



INDEPENDENT BROADCASTING AUTHORITY

STRATEGIC PLAN

2023 - 2027

THEME:
TOWARDS AN EFFICIENT, EFFECTIVE, AND
SUSTAINABLE BROADCASTING SECTOR

FOREWORD

The 2023 - 2027 Strategic Plan has been developed in the quest to enhance the Independent Broadcasting Authority's (IBA) operational efficiency and effectiveness. This will allow the IBA to deliver on its mandate of contributing to high standards of professionalism and growth of the broadcasting industry. The Plan is the third in the series that the Authority has developed and implemented since its establishment in 2013.

The development of the 2023 – 2027 Strategic Plan aims to build on the gains of the previous two (2) Plans. Notable improvements were recorded in the growth of the number of radio and TV stations in the country by sixty-nine percent (69%) from 2013 to 2023.

Given the aforementioned, the 2023 - 2027 Strategic Plan intends to focus on improving the quality of broadcasting in the country by enhancing the Authority's operational efficiency, under the theme, **“Towards an Effective, Efficient and Sustainable Broadcasting Sector”**. Further, the Authority intends to reposition itself to meet the expectations of its various stakeholders.

There is no doubt that the successful implementation of this Strategic Plan will largely depend on how the Board and Management embrace the Vision, Mission, and Core Values defined in this plan. In this regard, the Board is committed to a continuous pursuit of excellence towards the implementation of strategic objectives. High performance and improved work culture will be the major factors that will drive operational efficiency.

I wish to thank the Board and Management for their dedication to the development of this Strategic Plan. The Authority is also indebted to the various stakeholders who shared their perceptions and expectations of the IBA. This insight guided the development of the 2023 - 2027 Strategic Plan.



Chikosola P. CHUULA
BOARD CHAIRPERSON

ACKNOWLEDGEMENT

The development and the successful implementation of the 2023 – 2027 Strategic Plan will mark yet another milestone achievement in the existence of the Authority. The process of developing the 2023 – 2027 Strategic Plan involved a review of the implementation of the 2019 – 2022 Plan. This included analysis of progress reports as well as obtaining views from IBA Staff and external stakeholders.

The Authority implemented the just-ended 2019 – 2021/22 Strategic Plan against the backdrop of COVID-19. The operations of nearly all sectors were negatively affected from the time the government through the Ministry of Health announced the first case on 18 March 2020. By extension, the IBA's normal operations were disrupted by some of the measures the government put in place to stop the spread of the disease. For instance, physical visitations for inspection of Stations both in and outside Lusaka could not be carried out due to restrictions in movement and halting of public gatherings.

Notwithstanding the scenario aforementioned, Management is grateful to the Board of Directors for the exceptional guidance given during the execution of the rest of the activities in the 2019 – 2021/22 Strategic Plan.

The 2023 – 2027 Strategic Plan presents yet another opportunity for the Authority to improve its ability to respond to the rapidly evolving broadcasting industry. We are aware of the expectations of our stakeholders including the Board regarding the implementation of strategic deliverables and key performance indicators. To achieve the goal and objectives of the Strategic Plan, Management will embark on activities that will enhance high performance including inculcating a change in the work culture.

Management is optimistic about the success of this Strategic Plan since its development involved a consultative process with key stakeholders, whose input has been incorporated into the document.

We wish to appreciate the Board of Directors for the leadership exhibited in ensuring that the development of this Strategic Plan was a top priority. Similarly, I especially thank all members of staff for their dedication and tireless input towards the development of the Strategic Plan.



Eustace Nkandu
ACTING DIRECTOR GENERAL

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ACRONYMS AND ABBREVIATIONS

BRRA	Business Review Regulatory Authority
CABS	Central African Broadcasting Services
CETAIL	Commitment, Excellence, Transparency, Accountability, Integrity, Innovation.
HRA	Human Resource and Administration
IBA	Independent Broadcasting Authority
ICT	Information and Communications Technology
IPTV	Internet Protocol Television
ITU	International Telecommunications Union
KPI	Key Performance Indicators
LONRHO	London-Rhodesia Company
MIBS	Ministry of Information and Broadcasting Services
MIM	Ministry of Information and Media
PACRA	Patents and Companies Registration Agency
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
SWOT	Strengths, Weaknesses, Opportunities and Threats
UNESCO	United Nations Educational, Scientific and Cultural Organisation
ZBC	Zambia Broadcasting Corporation
ZBS	Zambia Broadcasting Service
ZEMA	Zambia Environmental Management Agency
ZICTA	Zambia Information and Communications Technology Authority
ZNBC	Zambia National Broadcasting Corporation
VOD	Video on Demand
ZRA	Zambia Revenue Authority

EXECUTIVE SUMMARY

The Independent Broadcasting Authority (IBA)'s 2023 – 2027 Strategic Plan aims at building on the prior achievements made towards attaining the operational efficiency and effectiveness of the Authority. The ultimate goal of the Plan is to facilitate sustained qualitative and quantitative growth of the broadcasting sector in Zambia.

The IBA became operational in 2013. Since then, the Authority came up with various initiatives that led to unprecedented growth in the sector. Zambia currently has a hundred and ninety-seven (197) registered radio and television stations, sixty-nine (69%) growth since 2013. This has resulted in a situation where broadcast facilities and services have been taken to almost every corner of Zambia, making it possible for many people to have access to information.

Despite these positive developments, the challenge of the information gap is a reality in some parts of the country. Further, the increase in the number of broadcasting stations has not corresponded with the quality of broadcasting. There is still a lot to be done in terms of broadcast standards. Accordingly, the Authority, through the 2023 – 2027 Strategic Plan, intends to direct its focus on ensuring a sustainable broadcasting sector.

This Strategic Plan builds on the successes of the Authority over the years. Further, it is designed to respond to the challenges encountered in the implementation of the previous two Strategic Plans.

To achieve the overall goal for the next five (5) years, the IBA in its 2023 - 2027 Strategic Plan has set a new theme, "Towards an Effective, Efficient and Sustainable Broadcasting Sector". Further, the design and structuring of the Plan are modelled on the principle of the enterprise-balanced scorecard. This tool was adopted to comprehensively align activities to the Vision, Mission, and Core Values of the IBA. In addition, the model is envisioned to improve internal and external communication as well as facilitate monitoring of the Authority's performance against key strategic goals. The strategic objectives in pursuit of the Vision, Mission, and Goal for the IBA are organised in line with the four balanced scorecard perspectives namely; Stakeholder, Financial, Internal Business, and Learning and Growth or organisational capacity.

