



ICT Association
of Zambia

The background of the entire page is a high-contrast, dark blue image of the Earth as seen from space. The African continent is highlighted with a glowing blue grid of dots. Within this grid, the countries of Zambia and Malawi are depicted with a green and orange color scheme, matching the national flag of Zambia.

Strategic Plan

2025-2027

ICT Association of Zambia

Strategic Plan 2025-2027

Established by the Information and Communications
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Foreword



The Executive Council, Secretariat and membership of the Information and Communications Technology Association of Zambia (ICTAZ) are proud to unveil the Association's second Strategic Plan (2025–2027). This milestone follows the successful completion of our inaugural Strategic Plan (2020–2024), which set ICTAZ on a solid path of institutional growth, impacting value for members and professional relevance.

Guided by the benefit of hindsight and a thorough review of the previous plan's performance, this new Strategic Plan builds upon a clearly defined three-stair institutional journey we have taken:

- i. Establishment;
- ii. Branding and Awareness; and now
- iii. Member benefits and Value Delivery.

The first two stairs focused on laying strong foundations through legal recognition, organizational strengthening, and building a recognizable authoritative brand for the Association. The first two stairs or rather phases, focused on laying strong foundations—through establishing an institution by putting in place the necessary legal and regulator frameworks, organizational strengthening, and building a recognizable authoritative brand for the Association.

During the first Strategic Plan, we achieved transformative progress, significantly strengthening cutting across financial and membership growth and institutional capacity through the implementation of robust internal as well as governance systems and frameworks. All these have contributed to putting a very strong professional footprint.

Building on the remarkable progress achieved, ICTAZ's 2025–2027 Strategic Plan marks a decisive shift. This next phase focuses on strengthening member benefits, deepening professional influence, and positioning ICTAZ as a central player in Zambia's digital and economic transformation. Over the next three years, ICTAZ will prioritize proactive industry protection through policy advocacy and regulatory engagement, ensuring ICT professionals are at the heart of the nation's socio-economic agenda. The Association will work to professionalize and standardize the sector by developing professional standards, expanding access to continuous learning, and introducing structured mentorship programs, while championing equitable rewards and fair professional recognition.

Equally, ICTAZ will empower its members through employability support, job placement initiatives, formal recognition through awards, and access to innovation financing, including grants and invoice financing. Dedicated strategies will target inclusion and empowerment of women in ICT and support the growth of student members through enhanced welfare programs and event experiences. Members will also benefit from streamlined services, faster turnaround times, and a new digital member portal offering access to exclusive tenders, funding leads, professional resources, and networking opportunities. Building on these priorities, ICTAZ remains committed to advancing national development by fostering collaboration, protecting industry interests, and amplifying the voice of ICT professionals within Zambia's evolving digital economy.

The 2025-2027 Strategic Plan and direction is anchored on five strategic pillars:

- i. Financial Growth and Sustainability;
- ii. Member Value and Growth;
- iii. Technology and Innovation for Impact;
- iv. Institutional Capacity and Talent Development;
- v. A Purpose and Values-Driven Culture.

Guided by seven core values and four strategic objectives, ICTAZ is committed to becoming a leading regulatory body that champions professionalism and delivers member-centric benefits.

On behalf of the ICTAZ Executive Council, I sincerely commend the Secretariat and Management for their exceptional performance during the first Strategic Plan period. To the broader ICTAZ family, I extend profound gratitude for your continued support and contribution to our collective success.

To all ICT professionals, I make a call: remain committed, engaged, and proactive in building a profession that is not only respected but central to Zambia's socio-economic development. The future of our industry is bright, and together, we will continue to shape Zambia's digital destiny.


Clement Sinyangwe
President

Acknowledgment



It is with great pride and anticipation that I present the ICTAZ Strategic Plan 2025–2027 a bold and forward-looking blueprint for delivering **Value Beyond Compliance**. This plan reflects our collective aspirations, strategic intent, and unwavering commitment to positioning the ICT Association of Zambia as a professional body that champions professionalism, empowers ICT professionals, and creates member-centric value through inclusiveness, innovation, and sustainability.

In 2024, Zambia's ICT sector achieved its strongest performance to date emerging as the top contributor to national GDP growth at 1.8% and registering a 174% sectoral growth rate, the fastest among all sectors. This extraordinary performance reflects the maturity, resilience, and potential of Zambia's digital economy. It affirms that digital transformation is no longer a distant aspiration, but a lived reality one driven by innovation, collaboration, and visionary leadership.

At the heart of this transformation are ICT professionals, the architects and enablers of a thriving digital economy. As the Association mandated to regulate and promote the profession, ICTAZ takes great responsibility in advancing their interests, enhancing their capacity, and raising the standards of practice across the nation.

This Strategic Plan, crafted through wide stakeholder consultation, internal reflection, and strategic foresight, outlines not just what we aim to achieve over the next three years, but how we will do so. This is guided by our vision, mission, values, and the principles of agility, inclusiveness, innovation, and impact.

I extend my deepest appreciation to the Executive Council for their strategic guidance, and to the ICTAZ Secretariat, whose tireless commitment and professionalism remain a cornerstone of our progress. Special recognition goes to the Government of the Republic of Zambia through the Ministry of Technology and Science as well as Electronic Government Division. I also thank our members, industry partners, technology players, and the broader ICT ecosystem. Your trust, engagement, and contributions are the driving force behind our success.

Over the past few years, ICTAZ has recorded remarkable growth:

- Achieved unprecedented financial growth of up to 200%, alongside significant asset acquisition
- Attained a 400% increase in membership, while delivering tangible value and benefits to our members
- Advanced staff welfare, organizational development, and significantly strengthened governance systems
- Successfully implemented a fully digital, 100% self-service membership platform, enhancing efficiency and user experience

These milestones are a testament to focused leadership, institutional resilience, and strong stakeholder alignment.

Building on this momentum, the 2025–2027 Strategic Plan is anchored on five strategic pillars. Together, these pillars provide a clear roadmap to transform ICTAZ into a value-driven, future-ready institution, capable of not only regulating the profession, but catalyzing excellence, innovation, and national development.

As we look ahead, I call upon all ICT professionals, members, partners, and stakeholders to embrace this plan as a shared mandate. It is a living document that demands bold execution, collective ownership, and measurable impact. Together, we can shape a future where Zambia stands not just as a digital consumer, but as a regional tech powerhouse and ICTAZ as a true enabler of that transformation.

Indeed, ICTAZ is not just about compliance, it is Value Beyond Compliance.


Chellah Silawwe
Chief Executive Officer

Executive Summary

The Information and Communications Technology Association of Zambia (ICTAZ), formerly known as the Computer Society of Zambia (CSZ), was established under Act No. 7 of 2018 and formally operationalized through Statutory Instrument No. 86 of 2018. ICTAZ is mandated to register ICT professionals and regulate their professional conduct in the interest of the ICT sector. Working in collaboration with the Ministry of Technology and Science and other stakeholders, ICTAZ upholds legislation and professional standards, guided by its Constitution and Code of Ethics.

Between 2021 and 2024, ICTAZ implemented a strategic plan that delivered notable achievements. While the original plan was context-specific, the operational environment evolved significantly during its execution. In response, the Association shifted its focus toward institutional establishment, brand development, and stakeholder engagement — foundational pillars that were necessary for long-term value creation and credibility within Zambia's ICT ecosystem.

Zambia's ICT landscape has since undergone a profound transformation. The government has elevated digital transformation and industrialization as national priorities to drive economic diversification and inclusive growth. These policy shifts, combined with the growing impact of climate change, place increasing expectations on ICT professionals, firms, and institutions to provide innovative, sustainable, and responsive solutions. In light of this, ICTAZ identified the need for a forward-looking and adaptive strategy.

Informed by a participatory planning process — which included a literature review, situational analysis, and the use of strategic tools such as SWOT, PESTEL, Stakeholder Mapping, Resource Analysis, and the Balanced Scorecard (BSC) — the 2025–2027 Strategic Plan builds on past progress while addressing current and emerging realities. The Plan is underpinned by a Logical Framework Matrix (LFM) that connects strategic planning to budgeting, implementation, and reporting, thereby enhancing institutional efficiency and accountability.

ICTAZ Value Proposition

The cornerstone of this strategy is the delivery of tangible, measurable member and stakeholder value. As ICTAZ evolves into a dynamic, member-centric, and strategically positioned professional body, it is guided by a consolidated Member Value Proposition built around five focus areas: **(i) strengthening the ICT profession; (ii) empowering members through opportunities; (iii) fostering collaboration and growth; (iv) protecting and elevating the ICT industry; and (v) creating a strong sense of community and belonging.**

This value framework reflects ICTAZ's commitment to move beyond compliance — offering services and initiatives focused on advocacy, professional development, capacity building, innovation funding, recognition, ethical standards, digital tools, and inclusive regional engagement. It asserts ICTAZ's role as a trusted national authority and a champion for fair compensation, institutional visibility, and the advancement of ICT professionals in both the public and private sectors. Through CPD-certified programs, mentorship schemes, innovation platforms, member opportunities, and strategic partnerships, ICTAZ is positioned to deliver sustained and transformative value for its members and the nation at large.

Strategic Pillars (2025–2027)

To deliver on its vision and mission, ICTAZ has anchored its 2025–2027 Strategic Plan on five strategic pillars. These pillars reflect the Association's alignment with internal imperatives, national aspirations, and global ICT trends. Each pillar is designed to drive targeted execution, institutional accountability, and measurable impact across all strategic objectives:

1. Financial Growth and Sustainability
2. Member Value and Growth
3. Technology and Innovation for Impact
4. Institutional Capacity and Talent Development
5. Purpose and Values-Driven Culture

Vision and Mission

The vision and mission that will drive the aspirations of the Association as for the strategic period of 2025 – 2027 shall be as follows:

Vision Statement:

To be a leading regulatory body that champions professionalism and creates member-centric value through inclusiveness, innovation, and sustainability.

Mission Statement:

To register, regulate, promote, and empower ICT professionals and companies for sustainable development.

Core Values (I'm ICTAZ)

ICTAZ's culture is built on values that guide its behavior and service delivery. With the acronym **I'm ICTAZ**, the values are:

• Integrity • Mastery • Innovation • Confidentiality • Transparency • Accountability • Unity

Strategic Objectives

Rooted in SWOT analysis and aligned with the Balanced Scorecard, ICTAZ's strategic objectives for 2025–2027 are:

- **SO1:** Improve ICTAZ's financial position by mobilizing at least K40 million and managing expenses under 70% of income by 2027.
- **SO2:** Enhance membership value and grow registered members by 120% by 2027.
- **SO3:** Leverage emerging technologies to enhance stakeholder value by 2027.
- **SO4:** Build a skilled workforce and enhance institutional capacity by 2027.

Each objective is mapped to specific strategic actions captured in the Logical Framework Matrix, outlining expected outcomes, key performance indicators (KPIs), drivers, and timeframes — all aligned with institutional systems and annual workplans. The strategy allows for structural adaptability to accommodate evolving operational realities.

To ensure oversight and accountability, the Chief Executive Officer will serve as the overall strategic plan Driver. Each strategic objective will be championed by the Head of the relevant unit, with structured implementation, monitoring, and reporting. An annual review in October will inform Council planning and budgeting for the following year. All board reporting will be aligned to strategic objectives and anchored in measurable progress indicators.

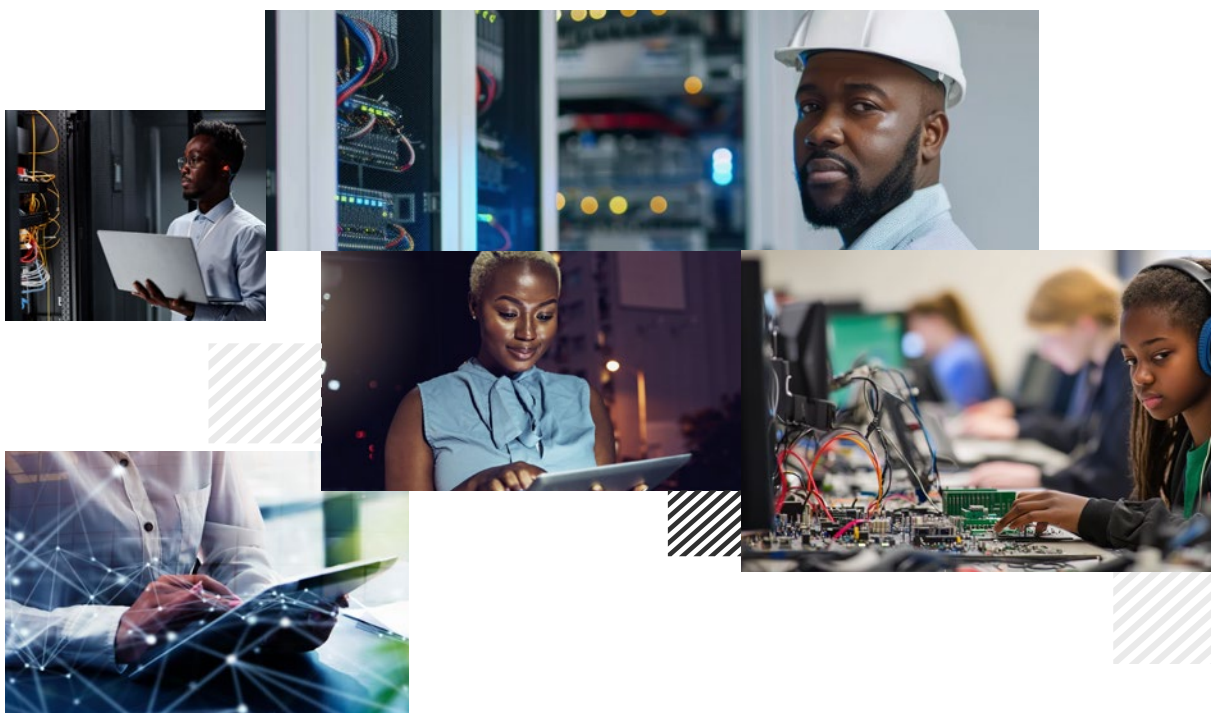


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Acronyms

AGM	Annual General Meeting
AI	Artificial Intelligence
AIDS	Acquired Immune Deficiency Syndrome
AWP	Annual Workplan
BCP	Business Continuity Plan
BoZ	Bank of Zambia
BSC	Balanced Score Card
CBU	Copperbelt University
CEO	Chief Executive Officer
CGC	Corporate Governance Code
COVID	Coronavirus Disease
CPD	Continuous Professional Development
CSR	Corporate Social Responsibility
CSZ	Computer Society of Zambia
CTR	Click Through Rate
DMIS	Data Management Information System
EGM	Extraordinary General Meeting
ESG	Environmental, Social, and Governance
EV	Electric Vehicle
GDP	Gross Domestic Product
GMO	Genetically Modified Organism
GSB	Government Service Bus
HIPC	Highly Indebted Poor Country
HIV	Human Immuno Virus
HQ	Headquarters
HR	Human Resource
HRD	Human Resources Development
ICT	Information and Communications Technology
ICTAZ	Information and Communications Technology Association of Zambia
IEC	Information, Education and Communication
IMF	International Monetary Fund
IoT	Internet of Things
KPI	Key Performance Indicator
LFM	Logical Framework Matrix
MCPD	Membership and Continuous Professional Development
MoU	Memorandum of Understanding
MoV	Means of Verification
NAPSA	National Pension Scheme Authority
NPS	Net Promoter Score
PDD	Professional Development Day
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PMS	Performance Management System
SI	Statutory Instrument
SIG	Special Interest Group
SME	Small and Medium Enterprise
SMMEs	Small, Micro and Medium Enterprises
SMS	Short Message Service
SOE	State Owned Enterprises
SO	Strategic Objective
SP	Strategic Plan
SWOT	Strengths, Weaknesses, Opportunities and Threats
SZI	Smart Zambia Institute
TNA	Training Needs Assessment
UNZA	University of Zambia
WIFI	Wireless Fidelity
ZABS	Zambia Bureau of Standards
ZEMA	Zambia Environmental Management Agency
ZMW	Zambian Kwacha



Chapter 01 Background: History and Mandate

1.0 Background: History and Mandate

1.1 History of the Information and Communications Technology Association of Zambia (ICTAZ)

1.1.1 Mandate

The Information and Communications Technology Association of Zambia (ICTAZ), formerly known as the Computer Society of Zambia (CSZ), was established under Act No. 7 of 2018 and formally came into force through Statutory Instrument No. 86 of 2018. The Association is mandated to register ICT professionals and regulate their professional conduct in the interest of the ICT sector. In collaboration with the Ministry of Technology and Science and other stakeholders, ICTAZ upholds legislation and professional standards, guided by its Constitution and Code of Ethics. ICTAZ is a body corporate with its functions as to do all such acts and things as are necessary to foster the advancement of the information and communications technology profession.

Without prejudice to the generality of the above statement, the Association shall have the following mandated functions.

- a) Regulate and govern the conduct of its members in the practices of their business and profession.
- b) Maintain appropriate practice standards among ICT professionals that are consistent with principles of self-regulation and the public interest.
- c) Represent, coordinate and develop the ICT professionals and promote their interest.
- d) Develop, promote, maintain and improve appropriate standards of qualifications in the ICT profession.
- e) Promote the integrity and enhance the status of the ICT profession including the declaration of any particular business practice to be undesirable for all or a particular category of ICT.
- f) Develop, promote and enforce internationally comparable practice standard 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 ICT profession.
- i) Protect and assist the public in all matters relating to the practice of ICT.
- 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 ICT professionals that the Association considers necessary to finance its activities under the 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.

1.1.2 Structure of ICTAZ

ICTAZ is governed by the ICTAZ Act No. 7 of 2018 and through various other legal and regulatory instruments including the Statutory Instruments, Constitution, Board Charter, Rules and Policies and Procedures that interprets the Act that establishes the Association. Further, these instruments regulate the conduct of the day-to-day conduct of the affairs of ICTAZ such as meetings, elections, committees, branches and regions and classes of membership.

