Promote studies and carry out investigations and research on occupational health and safety;
- vi. Prepare and maintain statistics on employees morbidity and mortality;
- vii. Conduct and encourage awareness educational programmes relating to the promotion of occupational health and safety; and
- viii. Carry out such other functions as are necessary or incidental to the performance of its functions under this Act.

1.3 Operational linkages

In executing its mandate, the OHSI collaborates with Ministry of Labour and Social Services, Ministry of Mines and Minerals Development specifically with the Mine Safety Department. In addition, the organisation collaborates with Workers' Compensation Board to enhance occupational health and safety at work places.

1.4 Rationale for Developing the 2014-2016 Strategic Plan

The development of this Strategic Plan was necessitated by the expiry of the previous Strategic Plan; and the need to establish OHSI's priorities and future direction.

1.5 Methodology

A Performance Audit against the previous Strategic Plan (2010-2014) was carried out to ascertain the extent of implementation and impact of the plan.

Then the preparation of this Strategic Plan was undertaken in a participatory process through a workshop attended by OHSI Staff, Ministry of Labour and Social Services Officials, representatives from Mine Workers Union of Zambia (MUZ), Copperbelt University (CBU) and Mopani Copper Mine, and was facilitated by Management Development Division (MDD) from 11th to 15th May, 2015. This involved a thorough analysis of the Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis, Political, Economical, Social, Technological, Environmental and Legal (PESTEL) Analysis as well as Strategic Core Issues before charting the future direction.

1.6 PLAN COVERAGE

The Strategic Plan covers the following:

a) Environmental Analysis

In developing a realistic Strategic Plan for OHSI, an in-depth understanding and appreciation of both external and internal are critical. The political, economic, social, technological, environmental and legal developments that have taken place and the key policy decisions that have been made in the last five years and have had an impact on the performance of the OHSI. These developments might also have bearing on the OHSI's future direction and focus. In this regard, the OHSI Strategic Plan for the next five years has been developed taking into account the above- mentioned developments.

In addition, the Strengths, Weaknesses, Opportunities and Threats (SWOT) of have been identified. Strategic/Core issues that need to be addressed in order for the Institute to effectively implement its Strategic Plan have also been identified and discussed. Further, the OHSI's clients and their needs and stakeholders and their interests that are expected to be addressed have been outlined.

b) **Vision Statement**

The Vision Statement, depicting the future successful state of being for the Institute, is presented.

c) **Mission Statement**

The Mission Statement, justifying the fundamental purpose for the continued existence of the Institute in the next five years is outlined.

d) **Goal Statement**

The Goal Statement that projects strategically what the OHSI intends to achieve in the next five years and provides operational direction and focus, is defined in line with the mission statement.

e) **Value Statement**

The core values or beliefs, norms that shall be the guiding principles for the conduct and behaviour of the Institute and its staff are espoused.

f) **Objectives, Strategies and Performance Indicators**

The objectives which are specific, measurable and result oriented statements of what the Institute intends to achieve in the next five years are presented and discussed. The preferred courses of action (strategies) that the Institute will employ in order to achieve the objectives are outlined. The Performance Indicators, which are variables by which the achievement of the objectives will be measured, are also presented.

g) **Pre-Conditions**

The pre-conditions factors crucial to the successful implementation of the Strategic Plan are highlighted.

h) **General Assumptions**

The general conditions that should exist at both the organisation level and in the external environment to ensure successful implementation of the strategic plan are outlined.

i) **Linking the Strategic Plan to the Budgeting process**

The process of linking the Strategic Plan to the budgeting process is outlined.

j) **Monitoring and Evaluating Implementation of the Strategic Plan**

The measures that SHI is going to put in place to track the effective implementation of the Strategic Plan and assess its impact on the quality of service delivery and ultimately the state of occupational health and safety are outlined

k) **Core Functional Structure**

The Core Functions structure indicating the OHSI's broad areas of operation or the main business are presented.