The development of this Strategic Plan was preceded by some business analysis models and techniques to aid in the understanding of the regulatory environment in which the Authority operated.

Furthermore, after a thorough review of the performance of IBA under the 2017-2022 Strategic Plan, the Authority conducted an analysis of the political, economic, social, technological, environmental, and legal (PESTEL) operating environment as well as identified the strengths, weaknesses, opportunities, and threats (SWOT) that might have a bearing on the success of the institution. All the proposed activities in the Plan are therefore aligned to address weaknesses and threats or build on strengths and opportunities.

To ensure successful implementation, the Strategic Plan will be reviewed annually. The office of the Director General will be responsible for coordinating periodic reviews of the Plan through annual progress reviews.

CHAPTER ONE

1.0 BACKGROUND

1.1 Brief History of broadcasting in Zambia

The broadcasting sector in Zambia and in particular, radio has undergone significant transformation since the late 1940s. The change in the broadcasting landscape started in 1950 with the establishment of the Central African Broadcasting Services (CABS), whose radio signal covered Northern Rhodesia and Nyasaland. However, in 1957, the service was extended to Southern Rhodesia, and CABS was renamed the Federal Broadcasting Corporation of Rhodesia and Nyasaland (FBC-RN). However, as expected, after the fall of the Federation, the name changed to the Northern Rhodesia Broadcasting Corporation (NRBC).

After independence in 1964, the NRBC became the Zambia Broadcasting Corporation (ZBC). In 1966, ZBC was named the Zambia Broadcasting Services (ZBS). Later, in 1987, ZBS became the Zambia National Broadcasting Corporation (ZNBC).

On the other hand, television broadcasting started in 1961 with the formation of Rhodesia Television Limited (RTL) which was owned by the London-Rhodesia Company (LONRHO). In 1964, RTL became part of ZBC.

1.2 Ownership

In terms of ownership and control, from 1964 to 1991, the broadcasting sector was monopolised by government-owned stations namely; Radio 1,2,3,4, and one TV Channel. Radio 3 was dedicated to external service, broadcasting to African countries that were still fighting liberation wars, such as Namibia and South Africa.

However, after the 1991 elections, the airwaves were opened up in line with the principles of democracy that allowed for the expression of divergent views using multiple platforms. Further, the country embraced the open market economy which saw the coming up of private investment in the sector. Subsequently, in 1995, the Government began to issue Permits to private and religious entities to enter the broadcasting market.

During the aforementioned period, Zambia did not have a body that specifically regulated broadcasting. The liberalisation of the airwaves necessitated the establishment of an independent body to regulate the broadcasting sector. Consequently, the Independent Broadcasting Authority (IBA) Act was enacted in 2002, although the IBA became operational in July 2013.

From inception, the Authority identified unserved and under-served areas in terms of broadcasting signals. The Authority embarked on licensing of radio and TV stations resulting in the country witnessing a growth in the number of broadcasting houses as shown in Figure 1:

Number of Stations by Type from 2013 to 2022



Figure 1: Growth of the broadcasting stations from 2013 to 2022

At the end of 2022, Zambia had a total number of hundred and ninety-seven (197) radio and television stations broken down into hundred and forty-seven (147) radio stations and fifty-two (52) television stations, as shown in Table 1:

Category	Type	Number
Radio Stations	Community radio	67
	Commercial radio	73
	Landing rights	03
	Public service broadcasters	04
	Grand Total	147
Television Stations		
	Community TV - DTT	11
	Commercial TV - DTT	30
	Subscriber management service (SMS)	06
	Public service broadcasters	05
	Grand Total	52

1.3 Digital Migration and its impact on broadcasting in Zambia

The switchover from analogue to digital broadcasting has changed the broadcasting landscape in Zambia. Digital Terrestrial Transmission (DTT) allows for the broadcasting of many television stations using fewer frequencies. For instance, one frequency can now carry more than twenty (20) TV stations. Thus, digital broadcasting has contributed to the efficient use of the spectrum. Consequently, this has enabled the IBA to licence many TV stations.

The migration process from analogue to digital television in Zambia has been guided by the Digital Migration Policy of 2014. The Digital Migration Policy, in Clause 7.3 on the Market Structure and Licensing Framework, directed the transformation of broadcasting licences into two broad licensing categories namely: Content Service Provider (CSP) licence and

Signal Distributor Licence. IBA issues CSP licences while the Zambia Information and Communications Technology Authority (ZICTA) issues a signal distribution licence.

1.4 Media Law Reforms and Enactment of the IBA Act

Before the establishment of the IBA, regulation of the broadcasting sector was done by the government through the Ministry of Information and Broadcasting Services (MIBS). The Ministry used the ZNBC Act of 1987 which granted the Corporation powers to regulate the sector. This situation, where ZNBC was both a regulator and broadcasting station, necessitated the call for media law reforms.

The demand for media law reforms gained momentum in the year 2000 resulting in the Amendment of the ZNBC Act of 1987 and the enactment of the IBA Act No. 17 of 2002. In amending the ZNBC Act, the section that allowed the Corporation to have powers to regulate the broadcasting sector was repealed. Inevitably, the power to regulate the broadcasting industry in Zambia was transferred to the IBA.

1.5 International Guidelines on Broadcasting Regulation

According to the United Nations Educational, Scientific and Cultural Organisation (UNESCO), broadcasting is the most pervasive, powerful means of communication in the world (Salomon, 2006). Radio in particular continues to be the most preferred mode of obtaining information, especially in developing nations. However, for the public interest to be served, broadcasting is regulated globally.

Nonetheless, to ensure that broadcasting regulation is done properly, UNESCO has recommended the establishment of independent bodies to carry out the mandate. Proper delegation of responsibilities to an independent regulatory body such as the IBA set up by statute, creates confidence in the regulatory system.

It is also best practice that regulation of the broadcasting industry conforms to two (2) main principles. The first principle is that regulation should generally be as minimalist as possible, but robust enough to support the basic concept of Freedom of Expression. The second is that there is no single 'right' answer to many of the questions raised by trying to establish an appropriate and effective regulatory system. The best solution will be culturally specific and therefore, it is incumbent upon individual governments and regulatory bodies to find an approach that best suits the circumstances at hand.

