



INFORMATION COMMUNICATION TECHNOLOGY
ASSOCIATION OF ZAMBIA

2021–2025

STRATEGIC PLAN AND BALANCED SCORECARD



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Prepared by:
The Information and Communications Technology Association of Zambia in collaboration with



**2021 – 2025
ICTAZ STRATEGIC PLAN WITH
BALANCED SCORECARD**



FOREWORD

On behalf of the Council and the entire membership of the Information and Communications Technology Association of Zambia (ICTAZ), I am pleased and honoured to present the first Strategic Plan of the Association running from 2020-2024.

Strategic Planning is a proactive result based management strategy adopted by organisations with a view of achieving their desired future. It helps identifies past performance, the current status, the preferred future and the means to achieve the planned objectives.

This plan provides ICTAZ with the strategic direction towards being a respected Association and to foster the growth of the ICT fraternity in Zambia and the world at large.

This is a time of great change and opportunity and there are high expectations on the Association from members, the general public and stakeholders. Accordingly, this document sets out all the plans ICTAZ wants to achieve in the next five years.

The achievement of ICTAZ over the years remains the building block for this strategic plan. My team and I reviewed the progress made thus far, and it is undoubtedly that much needs to be done. I trust all members of the Association shall rise to the occasion to ensure a successful delivery of the targets set in this plan. I am also sure that, with the collaboration of our talented staff, the goals we aspire to accomplish will enable the Association achieve the desired results.

I wish to implore management to champion the cause of this strategic plan during its implementation period of 2020 through to 2024.

I thank you.

President

Information Communication and Technology Association of Zambia



ACKNOWLEDGEMENTS

The 2020 – 2024 ICTAZ Strategic Plan and Balanced Scorecard is an outcome of an extensive consultative process with relevant stakeholders and clients. I would like to, therefore, extend my special appreciation to our Council Members, Staff and the general membership of the Information and Communication of Zambia.

This Strategic Plan as a management tool shall provide a major blueprint for the Association's activities for the next five (5) years and commits ICTAZ to participate in programmes and activities that will increase service availability and empowerment to the members and the general public.

Lastly, I would like to extend my appreciation to management and staff of the ICTAZ Secretariat for their efforts and time in during the entire process. I wish to urge management and staff to continue with the same spirit as we implement the Strategic Plan and Balanced Scorecard to the satisfaction of our clients and stakeholders.

Registrar

Information Communication and Technology Association of Zambia



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ACRONYMS

IA	Institutional Assessment
M & E	Monitoring and Evaluation
ICTAZ	Information Communication Technology Association Of Zambia
ICT	Information Communication Technology
OD	Organisational Development
PESTEL	Political, Economic, Social, Technological, Environment and Legal
SMART	Specific, Measurable, Attainable, Realistic and Timely
SWOT	Strengths, Weaknesses, Opportunities and Threats



EXECUTIVE SUMMARY

Information Communication and Technology (ICTAZ) is charged with the responsibility of registration of Information Communication and Technology professionals and regulation of their professional conduct in the interest of the Information Communication and Technology (ICT) Sector. The Strategic Plan was developed to provide the strategic direction and operational framework for ICTAZ's successful execution of mandate.

The methodology used to develop the 2020 – 2024 Strategic Plan and Balanced Scorecard involved a two-phased approach comprising of the Institutional Assessment and Organisational Development underpinned by the Balanced Scorecard principles. The Institutional Assessment involved undertaking a Management Audit, conducting an internal capability assessment to establish the Association's distinctive competencies as well as, analysing the macro-environment.

Based on these analyses, ICTAZ set out a strategic operational framework for the period 2020–2024 comprising of the following:

Vision: “A dynamic and relevant Association promoting innovative, responsible and reputable Information Communication and Technology professionals”.

To realise the vision, ICTAZ has identified two (2) thematic areas of focus and their related strategic results as follows:

- (a) Professionalism Promotion resulting in Safe and Productive use of ICT;
- (b) Operational Excellence resulting in efficient and effective service delivery.

To ensure that the Association performs well in the two thematic areas, it set for itself a Mission, which is “to promote and regulate the Information Communication and Technology profession to ensure professionalism as well as safe and productive use of ICT”.



