



**ZICTA**



# **Corporate Strategic Plan 2022—2024**



**ZICTA**

**Corporate  
Strategic Plan  
2022—2024**

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# Our Mandate

The Zambia Information and Communications Technology Authority (ZICTA) is a statutory body established under the Information and Communication Technologies Act No. 15 of 2009 to regulate the Information and Communication Technology (ICT) sector. The Authority is also responsible for the regulation the Postal and Courier Services sector as well as providing oversight on Cyber Security in the country. ZICTA draws its mandate from the following four (4) pieces of legislation:

- a) **The Information and Communication Technologies Act No. 15 of 2009** whose objective is to provide for the regulation of Information and Communication Technologies;
- b) **The Postal Services Act No. 22 of 2009** whose objective is to provide for the regulation of the postal and courier services in Zambia, and facilitate investment and innovation in the postal sector;
- c) **The Cyber Security and Cyber Crimes Act No. 2 of 2021** whose objective is to provide for cyber security in Zambia and empower ZICTA to implement the provisions of this Act; and
- d) **The Electronic Communications and Transactions Act No. 4 of 2021** whose objective is to provide for a safe and effective environment for electronic transactions and empower ZICTA to supervise compliance relating to this Act.

The Authority's mandate is further informed by the ICT Policy of 2006, the National Postal Policy of 2021 and the Cyber Security Policy of 2021. The ICT Policy provides the overarching policy framework for the development of the ICT sector and is premised on capacity building, a competitive and efficient ICT sector, and an effective legal and regulatory framework as its key pillars. The National Postal Policy highlights the aspirations of the government regarding the development of the postal sector. On the other hand, the Cyber Security Policy provides a governance framework for cyber security in the country aimed at enhancing the confidence of users of ICTs through the establishment of a secure, reliable, and trustworthy cyber environment.

Through digital transformation, ICTs have emerged as an enabler of sustainable social and economic development across all sectors of the economy. Consequently, the Authority collaborates with various public agencies, private entities and not for profit establishments to enhance the adoption of ICTs in various segments of the economy.

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# Acronyms

<b>2G</b>	Second Generation Mobile Network
<b>3G</b>	Third Generation Mobile Network
<b>4G</b>	Fourth Generation Network
<b>CEC</b>	Copperbelt Energy Corporation
<b>DCA</b>	Department of Civil Aviation
<b>GPRS</b>	General Packet Radio Services
<b>GRZ</b>	Government of the Republic Zambia
<b>GSM</b>	Global System for Mobile Communication
<b>ICT</b>	Information and Communication Technology
<b>ISP</b>	Internet Service Provider
<b>MNO</b>	Mobile Network Operator
<b>MoU</b>	Memorandum of Understanding
<b>MTN</b>	MTN Zambia Limited
<b>PSTN</b>	Public Switched Telephone Network
<b>SAT3/WASC</b>	South Atlantic 3/West Africa Submarine Cable
<b>SMS</b>	Short Message Service
<b>UASF</b>	Universal Access and Service Fund
<b>WACS</b>	Submarine Communication Cable Linking South Africa with the United Kingdom
<b>ZABS</b>	Zambia Bureau of Standards
<b>ZEMA</b>	Zambia Environmental Management Agency
<b>ZICTA</b>	Zambia Information and Communications Technology Authority
<b>ICT Act</b>	Information and Communication Technologies Act
<b>ECT Act</b>	Electronic Communications & Transactions Act
<b>ZNFU</b>	Zambia National Farmers Union
<b>ZCPA</b>	Zambia Consumers Protection Association
<b>LAZ</b>	Law Association of Zambia
<b>WRC</b>	World Radio-Communication Conference
<b>IMT</b>	International Mobile Telecommunications
<b>EESS</b>	Earth-exploration satellite service
<b>SRS</b>	Space Research Service
<b>Non GSO</b>	Non-geostationary Satellite Orbit
<b>GCI</b>	Global Cybersecurity Index
<b>TEE</b>	Trusted Execution Environment
<b>SSA</b>	Sub-Saharan Africa
<b>UPU</b>	Universal Postal Union
<b>ZMW</b>	Zambian Kwacha



# Board Chairperson's Foreword

I am pleased to present to you the new Zambia Information and Communications Technology Authority (ZICTA) 2022-2024 Strategic Plan. The plan whose theme is “A world class regulator of the ICT and postal sectors”, details our resolve to position the ICT sector, and be able to contribute significantly to job and wealth creation as well as socio-economic development of our economy. The new strategic plan is a build-up to the previous five years strategic plan which ran from 2017 to 2021, and was anchored on advancing the nation to a digital society. This has been our guide throughout this implementation period, and was done alongside the mantra “Promoting Access to ICTs for All”.

During the past 5 years, the Authority implemented a number of key strategies and activities aimed at ensuring quality, secure, accessible and affordable ICT services and products for all, through effective regulation. These strategic targets were key offshoots feeding into the four (4) corporate focus areas of compliance and consumer protection, fostering competition in the ICT and postal sectors, avoiding market failure in the sector and promoting access to new technologies and services. These focus areas were directly linked to the four (4) strategic pillars which drove the Authority's 2017-2021 strategic plan, anchored on contributing directly to the achievement of various national and global social and economic goals.

Suffice to state that the implementation of the plan was thwarted in the last 2 years due to the Covid-19 global pandemic, which indubitably had far reaching effects not only on human life, but businesses and governance systems among others. As an active partner and player in the global arena, Zambia was not spared from the pandemic, a situation which made the Authority to implement and follow health guidelines such as working from home for non-management staff in its quest to safeguard human capital. I therefore, wish to commend the Government of the Republic of Zambia, through the Ministry of Health for the spirited, vigorous and unwithered fight against the deadly Corona Virus.

Certainly, the Covid 19 pandemic has changed how people live their lives, and thanks to the dawn of information and communication technologies (ICTs) which have become central in aiding governance and business communication processes. ICTs have played a critical role since the advent of Covid-19, and proved to be a panacea to most of the socio-economic malaise and fostered business continuity.

I am however, delighted to note that amidst challenges resulting from the pandemic, the Authority managed to achieve set deliverables such as decentralisation of the Authority's operations to three (3) provinces, the implementation of an ICT market surveillance framework aimed at promoting transparency in the market and enhancing regulatory compliance with approved tariff terms and conditions. Further, the Authority completed the supply side study for the Postal Sector as well as the establishment of a collaborative partnership with the Rural Finance Expansion Programme (RUFEP) with a secured grant of over ZMW 3 million.

Additionally, the Authority finalised the development of the Postal and Courier Services Bill, offloaded the first lot of 800MHz spectrum using the restricted licensing procedure, undertook an exploratory study of current and future billing and revenue models in the ICT sector and continued implementation of the National Addressing Postcode Project (NAPP). Others key achievements during the 5 years of the plan include the launch of the National Child online Protection Strategy, Postal Policy, review of National ICT Policy, development of the ICT Sector Licensing Framework, continued implementation of the ICT Innovation Programme as well as the review of pricing for reserved postal services.

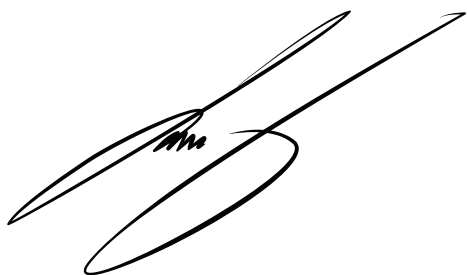
With the understanding that the ICT sector is dynamic in the plan's implementation period, the Authority remained committed to working with like-minded sector regulators and stakeholders at national, regional and international levels to ensure competition in both the ICT and Postal sector in order to respond to the ever changing interests and consumer demands without stifling growth and innovation.

As we start implementing the new strategic plan, our main resolve is facilitate for technological transition to fifth generation (G5) regulation which is will provide more connectivity than ever, and revolutionise a wide range of products, services and industries. Therefore, collaboration, inclusive dialogue and harmonization which are fundamental in G5 regulation, coupled with the implementation of the newly enacted Electronic Communications and Transactions No. 4 Act of 2021 and the Cyber Security and Cyber Crimes Act No. 2 of 2021 are key in our transitioning to a safe and secure cyber space. As a regulator, we intend to establish itself as a global model of excellence in the regulation of the ICT and Postal sectors, and we will endeavour to build on the foundations of third generation (G3) regulation to attain a G5 regulator status.

On behalf of Management and entire staff, may I take this opportunity to express my appreciation to the Ministry of Transport and Communications for offering policy direction to the Authority during the strategy's implementation period. Many thanks also go to other strategic partners whose invaluable and immense contribution helped the Authority to achieve the set milestones in the previous strategic plan.

I would also like to thank ZICTA Management and Staff for their tireless efforts to ensure that planned activities are implemented, and also for their dedication to duty which has resulted into the development of this new plan which envisions our direction in the next 3 years. Therefore, with this new plan which is anchored on key strategic pillars of access, cost and quality of services, a new dawn in both ICT and Postal regulation is assured.

I am confident that the new strategic plan whose life span run from 2022 to 2024 come with the renewed vigor and focus that will undoubtedly aid the country's full enjoyment and realization of benefits resulting from a digital society.

A stylized, handwritten signature in black ink, consisting of several loops and a long horizontal stroke extending to the right.

Mr. Frighton Sichone  
**Board Chairperson**



# Director General's Preamble

The 2022 – 2024 Zambia Information and Communications Technology Authority (ZICTA) Strategic Plan is the fourth Strategic Plan implemented by the Authority. This plan provides the strategic direction which will be taken by the Authority for the next three years. The plan builds on the successes of the 2017 – 2021 Strategic plan and also takes into account lessons learnt in this previous strategic period.