1.6 Trends in Broadcast Regulation in SADC

There are two main models used to establish broadcasting regulatory bodies. The first is where a country adopts a single organisation that specifically regulates broadcasting while the second is a converged approach, where a single institution regulates both broadcasting and telecommunication.

In the Southern Africa Development Community (SADC), with sixteen (16) member states, only four (4) countries have separate regulators for broadcasting and telecommunication. These are Zambia, Zimbabwe, Seychelles, and Mauritius. The rest have combined regulators handling both broadcasting and telecommunication under one roof.

In Zambia, the IBA issues broadcasting licences while ZICTA assigns frequencies. The duo licensing framework has raised concerns by some stakeholders who state that the process is cumbersome and increases the cost of doing business.

CHAPTER TWO

2.0 THE INDEPENDENT BROADCASTING AUTHORITY

2.1 IBA Mandate

The Independent Broadcasting Authority (IBA) is a statutory body established to regulate the broadcasting sector in Zambia. The functions of the Authority are to:

- (a) Promote a pluralistic and diverse broadcasting industry in Zambia.
- (b) Establish guidelines - specifically regarding:
 - (i) The development of broadcasting in Zambia through a public process which shall determine the needs of citizens and social groups regarding broadcasting;
 - (ii) The issuing of licences, giving due regard to the need to discourage monopolies in the industry in accordance with the competition and Fair Trading Act;
 - (iii) The required levels of local content and other issues that are relevant for a pluralistic and diverse broadcasting industry;
- (c) Safeguard the rational and efficient use of the frequencies allocated to broadcasters by developing a frequency plan for broadcasting, which shall be a public document, in compliance with international conventions;
- (d) Grant, renew, suspend and cancel licences and frequencies for broadcasting in an open and transparent manner;
- (e) Enforce the compliance of broadcasting services with the conditions of the licences issued under this act;
- (f) Issue to any or all broadcasters, advisory opinions relating to broadcasting standards and ethical conduct in broadcasting;
- (g) Oblige broadcasters to develop codes of practice and monitor compliance with those codes;
- (h) Develop program standards relating to broadcasting in Zambia and monitor and enforce compliance with those standards;
- (i) Receive, investigate and decide on complaints concerning broadcasting services including public broadcasting services;
- (j) Develop regulations concerning advertising, sponsorship, local content, and media diversity and ownership;
- (k) Perform such other functions as may be conferred on it by this or any other act;
- (l) Do all such other acts and things as are connected with or incidental to the functions of the authority under this act; and
- (m) Collect and administer the television levy and any other fee

payable with respect to a public broadcasting service. These functions provide IBA with a clear legal framework to regulate the broadcasting sector in the country.

2.2 Structure and Governance of IBA

The IBA is structured in a way that promotes Corporate Governance Principles and Practices for regulating institutions. There is a commitment on the part of the Board, Management, and Staff of the IBA to adhere to the principles of transparency, accountability, and integrity, as emphasised in the Core Values. The Directors and employees of the IBA strive to ensure that the Authority is managed in an efficient, responsible, and just manner to enhance a thriving and vibrant broadcasting industry.

At the apex of the structure is the Board of Directors appointed by the Minister responsible for broadcasting services pursuant to Section 7 (2) of the IBA Act No. 17 of 20 and Section 6 (2) of the IBA (Amendment) Act No. 26 of 2010. In turn, the Board supervises Management, which is headed by the Director General. Figure 2 shows the Organisational Structure of the IBA.



2.3 Corporate Governance Documents

The IBA has adopted several documents as part of its effort to adhere to good Corporate Governance Principles and Practices. Some of these documents include the Board Charter, Code of Ethics, and the Whistle-blowers policy, among others.

- **Board Charter** – this outlines the powers, duties, and responsibilities of the Board as well as the relationship between the Board and Management.
- **Code of Ethics** – this provides basic guidelines to the Board Members, Management and Staff of IBA on the correct ethical behaviour. The Code of Ethics is anchored on the Core Values of IBA.

CHAPTER THREE

3.0 REVIEW OF THE 2019 - 2022 STRATEGIC PLAN

The 2019-2022 Strategic Plan was the second Plan in the life of the Authority. The focus of the first Strategic Plan was on establishing the Institutional Processes while the second concentrated on the aspect of financial sustainability.

3.1 Impact of COVID-19 on the Implementation of the 2019-2022 Strategic Plan

The execution of the activities of the second Strategic Plan was negatively affected by the outbreak of COVID-19. The increase in number of cases and deaths necessitated the introduction of interventions by the government. These interventions affected the operations of both the IBA and the licensees.

Some of the deliverables in the Strategic Plan that were adversely affected included:

- The planned training in media regulations for inspectors was not conducted.
- Planned physical inspections at stations were not carried out as scheduled.
- Planned publicity activities could not be held.

These activities were not executed because of restrictions on public gatherings and movements. On the other hand, the outbreak of COVID-19 presented an opportunity for the Authority to procure ICT resources particularly, the Software Programs such as Zoom, which allowed for business continuity. Further, members of staff acquired new skills in utilising ICTs to perform their duties.

3.2 Reviewing the Performance of the 2019 – 2022 Strategic Plan

The review of the 2019 – 2022 Strategic Plan involved an evaluation of its implementation by assessing various progress reports. Table 2 highlights the performance of IBA in terms of implementing the fifty-two (52) activities planned.