In executing the Mission, ICTAZ committed to observing the following Core Values: Integrity, Accountability, Innovation, Unity, and Confidentiality

The following are some of the strategies that will be used to improve service delivery:

- (a) Develop and implement a Communication strategy;
- (b) Develop guidelines for Compliance;
- (c) Develop monitoring and evaluation framework for compliance;
- (d) Develop an electronic Records management system;
- (e) Develop and implement a marketing strategy;
- (f) Develop and implement a Communication strategy;
- (g) Develop and a client service charter; and
- (h) Develop and implement a stakeholder management plan

To facilitate implementation, the Strategic Plan and Balanced Scorecard will be operationalised through costed Annual Departmental and Individual work plans. In order to ensure successful implementation and realisation of the desired impact, the implementation of the Plan and Scorecard will be monitored continuously, to undertake necessary interventions. At the end of the plan period, a final review will be undertaken to establish the extent of implementation and impact.



1. INTRODUCTION

1.1. Background

Information Communication and Technology Association of Zambia (ICTAZ) formally Computer Society of Zambia is an Association established under the Information Communication and Technology Association of Zambia Act No. 7 of 2018. The Association became operational in November 2018 and is anchored under the Ministry of Transport and Communication.

1.2. Statutory Mandate

The mandate of the Information Communication and Technology (ICTAZ) is registration of Information Communication and Technology professionals and regulation of their professional conduct in the interest of the Information Communication and Technology (ICT) Sector.

1.3. Specific Functions

The specific functions of ICTAZ are to:

- (a) Regulate and govern the conduct of its members in the practice of their business and profession;
- (b) Maintain appropriate practice standard among information and communication technology professionals that are consistent with the principle of self-regulation and the public interest;
- (c) Represent, coordinate and develop the information and communications technology profession and promote its interests;
- (d) Develop, promote, maintain and improve appropriate standards of qualification in the information and communications technology profession;
- (e) Promote the integrity and enhance the status of the information and communications technology profession including the declaration of any particular business practice to be undesirable for all or a particular category of information and communications technology;
- (f) Develop, promote and enforce internationally comparable practice standards in Zambia;
- (g) Participate in the activities of bodies whose main purpose is the development and setting of practice standards;
- (h) Encourage and finance research into any matter affecting the information and communications technology profession;
- (i) Protect and assist the public in all matters relating to the practice of information and communications technology; and
- (j) Do all such things connected with, or incidental to, the foregoing.
The Association may also:
 - (a) Determine and levy fees payable by professional bodies and the information and communications technology professionals that the Association considers necessary to finance its activities under this Act;
 - (b) Determine the fees payable for an inspection and review conducted for the purposes of this Act;
 - (c) Fix fees for professional services, as prescribed;
 - (d) Determine fees for the accreditation of local and foreign Associations; and
 - (e) Determine what portion of any fee is payable in respect of any part of a year and the date on which the fee or portion thereof is payable.



1.4. Management and Operational Structure

The oversight function of ICTAZ's operations is a responsibility of the Council. The council is made up of twelve (12) members drawn from public and private sectors. The day –to – day operations are headed by the Registrar who is assisted by the Deputy Registrar and the Secretary.

1.5. Rationale for Developing the 2020 – 2024 Strategic Plan and Balanced Scorecard

The development of the 2020 – 2024 Strategic Plan and Balanced Scorecard was necessitated by the need to put in place an operational framework and that would give a strategic focus on successful execution of the association's mandate.

1.6. Methodology

ICTAZ received technical support from a consultant to develop its 5 year Strategic Plan and Balanced Scorecard for the period 2020 – 2024. A Core Team, representing the council and Secretariat, was constituted to assess the capabilities of ICTAZ and to develop the Plan and Scorecard.

A two pronged approach consisting of the Institutional Assessment (IA) on one hand and on the other hand, the Organisational Development (OD) using the Balanced Scorecard principles was applied. The IA involved assessing the internal capabilities of ICTAZ to establish the Association's distinctive competencies, as well as, analysing the macro-environment. A number of tools were used that included, Strength, Weaknesses, Opportunities and Threats (SWOT), and Political, Economic, Social, Technological, Environment and Legal (PESTEL) Analyses.

