



THE ENGINEERING INSTITUTION OF ZAMBIA  
**STRATEGIC PLAN**

ADVANCING TECHNOLOGY FOR NATIONAL DEVELOPMENT

**2023 - 2026**



**Prepared by:**

Engineering Institution of Zambia in collaboration with  
Management Development Division  
Cabinet Office  
Lusaka

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# ACRONYMS

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<b>8NDP</b>	Eighth National Development Plan
<b>CEO</b>	Chief Executive Officer
<b>EIZ</b>	Engineering Institution of Zambia
<b>CSO</b>	Civil Society Organisation
<b>CSR</b>	Corporate Social Responsibility
<b>GDP</b>	Gross Domestic Product
<b>GRZ</b>	Government of the Republic of Zambia
<b>IDC</b>	Industrial Development Corporation
<b>KRAs</b>	Key Result Areas
<b>LuSE</b>	Lusaka Securities Exchange
<b>M&amp;E</b>	Monitoring and Evaluation
<b>R&amp;D</b>	Research and Development
<b>SDGs</b>	Sustainable Development Goals
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats
<b>UNFCCC</b>	United Nations Framework Convention on Climate Change
<b>DMIS</b>	Digital Management Information System

# FOREWORD



I am pleased to present the Strategic Plan for the Engineering Institution of Zambia (EIZ). This document sets an ambition for the future of the institution and illustrates the goals and principles that will guide EIZ from 2023 through to 2026.

The strategic plan is our message of excellence in our operations as EIZ, confirming that we appreciate and respect the past, but realize that we must evolve to meet the ever-changing needs of our members and other stakeholders.

In line with the 8th National Development Plan (8NDP), EIZ has developed this Plan in tandem with government's goals as it accelerates its ascent to a much higher level of achievement, inclusion, service, and impactful results.

The 8NDP identifies infrastructure development as key to economic transformation. The plan notes that the country has a deficit in infrastructure and has prioritised development of various infrastructure to support the economy. The policy direction is to support infrastructure development through the participation of the private sector.

The current government has a strong view on Public Private Partnerships (PPPs) in terms of fostering national development. EIZ is determined to be proactive and contribute significantly to this vision by strengthening monitoring of engineering works among local contractors to ensure adherence to required standards.

One of EIZ's functions is to advise government on Engineering related matters. As the economy is growing and population rapidly increasing, it is crucial for engineers to become radical in providing advice and expert counsel on issues that are critical to the well-being of our country and its future. Zambia, like the rest of the world is constantly evolving in technology, infrastructure development, and at a fast pace. Now more than ever, our technical ideas and guidance is needed, so that we contribute to the development of the country in an impactful way.

As you will see in the [Strategic Plan overview](#), we have an opportunity to re-position ourselves according to our true

value to the nation, while deepening our active collaboration with partners in the public, private and civic sectors. At the same time, we can strengthen EIZ's position by reinforcing our standards, so that we compel engineering professionals to solve society's most pressing problems in a more significant way.

Under this plan therefore, our priorities are built around three strategic themes: The first is Membership Growth resulting in improved professionalism; second is Engineering Regulation resulting in high quality engineering works and lastly, Governance & Operational Efficiency resulting in efficient & effective service delivery.

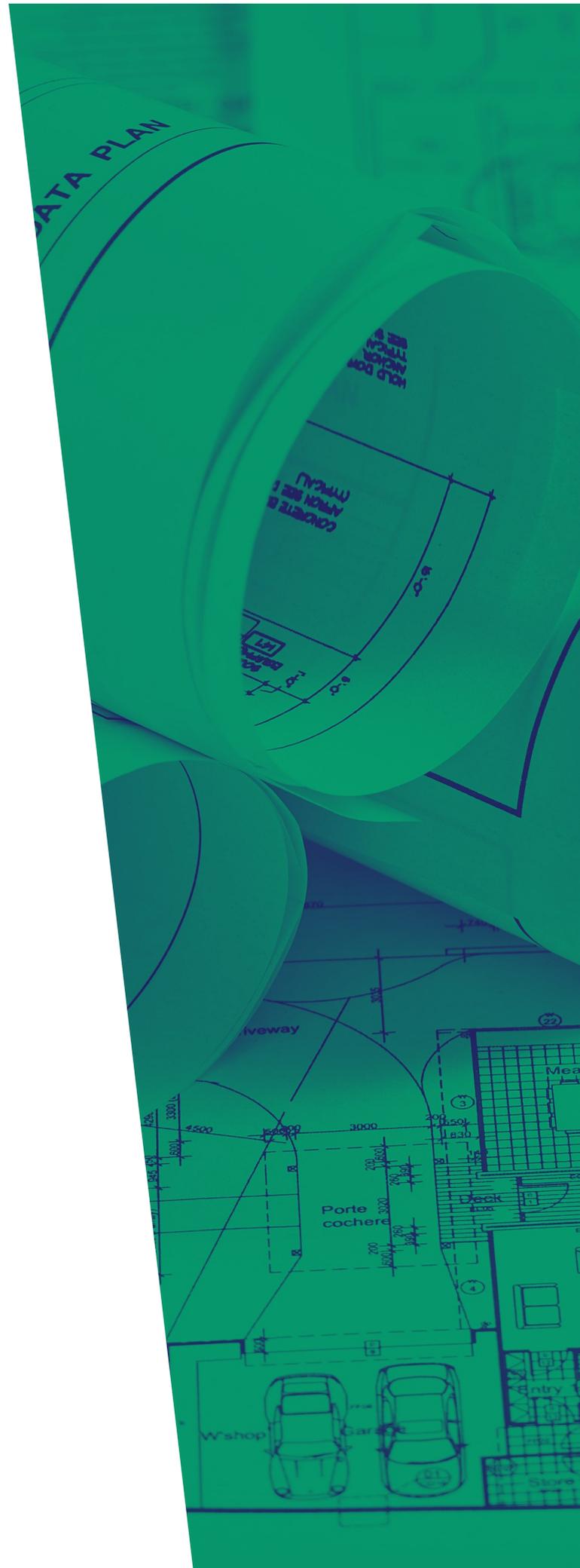
During the next four years, we will create a roadmap for our future that carves out new ideas embedded in the strategy to meet the needs of our members and stakeholders by improving our operational systems, consolidating our financial position, and creating programmes that will more beneficial for our members, being more visible to the ordinary Zambian and taking the mantle on major infrastructural decisions.



**Eng. Abel Ngáandu, FEIZ**

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President & Chairperson  
61st Engineering Council  
Engineering Institution of Zambia



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# ACKNOWLEDGEMENT

My sincere gratitude to everyone who was involved in the Engineering Institution of Zambia (EIZ) strategic planning process. I would like to thank the general Membership and other stakeholders for their invaluable feedback and contributions in developing focused goals set to re-align our path for the next four years.

Thanks to the Management team and Staff at the EIZ Secretariat, who provided critical leadership during the brainstorming sessions, ensuring breadth of vision and encouraging a truly concerted, inclusive course. Special thanks to the 61st Engineering Council of EIZ, for the recognition that to achieve a greater goal in an ever-changing economy, we need continuous improvements to create a bolder sense of direction.

Let me also extend my thanks to the Management Development Division (MDD) for providing the much-needed guidance and expertise throughout the strategic planning process.

After months of brisk discussions and thought-provoking meetings which began in 2021, we have finally completed the strategic plan with a revised mission and vision to set the course for our journey. This plan exemplifies our pledge to give our collective best to our members,



continually push the limits, ensure that opportunities and benefits are equitably available and attainable, and rededicate ourselves to our mandate.

I realise that there will be much work to do in implementing this proclaimed vision before our stakeholders. Through this carefully crafted document, we will improve service delivery, strengthen our partnerships with our stakeholders and make EIZ a world class.