Table 2: Implementation Rate of Strategic Plan Actions (2019-2022)

OBJECTIVE	OUTCOMES	NUMBER OF PLANNED ACTIONS	STATUS OF COMPLETION OF PLANNED ACTIONS		
			Done	Partially Done	Not done
To enhance the Licensing and Monitoring Framework by the End of 2022	Increased compliance levels	5	1	3	1
	Enhanced IBA physical presence outside Lusaka	6	4	0	2
	Efficient licensing process	6	3	3	0
To enhance Awareness of IBA	Enhanced awareness of IBA	6	4	2	0
To enhance Financial Management and Reporting Systems	Enhanced financial management and reporting systems	11	4	5	2
To retain and Attract Highly Skilled and Motivated Human Capital	Highly motivated human capital retained and attracted	8	4	3	1
To develop ICT Business Continuity and Disaster Recovery Systems	Resilient and efficient Systems developed and implemented	3	1	2	0
To strengthen Corporate Governance	Corporate Governance Strengthened	4	3	1	0
	Professional execution of IBA Mandate	1	0	1	0
	Compliance with IBA Law	1	0	1	0
	Strengthened Law	1	0	1	0
GRAND TOTAL/AVERAGE		52	24	22	6

3.3 Review of Strategic Objectives and Action Plans for the Previous Strategic Plan

Objective 1: To Enhance the Licensing and Monitoring Framework by the End of 2022

EXPECTED OUTCOME	ACTIONS		STATUS	COMMENT	WAY FORWARD
Increased compliance levels	a) Acquire Broadcasting Monitoring and Surveillance Equipment		Partially done	Ongoing	It can be carried over into the next Strategic Plan
	b) Acquire the required computer-	Hardware	Partially done	Ongoing	It can be carried over into the next Strategic Plan
		Software	Partially done	Ongoing	It can be carried over into the next Strategic Plan
	c) Train officers in regulation and media compliance		Not done	Affected by the COVID-19 outbreak	This can be carried over into the next Strategic Plan
	d) Monitoring of content being broadcast by licensees		Done	Ongoing activity	To be continued in the next Strategic Plan
Enhanced IBA physical presence outside Lusaka	e) Establish watch groups		Not Done	Resource constraints	Overtaken by advances in technology.
	f) Hold Public Hearings to determine the various needs in the broadcasting sector		Not Done	Needs assessments were done using more cost-effective means	This can be carried over into the next Strategic Plan
	g) Enforce compliance with digital technology broadcasting standards		Done	ongoing activity	To be continued in the next Strategic Plan (On-going)
	h) Joint inspections with relevant Agencies		Done	Inspection done for new licensees (ongoing activity)	To be continued in the next Strategic Plan (On going)
Efficient licensing process	i) Organise networking events with industry key players and other regulators		Done	ongoing activity	To be continued in the next Strategic Plan
	j) Develop monitoring criteria for licensees		Done	Criteria developed	To be reviewed if and when the need arises
	k) Operationalise the Engineering Unit of IBA by 2020		Done	The Unit is fully functional	Done
	l) Update licensing procedures (New, Expansion and Renewals)		Partially done	New procedures to be developed in view of changes in the sector	This should be one of the strategic objectives
	m) Engagement with broadcasting Regulators in other countries		Partially done	It is an ongoing activity/COVID-19 affected the implementation	To be continued in the next Strategic Plan
	n) Upgrade the information management system		Partially done	Work has commenced on the digitalisation of records	It can be carried over into the next Strategic Plan

Objective 2: To Enhance Awareness of IBA

EXPECTED OUTCOME	ACTION PLANS	STATUS	COMMENT	WAY FORWARD
Enhanced awareness of IBA	a) Implement the Service Charter	Done	The Service Charter was approved by the Board and implemented	On-going
	b) Review and implement the Communication strategy	Partially done	The Communication Strategy was reviewed though not fully implemented	To be continued in the next Communication Strategy
	c) Conduct workshops for broadcasting stations on the Code of Practice, Complaints Procedures and other IBA regulations to strengthen professionalism	178 out of 198 licensees trained	Continuous capacity building for licensees is critical because of new stations and the high turnover of staff in stations	To be continued in the next Strategic Plan
	d) Participate in public events and exhibitions	6 out of a possible 15 done	Participation was affected by the ban on public meetings and gatherings in 2019 and 2020.	To be continued in the next Strategic Plan
	e) Hold meetings to facilitate comprehensive stakeholder engagement	Done	Meetings affected by the ban on public meetings and gatherings in 2019 and 2020	To be continued in the next Strategic Plan
	f) Develop a comprehensive knowledgebase of all complaints	Done	This will be part of the broadcasting surveillance equipment	To be continued in the next Strategic Plan

Objective 3: To Enhance Financial Management and Reporting Systems

EXPECTED OUTCOME	ACTION PLANS	STATUS	COMMENT	WAY FORWARD
Enhanced financial management and reporting systems	a) To conduct training for users	Partly done	Ongoing activity due to changes in software applications	To be continued in the next Strategic Plan
	b) To develop a comprehensive Financial Manual	Done		
	c) Develop and implement internal audit programs	Done	Ongoing activity	To be continued in the next Strategic Plan
	d) Acquire Computer Assisted Audit System	Not done		It can be carried over into the next Strategic Plan
	e) Finalise and implement the Procurement Manual	Partially done		It can be carried over into the next Strategic Plan
	f) Assess annual budget needs	Done	Ongoing	To be continued in the next Strategic Plan
	g) Conclude the study of other sources of income and Implement recommendations from the study of other sources of income	Not done		It can be carried over into the next Strategic Plan
	h) Computerised preparation of monthly, quarterly and yearly financial and management Accounts	Partially done		It can be carried over into the next Strategic Plan
	i) Enhance existing payment systems	Partially done	Ongoing	To be continued in the next Strategic Plan
	j) Liaise with the Government on the upward revision of the institutional grant	Done	The government increased the budgetary ceiling and the grant by over 30%. Ongoing	To be continued in the next Strategic Plan
	k) Lobby with cooperating partners and other donor agencies	Partially done	Ongoing	To be continued in the next Strategic Plan

Objective 4: To Retain and Attract Highly Skilled and Motivated Human Capital

EXPECTED OUTCOME	ACTION PLANS	STATUS	COMMENT	WAY FORWARD
Highly motivated human capital retained and attracted	a) Advertise and recruit required staff (ICT and Engineering)	Done	Three officers recruited	
	b) Conduct formal training needs assessment	Partially Done	Ongoing activity	To be continued in the next Strategic Plan
	c) Facilitate the training of staff	Partially Done	Ongoing activity	To be continued in the next Strategic Plan
	d) Conduct a formal assessment of the impact of training	Not done		It can be carried over into the next Strategic Plan
	e) Reinforce the implementation of various policies	Done	Ongoing activity	To be continued in the next Strategic Plan
	f) Revision of the structure, Job descriptions and general conditions of service	Partially done		It can be carried over into the next Strategic Plan
	g) Development of various policies such as disability policy, gender mainstreaming, and sexual harassment policy and finalise the HR Manual	Done	Ongoing activity	To be continued in the next Strategic Plan
	h) Enhancing the performance appraisal tools and processes	Done	Ongoing	To be continued in the next Strategic Plan