The information collected from the IA facilitated the OD process of determining the strategic direction for ICTAZ for the period 2020 – 2024 in relation to its Vision, Core Values, Strategic Themes, Strategic Results, Mission, Strategic Objectives, Intended Results, Measures, Targets and Strategies (Initiatives).

The Plan and Scorecard were validated by various stakeholders and approved by the Council.



2. ENVIRONMENTAL ANALYSIS

2.1. External Environmental Analysis

The analysis of the external environment of ICTAZ focused on Political, Economic, Social, Technological, Environmental and Legal (PESTEL) developments that had or may have an impact on the operations of the Institution. The analysis revealed that ICTAZ was affected by the Political/Policy, Economic, Social, Technological and Legal developments as follows:-

2.1.1. Political/Policy

a) The Launch of the Seventh National development Plan

The launch of 7NDP emphasises use of ICT as a catalyst of Social Economic Development. This provides an opportunity for ICTAZ to leverage on the provisions to lobby for Stakeholder support. ICTAZ will thus develop a stakeholder management plan to enhance collaboration with stakeholders.

b) 2020 Budget presentation

The presentation of the 2020 National budget emphasised doing more with less through the use of ICT and increasing access to ICTs for people in unserved and underserved areas. This provides an opportunity for ICTAZ leverage on the provisions to lobby for Stakeholder support. ICTAZ will thus develop a stakeholder management plan to enhance collaboration with stakeholders.

2.1.2. Economic

(a) Increased Interest Rates

Annual Average Commercial Bank lending rates rose to 23.97% in 2019 from 18.71% in 2014. The continued rise in average lending rates by commercial banks is expected to pose a challenge in that it has generally raised the cost of day to day operations. To mitigate this, ICTAZ will focus on developing and implement a resource mobilisation strategy.

(b) Fluctuating Exchange Rate and increased cost of borrowing

The exchange rate of the Kwacha against major tradeable currencies, particularly the dollar, depreciated significantly during the period 2014 and 2018. The Kwacha depreciated against the US dollar to an average of K10.47 in 2018 from an average of K6.14 in 2014. This depreciation impacted negatively on the Association in that it has generally raised the cost of day to day operations.

To mitigate this, ICTAZ will focus on developing and implement a resource mobilisation strategy and enhancing collaboration with stakeholders

2.1.3. Social

Increase in Cybercrime.

Increase in cybercrime has negatively affected ICTAZ in executing its mandate. Further, misinformation of the General public has been on the rise.

To mitigate this threat, ICTAZ will improve regulatory services for its members and strengthen Monitoring and evaluation Activities.



2.1.4. Technological Advancements in Technology

Advancement in technology has increased demand for electronic solutions. This provides an opportunity for electronic solution providers to be members of ICTAZ. The association will thus intensify marketing and communication activities in an effort to increase the membership base. On the other hand, rapid advancement in Technology has brought to the fore overlaps in the regulatory frameworks and guidelines related to new technologies.

ICTAZ will thus mitigate this by enhancing advisory services on legal and policy framework development related to new technologies.

2.1.5. Ecological

E-waste has negatively contributed to climate variability. ICTAZ will thus lobby for a national policy on E waste management to mitigate effects of climate change.

2.1.6. Legal

(a) Enactment of the ICTAZ Act No.7 of 2018

The enactment of the ICTAZ Act No.7 of 2018 presented an opportunity for the ICTAZ to regulate the ICT the profession, and promoting professional conduct in the ICT sector.

ICTAZ will thus optimise on this by putting in place policies, regulations and guidelines to operationalise the Act.