2.0 Environmental Analysis

2.1 External Environmental Analysis

The Institute, like any other organization, is operating in a changing socio-economic and political environment. An understanding and appreciation of both internal and external environment is a pre-requisite in formulating a realistic Strategic Plan for the next five years. Some developments in the external environment, which affected the operations of the OHSI, have been identified as follows:

a) **Political Developments**

i) **Statutory Instrument (SI) No. 63 of 2015 on Retirement Age**

Government enacted SI No. 63 of 2015 to review the retirement age from 55 years to 65 years. The SI has made it imperative for the Institute to conduct additional tests for senior citizens who are in employment such as ECG and lung function tests.

There is need for OHSI to educate employers on the need to pay for senior citizens' additional tests to sustain a healthy workforce. Further, OHSI will need to review its structure in order to facilitate the effective and efficient execution of services.

b) Economic Development

i) Economic growth

Zambia's economy has been growing in the last decade especially in the mining, construction, and agriculture sectors. There has been explorations and opening up of new mines; namely Kalumbila, Lumwana and Kansanshi in North-western Province. Consequently, developments in these sectors have increased the demand for occupational health and safety services.

The growth in the economy creates pressure on OHSI to examine; prospective miners; serving miners; and workers in non-mining high risk sectors such as agriculture and construction seeking regular routine medical examinations. In addition, the growth has increased the workload on the over stretched staff of the Institute.

OHSI will focus on strengthening collaborative mechanisms with the Mine Safety Department (MSD) in scheduling of new mines. In addition, OHSI will procure modern equipment and vehicles for out-station examinations. OHSI will also undertake a comprehensive review of the structure and filling of vacant posts to meet the increased demand. As a long term measure, the Institute will establish branches in newly established mining areas as this will reduce on operational costs and traveling risks for both the Institute and its clients.

c) Social Developments

i) High Prevalence of TB

It has been established that silica dust exposure is associated with increased morbidity and mortality from Tuberculosis and subjects with silicosis have increased risk of developing Pulmonary Tuberculosis because the prevalence of Pulmonary Tuberculosis in silicosis is much higher than in the general population.

The high prevalence of TB due to exposure to silica dust puts pressure on OHSI to enhance regular screening of miners to detect TB early and increases demand on its services.

In order to mitigate this, OHSI will educate the stakeholders, especially compensation institutions on the link between TB and silica dust. The Institute will also advocate for a policy on Isoniazid Preventive Therapy (IPT) and advocate for the compensation of miners who have long left the mines but eventually develop PTB because the risk factor remains after they have left employment

ii) Increased awareness on occupational and safety

In the recent past, there has been an increase on awareness of occupational and safety health among the workforce, leading to increased demand on the services.

To meet this demand for services, OHSI will form strategic alliances with Unions to advocate for Isoniazid Preventive Therapy (IPT). The Institute will strengthen and increase the outreach services as well as embark on a marketing campaign of the services on offer.

d) Technological Development

i) Advancement in Medical Equipment

There has been rapid technological advancements in medical equipment such as the introduction of digital X-ray machine and technology to manage client information. The development has led to reduction in the number of films procured by the Institute. This development also has facilitated timely storage and retrieval of medical records.

In this regard, OHSI will lobby the Government and cooperating partners to procure modern equipment, and increase the grant allocation in order to maintain the equipment in usable state. OHSI will also upgrade the Medical Examination Management Information (MEMIS) in order to make information accessible beyond headquarters.

ii) Technological Side effects

The advancements in technology has also come with certain side effects. As more and more equipment is adopted, users are exposed to new health and safety hazards.

The side effects that come with advancement in technology or improper use of certain equipment compels the Institute to upgrade its machinery to detect, prevent as well as advise workers on correct usage of equipment.

In order to mitigate this, OHSI will engage and lobby Government and other stakeholders to support the enactment of an SI that will facilitate monitoring of technology. The Institute will also strengthen its monitoring of occupational health and safety hazards.

e) **Environmental Development**

i) **Environmental Pollution**

Recently, there has been escalation in environmental pollution due to increased exploration and mining activities. Consequently, there is demand on OHSI to carry out conclusive tests on exposure to organic substances and early detection of occupational health hazards. However, in the absence of standards, this has not been done.