Objective 5: To develop ICT Business Continuity and Disaster Recovery Systems

EXPECTED OUTCOME	ACTIONS	STATUS	COMMENT	WAY FORWARD
Resilient and efficient Systems developed and implemented	a) Develop and implement data backup and recovery systems	Partially done	Ongoing	To be continued in the next Strategic Plan
	b) Develop and implement business continuity plans	Done	Ongoing	To be continued in the next Strategic Plan
	c) Develop and enforce IT security for more secure data access and control	Partially done	Ongoing	To be continued in the next Strategic Plan

Objective 6: To Strengthen Corporate Governance

EXPECTED OUTCOME	ACTIONS	STATUS	COMMENT	WAY FORWARD
Corporate Governance Strengthened	a) Review Board Charter	Done		To be continued in the next Strategic Plan
	b) Train Board members in Corporate Governance	Done		To be continued in the next Strategic Plan
	c) Train staff in Corporate Governance	Partially done		To be continued in the next Strategic Plan
	d) Hold Quarterly Meetings of the Board	Done		To be continued in the next Strategic Plan
Professional execution of IBA Mandate	e) Hold internal legal clinics	Not done		It can be carried over into the next Strategic Plan
Compliance with IBA Law	f) Hold external legal clinics	Partially done		It can be carried over into the next Strategic Plan
Strengthened Law	g) Review the legislative framework	Partially done	The IBA draft Bill has been developed	To be continued in the next Strategic Plan

CHAPTER FOUR

4.0 SITUATION ANALYSIS

The review identified both internal and external factors that impacted the implementation of the Plan. Further, the analysis utilised management tools namely; Strengths, Weaknesses, Opportunities, and Threats (SWOT). Further, an analysis of the Political, Economic, Social, Technological, Environmental, and Legal (PESTEL) setting was done to explain the factors that affected the operations of the IBA.

4.1 SWOT Analysis

To adequately determine the best ways to achieve future growth for the institution and the broadcasting industry at large, the Strengths and Weaknesses, Opportunities and Threats (SWOT) analysis was undertaken in this Strategic Plan. This was to identify both internal and external factors (Barriers and Enablers) that could impinge on the operations of the IBA and ultimately have a bearing on the implementation of the Strategic Plan. As a structured planning method that evaluates the Strengths and Weaknesses as well as Opportunities and Threats of an Institution, SWOT analysis presented the IBA with an avenue for critical introspection on the best ways to grow the institution and the broadcasting Industry. Table 3 shows the SWOT analysis.

Table 3: SWOT Analysis of IBA

Internal Factors	
Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Clear legal mandate and regulatory framework 2. Stable source of funding 3. Qualified and skilled staff 4. The only broadcasting regulator in Zambia 5. Access to available Information and Communication Technology (ICT) tools 6. Institutional policies that support the execution of business processes 	<ol style="list-style-type: none"> 1. Inadequate computerised systems 2. Inadequate legal framework to regulate online and public broadcasting 3. Inadequate Capacity Building to Respond to Changes in ICT 4. Insufficient internal controls and communication 5. Lack of Succession Plan 6. Poor implementation and monitoring of deliverables and KPIs'
External Factors	
Opportunities	Threats
<ol style="list-style-type: none"> 1. Digital Migration 2. Advancement in technology 3. Stable political environment 4. Enabling regulatory environment 5. Growth in global networks 6. Improved stakeholder awareness of IBA 7. Increased local collaboration 	<ol style="list-style-type: none"> 1. Over-dependence on government grant 2. Technological advancement in ICTs making the existing regulations insufficient 3. Inadequate knowledge of broadcasting laws and regulations by licensees and the public 4. Pandemics could adversely affect the execution of the Plan 5. Negative public perception 6. Possible allocation of more broadcast spectrum to telecom by the ITU

4.1.1 Strengths:

1. **Legal Mandate**
One of the key strengths of the IBA lies in its clear legal mandate, which defines a properly laid out regulatory framework, as provided in the IBA Act No. 17 of 2002 and the (Amendment) Acts of 2010 and 2017. This mandate allows for independent decision-making by the Authority.
2. **Stable Source of Funding**
As a statutory body, the IBA is assured of a stable source of funding from the Treasury. This allows IBA to plan and make decisions with a high degree of certainty. A predictable income enables the Authority to focus more on the delivery of its mandate.
3. **Qualified and Skilled Staff**
The policies provide for a rigorous recruitment process which ensures the hiring of qualified and skilled professionals. This, in turn, helps to grow the institution through efficient and effective delivery of tasks.
4. **The Only Broadcasting Regulator in Zambia**
The Authority remains the sole broadcasting regulator in Zambia with a clearly defined mandate as established through Part II of the IBA Act of 2002.
5. **Access to Available ICT Tools**
Availability and accessibility to ICT tools have ensured that IBA discharges its mandate efficiently and effectively.
6. **Institutional Policies Supporting the Execution of Business Processes**
Since its operationalisation, the IBA has developed various internal institutional policies that support the effective execution of its mandate.

4.1.2 Weaknesses

On the other hand, the IBA has some internal weaknesses that hinder progress toward being efficient, effective, and sustainable in its operations.

1. **Inadequate Computerised Systems**
The use and application of computers and ICTs in the operations of the IBA is indispensable. However, even though the institution has so far acquired various ICT tools, more is still required to fully digitise the operations.
2. **Inadequate Legal Framework to Regulate Online and Public Broadcasting**
One of the major weaknesses of the IBA Act is the lack of provisions to regulate both Online and Public Service Broadcasting. This lacuna has led to a situation where some operators are regulated while others are not. Both operators, however, compete for the same opportunities such as advertising revenue and audience thereby creating an unfair business environment.
3. **Inadequate Capacity Building to Respond to Changes in ICT**
The IBA has acquired some ICT systems and software to ease operations. However, these systems and software are not being utilised fully due to a lack of training by end users.