This Strategic Plan is anchored on four main pillars of (a) Sustainable Growth, (b) Access and Inclusivity, (c) Collaboration and (d) Organisational development. The Strategic Pillars/Themes are broken down into specific objectives, initiatives and activities. These themes have been put in place recognizing the mandate of the Authority to ensure affordable, safe and secure ICT and Postal offerings for the Zambian people. The Strategic plan also places emphasis on the importance of providing services to the unserved and underserved populations of the country.

The success of this Strategic Plan relies heavily on the cooperation of internal and external stakeholders and the partnerships that we envisage to create over the life of the plan. It is vital that all planned activities are carried out by the relevant stakeholders and the Authority will ensure adequate time and resources are put in place for successful completion.

The ZICTA 2022 -2024 Strategic Plan aligns itself to national, international and regional development documentation. This includes National Development Plans, Sustainable development goals with emphasis placed on the ICT and Postal objectives set out in these documents.

I believe that the activities and the team we have put in place will ensure the success of this Strategic Plan and will better place the Authority at achieving the status of being a world class regulator of the ICT and Postal sector.

## Acknowledgements

We would like to express our sincere gratitude to the Board, Management and various Stakeholders for their assistance and guidance in crafting the Strategic Plan. Special recognition is also given to the Strategy Core team and other members of staffs that actively participated in crafting the Strategic Plan. We would like to specifically acknowledge the input of Kuukuya Mwape, Francesca Kabaso, Abigail K. Sandala – Mwape, Ada Jalasi Ngulube, Banji Nyundo, Benaiah M. Mupenda, Bernard Banda, Chisanza Mwale, Collins Chomba, Edgar Mlauzi, Elliot N. Kabalo, Eric K. Lwao, Garry Mukelabai, Hanford Chaaba, Kalonde Mung'omba, Kawana Mutti, Lloyd Matabishi, Lwando Bbuku, Mukuka Chibowa, Mutinta Cholwe, Nawa J. Samatebele, Ngabo Nankonde, Paul M. Manda.



Mrs. Pethel C. Phiri  
**Acting Director General**

# Executive Summary

The fourth Strategic Plan (4SP) for the Zambia Information and Communications Technology Authority (ZICTA) covering the period from 2022 to 2024 provides details on the Authority's strategic direction over the three year period. The plan will be implemented on a rolling basis through the development of annual work plans and budgets with a view of responding to emerging issues, as well as harnessing opportunities that may arise during the implementation. The methodology adopted in the formulation of the strategic plan was based on various best practice approaches often used in the development of strategic plans.

The Balanced Score Card (BSC) was considered as an interactive management system for strategy execution and measurement. The 4SP was developed through a consultative process that encompassed both internal and external stakeholders. Emanating from the engagement with stakeholders, issues pertaining to digital transformation through increased access and usage of ICTs across all segments of the economy, the cost and quality of ICT services were identified as the main areas that would require strategic intervention. In the postal and courier services sector, improving the quality of service and addressing challenges associated with unlicensed operators were identified as the main issues that needed strategic attention.

The strategic plan sets out the Authority's Vision, Mission and Core Values that will inform the execution of the Plan. The plan is underpinned by four (4) pillars and their associated objectives as outlined below:

**Vision**—"A regulator at the nexus of an inclusive digital economy."

**Mission**— "To foster digital transformation through access to high quality, secure and affordable ICT and Postal services."

**Values**— Integrity – Accountability – Excellence – Collaboration – Fairness - Respect

Balance Scorecard Perspective	Strategic Pillar	Strategic Objectives
<b>Enhanced Regulatory Compliance</b>	Sustainable Growth	<ul style="list-style-type: none"> <li>• Improve quality of service and experience</li> <li>• Enhance confidence and safety in the use of ICTs</li> <li>• Improve the business environment for the sector</li> <li>• Facilitate the development of the Postal Sector</li> <li>• Enhance the Legal and Regulatory Framework</li> <li>• Address challenges related to environmental risks</li> <li>• Enhance ICT Research, Development and Innovation</li> </ul>
<b>Customer and Stakeholder Focus</b>	Access and Inclusivity	<ul style="list-style-type: none"> <li>• Increase access and usage of ICT and Postal services</li> <li>• Promote e-inclusivity for marginalised/vulnerable groups</li> <li>• Enhance consumer awareness and education</li> </ul>
	Collaboration	<ul style="list-style-type: none"> <li>• Enhance collaboration and stakeholder management</li> <li>• Improve brand visibility and public perception</li> </ul>
<b>Business systems and processes and Organisational Capacity</b>	Organisational Development	<ul style="list-style-type: none"> <li>• Enhance the Authority's financial sustainability</li> <li>• Improve Infrastructure, facilities and tools</li> <li>• Enhance staff motivation and capabilities</li> <li>• Improve business processes</li> <li>• Increase regional presence</li> <li>• Enhance Corporate Governance Culture</li> </ul>

The implementation of various strategic initiatives associated with each of the identified objectives is expected to achieve a number of outcomes and attain a sizeable impact. The envisaged results towards transforming the country into an inclusive digital economy are highlighted below:

- a) ensure that the average broadband internet speed is at least 10Mbps;
- b) attain the Cyber Security Readiness Index of 85%;
- c) make available 400MHz high speed spectrum for 5G introduction;
- d) improve QoS/QoE compliance to at least 95% by 2024;
- e) ensure internet affordability of utmost 2% of Gross National Income per capita for 1GB of monthly validity;
- f) facilitate the sector's contribution of at least 5% to the Gross Domestic Product (GDP);
- g) attain fifth generation regulator status; and
- h) Facilitate attainment of i broadband penetration rates of 70%.
- i) Increase the proportion of consumers using e-commerce to 25%
- j) Increase the percentage of the population with basic digital skills to 70%
- k) Increase the proportion of consumers aware of ICT related risks to 80%

# Introduction

## 1.1 Rationale of the Strategic Plan

The Authority's fourth strategic plan (4SP) highlights its strategic direction over the next three (3) years covering the period from 2022 to 2024. The departure from the previous five (5) year strategic plan periods takes cognisance of the dynamic developments and changes in the ICT sector that require a responsive policy and regulatory regime.

The focus of the previous strategic plan was to bridge the digital divide by transforming Zambia into an information society, and some notable achievements were recorded. The 4SP will build on these achievements and attend to other stakeholder expectations and associated regulatory demands. The key focus will be to reposition the Authority to play an increasingly important role in facilitating the transformation of the country into a digital economy. Particular focus will be on addressing challenges relating to increased access, improving the quality of services and enhancing affordability with a view to deepen usage of ICTs across all segments of the economy.

## 1.2 Linkages of the Strategic Plan

The Authority is an active member of the International Telecommunications Union (ITU) which is a specialised agency of the United Nations (UN) responsible for ICTs. In this regard, its strategic direction is aligned to the global agenda on ICTs related to establishing an information society, empowered by the interconnected world, where ICTs enable and accelerate social, economic and environmentally sustainable growth and development for everyone. In addition, the Authority aligns to other key strategic commitments of the Union such as the World Summit on Information Society (WSIS) outcomes, ITU connect 2030 agenda, ITU and United Nations Educational, African Union 2063 agenda, and the Scientific and Cultural Organization (UNESCO) Broadband Commission which focusses on broadband connectivity among others.

More broadly, the Authority supports the global development agenda which is the Sustainable Development Goals where Goal 4, Goal 7, Goal 8, Goal 9, Goal 11 and Goal 17 have specific indicators related to ICTs. The Authority is also an active member of the Universal Postal Union (UPU) a specialised Agency of the United Nations that focuses on Postal services. The Abidjan World Postal Strategy has been established with the aim of strengthening the UPU's position as a forum for postal development, provider of innovative solutions, and an industry knowledge centre over the period 2022 to 2025. These global linkages as well as the associated targets and priorities are an essential consideration in this strategic plan.

In the region, the Authority has also continued to be actively associated with regional organisations such as Communications Regulators' Association of Southern Africa (CRASA), African Telecommunications Union (ATU) and the Pan-African Postal Union (PAPU) which are all aimed at establishing regional common positions on various issues associated to ICTs and postal services that relate to their members. Within the country, the strategic plan is aligned to the medium term plans of the government through the national development plans.

At the time of development of this strategic plan, the Seventh National Development plan was in its terminal year and the development of the eighth National Development plan was underway. The aspirations highlighted in this plan are aligned to the medium term national aspirations outlined in these strategic national documents. It is also worth noting that the Strategic Plan is aligned to the development aspirations of the Zambian government and aims at assisting the nation in achieving the Vision 2030 agenda. Further, the key focus areas of the government in relation to job creation,

economic transformation and the digitalization of the economy have been taken into account in drafting the Strategic Plan. Within the ICT sector various policy documents such as the ICT policy of 2006 which is under review, the Postal policy and the Cyber Security policy are also closely linked to the aspirations and initiatives adopted in the Authority's strategic plan.

### 1.3 Process of Development of the Strategic Plan

In developing the strategic plan, the Authority relied on international best practice and adopted the Balanced Score Card (BSC) approach. A stakeholder mapping exercise was undertaken to identify internal and external stakeholders for purposes of consultation. The Authority also undertook an analysis of the current and future environment.

The resulting four key themes were customer focus, business process efficiency, organisational capacity, and enhanced regulatory compliance, which is the core mandate of the Authority.