**Eng. David Kamungu, FEIZ**

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Registrar and Chief Executive Officer  
Engineering Institution of Zambia

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# EXECUTIVE SUMMARY

The mandate of the institution Engineering Institution of Zambia is to regulate and register engineering professionals, units and organisations.

The purpose of developing this Strategic Plan is to illustrate goals and principles that will guide the institution from 2023 through to 2026, and align it with the 8th National Development Plan, to support government priorities.

The methodology used to develop the 2023 to 2026 Strategic Plan involved a two-phased approach comprising of the Institutional Assessment and Organisational Development underpinned by the Balanced Scorecard principles. The Institutional Assessment involved undertaking a Management Audit or Performance Assessment (as the case may be), conducting an internal capability assessment to establish EIZ's distinctive competencies, as well as, analysing the macro-environment. The McKinsey 7s Model, Lewin's Simple Change Management Model, Objective and Problem Trees, SWOT and PESTEL Analyses were used in the assessment.

Based on these analyses, the Engineering Institution of Zambia has set out a strategic operational framework for the period 2023 to 2026 comprising of the following:

**Vision:** *"A world-class professional body that promotes best engineering practice and technological innovations".*

To realise the vision, the EIZ has identified three (3) thematic areas of focus and their related strategic results as follows:

**a)Theme:** Membership Growth, resulting in improved professionalism;

**b)Theme:** Engineering Regulation, resulting in high quality engineering works; and

**c)Theme:** Governance & Operational Efficiency, resulting in efficient & effective service delivery.

To ensure that the EIZ performs well in the three (3) thematic areas, it has set for itself a Mission, which is:

*"To regulate and promote the engineering profession for optimal human Resource and benefit to society."*

In executing the mission, EIZ has committed to observing the following Core Values, namely; Integrity, Teamwork, Excellence, Innovation and accountability.

The following strategies will be used to improve service delivery:

- 
- a)** Improve membership services
  - b)** Enhance financial management and growth
  - c)** Improve business processes and governance structures
  - d)** Improve human resource capacity
  - e)** Enhance ICT infrastructure

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



# 1. INTRODUCTION

## 1.1 Background

The Engineering Institution of Zambia (EIZ) is a body corporate established by the Engineering Institution of Zambia Act No. 17 of 2010 as a statutory professional regulatory body mandated to promote and regulate the practice of engineering and allied disciplines in Zambia through registration of engineering professionals, firms and units.

The Institution was founded in 1955, and has since then undergone a number of legislative changes through the 1972, 1992 and 2010 Acts of parliament respectively. Currently, the Institution has seventy thousand (70,000) individual members and five thousand (7,000) registered Engineering Organisations and Units.

## 1.2 Specific Functions

The specific functions of the EIZ as provided for in Part II Section 4 of the Engineering Institution of Zambia Act No. 17 of 2010 include:

**(a)** to register engineering professionals, engineering organisations and engineering units and to regulate their professional conduct;

**(b)** to register students of engineering;

**(c)** to develop, promote, maintain and improve appropriate standards of qualification in the engineering profession;

**(d)** to develop, promote and enforce internationally comparable engineering practice standards in Zambia;

**(e)** to investigate allegations of professional misconduct and impose such sanctions as may be necessary;

**(f)** to advise the Government on matters relating to the engineering profession;

**(g)** to promote the general advancement of science, engineering, technological and allied disciplines for the improvement of the quality of life;

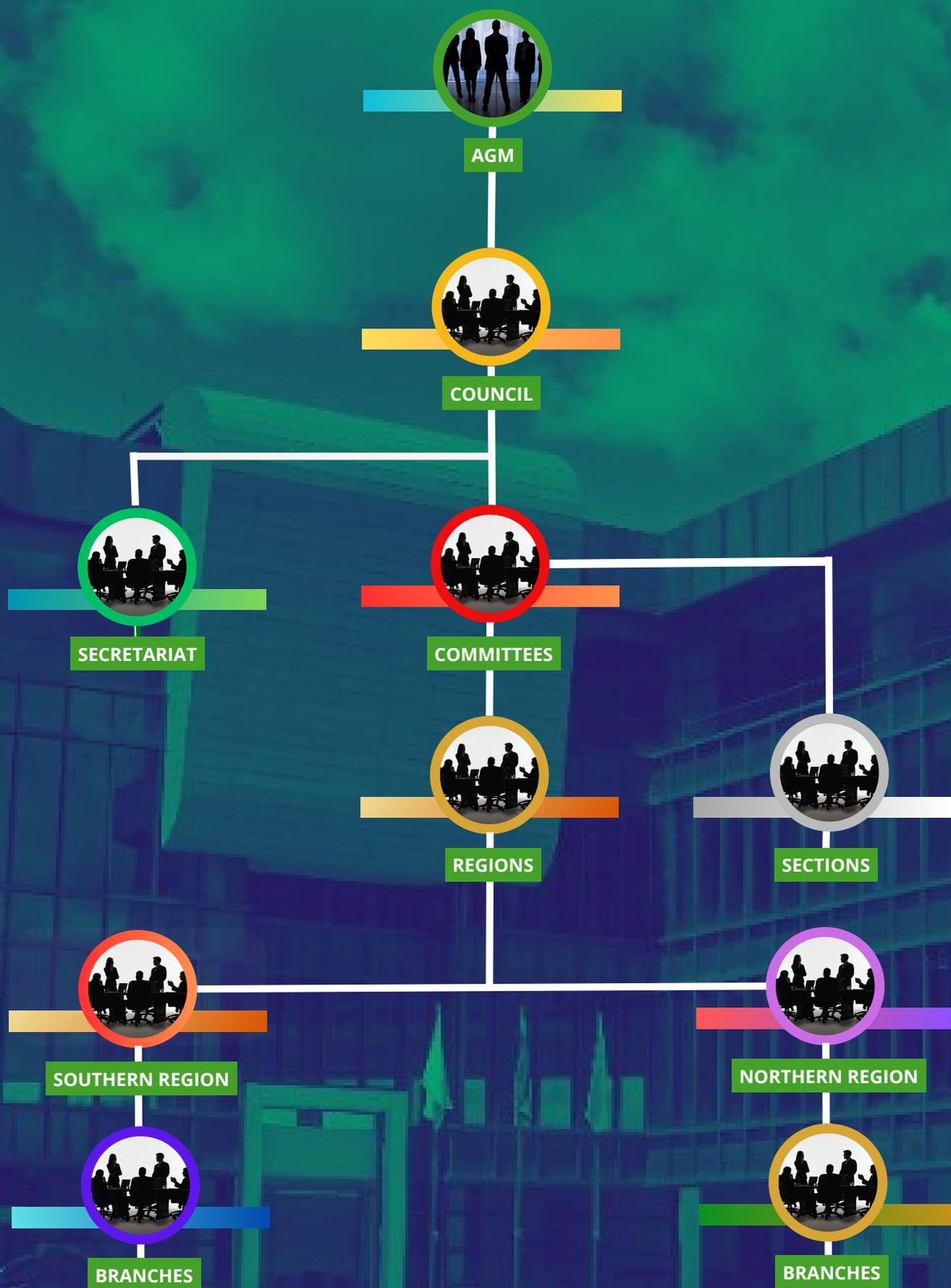
**(h)** to maintain and improve the standards of conduct and learning of science, engineering and allied professions in Zambia;

**(i)** to facilitate the acquisition of knowledge by engineering professionals through the establishment of technical libraries, and the provision of monetary grants, books, apparatus and any other facilities necessary to achieve this end;

**(j)** to hold meetings of the Institution for the reading and discussion of papers for professional interest, to make awards to authors of papers of special merit and to arrange for other activities of interest or benefit to engineering professionals;



# EIZ STRUCTURE



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(k) to raise the character and status of the engineering profession and allied disciplines, to promote honourable and good practice and increase the confidence of the community in those persons practising in the engineering profession and allied disciplines;

(l) to promote alternative dispute resolution mechanisms and to serve as an arbitral institution for disputes of an engineering nature;

(m) to investigate and monitor national emergencies or disasters or any other matter of public concern caused by, or likely to be caused by, an engineering product or service and recommend appropriate preventive, rehabilitative or other measures;

(n) to represent, protect and assist engineering professionals with regard to their conditions of practice, remuneration or otherwise; and

(o) to do all such other things as are necessary or incidental to the performance of its functions under this Act.