4. Insufficient Internal Controls and Communication
 - There is an observation of insufficient internal controls and communication among the different levels of hierarchy.
5. Lack of Succession Plan

The Authority has recruited qualified staff, although retention is increasingly difficult due to the inability to offer competitive conditions that could motivate the employees. Further, the IBA lacks a retention strategy as well as a Succession Plan.
6. Poor Implementation and Monitoring of Deliverables and KPIs

During the review of the second Plan, it was noted that there was generally inadequate monitoring of the activities outlined in the Plan. This led to poor implementation of the Strategic Plan.

4.1.3 Opportunities

IBA exists within an external environment that provides growth opportunities. A number of these opportunities provide the base for the sustainable development of the broadcasting industry and the increased relevance of IBA's regulatory roles.

1. Digital Migration

The dawn of digital terrestrial broadcasting has led to the expansion of the broadcasting industry in Zambia. The migration from analogue to digital broadcasting has led to more television spaces being made available, thus allowing more players to enter the broadcasting sector.
2. Advancement in Technology and Convergence

The Fourth Industrial Revolution has led to online broadcasting such as Video on Demand (VOD), Internet Protocol Television (IPTV), Web TV, and Over the Top (OTT) services. These offer an array of broadcasting services that appeal to a wider audience and are delivered on multiple platforms. This means that the IBA could expand a number of licenced entities which may also translate to more revenue for the Authority. Further, the development of the National Data Centres and Recovery sites in Zambia offers IBA a dependable business continuity plan.
3. Stable Political Environment

Zambia has enjoyed a stable multiparty democratic system that has seen a smooth transition of power since 1991. This stability has enabled participation and investment in the broadcasting industry, thereby allowing a stimulated growth of the sector.
4. Enabling Regulatory Environment

Enabling a Regulatory environment promotes investment in the broadcasting industry, thus leading to the growth of the sector.
5. Growth in Global Networks

The existence of similar broadcasting regulatory authorities in other countries eases international collaboration. Further, global networks through affiliation to regional and international organisations exist, thereby providing peer review opportunities for the Authority. They also provide an avenue for learning best practices in the sector.

6. Improved Stakeholder Awareness of IBA

The continued visibility of IBA activities has led to improved stakeholder awareness of the Authority and its mandate. As a result of this awareness, there has been support and collaboration from cooperating partners, the public, licensees, and other stakeholders.

7. Increased Local Collaboration

IBA is an active participant in the local broadcasting industry. Thus, the Authority has gained a high degree of acceptance from other regulatory bodies and law enforcement agencies.

4.1.4 Threats

Within the external environment prevailing around IBA, and despite the various opportunities that exist, there are also some threats to IBA's operations and growth. The Authority has to plan its operations to mitigate against some of these risks.

1. Dependence on Government Grants

The heavy dependence on government grants and lack of diversified income streams is a threat to IBA. This is because the grant is not enough to meet all its operational costs. Further, if the grant is delayed, the operations of the Authority could be affected negatively.

2. Technological Advancement in ICTs

Technological advancement and convergence have broken the geographical barrier that once existed in broadcasting. This implies that broadcasting stations can use digital platforms to reach beyond the geographical boundaries prescribed in their licences. It is sometimes not possible to monitor the content and its impact in all covered areas.

3. Inadequate Knowledge of Broadcasting Laws and Regulations by Licensees and the Public

The lack of adequate understanding of the laws and regulations of the IBA results in both the licensees and the public perceiving the Authority as being partial in its decision-making.

4. Pandemics

The outbreak of pandemics such as COVID-19, Avian Influenza and others can adversely affect the execution of the Strategic Plan. This is because such pandemics may have an impact on public gatherings and movements, thereby limiting the operations of the Authority.

5. Negative Public Perception

Perceived political interference continues to undermine the Authority's image as an independent regulator. Some stakeholders view IBA as being biased against private broadcasting houses. Others perceive the Authority as being under the control of the Government of the day. In addition, the Authority's independence has been questioned by many.

6. Possible Allocation of More Broadcast Spectrum to Telecom by the ITU

If ITU decides to allocate more broadcast spectrum to telecoms, IBA may face a serious challenge because the frequencies are already scarce. This will entail that the Authority may not be able to bring on board other broadcasters, leading to fewer players in the sector.

4.2 PESTEL Analysis of IBA

Another model used to analyse the macro-environment in which the IBA operates is by considering the PESTEL situation. In summarising the impact of the external environment on the broadcasting sector, PESTEL was applied. Table 4 shows the PESTEL analysis for the IBA.

Table 4: PESTEL Analysis of IBA

Analytical Aspect	Positive factors	Negative factors
Political	<ul style="list-style-type: none"> Political stability Democratic pathway Political will to provide tax incentives International cooperation 	<ul style="list-style-type: none"> Political interference. Political violence against licensees Change of government policies Duplication of roles: Cross-border cooperation
Economic	<ul style="list-style-type: none"> Free market economy: Licensees can determine their pricing Tax waivers and holidays on the importation of broadcasting equipment Competition regulation Closure of non-compliant stations Affordability and accessibility of various devices Increased TV levy revenue 	<ul style="list-style-type: none"> Austerity measures by the Government Low Internet penetration rates Fluctuation in interest rates High cost of electricity Fluctuation of fuel prices
Social	<ul style="list-style-type: none"> Increased uptake of local content Cultural Diversity Diverse media/multimedia platforms Proliferation of social media platforms 	<ul style="list-style-type: none"> Negative perception Abuse of social media
Technological	<ul style="list-style-type: none"> Advancement in technology Increased investment in ICT Infrastructure E-Governance and e-Commerce FM Sound Broadcasting Digital migration 	<ul style="list-style-type: none"> Inadequate capacity and resources to monitor content on multiple platforms Rapid technological change Increased initial Installation costs Diminishing frequencies

4.2.1 Political Factors

Positive political factors that support IBA operations include political stability that encourages prospective licensees to get into the sector. In addition, the democratic requirement of upholding the Right to Information resonates with the IBA's function of promoting a diverse and pluralistic broadcasting sector. There is also the political will to provide tax incentives on the importation of broadcasting equipment to let licensees access modern equipment at affordable prices.

Conversely, negative political factors consist of the perception of political interference in the operations of IBA. This may undermine the Authority's image as an independent regulator. There is also a threat of political violence against licensees. The acts of aggression interfere with the licensees' work of disseminating information.

4.2.2 Economic Factors

Positive economic factors in favour of IBA include; free market regulation, which allows for efficient resource allocation, competition, innovation, and product variety. This encourages entry into the broadcasting sector. Correspondingly, as the number of Licensees increases, so does the revenue for the Authority.