In this regard, OHSI will need to develop and enhance collaboration on standards with other Institutions. In addition, the Institute will enhance risk assessments and research in occupational health and safety.

2.2 INTERNAL ENVIRONMENTAL ANALYSIS

2.2.1 Performance Audit

In March 2015, OHSI conducted the Performance Audit which assessed the extent to which the previous Strategic Plan was implemented. The audit report revealed that OHSI was expected to achieve 6 objectives which were to be measured through 42 performance indicators. The audit also provided evidence that the overall average performance was at 35.75%, due to the following:-

- Lack of statistical data on many output indicators because of poor record management;
- Inadequate human and financial resources; and
- Weak monitoring and evaluation mechanisms.

2.2.2 Identification of the Strengths, Weaknesses, Opportunities and Threats

In addition to the performance audit, an understanding of the internal environment in which the Institute has been operating is also critical. To this end, an analysis of the strengths, weaknesses, opportunities and threats (SWOT) was conducted. The analysis revealed strengths and opportunities that the OHSI needs to take advantage of, in order to eliminate the weaknesses and mitigate the threats for effective and efficient implementation of the strategic plan.

a) Strengths

The following strengths were identified:

i) Policy and Legal Framework

OHSI is guided by various policy and legal framework which includes among others, Occupational Health and Safety Act No. 36 of 2010 and Statutory Instrument No. 54 of 2012. These pieces of legislation empower the Institute to provide occupational health and safety services.

In this regard, OHSI will develop and finalize regulations and standards in order to prevent and detect occupational diseases and hazards. In addition, the Institute will sensitise the public on occupational health and safety matters.

ii) Sole Statutory Examiner and Certifier of Ex-Miners, Miners and Potential Miners and Employees from other industries

The Institute is the sole statutory provider of pneumoconiosis medical examinations in the Mining sector and screening services to high risk sectors such as construction and agriculture. This has enabled the Institute to capture more clients thereby increasing revenue base.

In order to optimise on this, the Institute will lobby for capital funds to procure modern equipment; facilitate regular maintenance and upgrading of its equipment and rehabilitate infrastructure. Furthermore, OHSI will strengthen inspections in order to prevent occurrence of occupational diseases.

iii) Availability of Qualified and Experienced Human Resource

Availability of qualified, experienced and dedicated human resource has been identified as one of the strengths of the Institute. This enables the Institute to deliver quality services in an efficient and effective manner.

Despite this, there is still need to improve conditions of service in order to retain the human resource and implement a special retention scheme for technical staff. OHSI will also undertake human resource capacity building and develop internal quality assurance systems.

iv) Functional Structure

The Institute has a functional structure with relevant technical departments. This has enhanced the delivery of occupational health and safety services because roles and responsibilities of staff are clearly defined.

In order to optimize this, OHSI will undertake a comprehensive review of the existing organization structure. OHSI will also invest in continuous systems development and improvement to assure continued provision of quality services.

v) **Location**

OHSI is centrally located in the mining area. The location in Kitwe has strengthened the institution's ability to deliver on its mandate of providing occupational health services and is accessible to the recipients of services such as mining firms and miners.

In this regard, the Institute will expedite the establishment of bureaux in new mining areas and agriculture and construction sectors in order to improve accessibility to occupational and safety services.

vi) **Positive Work Culture**

The organization is characterised by a positive work culture coupled with unity of purpose of the members of staff. This has had a positive impact on the operations and performance of the Institute.

In order to optimise on this, OHSI will institutionalise performance management system and develop a service charter. In addition, the Institute will also seriously enforce the code of ethics and disciplinary code.

b) **Weaknesses**

The following weaknesses were identified:-

l) **Inadequate Laboratory Infrastructure**

The Institute main operational office is a physiology-laboratory. The current laboratory cannot cater for all the clients because it is relatively small in relation to the clients that visit to seek its services.