### **1.3 Governance and Operational Structure**

The policy direction of the Institution is provided by the EIZ Council which is elected by the General Meeting which is the highest Organ of the Institution.

The Executive functions of the Institution are carried out by the Secretariat which is headed by the Registrar and Chief Executive Officer

The Registrar is assisted by the Management team made up of the Deputy Registrar /Director Operations and the Director Finance. The operational structure is made up of two directorates namely Operations and, Finance and Administration. The Institution's Headquarters is situated in Lusaka and has a Regional Office in Kitwe.

### **1.4 Strategic Operational Linkages**

The Institution has formed strategic alliances with key stakeholders to support its operations. This includes key strategic partnerships with, among others, the Zambia Qualifications Authority (ZAQA), Higher Education Authority (HEA), Technical Education Vocational, Entrepreneurship Training Authority (TEVETA), Department of Immigration, Zambia Police Service, Patents and Companies Registration Agency (PACRA) on registration of members and enforcement of the EIZ Act.

The EIZ also collaborates with Road Development Agency (RDA), National Council for Construction (NCC), Energy Regulation Board (ERB), Water Resources Management Authority (WARMA) on promotion of the engineering profession.

Further, the Institution has strategic alliances with international partners such as the World Federation of Engineering Organisations (WFEO), Federation of African Engineering Organisations (FAEO)

Southern African Federation of Engineering Organisations (SAFEO), World Skills Zambia (WSZ). The main areas of collaboration with these organisations is on capacity building, benchmarking of best practices among others.

## **1.5 Rationale for Developing the 2023 - 2026 Strategic Plan**

Government instructed all public Institutions to align their strategic plans to the national planning cycle. Following the approval and launch of the Eighth National Development Plan (8NDP) 2022 to 2026, the Institution was required to develop and align its strategy to national priorities.

Furthermore, the operating environment has changed because of evolving member needs which have come as a result of alterations in our strategic focus.

The emergence of COVID-19 changed the dimension of the Institutions with its demand on ICT infrastructure and administration.

## **1.6 Methodology**

The 2023-2026 Strategic Plan development was facilitated through the support of the Management Development Division (MDD), Cabinet Office.

The process consultancy approach was used with MDD while a Core Team representing all the departments was constituted to provide input.

The development process consisted of two stages, namely the Institutional Assessment (IA), and the Organisational Development (OD) respectively.

Throughout the process, Balanced Scorecard principles were applied. The IA involved assessing the internal capabilities to establish the Institution's distinctive competencies using various planning tools such as the McKinsey 7s Model, Gap Analysis Model, Objective and Problem Trees, Strength, Weaknesses, Opportunities and Threats (SWOT). The external environment within which EIZ operates was assessed using the Political, Economic, Social, Technological, Environment and Legal (PESTEL) Analyses. In addition, various stakeholders, that is, clients, stakeholders, staff, management and the Council were engaged to provide additional information on factors contributing to Institutional performance and provide input for the strategic plan development.

The information collected from the Institutional Assessment facilitated the Organisation Development process of determining the strategic direction for Institution for the period 2023-2026 in relation to its Vision, Core Values, Strategic Themes, Strategic Results, Mission, Strategic Objectives, Intended results, Measures, Targets and Strategies (Initiatives).

The Plan was validated by various stakeholders and approved by the 61st Council.



## 2. ENVIRONMENTAL ANALYSIS

### 2.1 External Environmental Analysis

The analysis of EIZ’s external environment focused on political, economic, social, technological, environmental and legal (PESTEL) developments that had or may have an impact on the operations of the Institution. The analysis revealed that the Institution was affected by various Policy, Economic, Social, Technological, Ecological and Legal developments in the last five (5) years as highlighted below:

#### 2.1.1 Political / Policy

##### a. Eighth National Development Plan (8NDP) 2022-2026

The 8NDP identifies infrastructure development as key to economic transformation. The plan notes that the country has a deficit in infrastructure and has prioritised development of various infrastructure to support the economy. The policy direction is to support infrastructure development through the participation of the private sector.

EIZ’s Contribution to the 8NDP can be seen under the following areas:

**Table 1.0 Contribution to the 8NDP**

Development Area	Development Outcome		Programmes
1. Economic transformation and job creation	1	An industrialized and diversified economy	<b>Infrastructure development</b> <b>Skills development</b> <b>Climate resilient infrastructure development</b> <b>Research and development</b> <b>Industry linkages promotion</b>
	2	Enhanced citizenry participation in the economy.	
	3	A competitive private sector	
2. Human and social development	1	Improved education and skills development.	

	2	Improved water supply and sanitation	STEM education promotion
3: Environmental Sustainability	1	Enhanced mitigation and adaptation to climate change.	
	2	Sustainable environment and natural resources management.	

In order to contribute to the achievement of relevant priorities (as listed above), the Institution will strengthen collaboration with various stakeholders on regulation on engineering practice and promotion of the engineering profession.

**b. Additional requirements on new power supply installations for family houses and small commercial structures with demand not exceeding 15 kVA**

The Policy which was issued on 1st March 2020 by Zesco Limited requires that a person applying for new supply connection should attach a copy of the Engineering Institution of Zambia (EIZ) certificate of the person who did the wiring and the electrical compliance testing.

The Policy has resulted in:

- i. Improved safety of buildings;
- ii. Quality of works; and
- iii. Increased awareness on requirements for technocrats to be registered with the institution.

**To ensure maximum benefits from the policy, the Institution will undertake the following optimisation measures:**

- i. Enhance awareness programmes on the requirements of the Policy;
- ii. Enhance CPD programmes; and
- iii. Enhance membership registration activities.

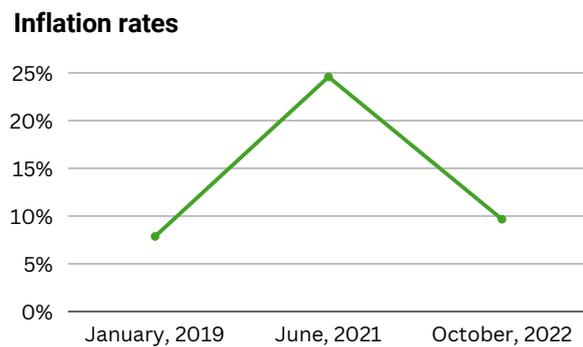
Notwithstanding the benefits stated above, there are threats of practitioners forging practicing licenses and certificates as a result of strict requirement. The Institution will, therefore, strengthen public sensitisation on registration of practitioners as required by the Act.

## 2.1.2 Economic

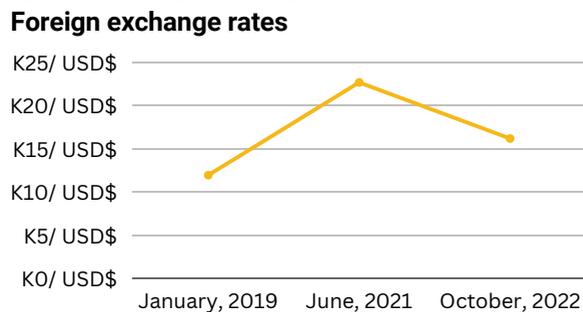
Volatility in the inflation and foreign exchange rates.

Inflation rates rose from 7.9% in January, 2019 to 24.6% in June, 2021 before closing at 9.7% in October, 2022. Similarly, foreign exchange rates rose from K11.96/ USD\$ in January, 2019 to K22.69/USD\$ in June, 2021 before closing at K16.20/ USD\$ in October 2022. This has increased the cost of goods and services resulting in increased operational costs to the institution. The developments have also led to reduced value of available resources.