The Annual General Meeting (AGM) of members is the supreme organ and meets annually to provide policy guidance and direction of the Institution. It elects the Executive Council members that manage and control the affairs of the Institution. Two key committees of Council are the Membership Registration Board that performs the registration function of the Association and the Professional Ethics and Compliance Committee that ensures compliance to professional ethics and behavior.

The Registrar is the Chief Executive Officer appointed by the Council. The Registrar heads the Secretariat and also acts as Secretary to the Board and to all Committees. The ICTAZ Secretariat and headquarters are housed in Lusaka. It has no physical regional branches though regional managers are elected in the Northern and Central regions.

1.2 Rationale and Approach to the Development of the Strategic Plan

The ICT Association of Zambia developed and implemented the 2021-2024 Strategic Plan whose tenure ends in 2025. ICTAZ recorded some achievements mainly focused on institutional establishment and brand development and awareness during this period. Both the internal and external operational environment has since changed.

The ICT landscape in Zambia has significantly transformed. Government has prioritized digital transformation and industrialization to stimulate economic diversification and inclusive growth. Consequently, greater expectations are now placed on ICT professionals, firms, and institutions to drive this national reform agenda. Additionally, the effects of climate change are influencing how ICT solutions are applied, reinforcing the need for a responsive and forward-looking strategy.

The need for a follow up strategic plan is justified to build on the established brand and consolidate value delivery to the membership and the nation at large. There are new opportunities that the new Strategic Plan will exploit to guide the operational processes of ICTAZ for the next three years and place ICTAZ among the premier ICT regulatory bodies in Zambia.

A participatory preparation process, starting with a literature review and a situational analysis of trends and patterns in the performance variables of ICTAZ, was initiated and implemented by Management, facilitated by MSK Consultants. The planning workshops involved the Executive Council led by the President and the Secretariat led by the CEO. An analysis of the external and internal environment underlying the performance of ICTAZ was conducted using SWOT, PESTEL, and Stakeholder Analysis. Based on the analysis, critical issues were identified, providing a basis for a critical review of the ICTAZ vision, mission and strategic objectives. The Balance Score Card (BSC) approach was used to identify and cluster strategic objectives. The Plan also defined the drivers for each objective/action. The plan has been linked to the structure and governance system of ICTAZ to facilitate its smooth and efficient implementation. The

structuring of the strategic plan was based on the Logical Framework Matrix (LFM). This links to the planning, budgeting and reporting systems. The planning, budgeting and reporting formats are extracted from the LFM and will enhance cost-effective implementation, monitoring and evaluation of the plan.

1.3 Review of the first Strategic Plan (2021-2024)

The first long term strategic plan for the period 2021-2024 was developed in 2020. It was adopted by the Council in 2021 referenced as 2021-2024 Strategic Plan and Balanced Score Card.

The vision of the 2021-2024 Strategic Plan was: **“A dynamic and relevant Association promoting innovative, responsible and reputable Information Communication and Technology professionals”**. The Mission Statement was, **“To promote and regulate the Information Communication and Technology profession to ensure professionalism as well as safe and productive use of ICT”**. The 2021-2024 Strategic Plan defined its core values as, Integrity, Accountability, Innovation, Unity and Confidentiality.

ICTAZ had a three-step short to medium growth strategy that involved three phases, **(i) Establishment, (ii) Branding and Awareness and (iii) Value Delivery**. The focus of the establishment phase during Strategic Plan (2021-2024) was signing of Statutory Instruments, implementation of business process automation, comprehensive constitutional review, securing of a permanent office space, establishment of a Board Charter, development of a new 3-year strategic plan, creation of staff key Performance Indicators (KPIs) and ensuring operationalization of approved conditions of services. The Branding and Awareness creation phase was also implemented during the first Strategic Plan period, including activities related to developing a Brand and Communication Strategy, rebranding ICTAZ and promoting the Association's tagline, publishing a quarterly high-quality ICTAZ magazine, distributing a monthly newsletter and podcast, sharing monthly ICT/leadership articles and implementing stakeholder engagement strategies.

The 2021–2024 Strategic Plan was comprehensively designed as a foundation for the third phase, which focused on value delivery. **Appendix 1** outlines the key performance indicators (KPIs) and the extent to which they were achieved. It is important to note that although the strategic focus evolved to include Institutional Establishment, Brand Development and Awareness, and Value Delivery, the Strategic Plan document itself was not formally updated to reflect these shifts.

1.4 Structure of the Report

Chapter One outlines the mandate and core functions of ICTAZ, setting the foundation for the strategic planning process. **Chapter Two** presents a comprehensive situational analysis using tools such as SWOT, PESTEL, stakeholder, and resource analyses to evaluate the internal and external environments in which ICTAZ operates. Building on these insights, **Chapter Three** introduces the Strategic Plan for 2025–2027, articulating the vision, mission, core values, and strategic objectives. It also outlines key actions aimed at addressing identified weaknesses and threats over the next three years. **Chapter Four** details the implementation framework, aligning the Strategic Plan with ICTAZ's governance and organizational structure. It further elaborates on the tools and mechanisms for implementation, monitoring, and evaluation, linking the Plan to annual workplans, budgets, and progress reporting.

we are
shaping a trusted ICT
Environment through
**Professional Regulation
& Ethical Oversight**



Chapter 02 Situational Analysis

2.0 Situational Analysis

This chapter employs a range of analytical tools to assess the internal and external environment in which ICTAZ operates. The SWOT analysis evaluates the institution's strengths, weaknesses, opportunities, and threats, while the PESTEL framework examines the broader political, economic, social, technological, environmental, and legal context. A stakeholder analysis identified the key actors who influence or are impacted by ICTAZ's activities, and the resource analysis provided a qualitative assessment of the organization's capacity and resources available to support the implementation of the Strategic Plan.

2.1 Strengths, Weaknesses, Opportunities and Threats (SWOT)

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis served as the primary tool for evaluating the internal and external factors that have influenced and will continue to shape the performance of ICTAZ. This analysis provided a structured framework to identify internal capabilities and limitations (strengths and weaknesses), as well as external conditions and dynamics (opportunities and threats) that may impact the institution's ability to deliver on its mandate.

The internal assessment focuses on ICTAZ's organizational strengths that can be leveraged to drive the implementation of its Strategic Plan, alongside weaknesses that may hinder progress if not adequately addressed. These internal dimensions encompass governance structures, institutional capacity, resource availability, stakeholder engagement mechanisms, and operational efficiency.

The external assessment considers the broader business and regulatory environment in which ICTAZ operates, highlighting emerging opportunities that could be harnessed to advance the institution's strategic agenda, and potential threats that may pose risks to achieving its objectives. This includes changes in policy, industry trends, technological advancements, and socio-economic shifts.

Together, these insights form a critical input into the strategic planning process, ensuring that ICTAZ is well positioned to align its strengths with opportunities, mitigate weaknesses, and proactively manage threats. The results of the SWOT analysis are detailed in the narrative below and further summarized in **Table 1**.

2.1.1 Strengths of ICTAZ

ICTAZ is firmly established on a strong legal and regulatory foundation, underpinned by the ICTAZ Act No. 7 of 2018 and further strengthened by Statutory Instruments No. 72 and 76 of 2024. This framework gives the Association the mandate to register, regulate, and maintain a national database of ICT professionals, positioning it as the primary authority in the professionalization of the ICT sector in Zambia.

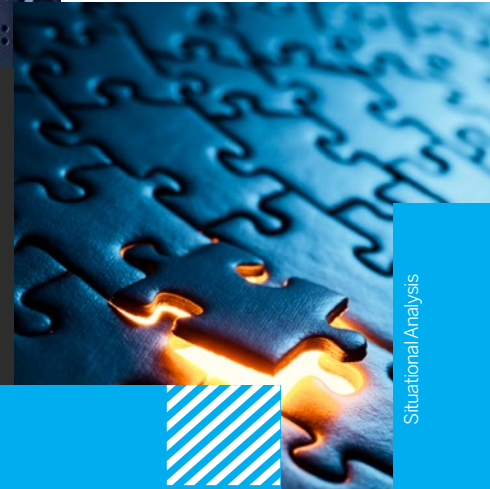
Over the years, ICTAZ has achieved significant milestones in institutional development and operational maturity. These include the signing of enabling Statutory Instruments, automation of core business processes, completion of a comprehensive constitutional review, establishment of a Board Charter, development of staff performance indicators (KPIs), and the operationalization of service conditions. The acquisition of permanent office premises further cemented the institution's physical presence and operational stability.





Qualified Human Capital:

ICTAZ benefits from a team of highly skilled professionals with strong expertise in the ICT sector.



Situational Analysis

Digital Service Enhancement:

ICTAZ has deployed a modern, fully automated self-service membership platform, improving service delivery, transparency, and operational efficiency.



Strategic Communication & Branding:

A targeted communication strategy has boosted ICTAZ's brand visibility and stakeholder engagement across both public and private sectors.



Strong Stakeholder Relationships:

The Association maintains solid partnerships with government, regulators, academia and industry players, enhancing its credibility and influence.



Robust Governance:

The Association upholds governance best practices through clear role separation between Council and Management, supporting accountability and operational independence.

Table 1: SWOT Analysis of ICTAZ Strategic Plan

Internal Factors

Strengths



- Strong legal and regulatory foundation, anchored by the ICTAZ Act No. 7 of 2018 and reinforced by Statutory Instruments No. 72 and 76 of 2024, providing legitimacy and authority for professional regulation.
- Clear and well-defined mandate to register and regulate ICT professionals, positioning ICTAZ as the recognized regulatory body for the sector.
- Advanced, fully automated self-service membership platform, integrated with core digitized business processes to ensure operational efficiency and member convenience.
- Permanent office infrastructure, enhancing institutional identity, visibility, and physical presence.
- Enhanced brand visibility and public awareness, achieved through the implementation of a targeted and consistent communication strategy.
- Strong and strategic stakeholder relationships, including partnerships with government institutions, private sector leaders, and academic bodies, fostering national ICT development.
- Skilled, qualified, and experienced professional staff, with a strong understanding of the evolving dynamics and trends in the ICT sector.
- Robust governance and accountability systems, featuring a clear separation between oversight and executive functions in alignment with governance best practices.
- Demonstrated potential for sustained membership growth, contributing to long-term institutional resilience and sector influence.
- Custodianship of the national ICT professionals' database, enabling effective regulation, policy development, and sectoral planning.

Weakness



- Narrow revenue base, with limited diversification of income streams to support sustainability and growth.
- Limited regional and provincial presence, restricting outreach and stakeholder engagement across the country.
- Inadequate professional development programs for members, affecting continuous learning and career progression.

Table 1: SWOT Analysis of ICTAZ Strategic Plan

External Factors

Opportunities



- Supportive legal and regulatory framework, anchored by the ICTAZ Act No. 7 of 2018 and reinforced by Statutory Instruments No. 72 and 76 of 2024, enabling effective regulation and professional development.
- Potential to leverage existing international and local partnerships for institutional growth, knowledge exchange, and capacity development.
- Zambia's national vision to become a digital economy, offering strategic alignment and increased relevance for ICTAZ's role.
- Favorable government policies and national strategies promoting digital transformation, cybersecurity, data protection, and artificial intelligence.
- Rapid growth of the digital economy and digital service offerings, driving increased demand for skilled ICT professionals and regulated services.
- Growing interest in ICT among youth, creating an opportunity to design and implement targeted programs that harness their potential and grow the profession.
- Emergence and adoption of transformative technologies, such as AI, cybersecurity, and data science, positioning ICTAZ to lead in policy, training, and professional standards.
- Accelerated digitization of public services, opening avenues for collaboration in e-governance, infrastructure development, and digital public service delivery.
- Introduction of a national ICT education policy and framework, strengthening academic-industry alignment and the pipeline of future ICT professionals.
- Rising demand for certified ICT professionals, presenting a clear opportunity for sustained membership growth, professional regulation, and skills development.

Threats



- Perceived regulatory overlaps with other government and professional bodies, potentially causing jurisdictional conflicts confusion.
- Low compliance levels among ICT professionals and businesses, undermining enforcement of standards and ethical practice.
- Prevalence of informal ICT business practices, which limits regulation, professionalism, and accountability in the sector.
- High national unemployment rates, affecting job opportunities for ICT professionals and reducing economic participation.
- Inadequate remuneration for ICT professionals, leading to reduced motivation and lower membership subscription rates.
- Limited recognition of ICT as a strategic function within organizations, affecting investment in ICT leadership and capacity.
- Reduced or discontinued sponsorship of membership fees by corporate entities and government, resulting in financial pressure on professionals to self-fund.

2.1.2 Weaknesses of ICTAZ

Despite the significant progress made, ICTAZ continues to face certain institutional challenges that may impact the full realization of its strategic potential. The Association's revenue streams remain limited and minimally diversified, creating financial constraints that could hinder long-term sustainability and investment in innovation.

Furthermore, ICTAZ's presence across Zambia's provinces and regions remains limited, affecting outreach, visibility, and accessibility to services, particularly for professionals located outside Lusaka. There is also a need to scale up professional development programs tailored to members' evolving needs—especially in emerging areas of ICT practice such as cybersecurity, artificial intelligence, and data science.

These gaps present opportunities for strategic redirection, partnership building, and programmatic expansion to ensure that ICTAZ continues to grow in relevance, responsiveness, and reach.

2.1.3 Opportunities for ICTAZ

The evolving digital and policy landscape presents a robust set of opportunities for ICTAZ to expand its impact, grow its membership, and lead in professionalizing the ICT sector. The Association benefits from a strong legal framework through the ICTAZ Act and enabling Statutory Instruments, which offer legitimacy and scope to engage in regulatory, capacity-building, and policy advisory roles.

Zambia's ambition to transition into a digital economy—articulated through national instruments such as the National Digital Transformation Strategy, the revised National ICT Policy, and the e-Government Master Plan—aligns directly with ICTAZ's core mandate. These policy developments create multiple entry points for ICTAZ to offer guidance, establish professional standards, and participate in national development programs.

The rapid growth of the digital economy and expanding demand for ICT services presents a growing need for qualified and regulated ICT professionals. Rising youth interest in ICT and innovation opens further potential for mentorship, university chapter engagement, and targeted training initiatives. Additionally, the introduction of a new ICT education policy provides opportunities for curriculum alignment, accreditation, and academic-industry collaboration.

At the regional and international level, ICTAZ has the opportunity to strengthen partnerships with peer associations, development agencies, and the private sector to promote cross-border certification, knowledge sharing, and professional mobility. There is also potential to diversify income through consultancy, tailored training programs, digital literacy initiatives, and advisory services on ICT governance.

Moreover, the increasing policy emphasis on cybersecurity, data protection, and AI regulation provides a strategic window for ICTAZ to lead on ethics, compliance, and digital governance frameworks. Collectively, these opportunities position ICTAZ to become a key driver in shaping Zambia's inclusive, secure, and technology-driven future.

2.1.4 Threats to ICTAZ

While the external environment is full of potential, ICTAZ also faces several threats that may constrain its growth and effectiveness if left unaddressed. One such concern is the perceived regulatory overlap with other institutions in the ICT and professional services space. This creates ambiguity around mandates and could lead to fragmented or duplicated regulatory efforts, requiring ongoing policy alignment and inter-agency coordination.

Compliance challenges among ICT professionals and businesses also remain a key threat. Factors such as high unemployment and the informal nature of ICT business practices hinder consistent professional registration, affect enforcement efforts, and limit subscription growth. These issues are compounded by the limited affordability of professional affiliation in a market where remuneration for ICT roles is often inadequate.

Moreover, the under recognition of ICT as a strategic enabler within many organizations has resulted in fewer ICT professionals occupying key decision-making roles. This diminishes their influence on digital transformation initiatives and investment priorities.

Finally, the discontinuation of corporate and government sponsorship of membership fees places added pressure on individual professionals to self-fund, which may affect renewal rates and long-term engagement. These threats call for deliberate stakeholder education, value demonstration, and advocacy to reposition ICTAZ as not only a regulator but also a partner in driving digital transformation across sectors.

2.2 Further Analysis of External Environment

Building on the external opportunities and threats analyzed under SWOT above, further analysis of the external environment influencing the performance of ICTAZ is made below deploying other strategic tools.

2.2.1 Macro-Economic Challenges and Opportunities

From the year 2020 to 2023, the Zambian economy has been facing economic challenges, such as persistent high inflation rates, which peaked at 24.6% in 2021¹ before stabilizing to 16.7% by the end of 2024². This eroded consumer purchasing power and constrained businesses, affecting ICT investments and innovation. Furthermore, the exchange rate volatility affected the Zambian Kwacha with significant depreciation during 2020–2023, primarily due to debt distress, reduced export earnings, and global financial tightening. This increased costs for ICT imports relating to equipment, devices and software. Zambia underwent debt restructuring efforts after its 2020 debt default due to poor economic performance, low copper prices and the Covid-19 pandemic. The International Monetary Fund (IMF) supported economic reforms aimed at restoring fiscal stability. By 2024, progress in debt management created cautious optimism. Economic Recovery and Growth Potential existed despite the above challenges. Zambia's GDP began showing positive signs of recovery by 2023, supported by mining sector reforms, increased agriculture production, and the growing ICT sector. The projected 6.2% GDP growth in 2025 reflects opportunities for ICT expansion³. Government policies under the 8th National Development Plan (2022–2026) are forward looking and prioritize diversification, digital transformation, and youth empowerment which are key areas for ICTAZ involvement.

2.2.2 ICT Sector Performance

Between 2020 and 2024, Zambia experienced a marked acceleration in digital transformation, driven by increased adoption of digital platforms across sectors. This period witnessed a rapid expansion and integration of digital services and solutions such as financial digital services (FinTech), government e-services via the Government Service Bus (GSB), e-commerce platforms, educational technology (EdTech), insurance technology (InsurTech), remote working, telemedicine, e-conferencing, digital payments, ride-hailing and mobility apps, online media

streaming, and e-logistics platforms. These developments reflect a fundamental shift in how Zambian businesses, public institutions, and citizens interact, transact, and access essential services in a digital-first economy.