### 1.4 Performance of the Authority in the 2017-2021 Strategic Plan

One of the most important steps in the development of the strategic plan was the review of the previous strategic plan that guided the Authority over the period 2017-2021. A number of key achievements were noted while some challenges were also encountered which informed key initiatives for the 4SP. These are outlined in the table below:

Table 2: Selected Achievements and Challenges

Strategic Objective	Growth and Inclusiveness	Sustainability	Innovation and Partnerships	Institutional Capacity
<b>Selected Achievements</b>	<ul style="list-style-type: none"> <li>Improvements in pricing and competition landscape</li> <li>Licensed operators in the postal sector</li> <li>Developed and reviewed various legislation, guidelines, and standards</li> <li>Developed cost models for Next Generation Networks</li> </ul>	<ul style="list-style-type: none"> <li>Improved national cyber security readiness</li> <li>Enhanced type approval compliance</li> <li>Improvements in management of scarce resources</li> <li>Increased information, education and communication programmes</li> </ul>	<ul style="list-style-type: none"> <li>Supported the development of innovative ICT ideas, projects and entrepreneurs</li> <li>Undertook various studies for decision making</li> <li>Enhanced the Authority's visibility including regional presence</li> <li>Established various strategic partnerships</li> <li>Enhanced market surveillance</li> </ul>	<ul style="list-style-type: none"> <li>Aligned the organisational structure to the Strategic Plan</li> <li>Improved the human capacity in the Authority</li> <li>Established a monitoring and evaluation function</li> <li>Establishment of provincial offices in line with government decentralisation objectives</li> <li>Strengthened regional and international cooperation in the ICT sector</li> </ul>
<b>Observed Challenges</b>	<ul style="list-style-type: none"> <li>Fixed broadband Penetration remains low</li> <li>Amendment of laws and drafting of new laws not done timely</li> <li>Support of e-services initiatives for education, health and agriculture sector not extensive</li> <li>Infrastructure sharing and access challenges</li> </ul>	<ul style="list-style-type: none"> <li>Environmental sustainability challenges from e-waste</li> <li>Challenges with quality of service</li> <li>Postal and courier framework and structure was inadequate to regulate the postal sector</li> </ul>	<ul style="list-style-type: none"> <li>Central repository of emerging ICT related studies on Zambia did not receive anticipated feedback</li> <li>Challenges with meeting costs and expectations for all identified innovators</li> </ul>	<ul style="list-style-type: none"> <li>Mobilization of financial resources to support operations</li> <li>Challenges with meeting all stakeholders expectations</li> <li>Operational challenges caused by Covid19 pandemic</li> </ul>

# Situational Analysis

The situational analysis provides the context for the current state of the ICT and postal sectors in Zambia with a focus on the key positive developments as well as the existing challenges or emerging risks which will be moderated under this strategic plan.

Some key indicators relating to the developments in ICT and postal services in the country are summarized below:

Table 3: Selected Developments in the ICT and Postal sectors

	2017	2021	Change
<b>Mobile Telephone Penetration rate</b>	81.9 %	104.7 %	28%
<b>Internet Penetration rate</b>	47.3%	56.8 %	20%
<b>Smart Phone Penetration</b>	13.5%	29.6%	16.1%
<b>Volume of Mobile Money Transactions</b>	116 million	169 million	46%
<b>Mobile Network Population Coverage</b>	78%	92%	14%
<b>Number of Communication Towers</b>	2,426	3,409	40.5%
<b>Number of Telecommunication Sites</b>	5,924	10,842	83%
<b>Telecommunication Infrastructure index</b>	0.12	0.34	183%
<b>Network Readiness Index (rank)</b>	114	116	(2)
<b>Cyber security index</b>	43.6	68.8	58%
<b>Average Broadband Speeds</b>	1.16	2.73	135%
<b>Number of Licensed Postal Operators</b>	0	39	39
<b>Average time for intercity movement of parcels</b>	3 days	1 day	(2) days

## 2.1. Access and Usage of ICTs

The country recorded notable improvements in access and usage of ICTs during the implementation of the preceding strategic plan. Notably, the total number of active mobile telephone subscriptions increased from 13.4 million in 2017 to 19.7 million in 2021 reflecting an improvement in the mobile telephone subscription penetration rate from 81.9 per 100 inhabitants to 107 per 100 inhabitants. Internet subscriptions also followed a similar trend increasing from 7.8 million subscriptions in 2017 to 10.4 million in 2021. Closely related to the observed exponential growth in these services was the positive uptake of digital financial services. The total value of mobile money transactions per year increased from K7.3 billion in 2017 to K105 billion in 2021.

However, the growth in mobile telephone subscriptions was largely driven by multiple subscriptions among consumers arising from the need to leverage on benefits from the different providers as well as the extensive use of machine-to-machine connections such as point of sale machines. The latest demand side surveys undertaken by the Authority revealed that uptake of ICT services among the populace is still low as only 14.3 percent of the adult population were established to be users of the internet.

Further, only 53.5 percent of the adult population had access to mobile cellular telephones while the smartphone ownership was established to be relatively low with only 29.6 percent of the mobile phone owners having smartphones. There were also a number of disparities in access and usage among groups such as persons living with disabilities, rural and urban populace, as well as across gender.

A key limitation to use of ICTs is the lack of basic skills to leverage on the opportunities. The Authority

complemented several initiatives by the government during the last strategic plan to enhance ICT skills amongst learners and instructors which included the provision of computers and establishment of computer laboratories in schools where ICT subjects are now compulsory as well as supporting last mile connectivity at higher learning institutions.

However, it was established that more needs to be done as only 39.4 percent of schools own computers while only 5.9 percent of the schools had access to the internet. These gaps present opportunities for the Authority to continue making meaningful contributions on extending access and usage of ICTs in sectors such as education, health and Agriculture.

## **2.2. Technology and Infrastructure**

A key development during the implementation of the preceding strategic plan was the expansion of ICT infrastructure through public and private sector investments resulting into a wide coverage of backbone fibre network covering all the provinces of the country leading to improvements in network resilience and quality of services (QoS). The country also established a national data centre as part of the Smart Zambia project which has enhanced the capacity for data storage services and supported the deployment of e-government services.

The government also facilitated the construction of 1009 communication towers countrywide which were planned to increase the mobile network population coverage to 92 percent upon completion. The Authority also scored a number of successes related to the efficient management of scarce resources such as spectrum. At the peak of the COVID -19 pandemic, temporal spectrum was issued to the operators to support quality of service improvements and maintenance. In addition, a successful revision of the spectrum plan was undertaken with additional spectrum made available to operators to support LTE deployment.

However, challenges related to quality of service remain due to the need for existing operators to invest extensively in their networks as well as the Authority having sufficient regulatory tools to effectively monitor the networks. There are also still areas in the country where there is limited coverage as well as unstable network availability. Internet speeds are still relatively lower than the set international and regional broadband threshold.

The country also still has challenges of devices that did not meet set standards getting into the market leading to poor quality of service as well as safety risks. Some initiatives to have Authority presence at selected international points of entry have assisted in slowing down the challenge though not exhaustively.

An emerging risk related to ICTs is the build-up of electronic waste in the country. The problem poses health risks to the population as well as a number of environmental challenges. The country is also yet to make meaningful progress in facilitating new and emerging technologies such as 5G, Artificial Intelligence (AI), Internet of Things (IoT), Machine to Machine applications and big data applications. In the terminal years of the preceding plan the importance of ICTs was re-emphasised during a global pandemic that affected the country. This established a case for formulating strategies to deal with exogenous incidents related to emergencies like pandemics and natural disasters.

## **2.3. Safety and Security of ICTs**

As ICT uptake has improved, it has also come with a number of risks related to consumers and the critical infrastructure in the country. For instance, the increased uptake of mobile money services expanded the formal financial inclusion rate but the development was accompanied with an increase in fraudulent activities. In addition some existing legacy networks are vulnerable to cyber related risks. These risks



extend to the use of other ICT services such as social media as well as key ICT infrastructure which is vulnerable to risks. The country experienced a number of challenges related to abuse of social media as well as incidents of fraud using social media platforms.

The Authority will need deliberate efforts to enhance confidence in the use of ICTs by adopting initiatives that will address the challenges related to consumers as well as infrastructure. As a policy initiative, the Child Online Protection strategy which extends to the current plan was aimed at responding to specific risks relating to children. The Authority also leveraged on a number of partnerships with other local partners as well as development partners to address specific challenges related to these priority areas.

The Cyber security index which is a measure of a country's readiness to manage cyber related risks revealed an improvement for Zambia from 43.6 in 2017 to 68.8 in 2021. The ITU notes that in order for Zambia to make meaningful progress towards the highest score of 100, interventions related to cooperative measures to manage cyber security, capacity development within the country as well as technical measures will be required.

## **2.4. Competition and Consumer Welfare**

Competition in the ICT sector continued to deepen following the licensing of additional operators in all market segments as well as the adoption of more innovative business models and strategies by existing operators. The Authority continued to monitor developments related to market conduct through the implementation of its competition guidelines as well as the periodic relevant markets and dominance determinations.

A market surveillance framework was also introduced aimed at deepening oversight on the operations of the sector. In addition, consumer welfare remained a key priority of the Authority as platforms such as the toll free number to the Authority, collaborative consumer engagements as well as the development of various Information, Education and Communication (IEC) materials to assist with consumer awareness were adopted.

However, there are emerging challenges related to both competition and consumer welfare. Notably, as infrastructure sharing arrangements are increasingly adopted, there has been a renewed need to closely monitor these arrangements as well as pricing mechanism. The consolidation of infrastructure into fewer entities has given increased market power in some of these market segments which is prone to abuse. In addition, the competition guidelines require review to reflect the existing dynamics on the market.

As a key focus, consumer welfare will need to be a priority with a view to increasing consumer experience which is related to various attributes during usage. In addition, the high input costs associated with the provision of ICT services, which include the tax burden, adversely affected the provision of affordable ICT services.

## **2.5. Development of Postal and Courier Services**

The Authority made notable progress in licensing operators in the postal sector during the 2017-2021 strategic plan period. The operators in the postal sector also established an engagement platform through an association to represent their interests. In 2019, the postal regulations were revised to reduce the annual operating fees for postal operators to support the growth of the sector. However, a number of challenges persist in the postal sector.

Notably there are challenges with universal postal service obligations placed on the public postal operator which potentially have affected its overall operations. The National addressing system is

yet to be fully established and operational which has limited e-commerce. There are challenges with unlicensed operators usually operating in the transportation sector which has placed challenges on the operations of licensed operators. Following the launch of the postal policy a number of legislative reforms are expected to be passed that would potentially mitigate some of the observed challenges in the postal sector.