**Figure 1.0 Inflation rates**



**Figure 1.1 Foreign exchange rates**



The above developments have compelled the Institution to come up with cost-effective ways of providing the services. In this regards, the institution will continue to rationalise utilisation of available resources.

## 2.1.3 Social

### i. Increase in women participation in engineering

The Institution has noted an increase in the number of women in the engineering profession. This can be seen in the number of women registered with EIZ. In the recent past, there has been an increase in the number of women participation in corporate governance of the institution. EIZ will continue promoting the engineering profession among women and girls.

### ii. Spread of COVID-19 Pandemic from March 2020

The spread of COVID-19 in the Country resulted in reduction in membership numbers due to related deaths among members. The pandemic also resulted in closure of some engineering firms thereby negatively affecting membership renewals for Individuals, Engineering Organisations and Units.

To mitigate the above negative impact, the institution will strengthen collaboration with stakeholders on implementing healthy guidelines on prevention of pandemics in future.

## 2.1.4 Technological

### i. Development of online registration platforms

EIZ developed the Database Management Information System (DMIS) in 2021 which allows members to submit online applications.

This is expected to result in increased compliance and improved customer service as more members are able to submit their applications remotely. The institution will continue making improvements to the DMIS to ensure efficiency in service delivery.

## ii. Introduction of virtual platforms

In 2020, the institution introduced virtual working platforms to cope with the spread of COVID-19 pandemic. The use of virtual platforms at the institution resulted in:

- Improved operational efficiency;
- Quick and real time delivery of information; and
- Reduced operational cost.

The institution will continue building capacity of staff in the use of innovative working platforms as well as ensure increased investments in ICT infrastructure.

The use of online platforms for registration of members and virtual working are susceptible to an authorised access and modification of confidential data. The institution will invest in cyber security interventions that will guarantee the safety of information.

## 2.1.5 Environmental / Ecological

Climate change has impacted all sectors in infrastructure development. There have been engineering failures in infrastructure such as roads, bridges and buildings.

The general public expects the institution to be proactive in regulating engineering professionals and organisations to ensure quality of projects.

There has been an increase in demand for Green construction. However, there is Inadequate expertise in Green Technology among local professionals.

In view of the above, the institution will heighten sensitisation of engineering professionals on adhering to the Act and best practices. In addition, stakeholders will be engaged on raising awareness on Green Technology and other CPD programmes.

## 2.1.6 Legal i.Higher Education (Amendment) Act No. 23 of 2021

The Higher Education (Amendment) Act No. 23 of 2021 provides for accreditation of programmes for all Higher Education Institutions (HEIs) including those that were under the oversight of professional bodies such as the EIZ to be performed by the Higher Education Authority.

The Act in Section 23A provides that despite any other written law, the Authority (HEA) shall, in consultation with relevant professional institutions, accredit learning programs offered in a higher education learning Institution.

## ii. Engineering Institution of Zambia (Amendment) Act No 17 of 2021

The Engineering Institution of Zambia (Amendment) Act No. 17 of 2021 is consequential to the Higher Education Act No.23 of 2021. The Amendment Act removes the powers conferred to EIZ under Part II Section 4 (m) "in consultation with the Ministry responsible for education and the Technical Education Vocational and Entrepreneurship Training Authority, accredit universities, technical colleges, institutions and programmes of instruction leading to the award of qualifications of membership classes".

The removal of powers of accreditation has reduced the institution's influence on the quality of engineering related programmes as its role is limited to collaboration with HEA. In this regard the Institution will ride on Section 23A of Act No 23 of 2021 to collaborate with HEA on accreditation of engineering learning programmes and Higher Education Institutions.

## iii. National Council for Construction(NCC) Act No 10 of 2021

The NCC Act provides for functions of the Council among them to promote quality control of construction works, processes and construction materials and; collaborate with professional bodies and other relevant bodies concerning the development of the construction industry in the Republic. The EIZ has representation on the Board of the Council.

The Institution will therefore strengthen collaboration with NCC.

## 2.1.7 Stakeholder and Client Analysis

### a) Clients and their needs

An analysis of the clients' needs is presented in the table below:

**Table 2.0 Stakeholder and Client Analysis**

S/N	Engineering Professionals	Needs
1.	Engineers	<ul style="list-style-type: none"><li>• Membership Registration</li><li>• Continuous Professional Development (CPD)</li><li>• Scholarships</li><li>• Advocacy for improved conditions of services for engineers;</li><li>• Recommendation for appointment to public institutions;</li><li>• Temporary licenses for foreigners</li><li>• Practicing licenses;</li><li>• Mentorship;</li><li>• Facilitation of Internships;</li><li>• Collaboration in Technical Tours;</li></ul>

2.	Technologists	<ul style="list-style-type: none"> <li>• Membership Registration</li> <li>• Continuous Professional Development (CPD)</li> <li>• Scholarships</li> <li>• Advocacy for improved conditions of services for engineers;</li> <li>• Recommendation for appointment to public institutions;</li> <li>• Temporary licenses for foreigners</li> <li>• Practicing licenses;</li> <li>• Mentorship;</li> <li>• Facilitation of Internships;</li> <li>• Collaboration in Technical Tours;</li> </ul>
3.	Technicians	<ul style="list-style-type: none"> <li>• Membership Registration</li> <li>• Continuous Professional Development (CPD)</li> <li>• Scholarships</li> <li>• Advocacy for improved conditions of services for engineers;</li> <li>• Recommendation for appointment to public institutions;</li> <li>• Temporary licenses for foreigners</li> <li>• Practicing licenses;</li> <li>• Mentorship;</li> <li>• Facilitation of Internships;</li> <li>• Collaboration in Technical Tours;</li> </ul>
4.	Crafts persons	<ul style="list-style-type: none"> <li>• Membership Registration</li> <li>• Continuous Professional Development (CPD)</li> <li>• Scholarships</li> <li>• Advocacy for improved conditions of services for engineers;</li> <li>• Recommendation for appointment to public institutions;</li> <li>• Temporary licenses for foreigners</li> <li>• Practicing licenses;</li> <li>• Mentorship;</li> <li>• Facilitation of Internships;</li> <li>• Collaboration on R&amp;D (industrial problems)</li> <li>• Collaboration in Technical Tours;</li> </ul>

## b) Stakeholders and their interests

Regarding stakeholders, the analysis revealed their major interests/concerns as presented in the table below:

**Table 2.1 Stakeholder and Client Analysis**

Stakeholder Cluster	NeedsStake / Interest in EIZ
Government Institutions	<ul style="list-style-type: none"> <li>• Effective Policy implementation.</li> <li>• Quality assurance of engineering works and services</li> <li>• advice on engineering related matters</li> <li>• Enforcement of the engineering code of ethics</li> <li>• Collaboration on recruitment of engineering professionals</li> <li>• Collaboration on promotion of STEM education</li> <li>• Collaboration on research</li> <li>• effective implementation of the EIZ mandate;</li> <li>• Collaboration on registration of engineering Organisations and Units.</li> <li>• Adhering to the engineering code of ethics</li> <li>• Collaboration on issuance of work permits / resident permits to foreign engineering professionals.</li> <li>• Collaboration in the development, promotion and enforcement of international comparable engineering practice standards in Zambia.</li> </ul>
Professional Bodies	<ul style="list-style-type: none"> <li>• Collaboration on Membership Registration</li> <li>• Exchange of information and best practices</li> <li>• Collaboration on enforcement of engineering code of ethics</li> </ul>
Learning Institutions	<ul style="list-style-type: none"> <li>• Internships for engineering students</li> <li>• Mentorship</li> <li>• Apprenticeship</li> <li>• Collaboration in Curriculum development</li> <li>• Collaboration in Training of students</li> <li>• Promotion of STEM education</li> <li>• Scholarships for engineering students</li> </ul>
Regulators Engineering Organisations	<ul style="list-style-type: none"> <li>• Collaboration on registration of members.</li> <li>• Collaboration on enforcement of engineering code of ethics.</li> <li>• Collaboration on Quality assurance on engineering works and services.</li> <li>• Collaboration on policy formulation related to engineering.</li> </ul>
General Public	<ul style="list-style-type: none"> <li>• Effective Quality assurance on engineering professionals</li> <li>• Strict enforcement of international comparable engineering practice standards in Zambia.</li> </ul>