In this regard, there is need to lobby government and cooperating partners to construct a new and bigger laboratory as this forms part of the core work of the Institute.

ii) **Unfilled Positions**

The Institute has been operating below optimal staff levels contrary to the provisions of the establishment. This is largely due to challenges in capacity to remunerate and the criticality of the position. The establishment has 137 positions, out of which 88 were filled (as of May, 2015), this represents a vacancy rate of 35.8%. Consequently, the Institute's capacity to effectively and efficiently execute its mandate is limited and staff are overstretched as such targets cannot be attained.

In order to mitigate the above situation, OHSI will expedite the filling of vacant positions in a phased manner in order to have the right numbers of staff in the right places as per approved establishment.

iii) **Lack of Specialised Human Resource**

There is inadequate skilled human resource in OHSI due to the inability to acquire the services of permanent Radiologist, Pathologist, Occupational Health Doctors and Nurses, and Occupational Audiologist. These specialized skills are a challenge to attract and retain by the Institute, a situation that adversely affects service delivery. This has led to OHSI spending substantial amounts of money outsourcing these specialised services.

In view of the above, there is need to retain and motivate Specialist staff through a special retention scheme, and implement continuous professional development programmes. In addition, the institution will also embark on staff capacity building in line with the needs identified, and undertake regular skill audit. Further, OHSI will invest in ICT so that telemedicine Consultants can be outsourced from overseas as an intermediate measure.

iv) **Lack of some Management and Operational Systems**

The Institute does not have an integrated occupational health and safety information system, adequate ICT systems as well as an integrated accounting system. The financial management systems have also not been implemented adequately. This leads to accounting system not being accessible though intranet; delays in processing of occupational health and safety data; medical records not accessed in outstations; and poor information management and sharing thereby making it difficult to make informed decisions.

In this regard, the Institute will improve the various operating systems by acquiring new systems and upgrading old ones. In addition, there is need to develop a robust integrated ICT system (website) that has the ability to host occupational health and safety information and facilitate interface with various stakeholders. OHSI will also develop an enhanced communication system by incorporating social media and e-governance.

c) **Opportunities**

A number of opportunities exist in the environment, which OHSI can take advantage of to improve its performance and the quality of service delivery to its Clients. These opportunities are:

i) **Political will to Promote Occupational Health and Safety**

Currently, there is generally goodwill and commitment from the Political leadership and Government towards promoting occupational health and safety in all work places. Consequently, this has provided an enabling environment for the Institute to enhance its surveillance programmes and leading to companies complying with regulations and standards on occupational health safety.

In order to optimise on the positive environment, the Institute will engage political leadership and relevant stakeholders on expediting the development and strengthening of regulations and standards in line with international best practices. The Institute will also ensure that short term plans are aligned with Government's intentions of reducing and preventing occupational diseases and hazards. In addition, OHSI will increase inspections in high risk areas and lobby for increased funding.

ii) **Availability of Cooperating Partners and other Alliances**

There are many cooperating partners and stakeholders that are willing to support occupational health and safety services. This presents an opportunity for enhancing prevention and detection of occupational diseases and hazards.

In this regard, OHSI will continue engaging the cooperating partners and stakeholders for strategic alliances and resource (financial and material) support in priority sectors of mining, agriculture and construction. The Institute will develop project proposals for resource mobilization; build and strengthen partnerships with stakeholders such as Universities and Colleges in order to harness synergies and explore training opportunities with partners. OHSI will also continue hosting consultative meetings to improve working relationships with partners.

iii) **Opening up of New Mines**

Recently, there has been a lot of exploration and opening up of new mines such as Kalumbila, Lumwana and Kansanshi mines in North-western Province and Nkandabwe and Mapapatiya Mine in the Southern Province.

This presents an opportunity for OHSI to increase its clientele base thereby, leading to increased revenue from prospective miners and serving miners seeking regular routine medical examinations from the Institute.