## **2.6. Policy, Legal and Regulatory Landscape**

In an effort to enhance the policy, legal, and regulatory framework, various legislation, regulations, and guidelines were enacted during the preceding strategic plan period which included the Cyber Security and Cyber Crimes Act No. 2 of 2021, the Electronic Communication and Transactions Act No. 4 of 2021 and the Data Protection Act No.3 of 2021. The Postal policy was also developed to provide guidance on the development and provision of the postal, courier and other related services. A key feature of the preceding period was the implementation of a converged licensing framework supported by convergence in technologies as well as evolution of business models.

However, the ICT policy of 2006 as well as the principle legislation governing the sector, the Information and Communications Technologies Act No. 15 of 2009, still require revision due to the developments that have emerged over the period. The licensing framework also requires continued review as operators adopt different business models as well as new opportunities emerge in the sector. The convergence of ICTs has also presented regulatory overlaps with other regulatory Agencies. Numerous challenges have emerged such as disruptive technologies and the upswing of e-waste and the Authority is yet to deal with these challenges.

## **3. Internal and External Environmental Assessment**

The environmental assessment considered a macro evaluation of issues related to the major Political, Economic, Social, Technological, Environmental and Legal (PESTEL) aspects within the sector. As a novel contribution in the plan, the Porters' five (5) forces were applied to identify environmental aspects related to the industry where the Authority operates and the associated implications. In addition, a SWOT Analysis was undertaken based on internal and external consultations.

### **3.1. Macro Environmental Assessment**

The macro environmental analysis was done using the PESTEL analysis. Key considerations were on what developments can be observed as well as the existing arrangements within the environment that are likely to have an impact on the Authority's operations and on developments in the ICT sector.

Table 4: PESTEL Analysis of the Macro Environment

Political	Economic
<ul style="list-style-type: none"> <li>• Political stability</li> <li>• Membership to key International and regional organisations</li> <li>• Existing policies in most major sectors</li> <li>• National Development Plans outlining medium term focus</li> </ul>	<ul style="list-style-type: none"> <li>• Rising inflation</li> <li>• Fluctuation of the local currency</li> <li>• Low GDP growth rates</li> <li>• Growing Tax and Non-Tax Revenue requirements</li> <li>• High lending rates</li> <li>• Rising cost of fossil fuels and electricity</li> </ul>
Environmental	Legal
<ul style="list-style-type: none"> <li>• Oversight by specialised Agency</li> <li>• Low levels of awareness on environmental risks</li> <li>• Most investments required to provide Environmental Impact Assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Dedicated Ministry responsible for legislative developments</li> <li>• Autonomous Judiciary with courts to deal with diverse matters</li> <li>• All principal legislative responsibility is vested in parliament</li> <li>• Various laws and regulations in place dealing with different aspects</li> <li>• Established government Agencies and regulators in most sectors such as ICT, financial services, broadcasting, energy etc.</li> </ul>
Environmental	Legal
<ul style="list-style-type: none"> <li>• Oversight by specialised Agency</li> <li>• Low levels of awareness on environmental risks</li> <li>• Most investments required to provide Environmental Impact Assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Dedicated Ministry responsible for legislative developments</li> <li>• Autonomous Judiciary with courts to deal with diverse matters</li> <li>• All principal legislative responsibility is vested in parliament</li> <li>• Various laws and regulations in place dealing with different aspects</li> <li>• Established government Agencies and regulators in most sectors such as ICT, financial services, broadcasting, energy etc.</li> </ul>

### 3.2. Competitive Industrial Environmental Assessment

The Porter's five (5) forces were adopted in the analysis of the Competitive Industrial environment for the Authority. The main insights from the assessment would assist in informing the Authority on how it can position itself for success. The key themes considered in the assessment include; bargaining power of suppliers; bargaining power of buyers; threats of new entrants; threats of substitutes; competition of existing competitors in the industry. A summary of the analysis based on the five key themes is outlined below:

Table 5: Porter's Five Forces Assessment on the Industry

Source of Changes in Environmental Landscape	Identified Participants and Associated Implications
<b>Bargaining power of suppliers</b>	<p>The key suppliers identified were related to the following:</p> <ul style="list-style-type: none"> <li>• Policy direction by various government Ministries;</li> <li>• Legislative Authority by parliament;</li> <li>• Treasury which facilitates funding for the Authority;</li> <li>• Cabinet Office responsible for the national medium term strategies; and</li> <li>• Regional and International organisations.</li> </ul> <p>The Authority must work closely with the identified suppliers in order to successfully deliver on its aspirations in this plan and align with the critical inputs provided.</p>
<b>Bargaining power of buyers</b>	<p>The key recipients of the Authority's services were identified below:</p> <ul style="list-style-type: none"> <li>• Existing and Prospective Licensees;</li> <li>• Consumers of various ICT products and services; and</li> <li>• Dealers and Equipment Suppliers.</li> </ul> <p>The Authority will need to ensure that the needs and expectations of these interest groups are realized through the initiatives proposed in this plan</p>
<b>Threats of new entrants</b>	<p>The threats to new entrants were envisaged to emerge from the following sources;</p> <ul style="list-style-type: none"> <li>• Other Agencies involved in coordination of infrastructure deployments;</li> <li>• Management of cybercrime and risks</li> <li>• Electronic commerce and transactions</li> </ul> <p>The Authority will need to ensure that it continues to take a leading role on matters related to ICTs in all sectors of the economy.</p>
<b>Threats of substitutes</b>	<p>The key threats related to substitutes to the regulatory mandate of the Authority were identified as follows:</p> <ul style="list-style-type: none"> <li>• Consumers and Operators seeking redress at Government Ministries</li> <li>• Existing or new Government Agencies</li> <li>• Possibility of unbundling some responsibilities of the Authority</li> <li>• Consumers and Operators seeking redress at other regulatory Agencies with overlapping jurisdiction</li> </ul> <p>The Authority will need to continuously review the environment for threats related to the substitutes for its regulatory mandate taking into account the existing legislation, capacity of the Authority as well as scope for collaboration.</p>
<b>Competition of existing competitors in the industry</b>	<p>The key sources of overlaps in regulatory mandates include but are not limited to the following:</p> <ul style="list-style-type: none"> <li>• Broadcasting</li> <li>• Financial services</li> <li>• Environmental waste management</li> <li>• Management of Standards</li> <li>• Competition and Consumer Protection</li> <li>• Management of cyber security matters</li> </ul> <p>The Authority will need to continuously review the scope of its mandate as well as establish arrangements for collaboration with existing or new Agencies</p>

Strength		Weaknesses	
Internal	<ul style="list-style-type: none"> <li>• Corporate governance</li> <li>• High staff retention</li> <li>• Experienced, competent, and qualified staff</li> <li>• Established internal ICT systems</li> <li>• Existing internal policies, procedures, and guidelines</li> <li>• Increased local regional presence</li> <li>• Good will from stakeholders</li> <li>• Extensive engagement with regional and international agencies</li> <li>• Integrity and strong values</li> </ul>		<ul style="list-style-type: none"> <li>• Insufficient regulatory and operational tools to monitor among other things Quality of Service, Cybersecurity and Spectrum management.</li> <li>• Rising regulatory and operational costs</li> <li>• Internal Business systems not interoperable</li> <li>• Low Staff motivation</li> <li>• Challenges in the collection of regulatory fees from State Owned institutions</li> <li>• Limited financial capacity hampering operations and projects</li> </ul>
Opportunities		Threats	
External	<ul style="list-style-type: none"> <li>• Collaboration with local and international stakeholders</li> <li>• Growth in uptake of ICT services among people</li> <li>• Leveraging on ICTs in other key sectors</li> <li>• Innovative business models by operators</li> <li>• Emerging technologies such as 5G and IoT</li> <li>• Convergence of Technologies</li> <li>• Increased Government support on ICT development</li> <li>• Universal Access and Service Fund to support ICT development and Infrastructure</li> <li>• New legislation related to cyber security and cybercrimes as well as electronic transactions</li> <li>• Proliferation of e-commerce</li> <li>• Growing ICT infrastructure footprint</li> </ul>		<ul style="list-style-type: none"> <li>• Cybercrimes and Cyber risks</li> <li>• Challenges with infrastructure sharing arrangements</li> <li>• Gaps in the current Licensing framework</li> <li>• Adverse public perception</li> <li>• low digital skills in the populace</li> <li>• Inadequate broadband infrastructure</li> <li>• Economic shocks, Pandemics and Natural disasters</li> <li>• Challenges with Quality of service</li> <li>• High tax burden</li> <li>• Proliferation of Over The Top Applications</li> <li>• Challenges of electronic waste</li> <li>• Lengthy process for implementing reforms in the sector</li> <li>• Sustainability of providing Universal Postal Services</li> <li>• Unlicensed courier service providers</li> <li>• Insufficient addressing infrastructure</li> <li>• Delayed enactment of legislation</li> </ul>

### 3.4 Strategic Issues

On the basis of the environmental assessment and situational analysis, the issues that need attention during the implementation of this plan have been identified. The table below provides a summary of the strategic issues which have been grouped into four strategic themes aligned to the Balanced Scorecard clusters.