Professional Bodies	<ul style="list-style-type: none"> <li>• Collaboration on Membership Registration</li> <li>• Exchange of information and best practices</li> <li>• Collaboration on enforcement of engineering code of ethics</li> </ul>
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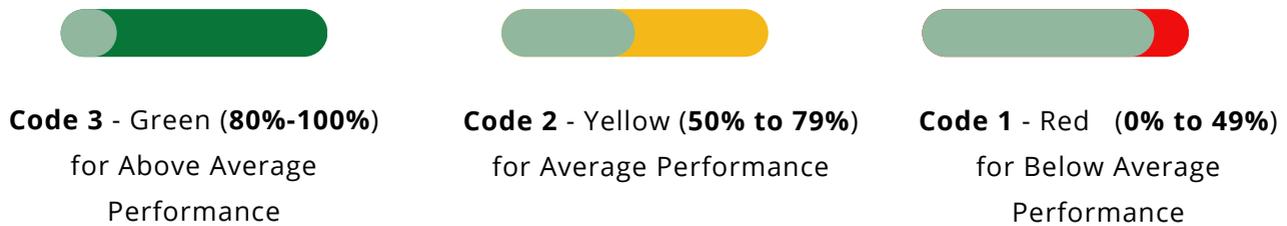
## 2.2 Internal Analysis

An internal analysis of EIZ conducted focused on its past performance as well as its internal capabilities to effectively execute its mandate. The analysis established the strengths and weaknesses that the Institution can exploit and mitigate against respectively.

### 2.2.1 Past Performance

The Institution’s performance in the last four (4) years was assessed through a review of the achievements made against set objectives and associated performance indicators. The performance was expressed in percentage terms and rated based a three tier scale as highlighted below:

*Figure 2.0 Performance*



During the period under review, the overall mid-term performance of the Institution was 50.5% representing an Average Performance rating of 2. This performance is partially attributed to challenges such as:

- Inadequate staffing levels;
- Non-prioritisation of some planned programmes due to competing resources; and
- Disruption of operation resulting from the spread of COVID-19 pandemic.

### 2.2.2 Capability Assessment

The Institutional Capability Assessment conducted for EIZ provided an in-depth understanding of the Institution. The analysis identified a number of gaps and provided appropriate interventions as input into the preparation for the 2023 – 2026 Strategic Plan and BSC. Based on the assessment, it was established that the Institution had challenges in some of the seven areas relating to Structure, systems, staff, skills, shared values and style of leadership and management. The Institution will proactively address all identified challenges in order to effectively implement this Strategic Plan.

### 2.2.3 SWOT Analysis

A further analysis conducted on EIZ focused on Strengths, Weaknesses, Opportunities and Threats (SWOT). The analysis identified the factors within the Institution in respect of Strengths and Weaknesses that would aide or impede implementation of identified interventions. In addition, the analysis identified factors outside the Institution relating to Opportunities and Threats that would aide or impede implementation of the identified interventions. The analysis revealed the following: -

1. Statutory authority through the EIZ Act No.17 of 2010
2. Large membership base with diverse membership classes & corporate Institutions (>65,000).
3. Availability of virtual branches in all Provinces of Zambia.
4. International Affiliations to SAFEQ, FAEO, WFEO, etc.
5. The physical presence of the Engineering House.
6. Sound financial base – Statement of Financial Position.
7. Existence of Skilled Secretariat.
8. Strong established EIZ brand



1. Emphasis of Government Policies on industrialization in the 8NDP.
2. Availability of job opportunities for members due to government focus Infrastructural development.
3. Availability of support from various Stakeholders.
4. Opportunity for increased membership due to different disciplines of engineering professionals.
5. Availability of international and local professional bodies for affiliation.
6. Increased demand for renewable energy provides an opportunity for members to participate in the sector.
7. Growing interests in SMART technologies provide an opportunity for members to participate in the sector.
8. Opportunity to influence national policies through engineering professionals in Cabinet, Parliament, Boards and Senior Management of strategic firms.
9. Increase in engineering entrepreneurship opportunities.





1. Non adherence by the Committee members to the established Standard Operating Procedures (SOPs) and Terms of Reference (ToRs).
2. Inadequate Research & Development (R & D).
3. Non-comprehensive CPD programmes.
4. Bloated governance structures (there are too many committees and sub-committees).
5. Inadequate staffing levels.



1. Duplication of functions through existence of similar institutions.
2. External interference in the execution of EIZ mandate.
3. Low compliance levels in light of economic recession.
4. Negative perception of Zambian engineering professionals as compared to foreign engineering professionals.

### 3. STRATEGIC DIRECTION

The analysis of EIZ's internal and external environment provided the institution with a better understanding of current status and capabilities to pursue its desired future strategy. The 2023 to 2026 Strategic Plan provides the Institution an operational framework which will guide the execution of its mandate. The Plan provides the Institution a guide on pursuing its future goals. It outlines strategic priorities and guides how key programmes will be implemented. The Institution's strategic direction for the period 2023 to 2026 is outlined below.

#### 3.1. Vision

EIZ's Vision is: **A world-class professional body that promotes best engineering practice and technological innovations.**

Through this vision, EIZ will ensure promotion of engineering practices that are comparable to world standards and international practices. Further, the institution will promote professionalism and technological innovation among members.



#### 3.2. Mission Statement

To realize the vision and achieve the strategic results, EIZ commits itself to the following mission statement:

“To regulate and promote the engineering profession for optimal human Resource and benefit to society.”

Through this mission, EIZ will ensure existence of adequate engineering human resource and professional conduct of members through enhanced professional development, training, licensing of members and ethical conduct of engineering and enhanced compliance monitoring. This in turn, will ensure benefit to society.



### 3.3. Core Values

The operations of EIZ and more specifically, the conduct and behaviour of the staff for the next four (4) years) will be anchored on the following five (5) core values:



#### ① Integrity

We are honest and consistent in the execution of our mandate



#### ② Teamwork

We work in unity to achieve goals of the institution



#### ③ Excellence

We are committed to delivering work that is of the highest standard



#### ④ Innovation

We embrace new ideas in the execution of our duties



#### ⑤ Accountability

We conduct our business with transparency and are responsible for our actions and decisions

### 3.4. Strategic Themes and Strategic Results

To realise its vision, EIZ has identified three (3) areas of focus or themes as follows:

- a) Membership Growth resulting in improved professionalism;
- b) Engineering Regulation resulting in high quality engineering works; and
- c) Governance and Operational Efficiency resulting in efficient and effective service delivery.

#### 3.4.1. Membership Growth

This theme entails enhancing the services that are offered to members of EIZ. Interventions under this are aimed at ensuring professional conduct of members.

#### 3.4.2. Engineering Regulation

This theme entails enhancing stakeholder participation in execution of EIZ mandate as well as improving compliance inspections. These interventions are aimed at explaining high quality engineering works in the Country.

#### 3.4.3. Governance and Operational Efficiency

This entails ensuring optimal human resource capacity, putting in place requisite systems and ensuring improvement in ICT infrastructure. These interventions are aimed at ensuring efficient and effective delivery of services to stakeholders.