The growing reliance on digital platforms catalyzed demand for ICT services and skilled professionals. In 2024, the ICT sector recorded the highest growth rate among all economic sectors and made a significant contribution to Zambia's Gross Domestic Product (GDP). ICT professionals were central to enabling these advancements. Government support—particularly through tax incentives on ICT equipment imports—was beneficial, but similar incentives for software development and local tech start-ups remain limited, marking a critical advocacy area for ICTAZ.

Despite these advances, challenges persist. Internet penetration, though improving, remains uneven—particularly in rural and underserved areas. As of 2024, internet penetration stood at 63.1 per 100 inhabitants, up from 58.5 per 100 in 2023⁴, reflecting a narrowing yet still significant digital divide that requires concerted national efforts to bridge.

The regulatory environment has also matured, requiring ICT professionals to develop competencies in cybersecurity, data privacy, and compliance. A number of legal instruments have come into effect in recent years, including the **Data Protection Act (2021)**, the **Cyber Security Act (2025)**, the **Cyber Crimes Act (2025)**, and the **ICTAZ Statutory Instruments Nos. 72 and 76 (2024)**. These operate alongside other key frameworks such as the **Electronic Communications and Transactions Act No. 4 of 2021**, the **e-Government Act No. 41 of 2021**, the **Information and Communication Technologies Act No. 15 of 2009**, and the **National Payment Systems Act No. 1 of 2007**.

The period also saw increased momentum in emerging technologies such as Artificial Intelligence (AI), cloud computing, and the Internet of Things (IoT), creating demand for highly specialized skills. ICTAZ is uniquely positioned to lead in building professional capacity and offering certifications in these high-demand domains.

Infrastructure expansion also played a critical role in enabling digital growth. The construction of new communication towers improved network coverage, particularly in underserved areas. The rollout of a national fibre optic backbone enhanced internet speed and service delivery.

¹ Zamstats 2021 Report: <https://www.zamstats.gov.zm/wp-content/uploads/2023/12/Vol-221-of-2021-The-Monthly-August.pdf>

² Zamstats 2024 Report: <https://www.zamstats.gov.zm/annual-overall-inflation-december-2024/>

³ Bank of Zambia Monetary Policy Report: https://www.boz.zm/August_2024_Monetary_Policy_Report.pdf

⁴ ZICTA 2024 Mid-year Market Report: <https://www.papermark.io/view/cm69bkgmz000f132n547ysika>

IMF News Article:

<https://www.imf.org/en/News/Articles/2024/11/11/pr-24413-zambia-imf-reaches-agreement-on-4th-review-of-ecf#:~:text=Growth%20in%202025%20is%20projected,prudent%20policies%20and%20ongoing%20reforms.>

Complementary to this, the Government established 48 Digital Transformation Centres—23 in youth resource centres and 25 in rural post offices—to improve digital literacy and accessibility. The creation of 53 innovation hubs and 21 business incubators has further stimulated tech-driven entrepreneurship and strengthened the start-up ecosystem.

Collectively, these developments underscore the vibrancy and momentum of Zambia's digital transformation. They present ICTAZ with a powerful opportunity to lead, shape, and support the continued professionalization, ethical conduct, and capacity development of ICT practitioners across the country.

2.2.3 Impact of COVID-19 on ICT Sector

The COVID-19 pandemic had a profound impact on Zambia's economy, society, and the ICT sector. While the health crisis brought about widespread challenges and economic disruption, it also served as a major catalyst for digital transformation—positioning ICT as a critical enabler of resilience, recovery, and business continuity. The pandemic accelerated the adoption of remote work, online learning, and e-commerce, significantly increasing demand for reliable internet connectivity and digital platforms.



Businesses, educational institutions, and individuals increasingly relied on ICT solutions to sustain operations and communication during periods of lockdown.

This crisis created opportunities for Zambian innovators and start-ups to develop locally tailored digital solutions, including e-commerce platforms, telemedicine, digital education tools, and more. ICT innovation hubs and incubators became more active in nurturing these innovations. However, the benefits were unevenly distributed. While urban areas adapted

quickly, rural communities faced significant obstacles due to power outages, limited connectivity, high internet costs, and low levels of digital literacy—highlighting the stark digital divide in the country.

These developments present important opportunities for ICTAZ. The growing reliance on ICT heightens the need for professionalism in the sector, offering ICTAZ a clear mandate to scale up member registration, enforce ethical standards, and advocate for better working conditions and career progression pathways for ICT professionals. The current environment also allows for the introduction of internationally recognized certifications, mentorship programs, and continuous professional development initiatives aimed at equipping members with future-proof skills.

Zambia's current exchange rate volatility presents a unique opportunity to promote homegrown ICT solutions in software development, hardware manufacturing, and ICT services. These local innovations could be positioned for regional and international export, contributing to economic diversification and earning foreign exchange. ICTAZ also has a role to play in championing the extension of digital infrastructure and literacy initiatives to underserved and rural areas, ensuring equitable access to ICT services across the country.

However, key risks and challenges remain. Currency fluctuations and high inflation may continue to hinder ICT imports and discourage investment in the sector. This underlines the need for ICTAZ to advocate for protective policy measures that cushion the industry from economic shocks. Meanwhile, as digital adoption expands, cybersecurity threats have also risen. This calls for proactive efforts in capacity building, cybersecurity training, and awareness campaigns to safeguard Zambia's digital ecosystem. Additionally, with Zambia's ICT professionals facing increasing competition from global talent markets, there is a growing imperative to promote upskilling and professional development to maintain national competitiveness.

2.2.4 PESTEL Analysis

To systematically assess the enabling and constraining influences affecting ICTAZ and the broader ICT sector, a PESTEL framework (Political, Economic, Social, Technological, Environmental, and Legal) has been applied. This framework provides a structured analysis of key external factors shaping the institution's strategic direction. A summary is provided in **Table 2**.

Political Factors:

The current political environment in Zambia presents several enablers for ICTAZ's growth. The country continues to enjoy political stability and peaceful coexistence, which provides a conducive foundation for long-term planning and investment in the ICT sector. The Government has shown strong commitment to ICT development, evidenced by supportive policies and national initiatives that promote digital transformation, cybersecurity, and data protection.



However, challenges remain. There is growing apprehension in some quarters about the perceived risks of ICT-including misinformation, digital activism, and the influence of social media on political stability. This has the potential to trigger restrictive policies or over-regulation, which could inadvertently stifle innovation and professional freedom in the sector. ICTAZ must therefore maintain proactive engagement with policymakers to ensure that regulatory measures strike the right balance between control and innovation.

Furthermore, the political leadership has championed the use of technology to enhance governance, transparency, and public service delivery-creating increased opportunities for collaboration between Government and ICTAZ.

Economic Factors:

Zambia's economic environment presents both opportunities and constraints for ICTAZ and the broader ICT sector. On the positive side, the sector has emerged as a key enabler of economic diversification, youth employment, and innovation.

According to the Zambia Statistics Agency (ZamStats), the Information and Communication sector grew by 17.4% in 2024, contributing 1.8% percentage points to the overall national GDP growth of 4.0%. This performance made it the fastest-growing sector in the economy for the year, underscoring its growing strategic and economic significance.

The government has reinforced its support for the sector through targeted policy measures, including tax incentives on ICT equipment, infrastructure investments, and digital transformation funding programs. These actions, combined with increased public and private sector demand for digital services, have created a conducive environment for sustained ICT growth.

However, a number of economic constraints persist. Volatile exchange rates, high inflation, and elevated interest rates continue to raise the cost of ICT infrastructure, services, and imported technologies. These factors directly impact affordability, particularly in underserved rural and low-income communities, thereby widening the digital divide.

Additionally, delays in policy implementation, coupled with the suspension or redirection of donor funding for ICT-focused NGOs and development projects, pose risks to inclusive sectoral growth and innovation.



Implications for ICTAZ: To respond effectively, ICTAZ is positioned to:

- Leverage the sector's strong growth performance to advocate for supportive economic policies and sustainable investment in ICT.
- Promote affordable and locally driven ICT solutions to reduce reliance on imports and mitigate exchange rate risks.
- Support the design and implementation of inclusive funding models that bridge the digital divide, especially in underserved regions.
- Align its strategic priorities with national economic recovery and transformation agendas to position the profession as a central pillar in Zambia's knowledge economy.

Table 2: PESTEL Macro-Environmental Factors

Analysis	Positive	Negative
Political 	<ul style="list-style-type: none"> Stable political landscape fostering ICT growth Government actively promoting digital transformation policies Strong political support for cybersecurity and data privacy frameworks Peaceful environment conducive for investment and innovation 	<ul style="list-style-type: none"> Apprehension about ICT's potential impact on political stability Risk of overregulation or policy overreach Bureaucratic inertia and slow implementation of ICT-related policies
Economic 	<ul style="list-style-type: none"> ICT sector recorded 174% growth in 2024, contributing 1.8 percentage points to GDP Government tax incentives on ICT equipment Recognition of ICT as a driver for job creation, youth employment, and innovation Increasing public and private investment in digital infrastructure and services 	<ul style="list-style-type: none"> Volatile exchange rates increasing cost of ICT imports High inflation and interest rates reducing affordability Persistent digital divide, especially in low-income and rural areas Slow disbursement of funds and implementation delays Suspension of funding to ICT-focused NGOs threatens inclusive growth
Social 	<ul style="list-style-type: none"> Rapidly growing and youthful population receptive to ICT, offering long-term potential for ICTAZ membership growth Improving gender inclusivity in the ICT sector Increased ICT access and infrastructure in the education system ICT contributing to job creation and socio-economic development Enhanced public perception of ICTAZ as a progressive institution 	<ul style="list-style-type: none"> Persistent digital divide, particularly in rural and underserved areas Slow closure of the gender gap in ICT participation Cultural resistance or hesitation toward ICT adoption Growing concerns about ICT's impact on cultural and social norms Rising cybercrime undermining trust in digital platforms Weak ICT training infrastructure and gaps in digital skills, especially in rural areas
Technological 	<ul style="list-style-type: none"> Significant investments in digital infrastructure (fiber optics, towers, satellite internet) enhancing nationwide connectivity, including rural areas. Adoption of emerging technologies like AI, cloud computing, IoT, and blockchain transforming industries and service delivery. Government digital transformation initiatives (GSB, National Payment Gateway, e-Government) modernizing public services and opening new ICT roles. Growth of innovation hubs and incubation spaces fostering tech entrepreneurship, especially among youth. Opportunities for ICTAZ to scale up professional development, certification, and regulatory roles aligned with national needs. 	<ul style="list-style-type: none"> Persistent digital divide, especially rural-urban gap limiting equitable ICT access. High cost of emerging technologies (hardware and software) hindering widespread adoption. Energy deficit and power rationing limiting ICT adoption in many regions. Heavy reliance on foreign technology and expertise may constrain local innovation and sustainability. Limited access to specialized training and certification, especially in rural areas. Need for updated professional standards and ethical frameworks to address new tech challenges (AI governance, data ethics). Rapid technological change demands continuous upskilling but resource and institutional constraints hamper capacity building.

Table 2: PESTEL Macro-Environmental Factors

Analysis	Positive	Negative
Environmental 	<ul style="list-style-type: none"> • Gradual shift toward environmentally sustainable practices in Zambia. • Increased adoption of electric vehicles (EVs), signaling growing awareness of green technologies. • Transition to digital records across sectors, reducing paper use and minimizing waste. • Rising interest in sustainable ICT solutions and green infrastructure innovation. • Recognition of the need to reduce ICT's ecological footprint (e.g., energy consumption, carbon emissions). • Opportunities for ICTAZ to champion green ICT, influence policy, and promote renewable energy use. • Potential for ICTAZ to build partnerships, develop environmental standards, and support members through capacity building on sustainability. • Environmental context aligning with ICTAZ's role in adaptive planning and infrastructure resilience. 	<ul style="list-style-type: none"> • Limited e-waste management infrastructure leading to poor disposal practices and environmental risks. • Depletion of critical minerals used in ICT hardware, raising long-term sustainability concerns. • Low adoption of renewable energy and continued reliance on fossil fuels, especially in rural ICT setups. • Climate change increasing risks to ICT infrastructure, particularly in flood-prone or remote areas. • Energy deficit and power rationing negatively affecting ICT adoption and reliability.
Legal 	<ul style="list-style-type: none"> • ICT-related policies and procedures (ICTAZ Act no 7 of 2018, and Policies around the ICT sector) • Opportunities to benefit from international legal frameworks or standardized regulations • Regulatory environment • Stakeholder support 	<ul style="list-style-type: none"> • Complexities in aligning with international legal standards (Malabo Convention of 2014) • Risk of outdated ICT laws due to rapid change in technology.

Social Factors

Zambia's demographic landscape is marked by a rapidly growing and youthful population that is increasingly receptive to digital technologies. This demographic shift presents a strategic opportunity for ICTAZ to strengthen its engagement with aspiring ICT professionals and position itself for sustained membership growth, as the emerging generation is increasingly drawn to ICT-related careers and innovations.

Encouraging progress is also being made in gender inclusivity within the ICT sector, with more women entering the field—contributing to a more balanced and equitable ICT workforce and enhancing public perception of ICTAZ as a progressive institution. There has been a steady increase in ICT access and infrastructure within the education sector, contributing to efforts aimed at narrowing the digital divide between urban and rural communities. ICT continues to serve as a key enabler of both formal and informal employment, thereby reinforcing its role in driving socio-economic transformation.

However, social challenges remain. Despite improvements, a significant digital divide persists—particularly affecting rural populations, women, and other marginalized groups. While gender gaps are narrowing, progress remains slower than desired, necessitating sustained focus on inclusivity. Furthermore, diverse cultural attitudes toward technology continue to influence the pace and manner of ICT adoption across different regions.

There is growing public concern regarding the impact of digital technologies on cultural norms, values, and interpersonal relationships. The rise in cybercrime has further eroded trust in digital platforms and may negatively impact the uptake of e-services. Additionally, weaknesses in the national education system and limited ICT training infrastructure contribute to persistent digital skills gaps, especially among underserved and rural populations.

Technological Factors

Zambia has made notable technological advancements in recent years, which present both opportunities and considerations for ICTAZ. The country's increasing investment in digital infrastructure—such as the rollout of fiber optic networks, construction of communication towers, and the introduction of satellite-based internet services (e.g., Starlink)—has enhanced nationwide connectivity and improved access to digital services, including in rural and previously underserved areas.

Emerging technologies such as Artificial Intelligence (AI), cloud computing, Internet of Things (IoT), and blockchain are gaining traction within both the public and private sectors. These innovations are transforming industries and service delivery models, increasing demand for a highly skilled and ethically grounded ICT workforce. This creates an opportunity for ICTAZ to scale up its professional development, certification, and regulatory roles to ensure that ICT professionals remain relevant and competitive in a rapidly evolving technological environment.

Government-led digital transformation initiatives—including the establishment of a Government Service Bus (GSB), National Payment Gateway, and e-Government platforms—demonstrate a commitment to modernizing public service delivery. These initiatives create new areas for ICT professionals to engage in systems design, integration, cybersecurity, and service support. They also offer ICTAZ the opportunity to align its regulatory and professional standards with evolving national technological needs.

Additionally, the establishment of innovation hubs, digital transformation centers, and ICT incubation spaces across the country has accelerated tech-based entrepreneurship, especially among the youth. This growing innovation ecosystem presents an opportunity for ICTAZ to advocate for professional practice standards, mentorship, and sector-wide coordination.

However, significant challenges persist. Rapid technological change demands continuous upskilling and capacity building, yet access to specialized training and certification remains limited, particularly in rural areas. Many professionals struggle to keep pace with global trends due to resource constraints, weak institutional linkages, or limited access to affordable advanced learning platforms.

ICTAZ must also contend with the urgent need to establish or update professional standards and ethical frameworks to address the disruptive nature of new technologies—particularly around AI governance, data ethics, and digital accountability. Without this, there is a risk of professional irrelevance or regulatory gaps in critical emerging domains.

Furthermore, the persistence of the digital divide—especially the rural-urban gap—continues to limit equitable access to ICT services. This is compounded by the high cost of delivering and adopting emerging technologies, including both hardware and software. The country's energy deficit and power rationing also hinder ICT adoption in many regions. In addition, Zambia's heavy reliance on foreign technology and expertise may constrain local innovation and long-term sustainability.

Environmental Factors

Zambia's ICT sector operates within an environmental context that is increasingly shaped by global and local sustainability concerns. The country is witnessing a gradual shift toward environmentally sustainable practices, including increased adoption of electric vehicles (EVs), indicating growing national awareness of green technologies. Additionally, the transition to digital records across various sectors is reducing paper usage and minimizing environmental waste, while rising interest in sustainable ICT solutions is creating opportunities for innovation in green infrastructure.

As digital infrastructure expands, there is growing recognition of the need to minimize the ecological footprint of technology deployment, including energy consumption, electronic waste management, and carbon emissions associated with ICT activities. However, the ICT sector faces several environmental challenges, such as limited e-waste management infrastructure that leads to poor disposal practices and environmental risks. The depletion of critical minerals used in ICT hardware production also raises sustainability concerns.

The country's ongoing energy deficit and power rationing challenges have both economic and environmental implications, influencing ICT adoption rates and pushing stakeholders to explore renewable energy sources and energy-efficient technologies. Despite this, the adoption of renewable energy remains low, and there is continued reliance on fossil fuels—especially in rural ICT setups. Furthermore, climate change poses indirect risks to ICT infrastructure resilience, particularly in vulnerable rural and remote areas prone to flooding and extreme weather events. These impacts affect national infrastructure and power availability, ultimately influencing ICT reliability.

This environmental landscape presents an opportunity for ICTAZ to champion green ICT initiatives by advocating for sustainable practices, influencing policy on e-waste management, and promoting the use of renewable energy in ICT operations. ICTAZ can support its members through capacity building, standards development, and fostering public-private partnerships aimed at advancing environmentally responsible technology adoption. Enhancing ICT infrastructure resilience through environmental risk assessments and adaptive planning will be critical for sustaining digital services and supporting national development goals.