Table 6: Distilled Strategic Issues

BSC Clusters	Strategic Issues
<b>Enhanced Regulatory Compliance</b>	<ul style="list-style-type: none"> <li>• Cybercrimes and Cyber risks</li> <li>• Challenges with infrastructure sharing arrangements</li> <li>• Gaps in the current Licensing framework</li> <li>• Challenges with Quality of service</li> <li>• Environmental risks from Growing stock of electronic waste</li> <li>• Lengthy process for implementing reforms in the sector</li> <li>• Sustainability of providing Universal Postal Services</li> <li>• Unlicensed courier service providers</li> <li>• Need for review of existing principle legislation for ICT and Postal and development of new regulations and guidelines</li> <li>• Low broadband access</li> <li>• Challenges with deployment of IOT and other emerging technologies</li> </ul>
<b>Customer and Stakeholder Focus</b>	<ul style="list-style-type: none"> <li>• Adverse public perception</li> <li>• High tax burden</li> <li>• Limited monitoring of Service charter</li> <li>• Low consumer awareness on rights, usage risks and redress procedures</li> <li>• Limited visibility</li> <li>• Limited knowledge of needs and expectations of all interest groups</li> <li>• Convergence of technology platforms in provision of services such as broadcasting and financial services and unclear regulatory roles</li> <li>• Alignment with overall government medium term priorities</li> <li>• Gaps in access to ICTs especially among vulnerable groups</li> <li>• Poor digital literacy skills amongst ICT Users</li> <li>• Low e-commerce penetration</li> <li>• Delayed enactment of legislation</li> </ul>
<b>Business systems and processes</b>	<ul style="list-style-type: none"> <li>• Internal Business systems not interoperable</li> <li>• Insufficient Operational and Regulatory tools</li> </ul>
<b>Organisational Capacity</b>	<ul style="list-style-type: none"> <li>• Low staff engagement</li> <li>• Underutilised infrastructure and facilities</li> <li>• Limited financial capacity hampering operations and projects</li> <li>• Lack of staff motivation</li> <li>• Challenges in the collection of regulatory fees from State Owned institutions</li> </ul>

# Strategic Direction

This section highlights the key constituents of the strategic focus for the Authority over the period 2022-2024. The aspirations of the Authority during this period were informed by both the situational analysis and the environmental assessments presented in the preceding sections. Notably, the strategic direction that the Authority will take was influenced by the existing international and regional commitments made by the country, the medium term priorities of the government outlined in the various policies and national development plans as well as the feedback from the Authority's internal and external stakeholders. Further, the Authority intends to enhance its collaboration in technology research and innovation across industries.

## 4.1. Our Vision

The vision of the Authority is premised on positioning itself at the centre of the digital economy in order to respond to new developments. To this end, the vision encapsulates what the Authority aspires to be- "A regulator at the nexus of an inclusive digital economy."

The Authority intends to establish itself as a global model of excellence in the regulation of the ICT and Postal sectors. The Authority will endeavour to build on the foundations of third generation (G3) regulation to attain a fifth generation (G5) regulator status. G3 regulation is competition, investment and access centric while G5 regulation denotes collaboration, inclusive dialogue and harmonization. This will entail adhering to the international best practices in dealing with current and emerging regulatory matters related to the ICT and postal sector as well as setting itself up as a leader in the attainment of key regulatory outcomes.

## 4.2. Our Mission

The Authority's mission is premised on its primary regulatory mandate which is outlined in various pieces of legislation and is summarised below:

***"To foster digital transformation through access to high quality, secure and affordable ICT and Postal services."***

## 4.3. Our Values

The following are the core values that the Authority will adopt as its internal cultural attributes and will also serve as a guide for its conduct in the interactions with other stakeholders: The following core values will support us in achieving our strategic priorities. They underpin our decision making and interactions with all our stakeholders. We are committed to:

### 4.3.1. Integrity - Consistent moral and ethical conduct

We ensure that our actions are consistent and uncompromising by adhering to strong moral and ethical business practices.

### 4.3.2. Accountability - Answerable to stakeholders for all our actions and results

We take full responsibility for all our actions and the associated outcomes by providing continuous feedback to both our internal and external stakeholders.



#### 4.3.3. Excellence – Adherence to the highest quality and standards

We maintain the highest levels of quality and standards in the discharge of our mandate through continuous learning and improvement in order to meet the expectations of our stakeholders.

#### 4.3.4. Collaboration - Partnerships with stakeholders on shared goals

We collaborate internally in order to leverage on our diverse capabilities as well as work closely with other external partners to deliver on shared objectives.

#### 4.3.5. Fairness - Equitable and Free from discrimination

We are impartial and objective in our actions without favouritism or discrimination in order to sustain the highest level of confidence and trust by our various stakeholders.

#### 4.3.6. Respect – Empathy, consideration and willingness to help

In dealing with our internal and external stakeholders, we are determined to take into account their unique ideals, beliefs, cultures, personal situations, resources, values, priorities, and objectives

### 4.4. Strategic Pillars, Strategic Objectives, Strategic Initiatives

#### 4.4.1. Strategic Pillars

The following strategic pillars have been identified as key to the attainment of the Authority's vision:

- a) Sustainable Growth: The Authority will endeavour to establish an enabling environment that fosters increased access and use of ICTs. As a key focus, broadband access and usage will be given priority. In addition, this strategic pillar will target management of emerging risks, challenges and opportunities resulting from the rapid growth of ICTs.
- b) Access and Inclusivity: The Authority will seek to bridge the digital divide by ensuring that there is access for all. Initiatives targeted at vulnerable groups like women and girls, persons with disabilities, senior citizens as well as the rural populace will be explored.
- c) Collaboration: The Authority will aim to strengthen cooperation among the various faculties in the organisation as well as all other stakeholders in support of all its strategic goals. The Authority will embrace innovations that support the digital transformation of the country.
- d) Organisational Development: The Authority will secure the most appropriate tools and adopt cost effective initiatives aimed at meeting the needs of its stakeholders.

#### 4.4.2. Strategic Objectives

The key themes of the Balanced Scorecard are aligned to the strategic pillars of the plan and the associated strategic objectives. The strategic objectives are the anticipated high-level outcomes expected under each of the identified pillars. These three linkages are outlined below:

#### 4.4.3. Strategic Initiatives

The outlined strategic objectives will be achieved through the adoption of various strategic initiatives that will be adopted by the Authority during the implementation of the strategic plan. The strategic initiatives are outlined below for each strategic objective.

Table 7: BSC Theme, Strategic Pillar, Strategic Objective

Strategic Pillar	Strategic Objectives	Strategic Initiatives
<b>Sustainable Growth</b>	1. Improve quality of service and experience	<ul style="list-style-type: none"> <li>• Monitor compliance to the special conditions placed on the 800MHz spectrum</li> <li>• Review Quality of service guidelines</li> <li>• Intensify compliance activities and acquire effective monitoring tools</li> <li>• Review licensing conditions</li> <li>• Propose tax incentives aimed at reducing the cost of importing network and related equipment</li> <li>• Enhance the measurement and reporting on quality of experience</li> <li>• Review national spectrum plan and open new spectrum bands for new technologies</li> <li>• Promote the deployment and adoption of OTT as well as new and emerging technologies</li> </ul>
	2. Enhance confidence and safety in the use of ICTs	<ul style="list-style-type: none"> <li>• Identify and register national critical information infrastructure</li> <li>• Perform Cyber Security risk assessment and management</li> <li>• Procure tools and intensify cyber security monitoring activities</li> <li>• Develop coordination and response framework;</li> <li>• Improve capacity for digital forensics</li> <li>• Collaborate with stakeholders to effectively manage cyber risks and threats</li> <li>• Develop and implement country-code top level domain regulations</li> <li>• Develop internet infrastructure security guidelines/regulations</li> </ul>
	3. Improve affordability and enhance the business environment in the ICT sector	<ul style="list-style-type: none"> <li>• Promote competition and cost based pricing in the sector</li> <li>• Conduct cost of service studies for innovative pricing models for wholesale infrastructure sharing and retail services</li> <li>• Review Spectrum Management to support growth in the sector</li> <li>• Promote establishment of ICT device plant</li> <li>• Establish a regulatory and investment incentive framework</li> <li>• Review the infrastructure sharing framework</li> <li>• Promote competition and cost based pricing in the sector</li> <li>• Undertake demand side and supply side studies on ICTs and postal services</li> <li>• Implement targeted initiatives to support innovation and entrepreneurship</li> <li>• Implement number portability</li> </ul>
	4. Facilitate the development of the Postal Sector	<ul style="list-style-type: none"> <li>• Establish initiatives to address unlicensed postal operators</li> <li>• Review the commercial viability and mandate of designated public postal operator</li> <li>• Develop a National Addressing System</li> <li>• Implement initiatives to support e-commerce</li> <li>• Undertake demand side and supply side studies on Postal services</li> <li>• Establish structures to improve the monitoring of postal and courier items</li> <li>• Establish a Postal Universal Access Service</li> </ul>
	5. Enhance the Legal and Regulatory Framework	<ul style="list-style-type: none"> <li>• Update existing regulations and guidelines.</li> <li>• Develop regulations and guidelines for ICT, Postal and Cyber laws</li> <li>• Review the ICT Act No. 15 of 2009</li> <li>• Review the Postal Act No 22 of 2009</li> <li>• Develop and implement mechanism for timely review of legislation</li> </ul>
	6. Address challenges related to environmental risks	<ul style="list-style-type: none"> <li>• Adopt international standards and guidelines on e-waste management</li> <li>• Monitor electronic communication equipment life cycle</li> <li>• Promote reduced energy consumption from telecommunication/ICT applications</li> </ul>
	7. Enhance ICT Research, Development and Entrepreneurship	<ul style="list-style-type: none"> <li>• Establish regional innovation and entrepreneurship initiatives</li> <li>• Establish partnerships with industry, academia and development partners to support research, innovation and entrepreneurship</li> <li>• Identify and support innovations for commercialisation</li> <li>• Undertake targeted initiatives for sectors in highest need of innovation</li> <li>• Support skills development relevant for Technology related Innovations and Entrepreneurship</li> <li>• Conduct Impact Study on spectrum trading</li> <li>• Conduct ICT and Postal needs assessment for marginalised and vulnerable groups</li> <li>• Conduct digital skills/competencies assessment for all</li> <li>• Conduct sector specific ICT needs assessment survey (Agriculture, Education, Health and Tourism)</li> <li>• Conduct assessment of local content availability including sector specific content</li> <li>• Conduct assessment on how ICTs can help on the attainment of SDGs</li> </ul>