### 3.5. Strategic Objectives, Intended Results, Measures, Targets and Strategies

In the next four (4) years, EIZ commits to pursuing seven (7) strategic objectives with their associated intended results, Measures, targets and strategies (initiatives). The strategic objectives demonstrate the continuous improvements that the Institution will need to make to get the desired results in the areas of focus as follows:

**Table 3.0 Strategic Objectives**

Strategic Theme (Area of Focus)	Membership Growth	Engineering Regulation	Governance & Operational Efficiency
Strategic Result	Improved professionalism	High quality engineering works	Efficient & effective service delivery
S/N	Strategic Objectives		Description of strategic objectives

1.	Improve membership services	This objective entails increasing membership, enhancing Professional lives of members, reducing voter and membership apathy among others. To achieve this, EIZ will develop and implement a marketing strategy, annual CPD Calendar and database of professionals to facilitate CPD programmes. Further, EIZ will scale up sensitisation campaigns and collaboration with stakeholders. Implementation of the Information, Education and Communication (IEC) Strategy will also be strengthened.
2.	Enhance compliance inspections	To ensure increased compliance to engineering practice requirements and reduced fraudulent cases, EIZ will strengthen inspection of Engineering Professionals, Organizations and Units as well as enhance enforcement and stakeholder awareness campaigns on compliance to the EIZ Act among others.
3.	Enhance stakeholder participation	This objective is aimed at enhancing stakeholder responsiveness and increasing student participation in EIZ programmes through development and implementation of the Stakeholder Management Plan as well as Student Engagement Plan. Furthermore, the objective entails enhancing stakeholder feedback mechanism and operations of the toll free line.
4.	Enhance Financial Management and Growth	This objective entails enhancing the payment systems, operations of the EIZ Store and enhancing implementation of debt management initiatives. Further, EIZ will develop and implement a Business Development Plan, an Investment Policy and Risk Management Plan. Adherence to financial regulations and reporting standards as well as internal controls will be strengthened. These interventions are aimed at increasing financial resources, reducing debt and improved accountability.
5.	Improve business processes and governance structures	To deliver services effectively and efficiently , EIZ will ensure development of an Enterprise Resource Planning (ERP) system, enhanced implementation of the Quality Management System (QMS) and review of SOPs and Client Service Charter.
6.	Improve Human Resource Capacity	This objective entails putting in place a comprehensive training plan, Staff Welfare Policy and Change Management Programme. Further, EIZ will Strengthen staff performance management, Review the organization structure and establish and Integrity Committee among other interventions. Improving human resource capacity is aimed at enhancing staff performance and staff satisfaction levels.

7.	Enhance ICT Infrastructure	To ensure enhanced productivity and assuring business continuity, EIZ will automate and integrate ICT systems, develop and implement an ICT Strategy as well as a robust business continuity plan.
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Refer to the detailed log-frame below.

**Table 3.1 Improve membership services**

Strategic Theme (Area of Focus)	Membership Growth	Engineering Regulation	Governance & Operational Efficiency	
Strategic Result	Improved professionalism	High quality engineering works	Efficient & effective service delivery	
<b>Strategic Objective 1: Improve membership services</b>				
Intended Results	Measures (KPIs)	Baseline 2021	Targets	Initiatives
Increased membership	No. of individual members	65,000 Registered Members	24,000 additional individual members Registered by 2026	<ul style="list-style-type: none"> <li>• <b>Develop and implement a Marketing Strategy</b></li> <li>• <b>Scale up membership compliance inspections</b></li> </ul>
	No. of Engineering Organizations and Units	5,000 Engineering Organizations and Units	4,000 additional Engineering Organizations and Units Registered by 2026	
Enhanced Professional lives	No. of Continuous Professional Development (CPD) Certificates issued	400 CPD Certificates issued	5,000 CPD certificates issued annually	<ul style="list-style-type: none"> <li>• <b>Establish a Database of Professionals to facilitate CPD programmes</b></li> <li>• <b>Develop and implement annual CPD Calendar</b></li> </ul>

Reduced membership and voter apathy	Level of participation in member-centric programmes	800 participants in Member-centric activities	At least 40% of registered members participating in member-centric activities.	<ul style="list-style-type: none"> <li>• Enhance sensitization of members on all EIZ programmes</li> <li>• Enhance collaboration with Schools in EIZ programmes</li> <li>• Enhance sensitization of members on utilization of available platforms</li> </ul>
	No. of Career talks in Schools	100 Career talks	600 career talks conducted in Schools by 2026	
	% of eligible voters	8% of eligible voters participated in EIZ Elections	Attain at least 50% of eligible voters participating in all EIZ Elections annually	
Well informed members and Increased knowledge	No. of members participating in various EIZ forums	...No Members Participated in various EIZ Forums	At least 8000 Members Participating in various EIZ Forums annually	
Satisfied members	% feedback from members	65% positive from members annually	75% positive feedback from members annually	Strengthen implementation of the Information, Education and Communication (IEC) Strategy

**Table 3.2 Enhance compliance inspections**

Strategic Objective 2: Enhance compliance inspections				
Intended Results	Measures	Baseline	Targets	Initiatives
Increased compliance to practice requirements	% compliance to practice requirements	73% compliance levels by Engineering Organizations and Units	90% compliance to practice requirements by Engineering Organisations & Units annually	<ul style="list-style-type: none"> <li>Strengthen inspection of Engineering Professionals, Organizations and Units</li> <li>Strengthened collaboration with relevant stakeholders on carrying out joint inspections</li> <li>Enhance stakeholder awareness campaigns on compliance to the EIZ Act</li> <li>Enhance enforcement of the EIZ Act</li> </ul>
		76% compliance by Engineering professionals	90% compliance to practice requirements by Engineering Professionals annually	
	No. of inspections	2,500 inspections undertaken	6,000 compliance inspections undertaken annually	
Reduced fraudulent cases	No. of fraud cases	10 reported cases	Less than 4 fraudulent cases in membership and practice certificate application annually	<ul style="list-style-type: none"> <li>Enhance fraud awareness campaign among members of staff</li> <li>Develop and implement procedures for handling fraudulent activities by applicants</li> <li>Review the structure to incorporate legal function</li> </ul>
	% of reported fraud cases handed to law enforcements	...% reported	100% of reported fraud cases handed to law enforcement agencies annually	
			Ensure 90% of reported cases are closed	

**Table 3.3 Enhance stakeholder participation**

<b>Strategic Objective 3:</b> Enhance stakeholder participation.				
<b>Intended Results</b>	<b>Measures</b>	<b>Baseline 2021</b>	<b>Targets</b>	<b>Initiatives</b>
Enhanced stakeholder responsiveness	No. of platforms for engaging members and other stakeholders	7 platforms	15 platforms for engaging members and stakeholders by 2026.	<ul style="list-style-type: none"> <li>• Develop and implement the Stakeholder Management Plan</li> <li>• Enhance stakeholder feedback mechanism</li> <li>• Enhance operations of the toll free line</li> </ul>
	% of Social Media feedbacks	10 comments per Post	200% increase in comments per post on Social Media by 2026	
	Number of Joint Ventures	2 Joint Ventures	3 Joint Ventures undertaken annually	
Increased student participation in EIZ programmes	No. of student programmes	16	20 student programmes undertaken annually	<ul style="list-style-type: none"> <li>• Develop and implement a Student Engagement Plan</li> <li>• Engage relevant stakeholders on development of Student Engagement Programme</li> </ul>
	No. of students participating in EIZ programmes	600 students	8,000 students participating in EIZ programmes by 2026	

**Table 3.4 Enhance Financial Management and Growth**

<b>Strategic Objective 4: Enhance Financial Management and Growth</b>				
<b>Intended Results</b>	<b>Measures</b>	<b>Baseline 2021</b>	<b>Targets</b>	<b>Initiatives</b>
Increased financial resources from various sources	% Total collections from traditional sources	Collect K50,000 000 Traditional income	50% growth in collections from traditional income by 2026	<ul style="list-style-type: none"> <li>• Develop and implement a Business Development Plan</li> <li>• Enhance the payment systems</li> <li>• Enhance operations of the EIZ Store</li> <li>• Develop and implement an Investment Policy</li> <li>• Enhance implementation of debt management initiatives</li> </ul>
	% Total collections from non-traditional sources	Collect K5 000 000 non-traditional income	50% growth in collections from traditional income by 2026	
	% Institutional debt	K 29, 000 000	Institutional debt reduced to 20% by 2026	
Improved accountability	Standard for submission of Management accounts	100% 2021 quarterly reports submitted within a month after the end of the quarter.	100% Quarterly management accounts submitted within a month after the end of the quarter.	<ul style="list-style-type: none"> <li>• Strengthen adherence to financial regulations and reporting standards</li> <li>• Develop and implement the Risk Management Plan</li> <li>• Strengthen Internal Controls</li> </ul>
	% audit recommendations	75% audit recommendations successfully resolved.	90% audit recommendations successfully resolved annually.	
	Audited Financial Statements	Unmodified Financial Statement	Unmodified financial Statements annually.	