Legal Factors

The regulatory environment in Zambia is robust, multidimensional, and continuously evolving, shaping the national digital agenda and directly influencing the operations of the Information and Communications Technology Association of Zambia (ICTAZ). As the statutory body mandated to register, regulate, and promote ICT professionals in Zambia, ICTAZ operates within a comprehensive legal and regulator framework that defines its authority as well as that of the sector. Further, the legal and regulatory framework defines the responsibilities, and the obligations of its members.

At the heart of this framework is the Information and Communications Technology Association of Zambia Act No. 7 of 2018, which legally establishes ICTAZ and empowers it to regulate ICT practitioners through mandatory registration, enforcement of professional ethics, and promotion of continuous professional development. This law serves as the cornerstone of ICTAZ's mandate, underpinning its disciplinary authority and reinforcing its legitimacy as the custodian of ICT professionalism in Zambia.

Beyond its establishing Act, ICTAZ and its members are impacted by a wider ecosystem of ICT-related laws that collectively shape the sector, standards, responsibilities, and even expectations placed on ICT professionals. The Electronic Communications and Transactions Act No. 4 of 2021 provides a legal foundation for the use of electronic signatures, digital records, and e-commerce. It enables ICT professionals to participate in secure digital transformation projects and digital financial ecosystems, while also requiring compliance with emerging legal standards on electronic transactions.

Closely aligned with the rise of digital governance is the Electronic Government Act No. 41 of 2021, which establishes

the Electronic Government Division (SMART Zambia) under the Office of the President. This Act mandates the rollout and promotion of e-government services aimed at enhancing administrative efficiency and citizen access to digital services. ICTAZ members play a critical role in supporting this agenda through the development and maintenance of government digital platforms, necessitating adherence to government ICT policies and protocols.

The cybersecurity landscape is governed by two landmark laws: the Cyber Security Act No. 3 of 2025 and the Cyber Crimes Act No. 4 of 2025, which replaced the 2021 Cyber Security and Cyber Crimes Act. These two Acts provide a comprehensive legal response to cyber threats, including the establishment of the Zambia Cyber Security Agency, regulation of cybersecurity service providers, designation and protection of critical information infrastructure, and creation of national and sectoral cyber incident response teams. They also introduce penalties for computer-related offences and emphasize child online protection. ICTAZ is instrumental in aligning its membership with these laws, particularly through the promotion of cybersecurity standards, ethical ICT usage, and compliance training.

Complementing these regulations is the Data Protection Act No. 3 of 2021, which provides a legal framework for the collection, storage, processing, and transfer of personal data. The Act mandates that personal data be stored within Zambia and that cross-border data transfers be subject to regulatory oversight. It also grants individuals the right not to be subjected to automated decision-making with legal consequences. For ICTAZ and its members, this law introduces a heightened responsibility to embed data privacy and protection principles into system designs, service offerings, and operational processes.

While often overlooked, the Postal Services Act No. 22 of 2009 also intersects with ICT operations. It governs the regulation of postal and courier services which increasingly rely on ICT systems for logistics, tracking, and digital communication. ICTAZ professionals involved in the digital transformation of postal infrastructure are required to be cognizant of the compliance requirements under this law, especially as digital services converge with physical delivery models.

Further still, the Information and Communication Technologies Act No. 15 of 2009 remains a foundational piece of legislation governing the broader ICT sector. It establishes the framework for ICT service provision, licensing, standards, and infrastructure development. This Act complements ICTAZ's mandate by providing a regulated environment in which ICT professionals must operate, especially in relation to service delivery, technical interoperability, and sectoral coordination.

Zambia's legal alignment with international conventions further reinforces its commitment to global best practices. The ratification of the Malabo Convention on Cyber Security and Personal Data Protection signifies Zambia's dedication to continental digital governance standards. In parallel, national laws are increasingly being harmonized with global instruments such as the Budapest Convention on Cybercrime, thereby compelling ICTAZ to support its members in meeting transnational compliance obligations.

The cumulative effect of this evolving legal framework is that ICTAZ must continuously strengthen its regulatory instruments, professional development programmes, and ethical guidelines to remain responsive to legal changes. It also underscores ICTAZ's growing responsibility as a compliance enabler—educating, guiding, and supporting its membership to navigate complex legal obligations while maintaining high standards of service delivery, integrity, and security. As legal reforms continue to deepen in scope and complexity, ICTAZ is uniquely positioned to drive professionalism, enhance trust in digital systems, and contribute to Zambia's broader digital transformation agenda.



2.2.5 Stakeholder Analysis

ICTAZ engages a diverse set of internal and external stakeholders whose interests, mandates, and contributions are essential to the institution's strategic execution and sectoral impact. These stakeholders include government agencies, regulators, academic institutions, development partners, private sector players, and ICT professionals, each playing a distinct role in shaping the national ICT landscape.

While ICTAZ maintains its autonomy in fulfilling its statutory mandate, the organization operates within a broader ecosystem where stakeholder alignment, collaboration, and engagement enhance institutional effectiveness and sectoral influence. Stakeholders contribute to this ecosystem through policy coordination, strategic partnerships, technical and financial collaboration, regulatory oversight, and shared accountability.

Table 3 provides a summary of the influence, expectations, and contributions of key stakeholders. The analysis underscores the need for ICTAZ to adopt a deliberate and balanced stakeholder engagement approach—one that safeguards its institutional integrity while fostering trust, responsiveness, and alignment with national and global ICT priorities.

- Government of the Republic of Zambia - Provides regulatory and policy support, enabling ICTAZ to fulfill its mandate.
- Ministry of Technology and Science - Directly involved in ICT strategy and innovation initiatives)
- SMART Zambia - Drives e-government and aligns national digital transformation initiatives.
- ICTAZ Executive Council, Professional Ethics and Compliance as well as Membership Registration Board -

Provide strategic leadership and accountability for ICTAZ's vision and objectives.

- ICTAZ Staff at Secretariat - Essential in executing the strategic goals of ICTAZ and delivering value to the membership.
- ICTAZ Members - Core beneficiaries of ICTAZ services and activities, ensuring the success and growth of the association.
- General Public and Consumers of Technology Services - Ultimate beneficiaries of ICT services and products.
- Ministry of Green Economy and Environment - Ensure ICT initiatives align with environmental sustainability goals.
- ICTAZ Vendors and Partners - Provide products and services to ICTAZ.
- Media - Promote ICTAZ initiatives and awareness through communication channels.
- Ministry of Education, Researchers and Academic Institutions - Influences ICT education and capacity building.
- Bank of Zambia and its Regulated Entities - Provide funding for ICT projects and promote financial inclusion through technology
- Corporate Entities - Key partners for ICT adoption and collaboration opportunities.
- Cooperating Partners - Fund ICT initiatives and promote international collaboration.
- International Organizations - Promote global ICT standards and capacity-building initiatives.
- Startups and Innovation Hubs - Drive entrepreneurial growth in the ICT sector.
- Key Regulatory Institutions - Collaborate on aligning ICT policies with national and international standards.
- Judiciary - Collaborate in interpretation of the ICTAZ Act No.7 of 2018.
- Data Protection Commission - Collaborate on aligning ICT policies with ICTAZ.

Table 3: Stakeholder Analysis

Stakeholder	Expectations from Stakeholder	Expectations from ICTAZ
Government of the Republic of Zambia (Provides regulatory and policy support, enabling ICTAZ to fulfill its mandate)	<ul style="list-style-type: none"> • Enactment and enforcement of ICT-related laws and policies. • Financial and structural support for ICTAZ initiatives. • Recognition as the governing body for ICT professionals. • Partnership through MoUs. • Positive response to lobbying by ICTAZ 	<ul style="list-style-type: none"> • Positive contribution to the national economy. • Protection of ICT service consumers. • Support in crafting and implementing ICT policies. • Capacity building and professional standards development. • Advocacy for responsible and sustainable ICT practices. • Implementation of regulatory mandate. • Drive awareness and sensitization. • Provide Technical expertise on technological issue.

Stakeholder	Expectations from Stakeholder	Expectations from ICTAZ
Ministry of Technology and Science (Directly involved in ICT strategy and innovation initiatives)	<ul style="list-style-type: none"> Strategic guidance and alignment with national technology goals. Funding and collaboration on national ICT initiatives. High level consultation and representation on ICT matters. 	<ul style="list-style-type: none"> Technical expertise to support national projects. Advocacy for technology adoption across sectors. Annual reporting on ICT sector developments and needs. Advisory and expertise role on technology Proactive communication and close collaboration in the Ministry's ICT agenda
SMART Zambia (Drives e-government and aligns national digital transformation initiatives.)	<ul style="list-style-type: none"> Integration of ICTAZ expertise in national e-government projects. Collaboration on digital transformation initiatives. Drive compliance 	<ul style="list-style-type: none"> Professional oversight of ICT projects and personnel. Advocacy for national digitalization efforts. Provision of professional standards to ensure ethical practices
ICTAZ Executive Council, Professional Ethics and Compliance as well as Membership Registration Board (Provide strategic leadership and accountability for ICTAZ's vision and objectives.)	<ul style="list-style-type: none"> Strategic direction and policy decisions. Transparent and inclusive leadership. Undertake the functions as stipulated under Section 8 of the ICTAZ Act No. 7 of 2018 	<ul style="list-style-type: none"> Implementation of their vision and goals. Regular reporting and accountability. Support ICTAZ in various ways.
ICTAZ Staff at Secretariat (Essential in executing the strategic goals of ICTAZ and delivering value to the membership.)	<ul style="list-style-type: none"> Professionalism, commitment, and efficient service delivery. Support in implementation of ICTAZ's mandate. 	<ul style="list-style-type: none"> Fair compensation, growth opportunities, and a supportive work environment. Recognition for contributions.
ICTAZ Members (Core beneficiaries of ICTAZ services and activities, ensuring the success and growth of the association.)	<ul style="list-style-type: none"> Active participation and support in ICTAZ activities. Adherence to professional standards and ethics. Maintaining a good standing 	<ul style="list-style-type: none"> Professional development opportunities and certifications. Advocacy and representation in the ICT industry. Value centric service delivery (Section 3.8 presents the value proposition for members)
General Public and Consumers of Technology Services (Ultimate beneficiaries of ICT services and products.)	<ul style="list-style-type: none"> Utilization and feedback on technology-related services and issues. Participation in public ICT campaigns. Reporting unethical conduct by ICT professionals and regulated entities 	<ul style="list-style-type: none"> Advocacy for consumer protection in ICT services. Awareness and education on ICT trends and risks. Providing access to technology and ICT services. Corporate Social Responsibilities (CSRs)
Ministry of Green Economy and Environment (Ensure ICT initiatives align with environmental sustainability goals.)	<ul style="list-style-type: none"> Responsible ICT practices to reduce environmental harm. Support and partnerships in green initiative innovations 	<ul style="list-style-type: none"> Promotion of green ICT solutions. Advocacy for sustainable technology practices. Environmental initiatives and conservation efforts.

Stakeholder	Expectations from Stakeholder	Expectations from ICTAZ
ICTAZ Vendors and Partners (Provide products and services to ICTAZ.)	<ul style="list-style-type: none"> Quality and timely delivery of services/products. Collaboration on ICTAZ initiatives. Ethical, transparency and professionalism 	<ul style="list-style-type: none"> Transparent procurement processes. Opportunities for collaboration and mutual growth.
Media (Promote ICTAZ initiatives and awareness through communication channels.)	<ul style="list-style-type: none"> Support in disseminating ICTAZ mandate, initiatives, news, and achievements. Coverage of ICT-related issues. 	<ul style="list-style-type: none"> Reliable source and authority of technology related matters and news Regular updates and press releases. Access to ICTAZ experts for commentary.
Ministry of Education, Researchers and Academic Institutions (Influences ICT education and capacity building.)	<ul style="list-style-type: none"> Collaboration on ICT education initiatives. Adoption of ICTAZ standards in curricula. Partnerships in professional 	<ul style="list-style-type: none"> Support for ICT research and capacity building. Professional development for educators. Assist in sourcing internships aimed at bridging academia/industrial gap
Bank of Zambia and its Regulated Entities (Provide funding for ICT projects and promote financial inclusion through technology)	<ul style="list-style-type: none"> Collaboration on digital payment systems and fintech initiatives. Funding support for ICT projects and initiatives Adherence to ICTAZ standards Collaboration on the BoZ ICT related matters 	<ul style="list-style-type: none"> Guidance on secure and efficient ICT practices. Advocacy for ICT-driven financial inclusion.
Corporate Entities (Key partners for ICT adoption and collaboration opportunities.)	<ul style="list-style-type: none"> Participation in ICTAZ programs and adherence to standards. Funding and sponsorship for ICTAZ initiatives. 	<ul style="list-style-type: none"> Access to skilled ICT professionals. Advocacy for their ICT needs and challenges.
Cooperating Partners (Fund ICT initiatives and promote international collaboration.)	<ul style="list-style-type: none"> Partnerships on ICT projects and initiatives. Expertise sharing. Funding and sponsorship for ICTAZ initiatives. 	<ul style="list-style-type: none"> Transparency and measurable outcomes. Support for shared ICT objectives.
International Organizations (Promote global ICT standards and capacity-building initiatives.)	<ul style="list-style-type: none"> Alignment with global ICT standards. Representation in global ICT forums. 	<ul style="list-style-type: none"> Collaboration on global ICT initiatives. Contribution to global ICT knowledge and innovation.
Startups and Innovation Hubs (Drive entrepreneurial growth in the ICT sector.)	<ul style="list-style-type: none"> Advocacy for an enabling environment. Capacity building and mentorship opportunities. 	<ul style="list-style-type: none"> Support for innovation and access to funding networks. Opportunities to showcase their solutions.
Key Regulatory Institutions (Collaborate on aligning ICT policies with national and international standards.)	<ul style="list-style-type: none"> Collaboration on ICT governance and regulation. Professionalism in engagements. Resources on policy development. Collaboration on compliance 	<ul style="list-style-type: none"> Contribution to ICT policy development. Alignment with regulatory frameworks. Collaboration on compliance



Stakeholder	Expectations from Stakeholder	Expectations from ICTAZ
Judiciary (Collaborate in interpretation of the ICTAZ Act No.7 of 2018)	<ul style="list-style-type: none"> • Collaboration on developing ICT laws and regulations. • Guidance on prosecuting and enforcement of laws 	<ul style="list-style-type: none"> • Contribution to ICT development of laws and regulations. • Alignment with regulatory frameworks. • Collaboration on compliance
Data Protection Commission (Collaborate on aligning ICT policies with	<ul style="list-style-type: none"> • Guidance on data protection matters • Collaboration in data protection 	<ul style="list-style-type: none"> • Compliance in data protection • Collaboration in data protection



2.2.6 Resource Analysis

The long-term sustainability and impact of the Information and Communications Technology Association of Zambia (ICTAZ) are intrinsically linked to the strength, adequacy, and strategic deployment of both its tangible and intangible resources. These resources form the backbone of ICTAZ's operational capacity, institutional credibility, and ability to deliver value across its membership and stakeholder ecosystem.

An evaluation of ICTAZ's resource base—summarized in Table 4—reveals a mixed picture of strengths and vulnerabilities. Priority would be placed on strengthening underperforming resource areas (flagged red and orange), while safeguarding and optimizing those classified as green. Of particular strategic importance is the acquisition of a permanent headquarters, which would significantly enhance institutional permanence, operational efficiency, and brand visibility. Equally vital is the expansion of ICTAZ's provincial footprint to improve accessibility, representation, and engagement with ICT professionals countrywide.

From a financial standpoint, ICTAZ is still building a diversified and resilient income model. Achieving financial sustainability

will require intensified efforts to grow and retain membership, improve compliance with registration and renewal requirements, and diversify revenue streams through strategic partnerships, training services, and certifications.