2.2. Stakeholder and Client Analysis

2.2.1. Clients and their Needs

An analysis of clients and their needs highlighted the following:

SN	Client Clusters	Needs
1	Fellows	<ul style="list-style-type: none">• Membership Registration and licencing• Representation and advisory services• Provision of Continuous Professional Development (CPD programmes• Membership registration
2	Full Members	
3	Affiliate Members	
4	Associates members	
5	Licentiate Members	
6	Students Members	<ul style="list-style-type: none">• Provision of Capacity building programmes• Linkages to internship and Job opportunities
7	Corporate Members	<ul style="list-style-type: none">• Membership registration• Representation and advisory services



2.2.2. Stakeholders and their Interests

Similarly Stakeholder Analysis highlighted the following expectations:

SN	Stakeholders	Interests/Expectations
1.	Government Republic of Zambia	<ul style="list-style-type: none"> • Availability of database on ICT professionals • Ensure compliance of ICT professionals • Collaboration and advisory on ICT related matters • Development, promotion and enforcement of Standards on ICT Matters
2.	Ministry of Higher Education	<ul style="list-style-type: none"> • Collaboration on Curricula development • Provision of Mentorship and industrial Attachments
3.	Ministry of General Education	<ul style="list-style-type: none"> • Collaboration on Curricula development • Offer career guidance to pupils
4.	Zambia Information Communication and Technology Authority	Collaboration on ICT matters
5.	SMART Zambia	Collaboration on ICT matters
6.	National Science and Technology Council	Collaboration on ICT matters
7.	National Technology Business Council	Collaboration on ICT matters
8.	Non-Governmental Organisations,	Collaboration on ICT matters
9.	Civil Society Organisations	Collaboration on ICT matters
10.	Cooperating Partners	Collaboration on ICT matters
11.	Other Statutory bodies	Collaboration on ICT matters
12.	Media	Availability of accurate information
13.	Academic Institutions	Collaboration on ICT matters
14.	General Public	Protection, assistance and availability of accurate information on ICT related matters



2.3. Internal Analysis

This section presents an analysis of the internal capabilities of ICTAZ to establish the strengths and weaknesses, opportunities and Threats and provide for optimisation and mitigation measures.

2.3.1. Management Audit

The audit of the operations of ICTAZ revealed that, generally, the Association faced a number of challenges among which included the following:-

- (a) Negative perceptions regarding the operations of the Association;
- (b) Inadequate Financial Resources;
- (c) Inadequate policy framework; and
- (d) Inadequate systems for day to day operations.

2.3.2. Capability Assessment

A further analysis of ICTAZ focused on the internal operations of the Association. The Institutional capability assessment conducted for ICTAZ therefore, provided an in-depth analysis of the Association's status internally. The Internal analysis identified a number of gaps and provided appropriate interventions as input into the preparation for the 2020 – 2024 Strategic Plan and Balanced Scorecard (BSC).

A SWOT analysis conducted revealed the following:-

(a) Strengths

S/N	Strengths	Optimization Measures
	(a) Availability of Competent Association membership.	The association will establish sub committees to enhance operations
	(b) Presence of Various Chapters in different regions	The Association will Establish a regional branch to enhance execution of mandate.
	(c) Established secretariat	The association will optimise staffing levels
	(d) Governance System in place	The association will develop requisite policies to enhance operations
	(e) Membership system in place	The association will automate the System



(b) Weaknesses

Despite having the strengths highlighted above, the IA also identified weaknesses or factors within the ICTAZ that would hinder implementation of the proposed interventions to address the identified challenges. The following are the weaknesses and related mitigation measures:-

S/N	Weaknesses	Mitigation Measures
	(a) Inadequate resources and infrastructure	The association will develop a resource mobilisation strategy and annual procurement plans
	(b) Inadequate number of staff amidst the competing assignments	The Association will optimise staffing levels
	(c) Inadequate systems in place	The association will develop reengineer and integrate requisite systems
	(a) Lack of commitment	The association will develop a comprehensive performance Management System
	(b) Inadequate skills at the Secretariat	The Association will develop and implement a comprehensive Training programme.
	(c) Lack of a digitised Membership System	The association will digitise the membership system

(c) Opportunities

The assessment also identified opportunities or factors outside ICTAZ that may facilitate implementation of the identified interventions. These factors if optimized, will improve the performance of the institution. The following are the opportunities and related optimization measures:-

S/N	Opportunities	Optimization Measures
	(a) Supportive Stakeholders	The Association will develop and implement a stakeholders Management Plan
	(b) Availability of a large pool of potential members	the association will develop a Marketing and Communication Strategy
	(c) Availability of potential funders	The Association will develop and implement a stakeholders Management Plan
	(d) Supportive regional Affiliations	The Association will develop and implement a stakeholders Management Plan



(d) Threats

In addition to the opportunities, there are threats or factors outside the control of ICTAZ that may affect implementation of the proposed interventions. The threats identified and their related mitigation measures are presented below.