**Table 3.5 Improve business processes and governance structures**

Strategic Objective 5: Improve business processes and governance structures				
Intended Results	Measures	Baseline 2021	Targets	Initiatives
Increased efficiency and effectiveness in service delivery	% Services delivered	TBA	95% Services delivered in accordance with the Service Charter annually	<ul style="list-style-type: none"> <li>• Develop and Implement an Enterprise Resource Planning (ERP) system</li> <li>• Enhance implementation of the Quality Management System (QMS)</li> <li>• Review and implement the Service Charter</li> <li>• Review and implement standard operational procedures</li> </ul>
	% Certificates	10% Certificates printed with errors	Certificates printed with errors reduced to 2% by 2026	

**Table 3.6 Improve Human Resource Capacity**

Strategic Objective 6: Improve Human Resource Capacity				
Intended Results	Measures		Targets	Initiatives
Improved staff performance	% staff Performance	65% staff performance (average)	95% staff performance against set targets annually	<ul style="list-style-type: none"> <li>• Strengthen staff performance management.</li> <li>• Review and implement the organization structure</li> <li>• Develop and implement annual Training Plans</li> <li>• Establish and operationalise an Integrity Committee</li> <li>• Develop and implement a Change Management Programme</li> </ul>

Increased staff satisfaction	% staff satisfaction levels	Not established	75% staff satisfaction annually	<ul style="list-style-type: none"> <li>• Develop and implement a Staff Welfare Policy</li> <li>• Conduct Staff exit interview.</li> <li>• Review and implement Terms and Conditions of Service</li> <li>• Develop and operationalize Staff Satisfaction Survey Tools</li> </ul>
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**Table 3.7 Enhance ICT Infrastructure**

<b>Strategic Objective 7: Enhance ICT Infrastructure</b>				
<b>Intended Results</b>	<b>Measures (KPI)</b>	<b>Baseline 2021</b>	<b>Targets</b>	<b>Initiatives</b>
Improved productivity	No. of business processes and systems	Standalone systems: Payroll, DMIS, Sage Evolution	1 fully functional Enterprise Resource Planning (ERP) system by 2024	<ul style="list-style-type: none"> <li>• Develop, automate and integrate ICT systems</li> <li>• Develop and implement an ICT Strategy</li> </ul>
		DMIS operationalized	2 Business process enhancement initiatives implemented	
Assured Business continuity	% system availability (mean time)	90%	98% systems availability 24/7 annually	<ul style="list-style-type: none"> <li>• Develop and implement a robust business continuity plan</li> </ul>
	% reported Incidents	90% reported incidents resolved	98% Reported incidents ICT incidents resolved within 48hrs annually	

Refer to Appendix 1. The 2023 to 2026 Balanced Scorecard.

## 4. ENABLING FACTORS

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

### 4.1. Pre – Conditions

The pre-conditions are the critical success factors that EIZ will need to put in place to ensure the successful implementation of the 2023-2026 Strategic Plan. The following are the pre-conditions:

- a) Highly skilled, committed and motivated staff**
- b) Efficient operational systems**
- c) Adequate operational funds**
- d) Supportive leadership**
- e) Ownership of Strategic Plan by the EIZ Council, Management and members of staff**
- f) Adequate and up-to-date ICT infrastructure, tools and equipment**

### 4.2. Assumptions

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

- a) Conducive economic environment**
- b) Conducive Policy and legal environment**
- c) Enhanced synergies with stakeholders**
- (d) Mitigated global swan events**

## 5. RISK MANAGEMENT

During implementation of the Strategic Plan, the Institute maybe susceptible to the Risk that some of the desired targets may be attained. EIZ will develop and implement a Risk Management Strategy for effective implementation of the Strategic Plan. The Risk Management Strategy will facilitate the identification, assessment, management and control of possible events or situations that may not be desirable. The Risk Management Strategy will enable the Institute to swiftly address risks that may arise in the course of implementing this Strategic plan.

## 6. PLAN IMPLEMENTATION

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

The Registrar/CEO will be responsible for the development and implementation of the Operational Plan as well as submission of progress reports to the Management or EIZ Council by December every year. The Operational Plan will be the basis for monitoring and evaluating the performance of EIZ at three levels, namely, Individual, Unit, Department and Institutional.

### 1. MONITORING AND EVALUATION

Monitoring and Evaluation (M&E) of the Strategic plan will be vital for effective implementation and ascertaining its impact. The M&E Framework will be developed to track progress and evaluate performance against set strategic results, strategic objectives, intended results and targets as well as institute corrective measures timely. The monitoring and evaluation will be done at individual, unit and institutional levels. Accordingly, quarterly and annual progress reports on the implementation of the Plan will be coordinated by Deputy Registrar/Director Operations. The Deputy Registrar/ Director Operations will ensure that each Department/ Section/Unit prepares progress reports and submits to management for consideration.

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

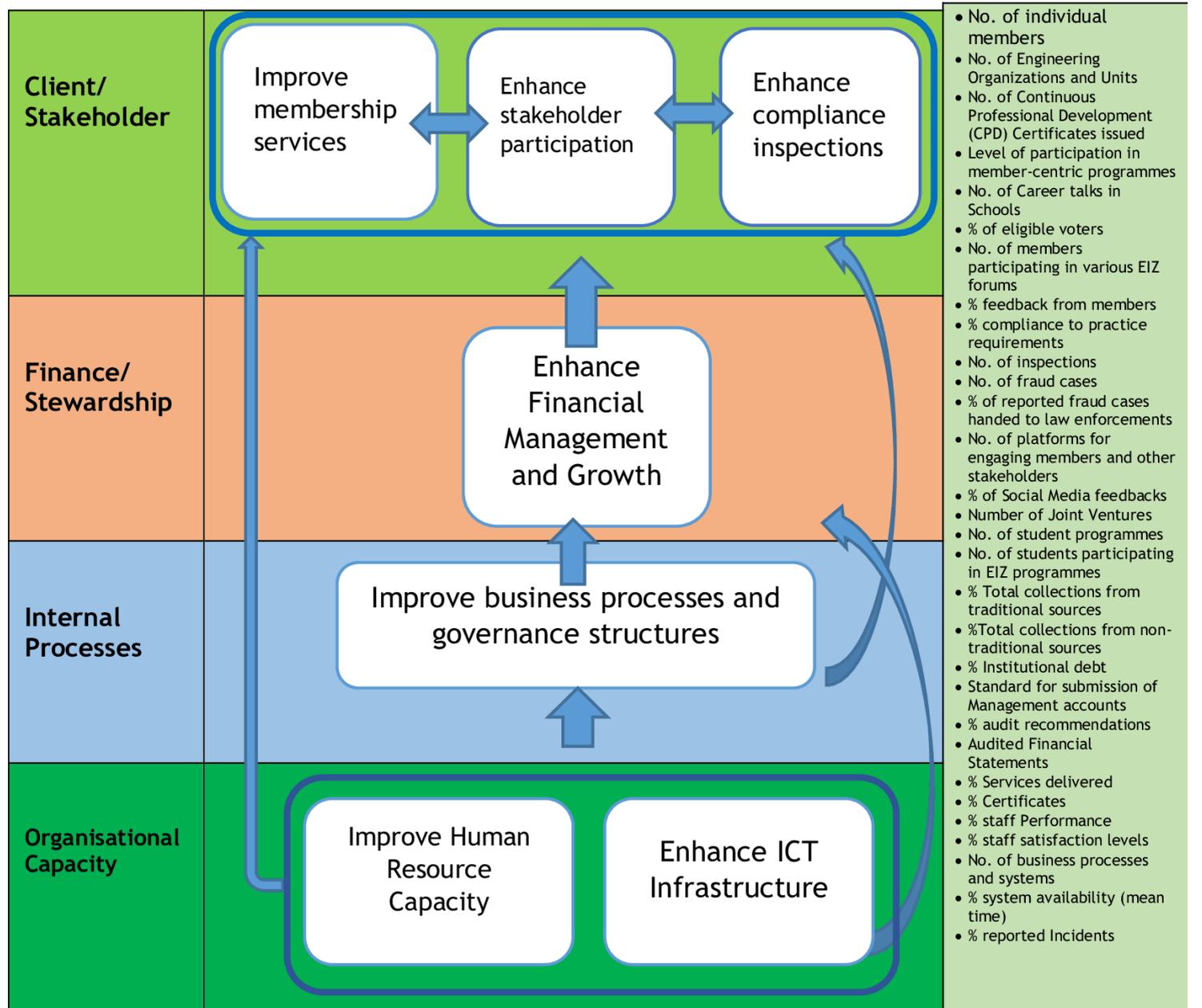
A mid-term review will be undertaken in the first quarter of 2025 to identify challenges, if any, encountered during implementation and recommend appropriate measures for addressing the challenges where applicable. Consequently, a terminal review will be undertaken at the end of the Plan period to determine the full extent of implementation and the overall impact. The terminal review will inform the preparation of the 2027-2031 Strategic Plan.