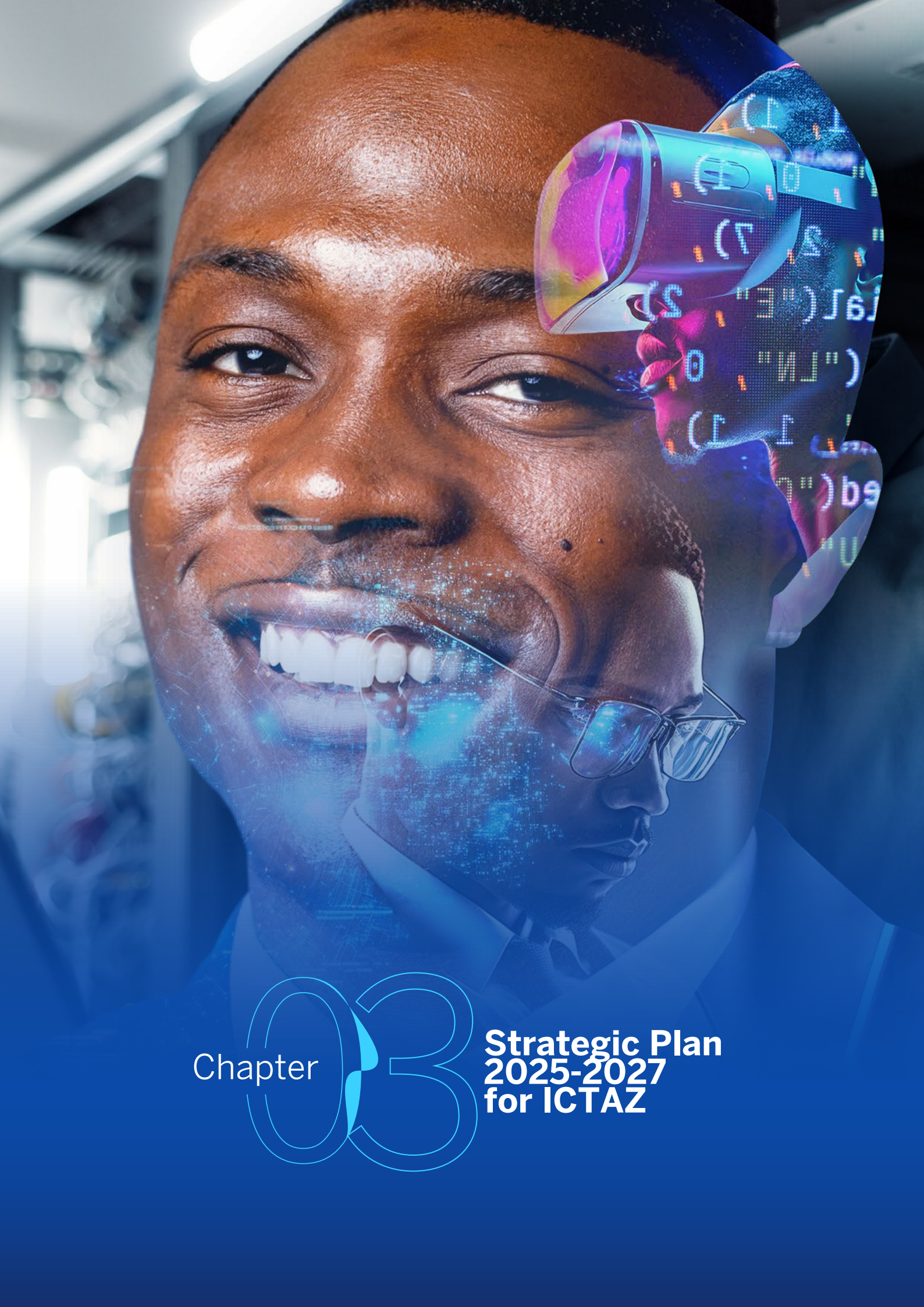
Human capital remains one of ICTAZ's strongest assets. The organization is staffed by a competent and mission-driven team; however, investment in continuous professional development, in-service training, and improved conditions of service is essential to drive institutional performance, innovation, and staff retention. Creating structured platforms for ongoing dialogue between management and staff will further enhance morale, organizational culture, and collective ownership of strategic goals.

Despite operating under a clear legal mandate as established by the ICTAZ Act No. 7 of 2018, the association faces regulatory enforcement challenges and emerging competition. To maintain its position as the premier ICT professional regulator in Zambia, ICTAZ is actively strengthening its enforcement mechanisms, enhance regulatory agility, and assert its value proposition within a rapidly evolving ICT policy and legislative environment.



Table 4 Resource Analysis of ICTAZ

Resources:	Current Status:		
	Weak	Sufficient	Strong
Stakeholder			
A. Tangible Resources			
A1. Physical Resources			
A11 Property, Facilities, Location		✓	
A12 ICT Infrastructure – Hardware, Software, Networking	✓		
A13 Office space, Tools, Equipment, Plant and Machinery	✓		
A2. Monetary Resources			
A21 Operational Funds		✓	
A22 Capital and Investment Funds	✓		
A23 Internally Generated Revenue		✓	
A24 Donor Revenue	✓		
A25 Government grants	✓		
A26 Networking Revenue		✓	
A27 Resource mobilisation capacity or potential			✓
B. Intangible Resources			
B1. Human Resources			
B11 General education levels (staff and management)		✓	
B12 Specialist skills (management and staff)		✓	
B13 Relevant experience (management and staff)		✓	
B14 In-service staff training opportunities	✓		
B15 Staff Creativity and Innovation		✓	
B16 Staff Attitudes, Motivation and Commitment		✓	
B2. Relational Resources			
B21 Relationship with potential Customers and Clients - accreditation		✓	
B22 Relationship with Service Providers – Firms and employers		✓	
B23 Contractual Relationships (MoUs and Agreements)	✓		
B24 Reputation and Image		✓	
B25 Internal Trust (Staff, Management and Board)		✓	
B26 Strategic Conversation and Dialogue - AGMs		✓	
B27 Benevolent Fund for members	✓		
B3. Structural Resources			
B31 Laws and Mandate			✓
B32 Processes and tacit routines		✓	
B33 Codified Information and Manuals	✓		
B34 Organisational structure and link to operational plan		✓	
B35 Corporate Governance		✓	
B36 Management Approaches – flexible initiatives, efficiency of meetings	✓		
B37 Organisational culture and values		✓	
B38 ICTAZ Compliance to ICTAZ Act	✓		
B39 Teamwork		✓	
B310 Decision Making Processes		✓	
B311 Performance evaluation system (staff, management and board)	✓		



Chapter

03

**Strategic Plan
2025-2027
for ICTAZ**

3.0 Strategic Plan 2025-2027 for ICTAZ

3.1 Strategic Planning Methodological Approach

The information presented in this chapter constitutes the foundation of the ICTAZ Strategic Plan for the period 2025–2027. The setting of strategic objectives was underpinned by a rigorous and consultative process that drew insights from historical performance, institutional learning, and proven strategy frameworks. Specifically, three critical inputs informed the strategic direction:

1. Situational Analysis and Lessons Learnt from the 2020–2024 Strategic Plan

A detailed situational analysis was conducted to evaluate both the internal capabilities and external opportunities and threats facing ICTAZ. This process included a review of the successes and shortcomings of the 2020–2024 Strategic Plan. Key lessons—ranging from membership engagement and compliance to regulatory enforcement and financial sustainability—provided practical insights to inform a more responsive and impactful strategy for the 2025–2027 period.

2. The Three-Stairs Strategic Approach

ICTAZ's institutional growth has been guided by a phased strategic model structured around three sequential pillars: Establishment, Branding and Awareness, and Value Delivery. The Establishment phase focused on putting in place the legal, structural, and operational foundations of the Association. The Branding and Awareness phase emphasized positioning ICTAZ as a credible and visible professional body, increasing recognition and stakeholder engagement. The current strategy enters the third stair—Value Delivery—which is centered on driving measurable benefits to members and stakeholders through relevant services, effective regulation, capacity building, and sectoral leadership. This three-stair approach ensures continuity, strategic alignment, and the logical evolution of ICTAZ's institutional mandate.

3. Balanced Scorecard Perspectives

To ensure a structured and performance-oriented framework, the Balanced Scorecard (BSC) was adopted in the design of this Strategic Plan. Strategic objectives are

aligned to four interdependent perspectives: Financial Sustainability, Member and Stakeholder Engagement, Internal Process Excellence, and Organizational Learning and Growth. This framework allows ICTAZ to track progress holistically, ensuring that financial health, regulatory impact, service efficiency, and institutional capacity are developed in tandem.

Together, these three guiding lenses form a robust foundation for ICTAZ's Strategic Plan 2025–2027, ensuring that the strategy is both rooted in institutional realities and responsive to the evolving needs of ICT professionals and the national digital transformation agenda.

3.1.1 Key Issues from Situational Analysis and Lessons learnt from implementation of Strategic Plan 2020-2024

The design of the Second Strategic Plan (2025–2027) is grounded in a critical and objective evaluation of the implementation of the First Strategic Plan (2020–2024), as well as the findings from a comprehensive situational analysis. This analysis explored both the internal and external environments using established frameworks including SWOT, PESTEL, and Stakeholder Analysis. Each strategic objective and corresponding action in the new plan have been deliberately formulated to address identified weaknesses or reinforce key organizational strengths.

A summary of the performance of the 2020–2024 Strategic Plan is provided in Appendix 1. The following key issues and challenges were observed during its implementation:

- i. Emerging and escalating challenges associated with the abuse and unethical use of ICT services.
- ii. Low levels of awareness and education among firms and industry stakeholders on the importance of sourcing ICT services from qualified, registered, and experienced professionals and firms.
- iii. Public perception of ICTAZ.
- iv. Persistent low compliance levels among both registered and potential members.
- v. A significant proportion of ICT practitioners in the country remained unregistered, posing a challenge to the realization of professional regulation and industry standardization.

These challenges provided valuable learning points and have directly informed the strategic direction, interventions, and priorities of the 2025–2027 Plan.

3.1.2 Three Step Strategy Implementation Plan

The design and implementation of the Second Strategic Plan (2025–2027) builds upon the foundation established by the previous strategy and marks the next phase in ICTAZ's structured short-to-medium-term strategic progression. This progression is anchored in a three-stair approach comprising: (i) Establishment, (ii) Branding and Awareness, and (iii) Value Delivery, as illustrated in Figure 3.1. Each phase is sequentially aligned to ensure institutional growth, strengthened visibility, and enhanced service delivery to members and stakeholders.

Figure 3.1: Three Step Growth Phases of ICTAZ



1. Establishment Stair:

The Establishment Phase, which was the central focus of the 2020–2024 Strategic Plan, aimed to lay a strong institutional foundation for the effective regulation and growth of the ICT profession in Zambia. This phase concentrated on building the legal, structural, and operational architecture necessary to enable ICTAZ to function as a credible, professional, and responsive regulatory body.

Key priorities during this period included the development and implementation of core legal and regulatory instruments. Notably, ICTAZ successfully championed the signing of key Statutory Instruments, thereby strengthening its regulatory mandate and enforcement capability. Significant attention was also given to business process automation, introducing digital workflows to enhance efficiency, transparency, and service delivery.

From a governance and structural standpoint, the Association undertook a comprehensive constitutional

review to align its institutional framework with evolving national and sectoral priorities. The development of a Board Charter formalized the roles and responsibilities of the governing body, reinforcing accountability and strategic oversight.

Operationally, ICTAZ moved into a permanent, refurbished office space, marking a critical milestone in institutional visibility, stability, and professional identity. Internal systems were further strengthened through the introduction of Key Performance Indicators (KPIs) for staff and the implementation of approved conditions of service, improving performance management, accountability, and staff motivation.

This phase also culminated in the successful formulation of a new three-year Strategic Plan, setting the direction for the next stage of growth. Collectively, these achievements positioned ICTAZ on a solid foundation—legally, structurally, and operationally—ready to transition into the next phase of its institutional development.

2. Branding and Awareness Creation Stair:

Building on the foundational gains of the Establishment Stair, the second strategic thrust under the 2020–2024 which continues into the 2025–2027 Strategic Plan was the Branding and Awareness Stair. This stair focused on positioning ICTAZ as a credible, visible, and influential professional body within Zambia and across the region. While initial strides were made in this direction during the 2020–2024 period, this phase will continue to take center stage with deliberate and sustained efforts to amplify ICTAZ's public presence, institutional identity, and stakeholder influence.

The core objective of this phase has been to strengthen ICTAZ's institutional image, expand its public visibility, and deepen engagement with stakeholders across government, industry, academia, and the international community. A critical part of this effort continues to involve establishing ICTAZ as a thought leader and authoritative voice on ICT matters in Zambia and the region.

To this end, ICTAZ has lined up a number of initiatives such as a periodical ICTAZ Journal and/or Magazine to showcase industry trends, member contributions, and regulatory developments. The initiative is being complemented by the publication of white papers, policy briefs, and position statements on high-impact and emerging ICT themes such as Artificial Intelligence, cybersecurity, digital identity, data governance, and digital transformation. In addition, webinars, blogs, and podcasts are being hosted regularly to create platforms for knowledge exchange and visibility, while ensuring that ICTAZ remains at the forefront of topical industry discourse.

A nationwide public awareness campaign has been rolled out across traditional and digital platforms to educate citizens, institutions, and potential members on ICTAZ's mandate and the importance of engaging qualified and registered ICT professionals. These campaigns are reinforcing the Association's value proposition and promoting its tagline, building a strong and recognizable identity that resonates with diverse audiences.

Strategic relationship-building is also a hallmark of this phase. ICTAZ will continue to formalize partnerships with academic institutions, government agencies, regulatory bodies, private sector organizations, and international development partners through Memoranda of Understanding (MoUs). These collaborations facilitate joint initiatives, research, training, and knowledge-sharing. ICTAZ also continues to pursue regional and international recognition and accreditation, positioning itself as a benchmark for professional excellence and regulatory leadership in the ICT sector.

Internally, the Association will continue to drive brand consistency and professionalism through the production and distribution of standardized collateral, including certificates, business cards, official reports, signage, and event branding materials. A unified corporate visual identity has been implemented across all platforms and engagements to reinforce brand coherence and institutional pride.

To foster stakeholder loyalty and celebrate excellence, ICTAZ introduced a Stakeholder Recognition and Awards Program, including the prestigious ICTAZ Partner of the Year Awards, which honors individuals and institutions that have made outstanding contributions to the ICT ecosystem. Furthermore, the launch of Corporate Membership Tiers will offer tailored value propositions, benefits, and visibility opportunities to partners, thereby deepening institutional relationships and creating long-term alignment with ICTAZ's strategic objectives.

Through these integrated initiatives, the Branding and Awareness Phase will elevate ICTAZ's profile, enhance its credibility and trust, and position it as the professional body of choice for ICT practitioners and stakeholders across Zambia and the broader African region.

3. Value Delivery Stair:

The current Strategic Plan enters the third and most pivotal stage of ICTAZ's strategic evolution: the Value Delivery Stair. This phase builds on the strong institutional and branding foundations laid in the previous cycles and is centered on delivering tangible, measurable benefits to members, stakeholders, and the broader ICT ecosystem.

While institutional structures, policies, and governance frameworks have now been firmly established, the focus shifts toward translating these foundational gains into practical, visible outcomes that directly serve the needs of ICT professionals and contribute to Zambia's digital transformation agenda.

At the heart of this phase is the implementation of a comprehensive Member Value and Benefit Delivery Strategy designed to enhance satisfaction, retention, and engagement, while also reinforcing ICTAZ's relevance and leadership. A detailed Value Proposition Framework is presented elsewhere in this Strategic Plan; however, the core pillars of value delivery for the 2025–2027 period are summarized below.

ICTAZ will ensure that all initiatives under this phase are designed to be sustainable, inclusive, scalable, and responsive to member needs. Monitoring and evaluation frameworks, real-time feedback loops, and regular strategic reviews will be instituted to track performance, adapt interventions, and ensure continuous improvement in service delivery.

Inclusivity will remain a core principle, with dedicated initiatives to promote digital equity for underrepresented groups such as women, youth, rural professionals, and persons with disabilities—ensuring no one is left behind in Zambia's digital future.

- a) **Strengthen the ICT Profession in Zambia:** ICTAZ will reinforce its role as the custodian of ICT professionalism by developing national ICT standards aligned with global best practices, yet tailored to Zambia's context. The Association will also increase its influence in policy and legislative processes, advocating for stronger recognition of ICT professionals as essential to national development.

In support of lifelong learning, ICTAZ will expand its offerings in certification, capacity building, and knowledge events, including high-level conferences and training sessions on emerging technologies.

- b) **Empower Members Through Opportunities:** A dedicated Member Opportunity Portal will be introduced, offering exclusive access to jobs, tenders, partnerships, and other professional growth channels. ICTAZ will also provide value-added business services, including legal, financial, and marketing toolkits—to support consulting and entrepreneurial ventures.

To celebrate excellence, member achievements will be showcased through digital campaigns and an Annual Awards Gala. Networking, mentorship, and regional meetups will further foster collaboration, supported by a digital community platform for seamless member interaction.

Digital transformation of member services will be prioritized, with streamlined access to certifications, renewals, and support via self-service portals and mobile applications.

Foster Collaboration and Sectoral Growth: Strategic partnerships with global ICT organizations, regional networks, and development agencies will offer members access to broader learning and business opportunities. ICTAZ will encourage cross-sectoral collaboration, enabling ICT professionals to contribute meaningfully to digital solutions in agriculture, health, education, and more.

Regular industry scans, research publications, and policy briefs will position ICTAZ as a national knowledge hub. An Innovation Hub will also be established to incubate technology-driven solutions and support the commercialization of ICT innovations.

- c) **Protect and Elevate the ICT Industry:** ICTAZ will deepen advocacy for the enforcement of existing ICT regulations, ensuring that only qualified and certified professionals occupy key roles across the sector. The Association will issue compliance toolkits and promote ethical ICT practice through regular capacity-building engagements.

With a robust stakeholder engagement and communications strategy, ICTAZ will amplify its voice in regional and global ICT policy forums, asserting Zambia's interests and contributing to Africa's digital agenda.

Operational effectiveness will be enhanced through a centralized membership system with features such as real-time CPD tracking, personalized dashboards, and analytics to support data-driven decision-making.

In collaboration with educational institutions and national agencies, ICTAZ will also facilitate graduate integration through internships, skills development programs, and employment pathways. A Member Benevolent Fund and Insurance Scheme will be introduced, offering benefits such as funeral cover, asset insurance, invoice financing, and co-working space access—supporting member welfare and resilience.

- d) **Promote Thought Leadership and Strategic Alliances:** To reinforce its position as a national thought leader, ICTAZ will launch a periodic journal or magazine spotlighting industry trends, member contributions, and research insights. It will also regularly publish white papers, policy statements, and position briefs on frontier topics including AI, cybersecurity, and digital identity.

Ongoing thought leadership will be sustained through webinars, podcasts, and blogs, providing platforms for ICTAZ to lead dialogue, shape narratives, and foster collective learning.

Strategic alliances will remain a core priority. ICTAZ will formalize MoUs with academic institutions, ministries, regulatory agencies, and continental bodies to co-deliver impactful initiatives. The Association will also actively pursue international recognition and accreditation, enhancing its credibility and cross-border relevance.

ICTAZ will deepen multi-stakeholder engagement through structured platforms that align ICTAZ's work with national development priorities. These platforms will facilitate policy influence, resource mobilization, and programmatic collaboration—cementing ICTAZ's role as a trusted partner in Zambia's digital transformation.

The Value Delivery Phase is where ICTAZ moves from institutional capacity-building to member empowerment, national influence, and sectoral transformation. Through this phase, the Association will not only meet the expectations of its members but also fulfill its broader mandate of advancing ICT as a driver of sustainable development in Zambia and beyond.