<b>Access and Inclusivity</b>	1. Increase access and usage of ICT and Postal Services	<ul style="list-style-type: none"> <li>Facilitate the deployment of broadband and other infrastructure in unserved and underserved areas</li> <li>Develop and implement migration plan from IPV4 to IPV6</li> <li>Introduce network coverage obligations in the Network and radio spectrum licence conditions</li> <li>Support initiatives on provision of affordable end user devices</li> <li>Support broadband connectivity</li> <li>Establish Public Private Partnerships</li> <li>Adoption/Adaption of digital competency framework for identification and development of sector specific ICT competencies</li> <li>Promotion of the development of sectorial zero rated (free) local content websites</li> <li>Promote accessibility to Digital Financial Services (DFS)</li> <li>Implement initiatives on development of local content and applications</li> <li>Support the provision of ICT equipment to schools, rural health centres and agriculture centres</li> <li>Develop a detailed Universal Access Service Fund Master Plan</li> </ul>
	2. Promote e-inclusivity for marginalised/ vulnerable groups	<ul style="list-style-type: none"> <li>Support ICT initiatives dealing with vulnerable groups such as women and girls, persons with disabilities, children among others</li> <li>Promote Regulatory incentives for marginalized groups</li> <li>Provide ICT equipment and support to institutions dealing with people with disabilities</li> <li>Promote the adoption/adaption of ICT standards to promote access for marginalised groups</li> </ul>
	3. Enhance consumer awareness education and digital skills	<ul style="list-style-type: none"> <li>Develop a communication strategy for external and internal stakeholders</li> <li>Facilitate the development of digital curriculum content and modules</li> <li>Undertake consumer awareness and education programmes</li> <li>Implement Digital skills and competency initiatives</li> <li>Undertake awareness on ICT related innovations and entrepreneurship</li> <li>Undertake awareness on e-commerce and ICT related risks</li> </ul>
<b>Collaboration</b>	1. Enhance collaboration and stakeholder management	<ul style="list-style-type: none"> <li>Review existing partnerships and establish new partnerships</li> <li>Develop international/national stakeholder management strategy</li> <li>Develop a communication strategy for external and internal stakeholders</li> <li>Undertake stakeholder satisfaction surveys</li> <li>Participate in local, regional and international engagements</li> <li>Address cross-sectorial issues and regulatory overlaps</li> </ul>
	2. Improve brand visibility and public perception	<ul style="list-style-type: none"> <li>Undertake brand visibility and perception surveys</li> <li>Develop and implement Social Media Strategy</li> <li>Intensify awareness on ZICTA's mandate, activities and projects.</li> <li>Review communication and brand visibility strategy</li> </ul>

<b>Organisational Development</b>	1. Enhance the Authority's financial sustainability	<ul style="list-style-type: none"> <li>• Revise fees for number resources</li> <li>• Review and implement investment strategies to grow the UASF</li> <li>• Develop justification for retention of fees</li> <li>• Enhance financial compliance and revenue collection</li> <li>• Establish partnerships with grant financing</li> </ul>
	2. Improve Infrastructure, facilities and tools	<ul style="list-style-type: none"> <li>• Acquire adequate and appropriate operational and regulatory tools</li> <li>• Upgrade existing infrastructure and facilities</li> <li>• Reinforce business continuity programme</li> <li>• Establish an E-Registry</li> </ul>
	3. Enhance staff motivation and capabilities	<ul style="list-style-type: none"> <li>• Review Human Capital and Operations processes and systems</li> <li>• Review and strengthen succession plan framework</li> <li>• Implement an appropriate organisation structure to support the strategic plan and promote staff growth</li> <li>• Increase Authority presence at key entry points as well as consumer concentration</li> <li>• Improve staff welfare</li> <li>• Review the Authority's reward system</li> <li>• Review and implement conditions of service</li> <li>• Undertake job evaluation</li> </ul>
	4. Improve business processes	<ul style="list-style-type: none"> <li>• Undertake Business Process re-engineering to enable end to end provision of services to the public;</li> <li>• Review and enforce the project management methodology</li> <li>• Enhance the monitoring and evaluation framework for organisation performance</li> </ul>
	5. Increase regional presence	<ul style="list-style-type: none"> <li>• Undertake regional cross-sectorial initiatives</li> <li>• Establish provincial offices according to roll out plan</li> <li>• Promote provincial ICT and Postal services diffusion</li> <li>• Conduct provincial ICT and Postal needs assessment</li> <li>• Address provincial ICT and Postal needs/challenges</li> </ul>
	6. Enhance corporate governance culture	<ul style="list-style-type: none"> <li>• Review of Corporate Governance Framework</li> <li>• Enhance audit and risk management framework</li> <li>• Attainment of ISO 9001:2015 – Quality Management</li> <li>• Attainment of ISO 27001:2013 - Information Security</li> </ul>

Annexure 1 provides a detailed implementation plan for the strategic period with a focus on the key targets for each of the strategic objectives identified and the associated baselines and delivery timelines. An appropriate high level structure to support the implementation of the strategic plan is also presented in Annexure 2.

# Implementation Arrangements

## 5.1. Governance Framework

ZICTA is governed by the Board of the Authority which is bestowed with the mandate of exercising and performing the powers and functions of the Authority. The Board is appointed by the Minister responsible for ICTs in terms of Part I of the First Schedule to the ICT Act No. 15 of 2009 while the Board is responsible for the appointment of the Director General of the Authority. During the execution of the strategic plan, the Board will provide strategic oversight to the Management team. The key responsibility of ensuring the implementation of the Strategic Plan will rest with the Director General of the Authority. The Director General will periodically report to the Board through the Committee responsible for strategy on the execution of this plan.

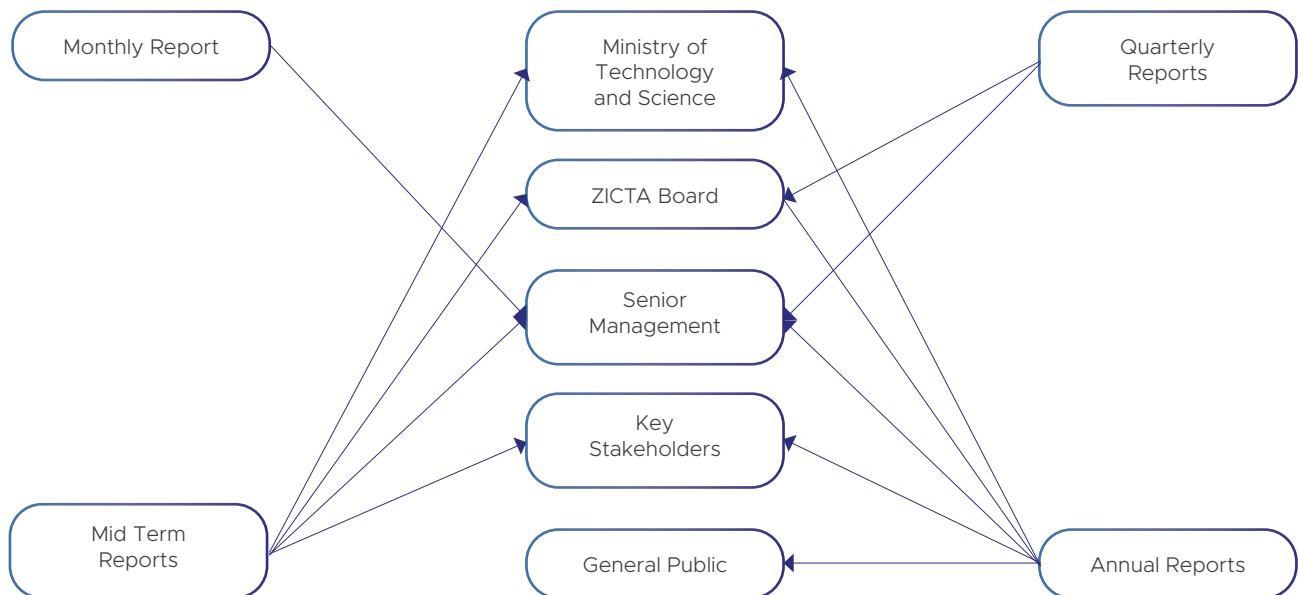
The Authority will build on its previous successes in upholding the tenets of good corporate governance throughout the implementation of the strategic plan. This will entail reviewing the existing governance tools such as the corporate governance charter, corporate governance assessment framework, board evaluation framework as well as any related policies or procedures. The Authority will make proposals to amend Part I of the First Schedule to the ICT Act in order to align it with current corporate governance best practices. As the composition of the board is drawn from diverse establishments in line with the ICT Act No. 15 of 2009, it is anticipated that all the stakeholders' interests will be captured.

## 5.2. Performance Monitoring and Reporting

The Authority will provide periodic reports relating to the implementation of the plan to the key members of its governance framework and other stakeholders. The annual work plans will also be aligned to the strategic plan to ensure that the strategic initiatives identified in the Strategic Plan are in tandem with the annual activity plans and cascaded to all the departments within the Authority. The Authority will ensure that the key outcomes drawn from the objectives and the outputs from the strategic initiatives are monitored and evaluated at specific periods through a results measurement framework outlining the level of the results, the baselines, targets and responsibility for implementation and reporting. To further support performance monitoring, it is envisaged that the monitoring and evaluation framework will be automated to facilitate real time updates. The Performance management targets for all the staff will be aligned to the overall targets of the Authority's strategic plan. This will ensure that every member of the Authority has a unique contribution to the Authority's strategic direction.