S/N	Threats	Mitigation Measures
	(a) Unclear public perception on mandate in relation to other statutory bodies.	The association will Develop and implement a communication strategy
	(b) Low compliance levels	Develop and implement a monitoring and evaluation framework for compliance.



Table 1: Strategic Objectives, Intended Results, Measures, Targets and Strategies

SN	Client Clusters	Strategic Result	Strategic Objective
1.	Professionalism promotion	Safe and productive use of ICT	Enhance regulatory services
			Enhance stakeholder collaboration
2.	Operational Excellence	Efficient and effective service delivery	Improve management and mobilization of resources
			Improve business processes and procedures
			Enhance Human Capital
			Improve infrastructure and equipment human capital

Strategic Objective 1: Enhance Regulatory Services

For the ICTAZ to excel in Professionalism promotion, the Association will need pursue the following strategies:

- Develop and implement a Communication strategy.
- Develop guidelines for Compliance
- Develop monitoring and evaluation framework for compliance
- Develop an electronic Records management system
- Develop and implement a marketing strategy
- Develop and implement a Communication strategy.
- Develop and a client service charter.

Enhancing regulatory services is expected to result in increased awareness levels, increased compliance, improved membership and increased client satisfaction levels.

Strategic Objective 2: Enhance effective collaboration with stakeholders

ICTAZ will work towards attaining excellence in creating and improving strategic Partnerships through development of a stakeholder management plan.

This initiative is expected to result in increased support from stakeholders and increased collaboration and recognition.

Strategic Objective 3: Improve Risk Management, Financial Capacity and Financial Management

To attain Operational Excellence, ICTAZ will need to improve its resource mobilisation and management. In this regard, the Association will:

- (a) Develop and implement a robust resource mobilization strategy; and
- (b) Strengthen internal controls.

These interventions will result in increased financial resources and improved accountability.

Strategic Objective 4: Improve Business Processes and Procedures

Further Operational Excellence will require ICTAZ to improve its business processes and procedures. This entails:

- (a) Developing, automate, integrate and reengineer requisite systems
- (b) Developing and implementing requisite internal policies.

Improving business processes and procedures are expected to result in increased efficiency.

Strategic Objective 5: Enhance Human Capital

To attain operational efficiency, the Association will also need to improve human resource capacities. This entails:

- (a) Reviewing and operationalise the organisation structure.
- (b) Developing and implementing a training plan.
- (c) Developing and implementing a performance management system.
- (d) Developing and implementing a staff motivation plan.

These initiatives will result in improved staff performance and increased staff satisfaction.

Strategic Objective 6: Improve infrastructure and equipment

To attain operational efficiency, the Association will also need to improve its infrastructure and equipment. This entails Developing and implementing a comprehensive annual procurement plans.

Improving infrastructure and equipment is expected to result in improved service Coverage.

See Table 2 for a detailed framework for the 2020-2024 Strategic Plan indicating Strategic Themes, Strategic Results, Strategic Objectives and Measures and Targets.



Table 2: Detailed Framework for the 2020 – 2024 ICTAZ Strategic Plan

Strategic Theme 1: Professionalism Promotion

Strategic Result: Safe and productive use of ICT

Strategic Objective 1: Enhance regulatory services

Intended Results	Measures	Targets	Strategies
Increased awareness levels	Percentage of awareness levels	75% awareness levels attained by 2022	<ul style="list-style-type: none"> • Develop and implement a Communication strategy.
Increased compliance	Percentage of compliance levels	95% compliance levels attained annually	<ul style="list-style-type: none"> • Develop guidelines for Compliance • Develop monitoring and evaluation framework for compliance
Improved membership	Percentage of membership	30% increase in membership registration annually	<ul style="list-style-type: none"> • Develop an electronic Records management system • Develop and implement a marketing strategy
Increased client satisfaction levels	Percentage of satisfaction	90% client satisfaction levels attained annually	<ul style="list-style-type: none"> • Develop and implement a Communication strategy. • Develop and a client service charter