As ICTAZ takes this next step, the focus is firmly on giving members and stakeholders tangible benefits that go beyond regulatory obligations. To express this shift in focus and to tell the story of what the Association truly stands for, ICTAZ introduces its new rallying tagline:

#ValueBeyondCompliance

This tagline encapsulates the Association's promise to consistently deliver meaningful, measurable impact—extending past compliance into real value for members, stakeholders, and the nation at large.

3.1.3 The Balanced Scorecard (BSC) Approach

The strategic objectives of the 2025–2027 Strategic Plan were developed using the Balanced Scorecard (BSC) as a comprehensive strategic management framework. This approach enabled ICTAZ to systematically define, structure, and communicate its vision, mission, and strategic priorities across four interrelated and balanced perspectives: Financial, Member/Stakeholder, Internal Business Processes, and Innovation, Learning and Growth.

By applying the BSC, ICTAZ ensures coherence, clarity, and strategic alignment throughout the planning and implementation process, facilitating a holistic approach to performance management and value delivery. The BSC framework promotes both short-term operational efficiency and long-term institutional sustainability.

The four perspectives are detailed as follows:

1. **Financial Perspective** - This perspective focuses on strengthening ICTAZ's financial sustainability. Although ICTAZ operates as a non-profit entity, it must ensure sound financial management, including diversified resource mobilization, efficient budget execution, and transparent reporting. Strategic objectives under this perspective aim to enhance financial accountability,

cash flow stability, and operational efficiency—building confidence among key stakeholders such as members, the Executive Council, and Government partners.

2. **Member/Stakeholder Perspective** - This perspective addresses the needs, expectations, and satisfaction levels of ICTAZ's core stakeholders, including members, licensees, institutional partners, and the broader ICT community. Strategic objectives here emphasize the delivery of high-quality, value-added services, improved member experience, increased membership retention, and enhanced stakeholder engagement. Activities will be designed to anticipate and respond to evolving professional and industry demands, reinforcing ICTAZ's relevance and value proposition.

3. **Internal Business Processes Perspective** - This dimension focuses on optimizing the internal systems, processes, and operational workflows that support service delivery and institutional performance. Key objectives will include the automation and digitization of services, enhancement of organizational agility, and streamlined decision-making. By adopting a systems-thinking approach, ICTAZ will seek to improve internal coordination, responsiveness, and service quality—ensuring that back-office functions effectively support front-line operations and strategic execution.

4. **Innovation, Learning and Growth Perspective** - This perspective emphasizes the long-term capabilities ICTAZ will develop to remain relevant, adaptive, and future-ready. Objectives will include investing in staff development, strengthening institutional culture, upgrading digital and physical infrastructure, and promoting a culture of innovation. ICTAZ aims to create a continuous learning environment, supporting knowledge sharing, digital upskills, and strategic foresight. This will empower the organization to proactively respond to sectoral shifts and emerging technologies in a dynamic ICT landscape.

Figure 3.2 presents the analytical framework for the four BSC perspectives, showing how the main strategic objectives of the 2025–2027 Plan are grouped and aligned within each dimension. This structured alignment ensures that every initiative contributes meaningfully to ICTAZ's overall vision while maintaining strategic balance across all areas of performance.

Figure 3.2: Analytical Framework for ICTAZ's Strategic Plan using BSC



Strategic Objectives – Balance Score Card Perspective

Financial Perspective	Customer/ Stakeholder Perspective	Internal Business Processes Perspective	Learning & Development Perspective
SO1: To improve ICTAZ financial position by mobilizing at least K40m in revenue while managing expenses at less than 70% of the income generated by 2027.	SO2: To enhance membership value and achieve a 120% increase in registered members by 2027.	SO3: To leverage emerging technologies to enhance stakeholder value by 2027.	SO4: To develop a skilled workforce and enhanced institutional capacity by 2027.

3.2 Vision

ICTAZ Vision Statement 2025-2027: To be a leading regulatory body that champions professionalism and creates member centric value through inclusiveness, innovation and sustainability.

3.3 Mission

ICTAZ Mission Statement 2025-2027: To register, regulate, promote and empower ICT professionals and companies for sustainable development.

3.4 Core Values

Our core values are fundamental to the identity and culture of the Information and Communications Technology Association of Zambia (ICTAZ). They define the ethicss of the Association and guide its decision-making processes. These values uphold our vision and mission, serving as the moral compass that shapes the behavior, choices, and actions of the entire ICTAZ body — including the Secretariat, governance arms, and general membership.

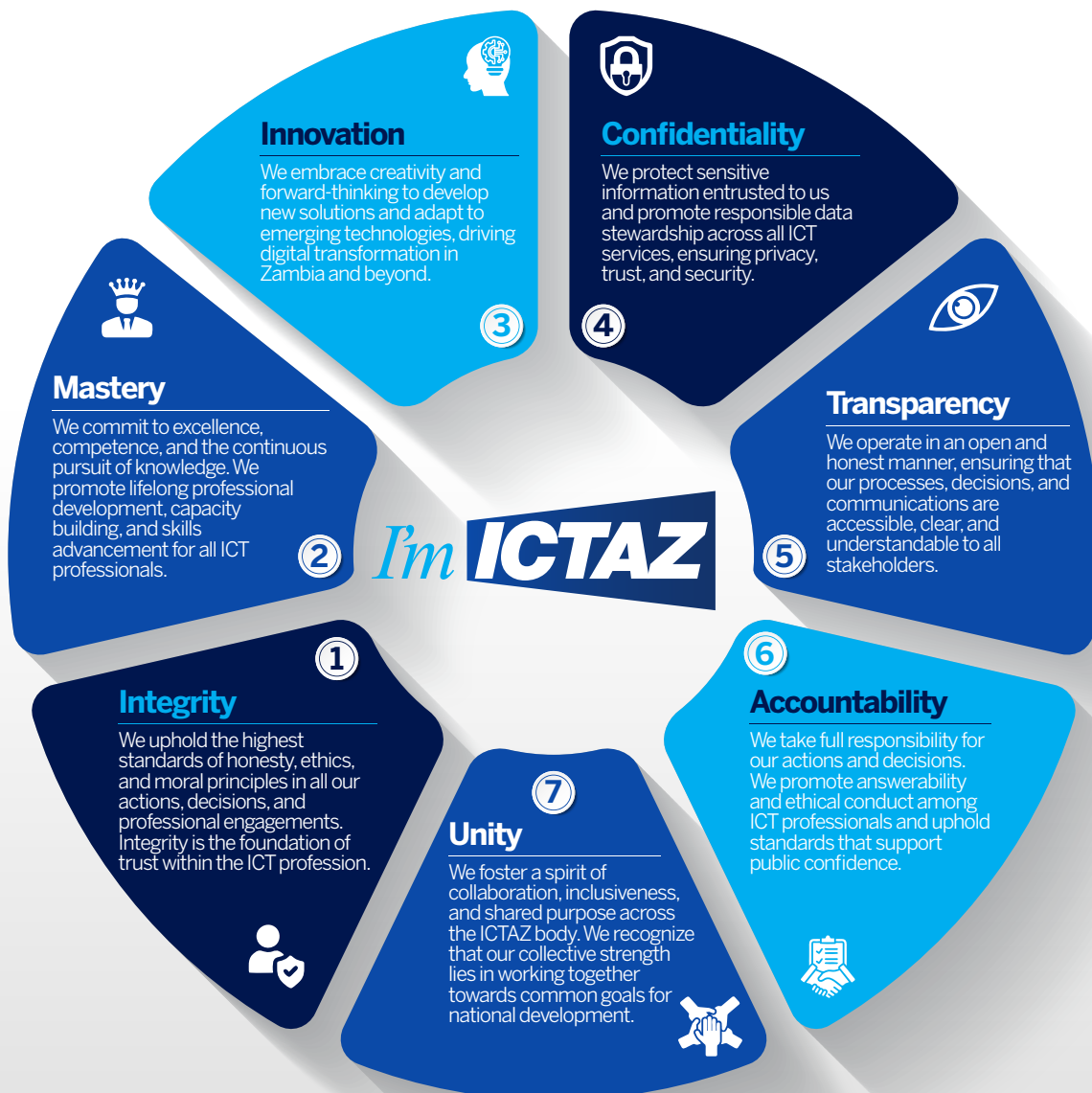
They are shared principles that foster a culture of excellence, trust, professionalism, unity, and a deep commitment to continuous learning and ethical practice. These values are deeply embedded in our daily operations, service delivery, professional conduct, and engagement with stakeholders across the ICT ecosystem.

More than internal principles, they represent the collective beliefs and ethical standards that not only define who we are but also shape how we work and what we stand for as Zambia's premier ICT professional body. They influence everything from leadership and staff development to member engagement, partnerships, and public trust.

We summarize our core values using the acronym "I'm ICTAZ", which stands for:

I'm ICTAZ

-  **i-** Integrity
-  **m-** Mastery
-  **I-** Innovation
-  **C-** Confidentiality
-  **T-** Transparency
-  **A-** Accountability
-  **Z-** Unity



3.5 Strategic Objectives

The strategic objectives that will drive ICTAZ over the 2025–2027 period are grounded in the Association's vision and mission, with a strong focus on delivering measurable value to members and stakeholders. These objectives reflect ICTAZ's commitment to becoming a dynamic and professional body that shapes and supports the ICT profession in Zambia. Organized using the Balanced Scorecard framework, the strategic objectives are structured across four key perspectives as follows:

Balance Score Card Perspective	Strategic Objective
Finance	SO1: To improve ICTAZ financial position by mobilizing at least K40m in revenue while managing expenses at less than 70% of the income generated by 2027.
Customer/Stakeholder	SO2: To enhance membership value and achieve a 120% increase in registered members by 2027.
Internal Business Processes	SO3: To leverage emerging technologies to enhance stakeholder value by 2027.
Learning & Development Perspective	SO4: To develop a skilled workforce and enhanced institutional capacity by 2027.

3.6 Strategies and Actions

The strategic actions to be undertaken in order to achieve each strategic objective are detailed in this section. These actions are further summarized in Appendix 2 through a comprehensive Logical Framework Matrix, which breaks down each objective by outlining the expected outcomes, the specific SWOT elements they address, and the corresponding Key Performance Indicators (KPIs) used to track progress. For each KPI, the matrix also specifies the Means of Verification (MoV), the Critical Assumptions necessary for successful implementation, and the designated Driver—that is, the office or unit responsible for execution and accountability.

Additionally, the timeframe for initiating and completing each action within the 2025–2027 strategic planning period is clearly defined to ensure timely and effective delivery.



Sustainable growth
comes from
**smart earning,
strategic spending
and disciplined investment.**

Estimated
revenue projected at ZMW

40 million



SO1: Strategic Objective 1: To improve ICTAZ financial position by mobilizing at least K40m in revenue while managing expenses at less than 70% of the income generated by 2027

Action Plan	Key Performance Indicator
SO1.1 Increase membership	<ul style="list-style-type: none">Membership increases by 120% over the three years (from 3000 to 6600 members)Actual K16,400,000 income raised over three years
SO1.2 Leverage the Annual General Meetings (AGMs) conferences, CPD Training programmes and consultancy to maximize revenue	<ul style="list-style-type: none">Actual K23,000,000 income raised over three years
SO1.3 Diversify income sources through strategic investments. (securities, bonds, and company shares)	<ul style="list-style-type: none">Actual K1,000,000 income raised over three years
SO1.4 Institute budget control measures	<ul style="list-style-type: none">Budget maintained at 70% of revenue

True growth begins with
**relevance,
 trust and impact.**

120%

Growth in membership
over the strategic period

SO2: Strategic Objective 2: To enhance membership value and achieve a 120% increase in registered members by 2027

Action Plan	Key Performance Indicator
SO2.1 Increase membership by 120% more members by end of 2027	<ul style="list-style-type: none"> Membership increases by 120% over the three years. (from 3000 to 6600 members)
SO2.2 Enforce 100% compliance to Code of Ethics/ regulation	<ul style="list-style-type: none"> 100% enforcement of all reported complaints
SO2.3 Improve member experience	<ul style="list-style-type: none"> Improve member turnaround time (maximum 72hrs)
SO2.4 Operationalize over 50% member value propositions	<ul style="list-style-type: none"> Attain member net promoter score of 60%
SO2.5 Facilitate tailored CPD and specialized training to promote a culture of professional development and facilitate peer to peer mentorship programs	<ul style="list-style-type: none"> At least 6 CPD programs with a minimum attendance of 50% from registered members 100% renewal of practicing certificates in compliance with ICTAZ CPD policy requirements Conduct at least 15 peer to peer mentorship programs
SO2.6 Develop ICT Standards	<ul style="list-style-type: none"> 3 ICT standards developed
SO2.7 Establish partnerships with regional and international organisations	<ul style="list-style-type: none"> Sign at least 1 MOU with a foreign/ international ICT organisation annually
SO2.8 Develop member focused initiatives	<ul style="list-style-type: none"> Initiatives to spotlight achievements through enhanced networking and collaborations
SO2.9 Launch a comprehensive rebranding campaign, including a new logo and brand guidelines aligned with ICTAZ values	<ul style="list-style-type: none"> Increase awareness of the new logo and brand identity among stakeholders Likes, shares, comments, and engagement on the rebranding Re-enforce brand identity through ICTAZ tagline
SO2.10 Publish and promote 24 podcast episodes, 6 magazine issues, and 36 monthly articles by 2027) which can be used to appreciate member projects, achievements and accomplishments	<ul style="list-style-type: none"> Track online engagement metrics (download rate, views, streams and listeners) Print media publications
SO2.11 Execute social media marketing campaigns that align with the economic agenda	<ul style="list-style-type: none"> Conduct Click-Through Rate (CTR): The percentage of users who click on links in the social media compliance campaign posts and undertake compliance surveys.

We aim to harness emerging technologies and data-driven insights to deliver
innovative, tailored solutions.



S03: Strategic Objective 3: To leverage emerging technologies to enhance stakeholder value by 2027

Action Plan	Key Performance Indicator
SO3.1 Build capacity on emerging technologies, data science, machine learning, and business intelligence by acquiring tools and software	<ul style="list-style-type: none">Updated data sets
SO3.2 Develop innovative solutions through data analytics	<ul style="list-style-type: none">Collected data driven solutions
SO3.3 Deliver tailored innovative solutions	<ul style="list-style-type: none">Number of solutions delivered
SO3.4 Monitor evolving member needs and preferences	<ul style="list-style-type: none">Member need and preferences articulated
SO3.5 Conduct regular research and market analysis	<ul style="list-style-type: none">Business intelligence

Equipping today's workforce
with tomorrow's skills
**to drive
institutional
excellence.**

SO4: Strategic Objective 4: To develop a skilled workforce and enhanced institutional capacity by 2027

Action Plan	Key Performance Indicator
SO4.1 Develop Staff training calendar	<ul style="list-style-type: none"> Each staff training plan approved by management
SO4.2 Ensure at least one relevant professional skills training annually per employee	<ul style="list-style-type: none"> Each staff attains at least one relevant training program
SO4.3 Attend at least one relevant industry event annually	<ul style="list-style-type: none"> Number of events attended
SO4.4 Affiliate to a suitable professional body annually	<ul style="list-style-type: none"> Active continuous professional body compliance
SO4.5 At least 36 Professional Development Days (PDDs)	<ul style="list-style-type: none"> 100% attendance of PDD
SO4.5 Conduct 4 team building events annually	<ul style="list-style-type: none"> 60% participation in team building events

3.7 Resource Mobilisation Plan

In recognition of the critical importance of financial sustainability and a robust resource base, ICTAZ has developed a comprehensive resource mobilisation strategy to support the effective implementation of the 2025–2027 Strategic Plan. This plan outlines targeted revenue goals and strategic initiatives designed to ensure long-term growth, enhance operational capacity, and deliver tangible value to members and stakeholders.

Over the three-year strategic period, ICTAZ aims to mobilize over ZMW 40 million in cumulative revenue. These funds will be strategically allocated toward strengthening internal operations, expanding service offerings, and advancing the Association's strategic priorities. The key revenue streams include membership growth, annual events and conferences, and strategic investments, each of which is detailed below.

1. Membership Growth and Revenue:

The primary goal under this stream is to achieve **120% growth in membership** over the strategic period, contributing an estimated **ZMW 16.4 million** in revenue.

Key strategies include:

- Enhancing member engagement through initiatives aligned with ICTAZ's legal mandate and improving compliance rates.
- Introducing **tiered membership packages** tailored to the needs of individual professionals, SMEs, and corporate entities.
- Launching targeted marketing campaigns aimed at both acquiring new members and retaining the existing base.

2. AGM and Conference Income

Revenue from Annual General Meetings (AGMs) and

conferences is projected to generate approximately ZMW 23 million over the plan period.

Key strategies include:

- Hosting high-impact, value-driven conferences featuring prominent national and international speakers to attract greater participation and sponsorship.
- Expanding hybrid event models to accommodate both physical and virtual audiences, increasing reach and cost efficiency.
- Developing strong partnerships with corporate sponsors to boost visibility and financial support for events.

3. Investment Income

The objective under this stream is to diversify ICTAZ's income portfolio by pursuing strategic investments, targeting ZMW 1 million in returns over the plan period.