However, there are still negative economic factors that may impact the IBA's capacity to deliver its mandate. These include; low Internet penetration rates, fluctuation in interest rates, and high energy costs that may raise the cost of doing business.

4.2.3 Social Factors

One of the positive social factors that enhances IBA's regulatory function is the increased uptake of local content. This has been necessitated by, among other things, rich traditions that support local content production, the diversity of media/multimedia platforms and the proliferation of social media platforms.

Nevertheless, undesirable social factors include; the public's negative perception of IBA, which may result in less support from partners and other stakeholders. Further, increased uptake of social media has led to abuse of the platforms resulting in misinformation.

4.2.4 Technological Factors

Positive factors as a result of advancement in technology are; increased investment in ICT Infrastructure, expansion of FM sound, and digital migration. These have led to an increased number of players in the sector. Further, the establishment of e-governance and e-commerce allows IBA to automate systems, thereby easing the cost of doing business.

On the contrary, the advancement in technology has also brought with it challenges that affect the IBA in its quest to regulate the industry. One such challenge is that the law has lagged behind industry developments. Technology has advanced and yet the IBA Act has remained behind to address emerging issues. In addition, technological advancement has disrupted geographical boundaries in the sector and has rendered the requirement of restricting stations in terms of reach irrelevant hence pointing to changes in the legal and licencing frameworks.

4.2.5 Environmental Factors

Some of the positive environmental factors include; the favourable environment that allows licensees to utilise clean energy, hence reducing the cost of doing business as well as supporting business continuity in cases of power interruption. Further, the existence of co-location facilities, not only eases the cost of doing business but also contributes to environmental sustainability. In the same manner, the existence of the Zambia Environmental Management Agency (ZEMA) helps in guiding the disposal of obsolete broadcast equipment, thus promoting a clean environment.

On the other hand, negative environmental factors include; adverse climatic change that may cause damage to equipment, overdependence on hydro-electric power, undulating terrains and sparsely populated areas requiring more repeater stations.

4.2.6 Legal Factors

There are some positive legal factors such as; the possible repeal and replacement of the IBA Act which will enable the Authority to effectively regulate the sector in the digital era. There is also an opportunity for broadcast stations and members of the public to seek recourse if aggrieved by the decisions of IBA. Further, improved coordination with other agencies such as the Patents and Companies Registration Agency (PACRA), ZICTA, Registrar of Societies, Business Regulatory Review Authority (BRRA), and the Zambia Revenue Authority (ZRA)

among others is attainable. The enactment of the Cyber Security and Cyber Crimes Act No. 2 of 2021 will enable the Authority to effectively regulate online broadcasting.

The negative factors are; ineffective self-regulatory bodies for media practitioners, non-regulation of Online Broadcasting and slow processes for law reforms.

4.3 Stakeholder Analysis

To determine the perceptions and expectations of key stakeholders about the IBA, a consultative meeting was held. The meeting was attended by thirty-five representatives of various organisations. The stakeholders submitted information related to their perceptions and expectations of the IBA. Further, the stakeholders made recommendations on how the Authority could address their concerns.

From the information provided, it was evident that the majority of stakeholders expressed some negative perceptions about the IBA. The meeting further revealed that some stakeholders were not acquainted with the mandate of the Authority. This was apparent from the responses they furnished in the questionnaire regarding their expectations of the IBA. The responses included responsibilities that did not fall within the legal mandate of the IBA.

Regardless of the perceptions about the IBA, the stakeholders made recommendations that they anticipated would reposition the Authority and improve its reputation among stakeholders. The stakeholders' aspiration was for the Authority to deliver its mandate effectively and efficiently for the benefit of the entire broadcasting ecosystem.

CHAPTER FIVE

5.0 STRATEGIC PLAN 2023 - 2027

5.1 Background

The 2023 – 2027 Strategic Plan has been developed through the process of internal and external reviews. Internal reviews allowed the IBA to assess the execution of the previous Plan. On the other hand, external review gave the Authority a chance to appreciate stakeholder's perceptions as well as present and future expectations. The outcome of the assessment informed the creation of the 2023 – 2027 Plan, which is envisaged to enhance the delivery of the Authority's mandate. Under the theme, **“Towards an efficient, effective and sustainable broadcasting sector”**, the Strategic Plan demonstrates how IBA will facilitate the growth of the broadcasting sector in Zambia, both qualitatively and quantitatively in the next five years. Further, the Strategy is a blueprint of how the Authority will enhance its internal processes to attain efficiency.

5.2 The Balanced Scorecard (BSC) Approach

The 2023 – 2027 Strategic Plan has been developed using the Balanced Scorecard (BSC) approach. The BSC model will enable IBA to comprehensively analyse and plan its operations from four different perspectives namely; Licensee/Stakeholder, Internal Business Processes, Learning and Growth, and Finance.

1. Stakeholder Perspective

This refers to the objectives and activities that are important to IBA stakeholders. Through this perspective, the IBA shall endeavour to bring about satisfaction to licensees and other stakeholders through quality service.

2. Internal Business Processes Perspective

The perspective refers to the objectives and activities that IBA needs to do internally to meet stakeholder satisfaction. With the help of this perspective, operations of IBA will flow efficiently.

3. Learning and Growth Perspective

The objectives and activities here shall refer to human capital, skills, culture, and infrastructure required by IBA to keep abreast of changes in the operating environment. It shall ensure that IBA has enough training activities to improve learning and innovation.

4. Financial Perspective

The perspective refers to objectives and activities that impact IBA's financial health. As a non-profit making institution, the financial perspective will focus on revenue mobilisation strategies by looking at alternative sources of funds and cash flow management.

The application of BSC by IBA will ensure better strategic planning, improved communication and execution, better alignment of activities, and improved performance reporting.

The 2023 – 2027 Strategic Plan is anchored on the Vision, Mission, Goal, Core Values and Objectives highlighted in Figure 3:



5.3 Vision

To be an effective and efficient regulator that ensures a quality and professional broadcasting industry in Zambia.

5.4 Mission Statement

To promote professionalism and enhanced standards of the broadcasting industry through effective regulation.