Strategic Objective 2: Enhance collaboration with stakeholders

Intended Results	Measures	Targets	Strategies
Increased support from stakeholders	Number of stakeholders	5 more stakeholders supporting the association annually	<ul style="list-style-type: none"> • Develop and implement a stakeholder management plan
Increased collaboration and recognition	Number of MOUs	5 more MOUs signed the association by 2024	



Strategic Theme 2: Operational Excellence

Strategic Result: Efficient and effective service delivery

Strategic Objective 3: Improve management and mobilization of resources

Intended Results	Measures	Targets	Strategies
Increased financial resources	Percentage of revenue	60% increase in revenue annually	<ul style="list-style-type: none">• Develop and implement a resource mobilisation strategy.
Improved accountability	Number of audit queries Asset liability ratio	Zero(0) audit queries annually	<ul style="list-style-type: none">• Strengthen internal controls
		Asset liability ratio of 2:1 attained by 2022	

Strategic Objective 4: Improve business processes and procedures

Intended Results	Measures	Targets	Strategies
Increased efficiency	Standards of service	100% of services conducted according to the client service charter annually	<ul style="list-style-type: none">• Develop, automate, integrate and reengineer requisite systems• Develop requisite internal policies

Strategic Objective 5: Enhance human capital

Intended Results	Measures	Targets	Strategies
Improved staff performance	Percentage of performance	95% of staff appraised scoring on target annually	<ul style="list-style-type: none">• Review and operationalise the organisation structure
Increased staff satisfaction	Percentage satisfaction	95% staff satisfaction levels attained annually	<ul style="list-style-type: none">• Develop and implement a training plan• Develop and implement a performance management system• Develop and implement a staff motivation plan

Strategic Objective 6: Improve infrastructure and equipment

Intended Results	Measures	Targets	Strategies
Increased coverage	Number of regional branches	One (1) regional branch established by 2022	<ul style="list-style-type: none">• Develop and implement annual procurement plans



4. ENABLING FACTORS

The successful implementation of this Strategic Plan is, to a large extent, dependent on the following pre-conditions and assumptions being in place:

4.1. Pre -Conditions

The pre-conditions are the critical success factors that ICTAZ will need to put in place to ensure the successful implementation of the 2020 – 2024 Strategic Plan. The following are the pre-conditions:

- a) Adequate, skilled and committed staff;
- b) Efficient and effective requisite systems
- c) Adequate internal policies
- d) Availability of financial resources.

4.2. Assumptions

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

- (a) Supportive collaborating partners;
- (b) Political will
- (c) Supportive legal framework; and
- (d) Economic stability

5. PLAN IMPLEMENTATION

To operationalise the Strategic Plan, a costed Implementation (Operational) Plan, broken down into annual unit and individual work plans, with SMART targets and schedules of activities will be developed, taking into account the available resources.

The Department responsible for planning will coordinate the development and implementation of the Operational Plans as well as submission of progress reports to Management by December of each year. The Operational Plan will be the basis for monitoring and evaluating the performance of ICTAZ at three levels, namely; individual, department; and institutional.

6. MONITORING AND EVALUATION

Monitoring and Evaluation (M & E) of the Strategic Plan and Balanced Scorecard will be vital for effective implementation and ascertaining its impact. The M&E Framework will be developed to track progress and evaluate performance against set targets. The monitoring and evaluation will be done at individual, department and institutional levels. Accordingly, quarterly and annual progress reports on the implementation of the Plan will be coordinated by the Department responsible for monitoring & evaluation. The Department will ensure that each individual Department prepares progress reports and submits to management for consideration.

At individual level, the Performance Management System will be developed to monitor and evaluate the performance of staff on a continuous basis. With regard to Departmental level, monitoring and evaluation of the implementation of the Plans will be done quarterly, while at Institutional level, monitoring and evaluation will be conducted annually.