# ENGINEERING INSTITUTE OF ZAMBIA

<b>Vision</b>	A world-class professional body that promotes	
<b>Mission</b>	To regulate and promote the engineering profession for o	
<b>Shared Values</b>	Integrity; Teamwork; Excellence; Innovation; Accountab	
<b>Strategic Themes</b>	Membership Growth	Engineering R
<b>Strategic Results</b>	Improved professionalism	High quality e

<b>Strategic Objectives and Strategy Map</b>	<b>Measures</b>
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# 2023 – 2026 BALANCED SCORECARD

Best engineering practice and technological innovations

Optimal human Resource and benefit to society

Quality.

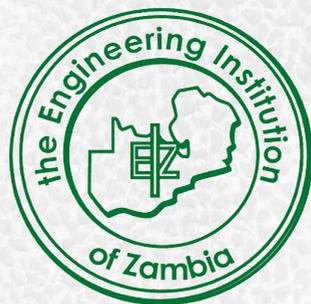
Regulation	Governance and Operational Efficiency
Engineering works	Efficient & effective service delivery

Targets	Strategies
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<ul style="list-style-type: none"> <li>• 24, 000 additional individual members Registered by 2026</li> <li>• 4, 000 additional Engineering Organizations and Units Registered by 2026</li> <li>• 5,000 CPD certificates issued annually</li> <li>• At least 40% of registered members participating in member-centric activities.</li> <li>• 600 career talks conducted in Schools by 2026</li> <li>• Attain at least 50% of eligible voters participating in all EIZ Elections annually</li> <li>• At least 8000 Members Participating in various EIZ Forums annually</li> <li>• 75% positive feedback from members annually</li> <li>• 90% compliance to practice requirements by Engineering Organisations &amp; Units annually</li> <li>• 90% compliance to practice requirements by Engineering Professionals annually</li> <li>• 6, 000 compliance inspections undertaken annually</li> <li>• Less than 4 fraudulent cases in membership and practice certificate application annually</li> <li>• 100% of reported fraud cases handed to law enforcement agencies annually</li> <li>• Ensure 90% of reported cases are closed</li> <li>• 15 platforms for engaging members and stakeholders by 2026.</li> <li>• 200% increase in comments per post on Social Media by 2026</li> <li>• 3 Joint Ventures undertaken annually</li> <li>• 20 student programmes undertaken annually</li> <li>• 8,000 students participating in EIZ programmes by 2026</li> <li>• 50% growth in collections from traditional income by 2026</li> <li>• 50% growth in collections from traditional income by 2026</li> <li>• Institutional debt reduced to 20% by 2026</li> <li>• 100% Quarterly management accounts submitted within a month after the end of the quarter.</li> <li>• 90% audit recommendations successfully resolved annually.</li> <li>• Unmodified financial Statements annually</li> <li>• 95% Services delivered in accordance with the Service Charter annually</li> <li>• Certificates printed with errors reduced to 2% by 2026</li> <li>• 95% staff performance against set targets annually</li> <li>• 75% staff satisfaction annually</li> <li>• 1 fully functional Enterprise Resource Planning (ERP) system by 2024</li> <li>• 2 Business process enhancement initiatives implemented</li> <li>• 98% systems availability 24/7 annually</li> <li>• 98% Reported incidents ICT incidents resolved within 48hrs annually</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement a Marketing Strategy</li> <li>• Scale up membership compliance inspections</li> <li>• Establish a Database of Professionals to facilitate CPD programme</li> <li>• Develop and implement annual CPD Calendar</li> <li>• Enhance sensitization of members on all EIZ programmes</li> <li>• Enhance collaboration with Schools in EIZ programmes</li> <li>• Enhance sensitization of members on utilization of available platforms</li> <li>• Strengthen implementation of the Information, Education and Communication (IEC) Strategy</li> <li>• Strengthen inspection of Engineering Professionals, Organizations and Units</li> <li>• Strengthened collaboration with relevant stakeholders on carrying out joint inspections</li> <li>• Enhance stakeholder awareness campaigns on compliance to the EIZ Act</li> <li>• Enhance enforcement of the EIZ Act</li> <li>• Enhance fraud awareness campaign among members of staff</li> <li>• Develop and implement procedures for handling fraudulent activities by applicants</li> <li>• Review the structure to incorporate legal function</li> <li>• Develop and implement the Stakeholder Management Plan</li> <li>• Enhance stakeholder feedback mechanism</li> <li>• Enhance operations of the toll free line</li> <li>• Develop and implement a Student Engagement Plan</li> <li>• Engage relevant stakeholders on development of Student Engagement Programme</li> <li>• Develop and implement a Business Development Plan</li> <li>• Enhance the payment systems</li> <li>• Enhance operations of the EIZ Store</li> <li>• Develop and implement an Investment Policy</li> <li>• Enhance implementation of debt management initiatives</li> <li>• Strengthen adherence to financial regulations and reporting standards</li> <li>• Develop and implement the Risk Management Plan</li> <li>• Strengthen Internal Controls</li> <li>• Develop and Implement an Enterprise Resource Planning (ERP) system</li> <li>• Enhance implementation of the Quality Management System (QMS)</li> <li>• Review and implement the Service Charter</li> <li>• Review and implement standard operational procedures</li> <li>• Develop and implement a Staff Welfare Policy</li> <li>• Conduct Staff exit interview</li> <li>• Review and implement Terms and Conditions of Service</li> <li>• Develop and operationalize Staff Satisfaction Survey Tools</li> <li>• Develop, automate and integrate ICT systems</li> <li>• Develop and implement an ICT Strategy</li> <li>• Develop and implement a robust business continuity plan</li> </ul>
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EIZ 2023 – 2026 BALANCED SCORECARD





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[www.eiz.org.zm](http://www.eiz.org.zm)



[eiz@eiz.org.zm](mailto:eiz@eiz.org.zm)