To optimize on this, the OHSI will collaborate with Mine Safety Department (MSD) to schedule new mines so that occupational health services can be extended to the new entrants. Furthermore, OHSI will procure vehicles and modern equipment for increased outreach to meet demand and also expedite the establishment of sub-bureaux in newly established mining areas.

d) **Threat**

The threats that may hinder OHSI to effectively deliver quality services to the public include:

i) **Inadequate Funding**

The Institute's funding for implementation of its programmes and operational activities is inadequate and erratic. This adversely reduces the Institute's ability to deliver on its mandate.

In this regard, OHSI will engage the Ministry of Finance through Ministry of Health to request for more resources and timely release of funds.

ii) **Non-compliance**

Currently, many companies are not compliant to the regulation that miners should be examined periodically by the Institute. This adversely affects the health of workers.

To mitigate this threat, the Institute will strengthen its partnership with Ministry of Labour, Mine Safety Department, and Workers' Compensation Control Fund to enforce regulations and collaborate with National Prosecution Authority (NPA) in prosecuting non-compliant firms. In addition, OHSI will explore other possible ways of creating incentives for clients such as credit facility; outreach examination programs; and lobby Government for tax rebates on occupational health and safety compliant clients.

2.3 CLIENTS AND THEIR NEEDS

In the light of the foregoing, clients and their needs from the Institute have been identified and presented as follows:

- a) Prospective miners need initial medical examination to be considered for employment in the mines;
- b) Serving miners need medical examinations at periodical intervals and discharge;
- c) Referral patients need diagnostic tests and reports;
- d) Food handlers need medical examinations;
- e) Motor vehicles drivers' eye sight medical examinations; and

- f) Non-mining companies need medical examination for their staff and occupational hygiene surveys;
- g) Retired miners need medical examinations; and
- h) Deceased miners need post-mortem examinations.

2.4 STAKEHOLDERS AND THEIR INTERESTS

The stakeholders are individuals, groups of individuals or institutions who have a stake in the Occupational Health and Safety Institute and are affected by the decisions made by it. The following are OHSI's stakeholders and their interests:

- a) Ministry of Labour and Social Services
 - Certification of workers;
- b) Ministry of Mines, and Mineral Development
 - Fitness of workers;
- c) Ministry of Community Development, Mother and Child Health
 - Control of TB;
- d) Cooperating Partners, ILO, ZFE and ZNFU
 - Control of occupational diseases;
- e) Trade Unions
 - Assurance of health and safety of workers.

2.5 STRATEGIC/CORE ISSUES

In addition to identifying the strengths, weaknesses, opportunities and threats (SWOT) as well as the clients and their needs, a Strategic/Core issues has been identified which must be considered if the performance of the Institute is to be effective in the next five years.

The following is the strategic/core issue:-

i) **Overlap of Roles and Responsibilities on Occupational Health**

The overlap of functions with other institutions leads to duplication of roles and responsibilities on occupational health by various government agencies. This is caused by non-involvement of key stakeholders in development of legislation and which has led to multiple legislations on occupational health and safety. As a result, clientele are frustrated because several similar inspections are conducted by Ministry of Labour; Mine Safety Department and Zambia Environmental Management Agency. In addition, Companies are required to pay statutory fees to all these institutions. The Institute recommends the development of a policy to provide for an integrated enforcement system on occupational health and safety and resolve issues of overlapping functions.

3.0 VISION STATEMENT

3.1 Based on the foregoing analysis of the internal and external environments, the following Vision Statement has been formulated for OHSI:

“A Centre of excellence in the provision of occupational health, safety and research services”

3.2 Through this Vision, the Institute would strive to be an organisation that will provide world class occupational health, safety and research services.