In the next three years, the Authority aims to:

- a) ensure that the minimum broadband internet speed is at 10Mbps;
- b) attain the Cyber Security Readiness Index of 85%;
- c) make available 400MHz high speed spectrum for 5G introduction;
- d) improve QoS/QoE compliance to at least 95% by 2024;
- e) ensure internet affordability is within 2% of Gross National Income per capita;
- f) facilitate the sector's contribution of at least 5% to the Gross Domestic Product (GDP);
- g) attain fifth generation regulator status; and
- h) facilitate attainment of internet broadband penetration rates of 70.



### 5.3. Resource Mobilisation and Financial Management

The Strategic Plan will be implemented on a rolling basis through the annual work plans and supported by the annual budgets that will be developed by the Authority over the three year period. The timing of the annual work plans and budgets will be aligned to the fiscal year for the Republic of Zambia. The priorities of the Authority's activities will be driven by the scope of the strategic plan as well as any emerging issues that may be determined to have a high impact on the Authority's mandate and aspirations.

The Authority's budget will mainly be realised from the Government annual grant which is currently classified as appropriation in aid. The strategic plan has identified some strategic initiatives aimed at reviewing the financing arrangements for the Authority's operations in order to enhance its financial sustainability. In addition, cooperation will be sought from cooperating partners and potentially through other financing options like Public Private Partnerships (PPP) aimed at operationalising some of the key outcomes and outputs outlined in this Strategic Plan.

### 5.4. Implementation Risk Management

The Authority will adopt a proactive approach to continuously identifying and mitigating risks associated with the implementation of the strategic plan. The process will involve identifying, ranking and coming up with risk management initiatives aimed at ensuring that there are no disruptions in the implementation of the plan. This risk management approach will be guided by the Authority's Risk Management Framework and appropriate policies.

## Annexure 1: Implementation Plan for the 2022-2024 Corporate Strategic Plan

### Strategic Pillar 1: Sustainable Growth

Strategic Objective	Strategic Initiatives	Key Performance Indicator	Delivery Target				Responsibility
			Baseline	2022	2023	2024	
Improve Quality of Service and Experience	<ul style="list-style-type: none"> <li>Monitor compliance to the special conditions placed on the 800MHz spectrum</li> <li>Review Quality of Service guidelines</li> <li>Review licensing conditions</li> <li>Intensify compliance activities and acquire effective monitoring tools</li> <li>Propose tax incentives aimed at reducing the cost of importing network and related equipment</li> <li>Enhance the measurement and reporting on quality of experience</li> <li>Review national spectrum plan and open new spectrum bands for new technologies</li> <li>Promote the deployment and adoption of new and emerging Technologies</li> </ul>	Proportion of Licensees that meet all the minimum QoS standards	80%	85%	90%	95%	T&E
		Average Internet Speeds MBPS	2.73	5	7.5	10	T&E
		Proportion of users of ICT services that are satisfied with the QoE	70%	75%	80%	85%	CPIM/T&E/ER

Strategic Objective	Strategic Initiatives	Key Performance Indicator	Delivery Target				Responsibility
			Baseline	2022	2023	2024	
Enhance confidence and safety in the use of ICTs	<ul style="list-style-type: none"> <li>Identify and register national critical information infrastructure</li> <li>Perform Cyber Security risk assessment and management</li> <li>Procure tools and intensify cyber security monitoring activities</li> <li>Develop coordination and response framework;</li> <li>Improve capacity for digital forensics</li> <li>Collaborate with stakeholders to effectively manage cyber risks and threats</li> <li>Develop and implement country-code top level domain regulations</li> <li>Develop internet infrastructure security guidelines/regulations</li> <li>Establish the National Root Certification Authority</li> </ul>	Number of registered national critical information infrastructure	New	20	50	70	Cyber Security and Resilience
		Cyber Security Incident Resolution Rate	10%	25%	50%	80%	Cyber Security and Resilience
		Cyber Security Readiness Index	68.8	75	80	85	Cyber Security and Resilience
		Root Certification Authority System setup	New	100%	-	-	Cyber Security and Resilience
		Number of licenced Certification Authorities & >3 Time Stamping Service Providers	New	>3 Certification Authorities & >3 Time Stamping Authority	>5 Certification Authorities & >5 Time Stamping Authority	<5 Certification Authorities & <5 Time Stamping Authority	Cyber Security and Resilience
		Number of Institutions Integrated	<10	>10	>20	<29	Cyber Security and Resilience



Strategic Objective	Strategic Initiatives	Key Performance Indicator	Delivery Target				Responsibility
			Baseline	2022	2023	2024	
Improve affordability and enhance the business environment in the ICT sector	<ul style="list-style-type: none"> <li>Promote competition and cost based pricing in the sector</li> <li>Conduct cost of service studies for innovative pricing models for wholesale infrastructure sharing and retail services</li> <li>Review Spectrum Management to support growth in the sector</li> <li>Promote establishment of ICT device plant</li> <li>Establish a regulatory and investment incentive framework</li> <li>Review the infrastructure sharing framework</li> <li>Promote competition and cost based pricing in the sector</li> <li>Undertake demand side and supply side studies on ICTs and postal services</li> <li>Implement targeted initiatives to support innovation and entrepreneurship</li> <li>Implement Number portability</li> </ul>	Growth in total annual revenues in the ICT sector	8%	10%	12%	14%	ER
		Completion of device assembly plant	New	0	0	1	ER/UASF/T&E
		Proportion of restrictive business practices identified and resolved	50%	60%	70%	80%	ER
		Price Basket as a % of GNI per capita for Voice and Data combo	5%	5%	4%	3%	ER
		Price Basket as a % of GNI per capita Mobile Data bundle	2.12%	2.05%	2%	1.9%	ER
		Proportion of licensees in the ICT sector that have positive Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA)	70%	75%	80%	85%	ER
		Advertising to sales ratio	3.8%	4.6%	5.9%	8%	ER

Strategic Objective	Strategic Initiatives	Key Performance Indicator	Delivery Target				Responsibility
			Baseline	2022	2023	2024	
Improve affordability and enhance the business environment in the ICT sector	<ul style="list-style-type: none"> <li>Promote competition and cost based pricing in the sector</li> <li>Conduct cost of service studies for innovative pricing models for wholesale infrastructure sharing and retail services</li> <li>Review Spectrum Management to support growth in the sector</li> <li>Promote establishment of ICT device plant</li> <li>Establish a regulatory and investment incentive framework</li> <li>Review the infrastructure sharing framework</li> <li>Promote competition and cost based pricing in the sector</li> <li>Undertake demand side and supply side studies on ICTs and postal services</li> <li>Implement targeted initiatives to support innovation and entrepreneurship</li> <li>Implement Number portability</li> </ul>	Growth in total annual revenues in the ICT sector	8%	10%	12%	14%	ER
		Completion of device assembly plant	New	0	0	1	ER/UASF/T&E
		Proportion of restrictive business practices identified and resolved	50%	60%	70%	80%	ER
		Price Basket as a % of GNI per capita for Voice and Data combo	5%	5%	4%	3%	ER
		Price Basket as a % of GNI per capita Mobile Data bundle	2.12%	2.05%	2%	1.9%	ER
		Proportion of licensees in the ICT sector that have positive Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA)	70%	75%	80%	85%	ER
		Advertising to sales ratio	3.8%	4.6%	5.9%	8%	ER

Strategic Objective	Strategic Initiatives	Key Performance Indicator	Delivery Target				Responsibility
			Baseline	2022	2023	2024	
Facilitate the development of the Postal Sector	<ul style="list-style-type: none"> <li>Establish initiatives to address unlicensed postal operators</li> <li>Review the commercial viability of designated public postal operator</li> <li>Develop a National Addressing System and infrastructure</li> <li>Implement initiatives to support e-commerce</li> <li>Promote the use of Technology in the postal sector</li> <li>Undertake research and studies focusing on development of the postal sector</li> <li>Establish a Postal Universal Access Fund</li> </ul>	Growth in Revenues from the Postal sector	New	5%	8%	10%	ER
		Growth in total volume of International parcels	23%	25%	27.5%	30%	ER
		Growth in total volume of Domestic parcels	23%	25%	27.5%	30%	ER
		Proportion of consumers using e-commerce	7%	15%	20%	25%	ER
Enhance the Legal and Regulatory Framework	<ul style="list-style-type: none"> <li>Update existing regulations and guidelines.</li> <li>Develop regulations and guidelines for ICT, Postal and Cyber laws</li> <li>Review the ICT Act No. 15 of 2009</li> <li>Review the Postal Act No 22 of 2009</li> <li>Develop and implement mechanism for timely review of legislation</li> </ul>	Number of new legislation, regulations or guidelines reviewed or issued	0	2	3	2	L&RA
Address challenges related to electronic waste and circular green economy	<ul style="list-style-type: none"> <li>Adopt international standards and guidelines on e-waste management</li> <li>Monitor electronic communication equipment life cycle</li> <li>Promote reduced energy consumption from telecommunication/ICT applications</li> </ul>	Proportion of people aware of risks related to e-waste	10%	15%	20%	35%	T&E / ER
		Proportion of licensees with an internal policy covering e-waste management	New	50%	60%	70%	T&E

Strategic Objective	Strategic Initiatives	Key Performance Indicator	Delivery Target				Responsibility
			Baseline	2022	2023	2024	
<b>Enhance ICT Research, Development and Entrepreneurship</b>	<ul style="list-style-type: none"> <li>Establish regional innovation and entrepreneurship initiatives</li> <li>Establish partnerships with industry, academia and development partners to support research, innovation and entrepreneurship</li> <li>Identify and support innovations for commercialisation</li> <li>Undertake targeted initiatives for sectors in highest need of innovation</li> <li>Support skills development relevant for Technology related Innovations and Entrepreneurship</li> <li>Conduct Impact Study on spectrum trading</li> <li>Conduct ICT and Postal needs assessment for marginalised and vulnerable groups</li> <li>Conduct digital skills/competencies assessment for all</li> <li>Conduct sector specific ICT needs assessment survey (Agriculture, Education, Health and Tourism)</li> <li>Conduct assessment of local content availability including sector specific content</li> <li>Conduct assessment on how ICTs can help on the attainment of SDGs</li> </ul>	Number of innovations supported	0	60	80	100	ER
		Number of studies undertaken	0	4	4	4	ER
		Number of skills development related initiatives undertaken	0	3	4	6	ER
		Number of research, innovation and entrepreneurship activities undertaken with partners from industry, academia and development partners	0	2	4	4	ER