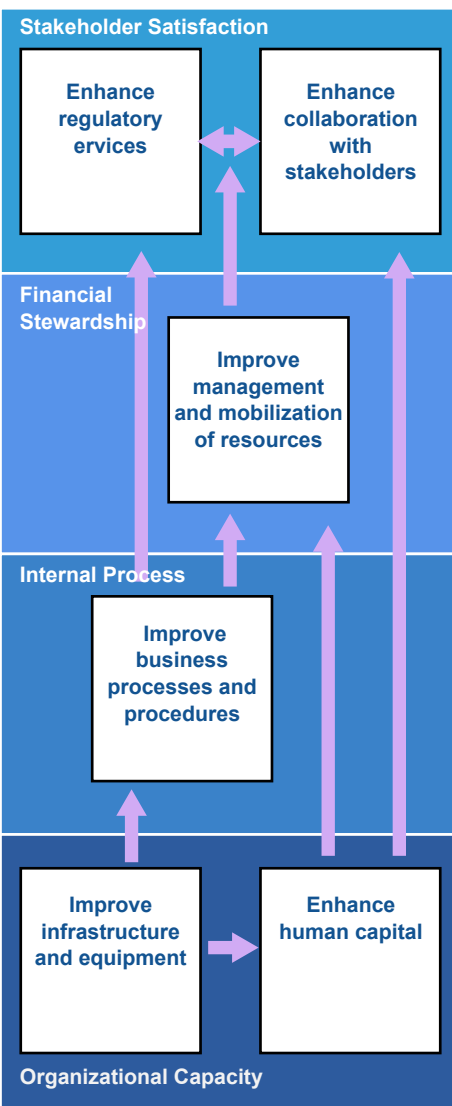
A mid-term review will be undertaken in June 2022 while a terminal review will be undertaken at the end of the Plan period to determine the full extent of implementation and the overall impact. The terminal review will inform the preparation of the 2025 - 2029 Strategic Plan.



ICTAZ 2020 TO 2024 BALANCED SCORECARD

Vision	A dynamic and relevant Association promoting innovative, responsible and reputable information communication and technology professionals	
Values	Integrity, Accountability, Innovation, Unity, and Confidentiality.	
Strategic Theme	Professionalism Promotion	Professionalism Promotion
Strategic	Safe and Productive use of ICT	Effective and Efficient Service delivery
Values	To promote and regulate the Information Communication and Technology profession to ensure professionalism as well as safe and productive use of ICT	

STRATEGIC OBJECTIVES AND STRATEGY MAPS



Measures
• Percentage of awareness levels
• Percentage of compliance levels
• Percentage of membership
• Percentage of satisfaction
• Number of stakeholders
• Number of MOUs
• Percentage of revenue
• Number of audit queries
• Asset liability ratio
• Standards of service
• Percentage of performance
• Percentage satisfaction
• Number of regional branches

Targets
• 75% awareness levels attained by 2022
• 95% compliance levels attained annually
• 30% increase in membership registration annually
• 90% client satisfaction levels attained annually
• 5 more stakeholders supporting the association annually
• 5 more MOUs signed the association by 2024
• 100% of staff adhering to core values
• 60% increase in revenue annually
• Zero(0) audit queries annually
• Asset liability ratio of 2:1 attained by 2022
• 100% of services conducted according to the client service charter annually
• 95% of staff appraised scoring on target annually
• 95% staff satisfaction levels attained annually
• One (1) regional branch established by 2022

Strategies
• Develop and implement a Communication strategy.
• Develop guidelines for Compliance
• Develop monitoring and evaluation framework for compliance
• Develop an electronic Records management system
• Develop and implement a marketing strategy
• Develop and implement a Communication strategy.
• Develop and a client service charter
• Develop and implement a stakeholder management plan
• Develop and implement a resource mobilization strategy.
• Strengthen internal controls
• Develop, automate, integrate and reengineer requisite systems
• Develop requisite internal policies
• Review and operationalize the organisation structure
• Develop and implement a training plan
• Develop and implement a performance management system
• Develop and implement a staff motivation plan
• Develop and implement annual procurement plans