4.0 MISSION STATEMENT

4.1 In line with its vision statement, the OHSI’s Mission Statement is:

“To provide excellent occupational health, safety and research services in order for employers to safeguard workers and the community from occupational and safety hazards in order to promote a healthy and safe work environment”

4.2 Through this Mission the Institute, hopes to provide information on occupational health and safety to various stakeholders, reach out to employers and compel them to put in place mechanisms that will protect the health and safety of workers at all work places, and compensate those that suffer occupational health related illnesses.

5.0 GOAL STATEMENT

5.1 The Goal Statements have been developed as follows:-

- 1) ***“To achieve 100% coverage of occupational health and safety services in all scheduled mining areas by 2019”***
- 2) ***“To achieve 40% coverage in occupational health safety in three (3) high priority areas and high risk sectors in all non-mining work places by 2020”***

5.2 Through this Goal statement in the short to medium term the Institute is committed to reducing health and safety hazards in work places including those that are non mining industries.

6.0 VALUE STATEMENT

6.1 OHSI will espouse the following values in the provision of services to its clients:

“We undertake to provide quality services to our clients with confidentiality, accuracy, transparency, commitment, accountability, integrity, efficiency, quality, respect and creativity”

6.2 Through this Value statement, the Institute, through its staff will conduct themselves in a manner that is beyond reproach at all times especially, when providing the services to the clients.

7.0 OBJECTIVES, STRATEGIES AND PERFORMANCE INDICATORS

7.1 To realise the Mission and give the Institute specific accountabilities against which the overall performance will be measured in the next five years. The following objectives with their corresponding strategies and performance indicators will be pursued:-

7.1.1 OBJECTIVE 1

To prevent and reduce occupational diseases and injuries in order to protect persons at work places and communities

7.1.2 STRATEGIES

1. Facilitate formation of health committees at work places;
2. Develop and implement a sensitization program;
3. Strengthen the stakeholder collaborate mechanism;
4. Develop and implement occupational health standards, regulations and guidelines for various sectors; and
5. Design and implement an incentive scheme.

7.1.3 PERFORMANCE INDICATORS

- i) 9 inspections in high risk non-mining sectors conducted quarterly;
- ii) 100% investigations conducted annually;
- iii) Occupational diseases incidence reduced by 10% annually;
- iv) Reportable incidences and accidents reduced by 30% by 2020;
- v) 95% workers in high risk sectors sensitized on health and safety by 2020;
- vi) 4 awareness publications disseminated quarterly;
- vii) Guidelines for Health committees developed and operational by December 2016;
- viii) 12 Compliance Audits and Risk Analyses conducted annually;
- ix) Regulations for three (3) high risk sectors developed by 2016;
- x) Work place Health Committees established and operational by 2017;
- xi) 95% employers in the three (3) high risk sectors sensitized on occupational health by 2020;
- xii) An incentive scheme designed and operational by 2017; and
- xiii) Occupational health services structures established in all workplaces by 2020.

7.1.4 Through this objective, the Institute will ensure employers and employees detect and investigate occupational diseases in order to safeguard employees and their communities.

7.2.1 **OBJECTIVE 2:**

To detect and investigate occupational health diseases in order to provide remedial measures.

7.2.2 **STRATEGIES**

1. Strengthen the diagnostic services; and
2. Strengthen and implement the outreach programme.

7.2.3 **PERFORMANCE INDICATORS**

- i) Incidences of occupational diseases per year;
- ii) 5% increase in employees examined in the mining sector annually;
- iii) Mobile examination unit procured by 2020;
- iv) 10% increase in employees from non-mining sectors screened annually;
- v) Additional baseline examinations introduced by 2016;
- vi) 100% incidences investigated annually;
- vii) Level 2 occupational health laboratory established by 2019; and
- viii) Old medical equipment replaced by 2020.

7.2.4 Through this objective, the Institute will collaborate with research institutions in occupational health and safety hazards in order to generate information in order to establish trends, prevalence, incidences and facilitate development and implementation of appropriate interventions.

7.3.1 **OBJECTIVE 3:**

To promote and undertake research on occupational health and safety in order to facilitate development and implementation of appropriate interventions.