Key strategies include:

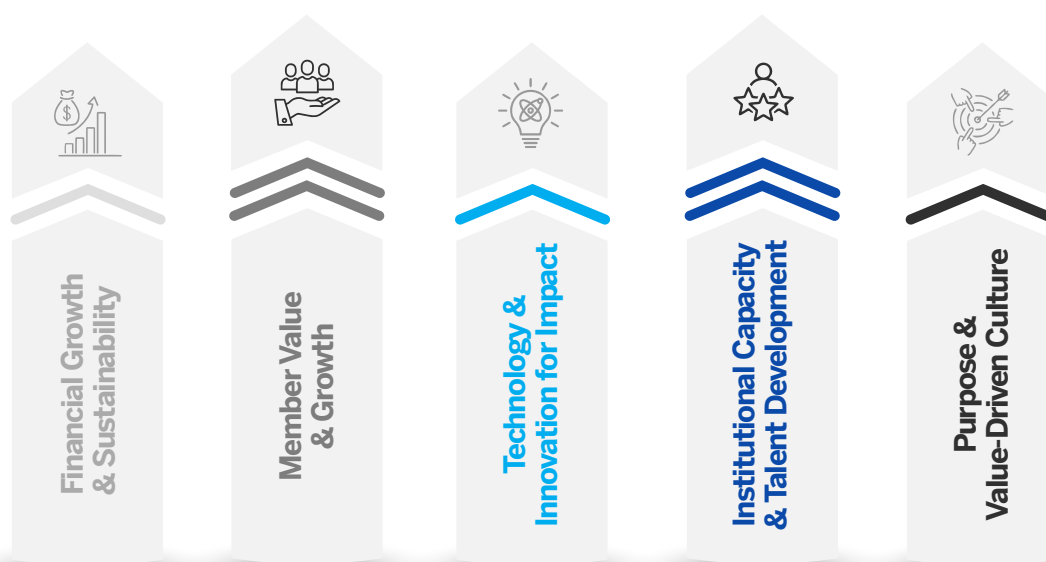
- Investing in financial securities, bonds, and equity shares to generate sustainable returns.
- Allocating a portion of revenue to low-risk, stable financial instruments to ensure consistent income.
- Building a diversified investment portfolio to manage risk while maximizing potential returns.
- Engaging professional financial advisors to guide investment decisions and optimize yield.

This Resource Mobilisation Plan is designed not only to fund the strategic goals of ICTAZ but also to build a resilient financial base that can support the Association's long-term vision of delivering Value Beyond Compliance.

This Resource Mobilisation Plan is designed not only to fund the strategic goals of ICTAZ but also to build a resilient financial base that can support the Association's long-term vision of delivering Value Beyond Compliance.

Strategic Pillars (2025–2027)

To deliver on its vision and mission, ICTAZ has anchored its 2025–2027 Strategic Plan on five core strategic pillars. These pillars reflect the Association’s response to internal developments, national aspirations, and global ICT trends. Each pillar is designed to drive focused implementation, institutional accountability, and measurable progress across all strategic objectives.



1. Financial Growth and Sustainability

This pillar seeks to strengthen ICTAZ's financial base to ensure long-term sustainability and operational efficiency. The goal is to diversify revenue streams, mobilize at least K40 million in resources, and implement sound financial controls to maintain expenses at no more than 70% of income. By adopting prudent financial practices and exploring innovative funding mechanisms, ICTAZ aims to build a resilient financial foundation that supports all strategic initiatives.

2. Member Value and Growth

ICTAZ recognizes that its members are its core strength and is committed to enhancing their value through expanded services, professional development, and increased visibility. This pillar focuses on strengthening the ICT profession in Zambia by elevating standards, validating competencies, and championing policy reforms while advocating for fair recognition and compensation of ICT professionals across sectors. With targeted initiatives such as improved onboarding, segmented engagement, and recognition programs, ICTAZ aims to grow registered membership by at least 120% by 2027, positioning itself as the trusted association of choice for ICT professionals nationwide.

3. Technology and Innovation for Impact

In a rapidly evolving digital landscape, this pillar positions ICTAZ at the forefront of technological advancement and innovation. It focuses on harnessing technology to enhance

service delivery, optimize operations, and increase stakeholder engagement. ICTAZ will adopt modern platforms, foster digital inclusion, and align with national development goals by leveraging ICTs for broader economic and societal impact. The Association will remain agile, responsive, and proactive in embracing change.

4. Institutional Capacity and Talent Development

A strong institution is built on capable people, effective systems, and responsive structures. This pillar focuses on strengthening ICTAZ's internal capacity — from enhancing staff competencies and leadership to improving governance, accountability, and operational systems. It also supports structural realignment to better deliver on strategic priorities. The aim is to cultivate a performance-driven culture with clear roles, strong monitoring systems, and empowered teams ready to execute with excellence.

5. Purpose and Values-Driven Culture

This pillar underscores the importance of embedding ICTAZ's core values into all aspects of its operations. It emphasizes ethical leadership, professional conduct, and a strong institutional identity built on integrity, innovation, unity, and accountability. By cultivating a purpose-led, values-driven culture, ICTAZ will strengthen public trust, reinforce its credibility as a regulator and advocate, and model excellence for the ICT profession in Zambia. This cultural foundation will guide how ICTAZ governs, engages, and grows.

3.8 ICTAZ Value Proposition

The primary focus of the 2025-2027 Strategic Plan is delivery of member and stakeholder value.

As ICTAZ evolves into a more dynamic, member-centric, and strategically positioned professional body, it is imperative to clearly define the tangible value it delivers to its diverse membership base. The ICTAZ Consolidated Member Value Proposition reflects a holistic framework of services, programs, and initiatives that go beyond regulatory compliance — emphasizing empowerment, opportunity, advocacy, capacity building, professional development, protection, and engagement.

Structured around five key focus areas, this proposition captures ICTAZ's vision to strengthen the ICT profession in Zambia by elevating standards, building professional capacity, validating competencies, and championing national ICT policy reforms. It asserts ICTAZ's role as a trusted national authority on ICT matters, advocating for the recognition, fair compensation, and institutional visibility of ICT professionals across both public and private sectors.

Through structured professional development initiatives such as CPD-accredited programs, mentorship schemes, certification support, and career planning resources, ICTAZ empowers its members to thrive in a rapidly evolving digital economy. Members will also benefit from access to timely

intelligence on industry trends, emerging technologies, skill gaps, and future areas of focus, enabling them to remain relevant, competitive, and strategically positioned in a fast-changing landscape.

In addition, ICTAZ ensures members are equipped with access to practical opportunities, including jobs, tenders, innovation funding, and platforms for growth, recognition, and visibility. By fostering strategic partnerships and embracing thought leadership, ICTAZ seeks to drive innovation, collaboration, and industry relevance, while protecting the profession through ethical standards, compliance frameworks, and smart digital infrastructure.

Finally, ICTAZ is committed to building an inclusive and engaged professional community, with regional representation, member-driven platforms, and a strong sense of shared identity. Together, these key focus areas represent ICTAZ's bold commitment to becoming the professional body of choice — one that not only regulates, but also develops, advocates, and transforms Zambia's ICT landscape for the benefit of its members and the nation at large.

The table below outlines the detailed initiatives under each key focus area, including the specific activities through which ICTAZ delivers value to its members:

ICTAZ Consolidated Member Value Proposition Table

1. Strengthening the ICT Profession in Zambia

(Elevating professional standards, establish a national authority and trusted source for validated information on ICT professionals, develop skills, and influence policy)

Activity/Initiative	Detailed Description
Enforce Professional Development Standards	All ICT professionals must be registered with ICTAZ and maintain a CPD record. ICTAZ will enforce minimum competence benchmarks aligned with global certification standards
Develop and Publish ICT Standards	ICTAZ shall lead the development of national ICT standards tailored to Zambia's context, aligned with global benchmarks and published for open access.
Professional Validation Repository	ICTAZ shall maintain an authoritative database of member credentials, testimonials, and professional references, enabling institutions to verify competencies and source talent with confidence.
Advocate for ICT Pay Equity and Recognition	ICTAZ shall push for sector-wide salary benchmarking, lobby for ICT roles in national workforce frameworks, and ensure ICT professionals are included in national development planning.
Offer CPD-Certified Programs	ICTAZ will provide short courses, masterclasses, tech clinics, and certification-prep tracks (e.g., AI, Cybersecurity, Cloud), with CPD tracking and digital credentials.
Launch a Mentorship Scheme	ICTAZ shall facilitate peer to peer professional structured mentoring cycles, both in person and virtually.
Support Research and Publication	Establish a peer-reviewed ICT journal and encourage members to contribute to white papers, case studies, and policy input.

2. Empowering Members Through Opportunities

(Access to jobs, tenders, funding, visibility, and resources)

Activity/Initiative	Detailed Description
Dedicated Member Portal with Opportunities	ICTAZ will facilitate the provision of a platform where members and stakeholder will access an exclusive job board, tender alerts, funding opportunities, and proposal templates for consultancy.
Employability, Placements and Opportunities	MoUs will be signed with companies and public institutions to secure placement opportunities for ICTAZ students and graduates.
Member Toolkit	Provide downloadable resources templates, financial planning tools, and career guides tailored to ICT professionals.
Annual Awards and Digital Spotlights	ICTAZ will develop a brand and platform where excellence will be recognized via the ICTAZ Awards Gala and feature members monthly on ICTAZ platforms.
Linkage to Innovation Grants/ Loans Fund	ICTAZ shall facilitate, source and link opportunities to funding including grants/loans and/or seed funding for top-rated startup pitches from members.

3. Fostering Collaboration and Growth

(Creating strategic partnerships, incubating innovation, staying relevant)

Activity/Initiative	Detailed Description
Global and Regional Partnerships	Partner with both local and international organizations for exposure, standards exchange, and joint initiatives including amplifying ICTAZ influence at a global stage.
ICTAZ Innovation Hub	Establish a national innovation lab to host member-led solutions, startup incubation, innovation clinics and hackathons.
Special Interest Groups (SIGs)	Create communities around AI, cybersecurity, healthtech, edtech, fintech, etc., led by passionate members.
Periodical Research & Trends Brief	ICTAZ shall conduct regular surveys and issue reports on trends, skills demand, and industry shifts.

4. Protecting and Elevating the ICT Industry

(Building institutional legitimacy, data systems, and member welfare)

Activity/Initiative	Detailed Description
Policy and Regulatory Engagement	Engage directly with the Executive, Legislature and Judiciary to advocate for ICTAZ member representation and influence.
Compliance Training & Audits	Provide members with templates, training, and guidance to remain compliant with ICT regulations and standards.
Digital Membership System	Create communities around AI, cybersecurity, healthtech, edtech, fintech, etc., led by passionate members.
Launch Benevolent & Insurance Packages	Introduce social securities like funeral cover, personal asset insurance, and invoice factoring services for members.
Flexible Membership Payment Options	Allow for subscription plans (monthly/quarterly) to make membership more affordable.

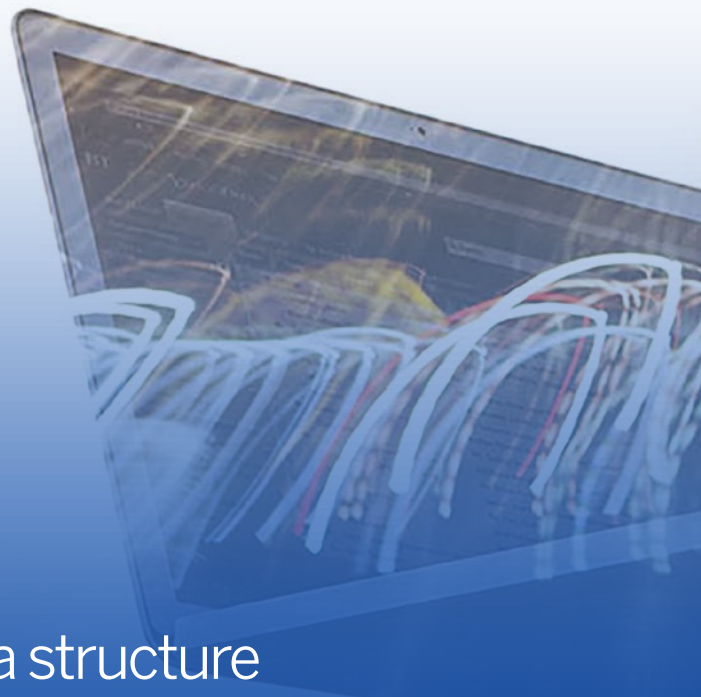
5. Creating Community & Belonging

(Member engagement, regional inclusion, and identity building)

Activity/Initiative	Detailed Description
Provincial Chapters and Meetups	Establish regional hubs to decentralize access to services, training, and social gatherings.
ICTAZ App for Members	A mobile platform for event alerts, peer networking, CPD tracking, and opportunity notifications as well as provision of personalized member support using data insights
ICTAZ Member Day	Provide downloadable resources templates, financial planning tools, and career guides tailored to ICT professionals.
Annual Awards and Digital Spotlights	Introduce an annual social day with exhibitions, competitions, fun runs, and community-building activities.
Digital Badging & Member Certificates	Recognize milestones (e.g., 5-year member, CPD levels, SIG leader) with shareable badges and official certificates.

As ICTAZ moves forward,
our strength lies not only in a structure
that supports strategic delivery,

**but in the people
who bring it to life.**





Chapter 04 Institutional Arrangements

4.0 Institutional Arrangements

4.1 Structure and Governance Systems

The current organizational structure of ICTAZ is generally well-positioned to support the successful implementation of the 2025 – 2027 Strategic Plan. However, it is important to note that the structure will continue to evolve and realign as necessary to ensure that all departments, units, and strategic leads have roles and responsibilities positioned and aligned to deliver the desired requirements for specific outcomes under the Plan.

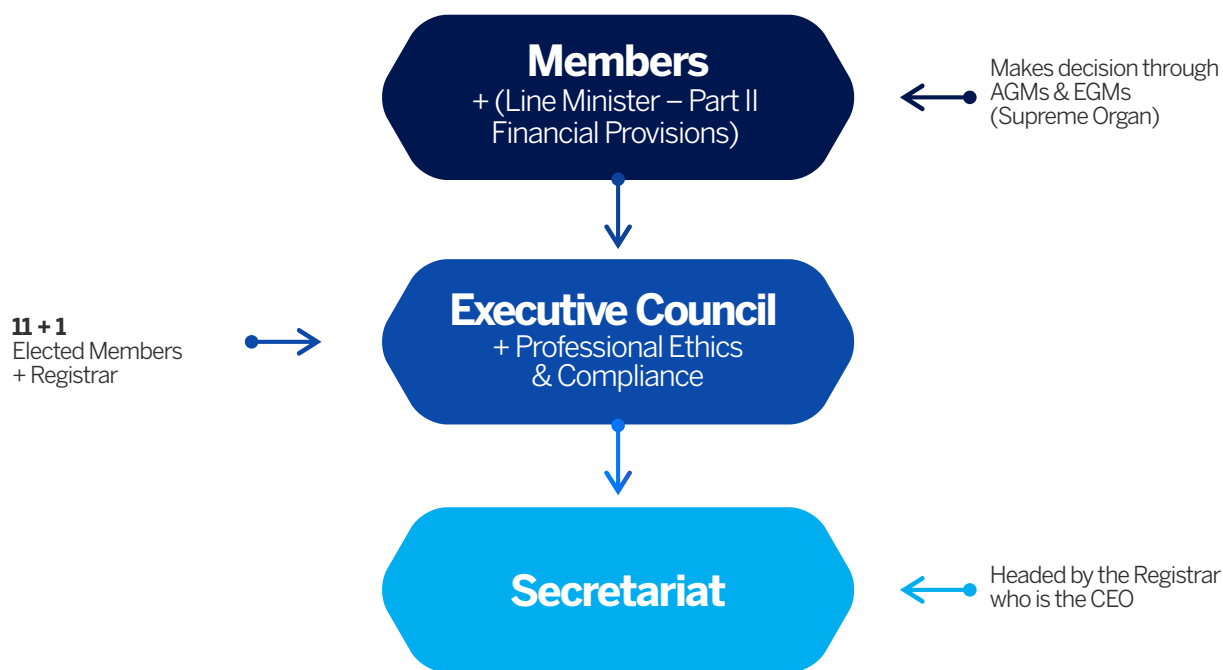
The Secretariat comprises well-qualified and experienced professionals who provide the technical and administrative backbone of the Association. To further enhance institutional capacity and remain responsive to emerging ICT trends, continuous on-the-job training and professional development will be prioritized. The Secretariat will also play a central role in transforming ICTAZ into an active regulator and a credible advisor to government and the public on ICT-related policy, strategy, and practice. As part of this transformation, ICTAZ will adopt a proactive stance on key ICT issues requiring expert policy and professional guidance. To support this mandate, the Secretariat will strengthen its research and policy advisory capabilities and consider appointing a dedicated expert in this domain.

With respect to human resource welfare, ICTAZ will continuously work to ensure that it is competitive and attract or retain top talent, ICTAZ will regularly review its structures, conditions of service and performance-based frameworks. Furthermore, management will maintain open and ongoing dialogue with staff to promote transparency and shared ownership of any changes affecting staff welfare or institutional performance.

Since its Establishment Phase, ICTAZ has built and continues to consolidate its governance structures and instruments.

- i. **Governance Structure:** The current governance structure is illustrated in Figure 4.1.
- ii. **Governance Instruments:** Governance at ICTAZ is anchored in the following instruments.
 - ICTAZ Act No. 7 of 2018 (Commencement Order, Statutory Instrument No. 86 of 2018)
 - Statutory Instruments (Regulations and Rules)
 - Constitution
 - Board Charter
 - Rules (Electoral Rules, Code of Ethics)
 - Policies and Procedures
- iii. **Executive Council:** As established in Part III of the ICTAZ Act, the Executive Council (also referred to as the Board) is responsible for managing and controlling the affairs of the Association. Its composition includes:
 - The President
 - The Vice President
 - National Treasurer
 - National Secretary
 - Regional Chairpersons
 - Chairpersons of Council Committees
 - Two elected committee members

Figure 4.1: ICTAZ Governance Structure



Membership Registration Board: Established under Part IV of the ICTAZ Act No. 7 of 2018 to perform all the registration functions of the Association. Its composition is (i) Chairperson (ii) Four professionals who have been in practice for at least 10 years (iii) The board members then elect the Vice Chairperson from among themselves.

Professional Ethics and Compliance Committee: Established under Part VII of the ICTAZ Act No. 7 of 2018. Its functions are provided under Section 42 of the Act as to hear and determine:

- any disciplinary action initiated by the Association against an information and communications technology professional who has contravened any provision of the Code of Ethics or any provision of the Act; or
- any complaint or allegation made by any person against an information and communications technology professional.