## Strategic Pillar 2: Access and Inclusivity

Strategic Objective	Strategic Initiatives	Key Performance Indicator	Delivery Target				Responsibility
			Baseline	2022	2023	2024	
Increase access and usage of ICT and Postal services	<ul style="list-style-type: none"> <li>Facilitate the deployment of broadband and other infrastructure in unserved and underserved areas</li> <li>Develop and implement migration plan from IPV4 to IPV6</li> <li>Establish Public Private Partnerships</li> <li>Introduce network coverage obligations in the Network and radio spectrum licence conditions</li> <li>Support initiatives on provision of affordable end user devices</li> <li>Support broadband connectivity</li> <li>Implement initiatives on development of local content and applications</li> <li>Support the provision of ICT equipment to schools, rural health centres and agriculture centres</li> <li>Adoption/Adaption of digital competency framework for identification and development of sector specific ICT competencies</li> <li>Promotion of the development of sectoral zero rated (free) local content websites</li> <li>Promote accessibility to Digital Financial Services (DFS)</li> <li>Develop a detailed Universal Access Service Fund Master Plan</li> </ul>	Population Coverage for Mobile phone services	86%	90%	92%	95%	T&E / UASF
		Number of Institutions benefitting from Last Mile and Number of users	75 Institutions & 60, 000 users	10 Institutions & 8,000 Users	12 Institutions & 9,600 users	8 Institutions & 6,400 users	UAS
		Numbers of Institutions & Number of Users	9 Institutions & 507 Users	4 Institutions & 300 users	8 Institutions & 500 users	8 Institutions & 500 users	UAS
		Number of Schools, Health & Agricultures supplied with ICT Equipment	500 Schools, 0 Health & 0 Agriculture	150 Schools, 4 Health & 10 Agriculture	200 Schools, 4 Health & 10 Agriculture	150 Schools, 4 Health & 10 Agriculture	UAS
		Internet Penetration Rate	56%	60%	65%	70%	ER/T&E
		Cost of basic ICT Price basket as a share of average national income	3.3%	3%	2.5%	2%	ER
		Gender Gap in access to mobile Phones	6.0%	5%	4%	3%	ER
		Proportion of households with access to the internet	17.7%	20%	25%	30%	ER
		Number of free local content websites	New	1	2	3	ER/CPIM
		Percentage of the population with basic digital skills	8%	20%	30%	40%	CPIM
		Percentage of consumers with access to DFS	New	30%	50%	75%	T&E/UASF/ER/CPIM

Strategic Objective	Strategic Initiatives	Key Performance Indicator	Delivery Target				Responsibility
			Baseline	2022	2023	2024	
<b>Promote e-inclusivity for marginalised/vulnerable groups</b>	<ul style="list-style-type: none"> <li>Support ICT initiatives dealing with vulnerable groups such as women and girls, persons with disabilities, children among others</li> <li>Promote Regulatory incentives for marginalized groups</li> <li>Provide ICT equipment and support to institutions dealing with people with disabilities</li> <li>Promote the adoption/adaption of ICT standards to promote access for marginalised groups</li> </ul>	Number of initiatives for vulnerable groups	0	5	5	5	CPIM
		Number of incentives developed	0	2	2	2	CPIM/ER
		Percentage of identified standards adopted	0%	10%	15%	20%	CPIM/ER
<b>Enhance consumer awareness and education</b>	<ul style="list-style-type: none"> <li>Undertake consumer awareness and education programmes</li> <li>Facilitate the adoption/adaption and implementation of digital literacy, skills and competency framework</li> <li>Develop consumer awareness modules including local language content for various media platforms</li> </ul>	Proportion of consumers aware of ICT related risks	52.9%	60%	70%	80%	ER/CPIM
		Proportion of consumers aware of complaints redress procedure	New	50%	60%	70%	ER/CPIM
		Proportion of consumers using Digital Financial Services	30%	40%	45%	50%	ER/CPIM

## Strategic Pillar 3: Collaboration

Strategic Objective	Strategic Initiatives	Key Performance Indicator	Delivery Target				Responsibility
			Baseline	2022	2023	2024	
<b>Enhance collaboration and stakeholder management</b>	<ul style="list-style-type: none"> <li>Review existing partnerships and establish new strategic partnerships</li> <li>Develop international/national stakeholder management strategy</li> <li>Develop a communication strategy for external and internal stakeholders</li> <li>Undertake stakeholder satisfaction surveys</li> <li>Participate in local, regional and international engagements</li> <li>Address cross-sectoral issues and regulatory overlaps</li> </ul>	Proportion of staff satisfied with internal collaborations and communication	New	60%	70%	80%	CC
		Number of collaborative activities undertaken in a year	New	5	8	10	CC
		Proportion of partners satisfied with collaboration/partnership	New	60%	70%	80%	CC
<b>Improve brand visibility and public perception</b>	<ul style="list-style-type: none"> <li>Undertake brand visibility and perception surveys</li> <li>Develop and implement Social Media Strategy</li> <li>Intensify consumer awareness on ZICTA's mandate and activities</li> <li>Review communication and brand visibility strategy</li> </ul>	Proportion of population aware about ZICTA's mandate	New	60%	70%	80%	CC/ER
		Proportion of people satisfied with ZICTA's performance	New	60%	70%	80%	CC/ER

## Strategic Pillar 4: Organisation Development

Strategic Objective	Strategic Initiatives	Key Performance Indicator	Delivery Target				Responsibility
			Baseline	2022	2023	2024	
Enhance the Authority's financial sustainability	<ul style="list-style-type: none"> <li>Revise fees for number resources</li> <li>Review and implement investment strategies to grow the UASF</li> <li>Develop Justification for retention of fees</li> <li>Enhance financial compliance and revenue collection</li> <li>Establish partnerships for grant financing</li> </ul>	Annual Growth rate in Government grant allocation	4%	3%	3%	3%	FINANCE/BS
		Proportion of licensees compliant to financial obligations	80%	85%	87%	90%	FINANCE/CPIM
		Annual Growth rate in revenue collection	7%	2%	4%	5%	FINANCE/BS
Improve Infrastructure, facilities and tools	<ul style="list-style-type: none"> <li>Acquire adequate and appropriate operational and regulatory tools</li> <li>Upgrade existing infrastructure and facilities</li> <li>Reinforce business continuity Programme</li> <li>Establish an E-Registry</li> </ul>	Proportion of staff satisfied with their operational tools	New	80%	85%	90%	HCO
		% Staff trained in BCP in a year (in-house)	10%	20%	50%	100%	CPIM
		Number of Successful BCP Exercises in a Year	2	3	4	4	CPIM
Enhance staff motivation and capabilities	<ul style="list-style-type: none"> <li>Review Human Capital and Operations processes and systems</li> <li>Review and succession plan framework</li> <li>Implement an appropriate organisation structure to support the strategic plan</li> <li>Increase Authority presence at key entry points as well as consumer concentration</li> <li>Improve staff welfare</li> <li>Review the Authority's reward system</li> <li>Review and implement conditions of service</li> <li>Undertake job evaluation</li> </ul>	Average staff Performance Score					
		Proportion of Staff Completion filled	85%	85%	90%	100%	HCO
		Attrition Rate	2.4%	1.8	1.4	1%	HCO
		Proportion of staff satisfied	New	80%	85%	95%	HCO
Improve business processes	<ul style="list-style-type: none"> <li>Undertake Business Process re-engineering to enable end to end provision of services to the public;</li> <li>Review and enforce the project management methodology</li> <li>Enhance the monitoring and evaluation framework</li> </ul>	Proportion of planned outputs completed	72%	75%	80%	85%	ER
		Proportion of external services online	New	75%	80%	85%	CPIM



Strategic Objective	Strategic Initiatives	Key Performance Indicator	Delivery Target				Responsibility
			Baseline	2022	2023	2024	
Increase regional presence	<ul style="list-style-type: none"> <li>Undertake regional cross-sectorial initiatives</li> <li>Establish provincial offices according to roll out plan</li> <li>Promote provincial ICT and Postal services diffusion</li> <li>Conduct provincial ICT and Postal needs assessment</li> <li>Address provincial ICT and Postal needs/ challenges</li> </ul>	Number of cross – sectorial initiatives undertaken	0	4	4	4	CPIM/ER
		Number of offices established	4	7	8	10	HCD
		Number of Needs Assessments conducted	0	2	2	2	CPIM/ER
Enhance Corporate Governance culture	<ul style="list-style-type: none"> <li>Review of Corporate Governance Framework</li> <li>Enhance audit and risk management framework</li> <li>Attainment of ISO 9001:2015 – Quality Management</li> <li>Attainment of ISO 27001:2013 - Information Security</li> </ul>	Average corporate governance assessment Rating	75%	80%	85%	95%	BS
		Proportion of Audit reports rated as Severe	New	10%	7.5%	5%	IA
		Corporate Performance Score	80%	90%	90%	90%	ER

### Key

IA — Internal Audit

CC — Corporate Communications

HCO — Human Capital and Operations

ER — Economic Regulation

L&RA — Legal and Regulatory Affairs

T&E — Technology and Engineering

USAF — Universal Access and Service Fund

BS — Board Services

CPIM — Consumer Protection and Information Management



# ZICTA

ADVANCING THE NATION  
TO A DIGITAL SOCIETY

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