7.3.2 **STRATEGIES**

1. Establish a Research Fund;
2. Develop a collaborative mechanism with research institutions;
3. Develop and implement a Research program;

4. Establish an integrated information management system; and
5. Establish a central repository database on occupational health and safety.

7.3.3 PERFORMANCE INDICATORS

- i) Research on Occupational health and safety undertaken and findings disseminated annually;
- ii) 1 statistical analysis report on existing Medical Management Information System (MEMIS) data produced quarterly;
- iii) Integrated data base established by 2016;
- iv) Collaborative mechanism with research institutions established and operationalized by 2016;
- v) 4 occupational health and safety research information published and disseminated by 2020;
- vi) Research fund established by 2017;
- vii) Register of all employees updated annually; and
- viii) 1 promotion undertaken annually.

7.3.4 Through this objective, the Institute will collaborate with research institutions in occupational health and safety hazards in order to generate information in order to establish trends, prevalence, incidences and facilitate development and implementation of appropriate interventions.

7.4.1 OBJECTIVE 4:

To plan, monitor and evaluate effectively the occupational health and safety programmes in industries in order to facilitate development and implementation of appropriate interventions.

7.4.2 STRATEGIES

1. Develop and implement a monitoring and evaluation system; and
2. Review the strategic plan.

7.4.3 PERFORMANCE INDICATORS

- i) M&E system developed by 30th June 2016;
- ii) M&E reports produced quarterly;
- iii) 150,000 Medical examinations conducted annually;
- iv) 12 compliance audit and risk analyses conducted annually;
- v) Regulations and standards formulated by 2016; and
- vi) Strategic Plan evaluated by 2018.

7.3.4 Through this objective the Institute will plan, monitor and evaluate effectively occupational health and safety programs.

7.5.1 OBJECTIVE 5:

To effectively manage and develop human resource in order to improve organizational performance.

7.5.2 STRATEGIES

- i) Strengthen the Performance Management System;
- ii) Strengthen the human resource management system;
- iii) Design a staff wellness program;
- iv) Develop and implement a capacity development program;
- v) Review organisation structure;
- vi) Strengthen HR Management Systems;
- vii) Establish a staff retention programme; and
- viii) Implementation of HIV and AIDS Workplace Policy.

7.5.3 PERFORMANCE INDICATORS

- i) 100 % performance appraisals conducted annually;
- ii) All vacant positions filled within 2 months of falling vacant;
- iii) Organization structure reviewed by January 2016;
- iv) Training plan reviewed and implemented annually;
- v) 10 personnel receive short term training in relevant fields annually,
- vi) 2 personnel receive long term training annually;

- vii) Human Resource Information System Database developed by 2018;
- viii) Staff wellness programme designed and implemented annually;
- ix) 1 HIV and AIDS programme reviewed and implemented annually;
- x) Succession plan reviewed annually; and
- xi) Collective Bargaining Agreement reviewed annually.

7.5.4 Through this objective and its corresponding strategies, the Institute will build and manage its human resource capacity in order to improve individual and organizational performance.

7.6.1 OBJECTIVE 6:

To provide financial, administrative and logistical support services in order to facilitate effective operations of the Institute.

7.6.2 STRATEGIES

- i) Strengthen the procurement system;
- ii) Strengthen financial systems;
- iii) Engage government and cooperating partners for increased funding;
- iv) Engage stakeholders in review of fees and charges;
- v) Strengthen the enforcement of internal controls;
- vi) Strengthen the Record Management system;
- vii) Strengthen administrative support services; and
- viii) Strengthen website management.