It is expected to ensure member commitment to confidentiality (oath of secrecy), upholding collective responsibility and ethical conduct. It is composed of (i) Chairperson (ii) Vice Chairperson; (iii) Four ICT professionals in practice for at least 10 years with at least one member from public service and another from corporate membership elected by members at the AGM of the Association.

Secretariat: The Secretariat comprises of professional, technical and administrative staff competitively recruited on a full-time basis to manage the day-to-day affairs of the Association on behalf of Council and the Association Membership. The Secretariat is headed by the Registrar who is a Chief Executive Officer (CEO). The complete organogram is as highlighted Figure 4.2 below. Close attention shall be paid to realign the Secretariat to ensure that each BSC perspective and/or Strategic Objective is aligned to specific Drivers responsible for planning, implementation and reporting.

ICTAZ Secretariat Organogram

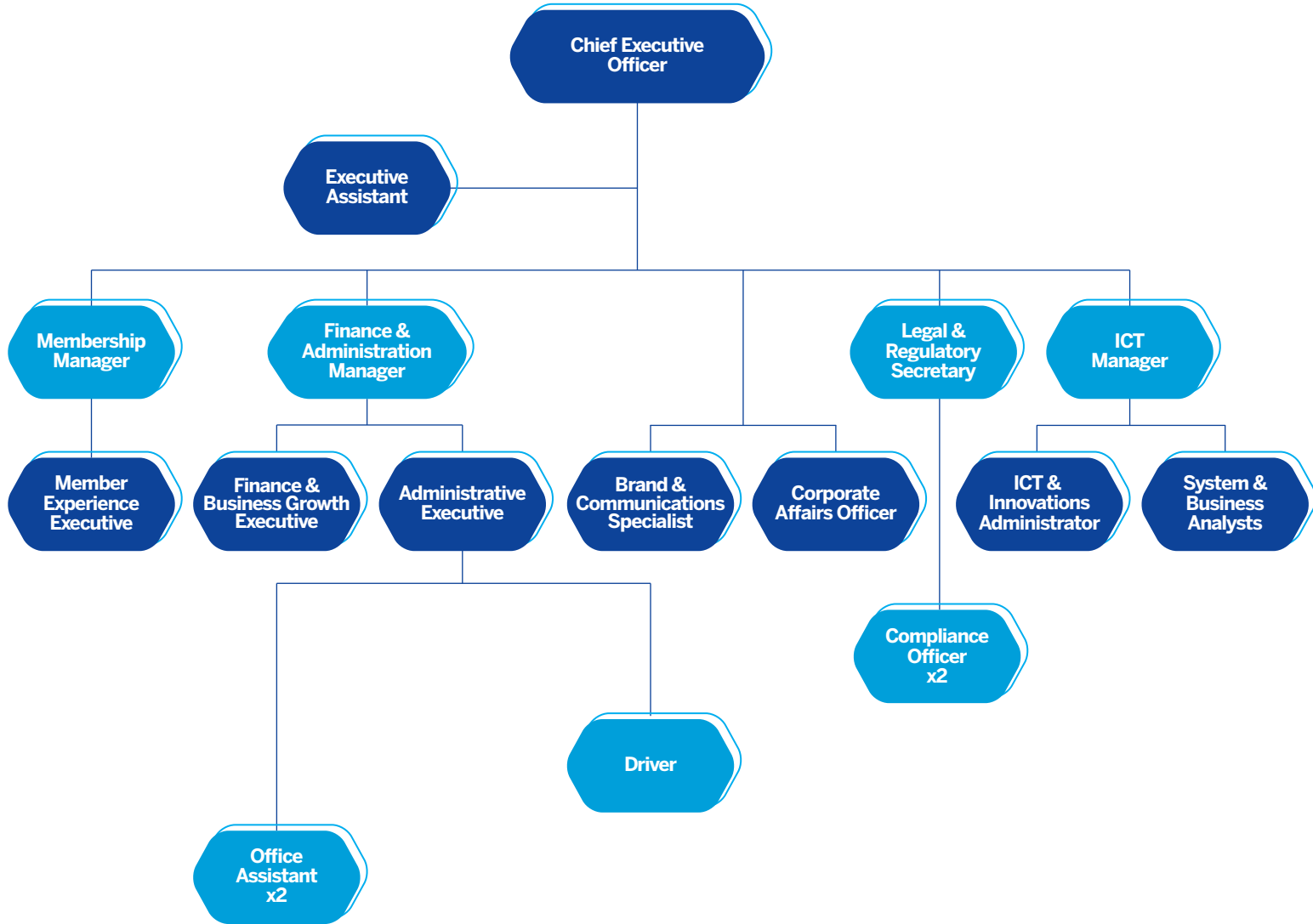


Figure 4.2: ICTAZ Secretariat Organogram

4.2 Strategic Plan Strategic Plan Implementation and Oversight Framework

To ensure effective implementation of the Strategic Plan, the Chief Executive Officer (CEO) will serve as the Overall Driver of the Plan, providing strategic leadership, oversight, and accountability. Under this framework, designated Strategic Objective Drivers—primarily at the managerial level—will be responsible for leading the annual planning, implementation, monitoring, review, and reporting processes for their assigned strategic objectives, each aligned with their respective departments or units.

To institutionalize accountability and alignment, the Secretariat shall convene an Annual Strategic Review Meeting every October, ahead of preparing a consolidated Annual Report, Work Plan, and Budget for submission to the Executive Council. All board packs and reporting documentation will be structured in line with the Strategic Objectives outlined in the Plan. Each Strategic Objective Driver will be responsible for preparing an objective-specific Review Report, based on the relevant Key Performance Indicators (KPIs).

The Strategic Plan will serve as the overarching framework for organizing all annual operational activities within ICTAZ. Accordingly, the Annual Work Plan and Budget will be developed using the Strategic Plan template, ensuring

alignment from the Vision and Mission down to the Strategic Objectives, Actions, and KPIs. Drivers may further break down assigned actions into sub-activities to reflect operational realities or enhance clarity. The work plan may also incorporate cost estimates per action, promoting financial transparency and strategic resource allocation. Appendices 1 to 3 provide standardized formats for planning, budgeting, and reporting to facilitate this integration.

Regular annual reviews of the Strategic Plan will be conducted to assess progress toward achieving stated objectives. Each Driver will generate Periodic Reports that document performance against targeted KPIs, guided by the Strategic Plan template. If performance reviews indicate that the Strategic Plan is off track, ICTAZ will investigate the root causes and implement appropriate corrective measures.

Given the fluidity and dynamism of the macro-environment in which ICTAZ operates, adaptive review mechanisms are essential to ensure the continued relevance and validity of the assumptions underpinning the Plan. While the Strategic Plan is designed to maintain consistency in the Vision, Mission, Goals, and Objectives over the plan period, significant shifts—such as changes in national policy, regulatory frameworks, or stakeholder expectations—may necessitate a structured review. In such cases, the ICTAZ Council will assess whether adjustments are required at the level of actions, KPIs, or the strategic framework itself, and implement the necessary modifications accordingly.

A portrait of a smiling man with short dark hair, wearing a dark suit jacket over a light blue button-down shirt. The background is a soft-focus office setting. Overlaid on the image are several digital-style light effects: a series of bright orange and yellow light streaks curving across the lower half, and several small, bright blue and white starburst lights scattered in the upper left and middle areas.

Value Beyond Compliance

2025 - 2027 ICTAZ Strategic Plan

Strategic Objective 1: To improve ICTAZ financial position by mobilizing at least K40m in revenue while managing expenses at less than 70% of the income generated by 2027

Balance Score Card	Expected Outcome	Identified SWOT	Action Plan	Key Performance Indicator	Means of Verification	Critical Assumption	Driver	Time Frame
Financial	Increased ICTAZ wealth	<ul style="list-style-type: none"> Strength: 100% Self-service Membership system Weakness: Limited financial resources 	<ul style="list-style-type: none"> Increase membership 	<ul style="list-style-type: none"> Membership increases by 120% over the three years (from 3000 to 6600 members) Actual K16,400,000 income raised over 	<ul style="list-style-type: none"> Audited financial and management reports 	<ul style="list-style-type: none"> Membership and practicing fees remain stable. Compliance of the ICT professionals 	Finance and Admin Manager	Q1 2025 – Q4 2027
			<ul style="list-style-type: none"> Leverage the Annual General Meetings (AGMs) conferences, CPD Training programs and consultancy to maximize revenue 	<ul style="list-style-type: none"> Actual K23,000,000 income raised over three years 	<ul style="list-style-type: none"> Conduct post-event surveys Feedback Registration Forms 	<ul style="list-style-type: none"> Consistent or growing number of participants attending AGMs, CPD training programs, and consultancy 	Finance and Admin Manager	Q1 2025 – Q4 2027
			<ul style="list-style-type: none"> Diversify income sources through strategic investments. (securities, bonds, and company shares) 	<ul style="list-style-type: none"> Actual K1,000,000 income raised over three years 	<ul style="list-style-type: none"> Review financial statements and performance reports Monitor economic indicators and market trends 	<ul style="list-style-type: none"> Investments are diversified across sectors and asset classes to reduce exposure to market volatility Investments are structured to balance long-term growth with short-term financial needs 	Finance and Admin Manager	Q1 2025 – Q4 2027
			<ul style="list-style-type: none"> Institute budget control measures 	<ul style="list-style-type: none"> Budget maintained at 70% of revenue 	<ul style="list-style-type: none"> Audited financial and management reports 	<ul style="list-style-type: none"> Stable economic indicators 	Finance and Admin Manager	Q1 2025 – Q4 2027

Strategic Objective 2: To enhance membership value and achieve a 120% increase in registered members by 2027

Balance Score Card	Expected Outcome	Identified SWOT	Action Plan	Key Performance Indicator	Means of Verification	Critical Assumption	Driver	Time Frame
Customer/ Stakeholder	<ul style="list-style-type: none"> Increased member compliance Increased member satisfaction & retention Wider recognition 	<ul style="list-style-type: none"> Opportunity: Leverage on International and local partnerships Increased demand for ICT professionals leading to membership growth Strength: Established SI's and professional ethics code Weakness: Limited visibility and brand recognition 	<ul style="list-style-type: none"> Increase membership by 120% more members by end of 2027 	<ul style="list-style-type: none"> Membership increases by 120% over the three years, (from 3000 to 6600 members) 	<ul style="list-style-type: none"> Membership register 	<ul style="list-style-type: none"> Positive stakeholder perception 	Membership Manager	Q1 2025 – Q4 2027
			<ul style="list-style-type: none"> Enforce 100% compliance to Code of Ethics/ regulation 	<ul style="list-style-type: none"> 100% enforcement of all reported complaints 	<ul style="list-style-type: none"> Management and compliance report 	<ul style="list-style-type: none"> Members and stakeholders are fully aware of the Code of Ethics and understand its implications The enforcement process is perceived as fair, transparent, and consistent by all stakeholders 	Legal and Regulatory Secretary	Q1 2025 – Q4 2027
			<ul style="list-style-type: none"> Improve member experience 	<ul style="list-style-type: none"> Improve member turnaround time (maximum 72hrs) 	<ul style="list-style-type: none"> Management and compliance report User feedback 	<ul style="list-style-type: none"> A reliable and user-friendly membership platform available to facilitate interactions and services 	Membership Manager	Q1 2025 – Q4 2027
			<ul style="list-style-type: none"> Operationalize over 50% member value propositions 	<ul style="list-style-type: none"> Attain member net promoter score of 60% 	<ul style="list-style-type: none"> Member Satisfaction Survey User feedback 	<ul style="list-style-type: none"> Propositions are operationalized Objective member feedback collected 	Membership Manager	Q1 2025 – Q4 2027
			<ul style="list-style-type: none"> Facilitate tailored CPD and specialized training Promote a culture of professional development Facilitate peer to peer mentorship programs 	<ul style="list-style-type: none"> At least 6 CPD programs with a minimum attendance of 50% from registered members 100% renewal of practicing certificates in compliance with ICTAZ CPD policy requirements Conduct at least 15 peer to peer mentorship programs 	<ul style="list-style-type: none"> Training/ participation certificates issued Participation register 	<ul style="list-style-type: none"> Increase in participation demand Credibility of certification Access to qualified trainers 	Membership Manager	Q1 2025 – Q4 2027
			<ul style="list-style-type: none"> Develop ICT Standards 	<ul style="list-style-type: none"> 3 ICT standards developed 	<ul style="list-style-type: none"> Policy published 	<ul style="list-style-type: none"> Structures in place 	Membership Manager	Q1 2025 – Q4 2027
			<ul style="list-style-type: none"> Establish partnerships with regional and international organisations 	<ul style="list-style-type: none"> Sign at least 1 MOU with a foreign/ international ICT organisation annually 	<ul style="list-style-type: none"> Signed MOUs 	<ul style="list-style-type: none"> Shared resources Mutual interest 	Membership Manager	Q1 2025 – Q4 2027

Appendix 1: Logical Framework Matrix of ICTAZ Strategic Plan

Strategic Objective 2: Continued

Balance Score Card	Expected Outcome	Identified SWOT	Action Plan	Key Performance Indicator	Means of Verification	Critical Assumption	Driver	Time Frame
Customer/ Stakeholder	<ul style="list-style-type: none"> Increased member compliance Increased member satisfaction & retention Wider recognition 	<ul style="list-style-type: none"> Opportunity: Leverage on International and local partnerships Increased demand for ICT professionals leading to membership growth Strength: Established SI's and professional ethics code Weakness: Limited visibility and brand recognition 	<ul style="list-style-type: none"> Develop member focused initiatives 	<ul style="list-style-type: none"> Initiatives to spotlight achievements through enhanced networking and collaborations 	<ul style="list-style-type: none"> Awards Over 20 TechTalks hosted Media publications 	<ul style="list-style-type: none"> Stakeholder participation 	Membership Manager	Q1 2025 – Q4 2027
			<ul style="list-style-type: none"> To launch a comprehensive rebranding campaign, including a new logo and brand guidelines aligned with ICTAZ values 	<ul style="list-style-type: none"> Increase awareness of the new logo and brand identity among stakeholders Likes, shares, comments, and engagement on the rebranding Re-enforce brand identity through ICTAZ tagline 	<ul style="list-style-type: none"> Survey, poll reports and Q&A sessions 	<ul style="list-style-type: none"> Acceptance and adoption of new brand 	Brand & Communications Specialist	Q1 2025 – Q4 2027
			<ul style="list-style-type: none"> Publish and promote 24 podcast episodes, 6 magazine issues, and 36 monthly articles by 2027) which can be used to appreciate member projects, achievements and accomplishments 	<ul style="list-style-type: none"> Track online engagement metrics (download rate, views, streams and listeners) Print media publications 	<ul style="list-style-type: none"> Survey, poll reports and Q&A sessions Viewer/ listener feedback Engagement metrics (No. of followers, downloads, streams, subscriptions) 	<ul style="list-style-type: none"> Active engagement and finding value in the content 	Brand & Communications Specialist	Q1 2025 – Q4 2027
			<ul style="list-style-type: none"> Execute social media marketing campaigns that align with the economic agenda 	<ul style="list-style-type: none"> Conduct Click-Through Rate (CTR): The percentage of users who click on links in the social media compliance campaign posts and undertake compliance surveys. 	<ul style="list-style-type: none"> Survey, poll reports and Q&A sessions Viewer/ listener feedback 	<ul style="list-style-type: none"> Customer understanding of compliance requirement and take appropriate actions to align with compliance standards. 	Corporate Affairs Officer	Q1 2025 – Q4 2027

Strategic Objective 3: To leverage emerging technologies to enhance stakeholder value by 2027

Balance Score Card	Expected Outcome	Identified SWOT	Action Plan	Key Performance Indicator	Means of Verification	Critical Assumption	Driver	Time Frame
Innovation growth	Innovative solutions	<ul style="list-style-type: none"> Limited professional development capacity Qualified, skilled and experienced staff Holds the data base for ICT professionals in Zambia Modern 100% Self-service Membership system Emerging technologies (Artificial Intelligence (AI), Cyber security, Data Science) 	Build capacity on emerging technologies, data science, machine learning, and business intelligence by acquiring tools and software	Updated data sets	<ul style="list-style-type: none"> Data analytics Reports Research submissions 	Availability of technical capacity	Chief Executive Officer	Q1 2025 – Q4 2027
			Develop innovative solutions through data analytics	Collected data driven solutions		Availability of tools		Q1 2025 – Q4 2027
			Deliver tailored innovative solutions	Number of solutions delivered		Adoption of new tools		Q1 2025 – Q4 2027
			Monitor evolving member needs and preferences	Member need and preferences articulated		Active data feedback mechanisms		Q1 2025 – Q4 2027
			Conduct regular research and market analysis	Business intelligence				Q1 2025 – Q4 2027



Strategic Objective 4: To develop a skilled workforce and enhanced institutional capacity by 2027

Balance Score Card	Expected Outcome	Identified SWOT	Action Plan	Key Performance Indicator	Means of Verification	Critical Assumption	Driver	Time Frame
Learning and Growth	<ul style="list-style-type: none"> Skilled workforce Increased innovation in business activities 	<ul style="list-style-type: none"> Weakness: Limited opportunities for staff Continuous Professional Development 	Develop Staff training calendar	Each staff training plan approved by management	Employee training report	Availability of resources to train staff	Finance and Admin Manager	Q1 2025 – Q4 2027
			Ensure at least one relevant professional skills training annually per employee	Collected data driven solutions	Certificate of completion	Availability of relevant training programs		
			Attend at least one relevant industry event annually	Number of events attended	Report			
			Affiliate to a suitable professional body annually	Active continuous professional body compliance	MoU			
			At least 36 Professional Development Days (PDDs)	100% attendance of PDD	Certificate of participation			
			Conduct 4 team building events annually	60% participation in team building events	Certificate of participation			



#ValueBeyondCompliance

18 Njoka Road, Off Kwacha Road, Olympia Park.
P.O. Box 30963 Road, LUSAKA.

 www.ictaz.org.zm  info@ictaz.org.zm