7.6.3 PERFORMANCE INDICATORS

- i) Wide Area Network (WAN) established by December 2018;
- ii) Inventory of Assets and Stock Register established by 2016 and maintained annually;
- iii) Procurement plan reviewed annually;
- iv) Service fees and charges reviewed annually;
- v) Financial Management System (FMS) installed and operational by 2016;

- vi) Branches established and operational in Lusaka and Solwezi by December 2020;
- vii) Budget estimates and work plans prepared and submitted by end of third quarter of each year;
- viii) Work plans prepared and submitted by end of third quarter of each year;
- ix) Financial and expenditure reports prepared and submitted annually;
- x) Transport Management System reviewed annually;
- xi) Preventive Maintenance System reviewed annually;
- xii) Internal Audit controls reviewed annually;
- xiii) 100% audit queries resolved annually;
- xiv) Registry automated by 2020;
- xv) Integrated Information Management System developed and operational by 2016;
- xvi) Central repository database on occupational health and safety established by 2017; and
- xvii) Interactive Ministerial website operational and accessible by December 2016.

7.6.4 Through this objective, the Institute will provide timely and appropriate logistical support services to all departments in order to enhance operations and delivery of services.

8.0 PRE-CONDITIONS

8.1 For the Strategic Plan to be implemented successfully certain conditions must be in place. These include

- i) Effective leadership by management of the Institute;
- ii) Committed staff and positive work attitude and culture;
- iii) Availability of qualified and experienced human resource;
- iv) Appropriate regulations in place;
- v) Ownership of the Strategic Plan by staff; and
- vi) Strong linkage of the Strategic Plan to the budgeting process.
- vii)

9.0 GENERAL ASSUMPTIONS

9.1 The successful implementation of the Strategic Plan is, therefore, premised on the following general assumptions:

- i) Timely and adequate availability of funds from Government;
- ii) Adoption of the Occupational Health and Safety Regulations and Standards;
- iii) Continued political will and support;
- iv) Acceptance of the Strategic Plan by all stakeholders; and
- v) Continued support from co-operating partners and stakeholders.

10.0 LINKING THE STRATEGIC PLAN TO THE BUDGETING PROCESS

10.1 Financial and other resources will be required for the OHSI to effectively implement the Strategic Plan. It is imperative, therefore that this Strategic Plan is linked to the revised SNDP (2013 -2016). Further, the Institute shall develop Annual Departmental and Individual Work-plans which will form the basis for developing annual budgets during the life span of the Plan.

11.0 MONITORING AND EVALUATING IMPLEMENTATION OF THE STRATEGIC PLAN

11.1 In order to remain focussed on the overall vision, mission and goal, the implementation of the Strategic Plan will be monitored and evaluated periodically and specifically, quarterly and annual progress reports shall be prepared and circulated among stakeholders. In addition, a mid-term evaluation shall be conducted in 2017 to assess the progress being made towards achieving the set objectives. In the same vein, a terminal evaluation, shall also be conducted in 2020 to determine the overall impact of the SBP and inform the preparation of the next SBP for the period 2021 – 2025.

11.2 In addition, the OHSI will carry out an external evaluation through a client survey and/or stakeholder analysis, to among other things, establish clients perception of the level and quality of service delivery.

12.0 STRUCTURAL IMPLICATIONS

12.1 The Strategic planning process culminated into the development of an indicative Core Functions which reflects the core business of OHSI.

12.2 The indicative core functions were derived by grouping various objectives into specialized functional areas using the following criteria:

- Similarity of objectives;
- Uniqueness of the objectives;
- Accountability for the objectives; and
- Coordination of the objectives.

12.3 Through the grouping of the objectives, the Core Functions of the OHSI are **Occupational Safety; Occupational Health; Research, Monitoring and Evaluation; and Management Support Services**. The objectives under each core function are grouped as follows:

- Objective No.1 form the **Occupational Safety** core function;
- Objective No. 2 form the **Occupational Health** core function;
- Objectives No. 3 and 4 form the **Research, Monitoring and Evaluation** core function; and
- Objectives No. 5 and 6 form the **Management Support Services** core function.

(See **Appendix I** for a pictorial presentation of the core functional structure).

APPENDIX I

INDICATIVE CORE FUNCTIONAL STRUCTURE FOR THE OCCUPATIONAL HEALTH AND SAFETY INSTITUTE