Figure 3: Analytical Framework for IBA Strategic Plan using BSC



5.5 Core Values

Our core values are essential in maintaining and supporting the desired organisational Vision and Mission. They shall permeate the entire organisation and influence IBA's work culture. Our core values are Commitment, Excellence, Transparency, Accountability, Integrity, and Innovation (**CETAIL**) as explained in Table 5:

Table 5: IBA Core Values

Core Value	Description <i>We shall:</i>
Commitment	Be dedicated to upholding a viable, qualitative, pluralistic and diverse broadcasting industry in Zambia
Excellence	Be dedicated to upholding the highest standards and professionalism in our work
Transparency	Conduct all business of the Authority in an open and clear manner
Accountability	Be answerable to our stakeholders
Integrity	Be ethical, honest and impartial in our conduct and execution of duties
Innovation	Proactively respond to technological advancements in the sector

5.6 Strategic Objectives by BSC

There are six (06) strategic objectives and actions to achieve the IBA Goal, Mission and Vision. These are organised in line with the four BSC perspectives as summarised in Table 6:

Table 6: Strategic Objectives and Action Plans by Balanced Scorecard

Independent Broadcasting Authority						
Enterprise Balanced Scorecard						
Vision	AN EFFECTIVE AND EFFICIENT REGULATOR THAT ENSURES A QUALITY AND PROFESSIONAL BROADCASTING INDUSTRY IN ZAMBIA					
Mission	TO PROMOTE PROFESSIONALISM AND ENHANCED STANDARDS OF THE BROADCASTING INDUSTRY THROUGH EFFECTIVE REGULATION"					
Goal	TO ENHANCE THE REGULATORY FRAMEWORK					
Theme	TOWARDS AN EFFICIENT, EFFECTIVE, AND SUSTAINABLE BROADCASTING SECTOR					
Strategic Themes	Sustainability of the Broadcasting Sector	Enhance Compliance Levels with the IBA Act	Public Awareness of IBA	Human Resource Management	Operational Processes And Procedures	Financial and Fiduciary Management
Strategic Results	Developing sustainable alternative sources of income	Professional and ethical broadcasting sector; Improved compliance with IBA Act Stakeholder Satisfaction;	Satisfied customer	Improved Service Delivery and Productivity Develop and Implement Business Continuity; Improved Work Culture	Increased operational efficiency; Improved Productivity; Improved service delivery;	Prudence Financial Management; Operational Efficiency; Stakeholder Satisfaction, Positive Corporate image

STRATEGIC OBJECTIVES	OUTCOME	IDENTIFIED SWOT	ACTIONS	KPI TARGET	MEANS OF VERIFICATION	ASSUMPTIONS	DRIVER	TIMEFRAME
STAKEHOLDER	TO ENHANCE STAKEHOLDER'S AWARENESS OF IBA'S MANDATE	Improved stakeholder awareness of IBA (Opportunity)	Conduct workshops for broadcasting stations about IBA in line with the Communication Strategy	At least one workshop per Province per year is conducted	Workshop Reports	Availability of resources	Manager Standards and Consumer Affairs	2023 continuing
		Increased local collaboration (Opportunity)	Obtain feedback from stakeholders	One Survey conducted	Survey Findings	Licensee participation		
	Improved Knowledge of IBA and Compliance with the Act. Positive perception of IBA Cost containment and efficient resource utilisation	Negative public perception (Threat)	Air radio and TV programs by IBA in line with the Communication Strategy	Air 10 radio and 3 TV programmes per quarter	Radio and TV Programme recordings	Availability of resources	Manager Standards and Consumer Affairs	2023 continuing
		Inadequate knowledge of broadcasting laws and regulations by licensees and the public (Threat)	Use of social media and other ICT platforms to disseminate IBA information in line with the Communication Strategy	At least 36 posts shared per quarter Number of complaints and compliments received	Online Activity Report Communication on Strategy Implementation Review Reports	Availability of vehicles		
		Increased local collaboration (Opportunity)	Implement Communication Strategy Develop and implement a Communication Policy	One Communication Policy Document	Communication on Policy Implementation Review Report	Effective implementation of the Policy	Manager Standards and Consumer Affairs	Q 4 2023

STRATEGIC OBJECTIVES	OUTCOME	IDENTIFIED SWOT	ACTIONS	KPI TARGET	MEANS OF VERIFICATION	ASSUMPTIONS	DRIVER	TIMEFRAME
FINANCIAL PERSPECTIVES	TO ENHANCE FINANCIAL MANAGEMENT BY 2027	Stable Source of Funding (strength)	Spending on planned activities in line with the budget	Reduced Adverse Variance and clean Audit Report	Audit reports	Fully funded budget	Manager Finance	2023 continuing
		Over-dependence on Government grant (Threats)	Training in resource mobilisation strategies	Engage an expert in resource mobilisation. Conduct training in resource mobilisation.	Contract with an expert. Training Reports Board Minutes	Availability of experts in resource mobilisation strategy.	Director General	Q1 2024

STRATEGIC OBJECTIVES	OUTCOME	IDENTIFIED SWOT	ACTIONS	KPI TARGET	MEANS OF VERIFICATION	ASSUMPTIONS	DRIVER	TIMEFRAME
			Develop a Resource Mobilisation Strategy	Developed Resource Mobilisation Strategy	Strategy approved	Willingness of government to allow IBA to engage cooperating partners Willingness of cooperating partners	Director General	Q2, 2024 continuing
			Implement a Resource Mobilisation Strategy to increase resource base by 20%	Develop at least three Proposals by the end by 4 th Quarter of 2023	Approved proposals Proof of submitted Proposals	Quality of proposals sent Goodwill from stakeholders		2023 continuing
		Poor implementation and monitoring of strategic deliverables and KPIs (Weakness)	Facilitates implementation of Strategic Objectives	At least 75% of planned activities implemented per quarter	Activity reports	Funding from GRZ	Director General	2023 continuing
		Pandemics could adversely affect						

STRATEGIC OBJECTIVES	OUTCOME	IDENTIFIED SWOT	ACTIONS	KPI TARGET	MEANS OF VERIFICATION	ASSUMPTIONS	DRIVER	TIMEFRAME
INTERNAL BUSINESS	TO ENHANCE COMPLIANCE LEVELS WITH THE IBA ACT ABOVE 80% BY 2027	Access to available Information and Communication Technology tools (Strength)	Conduct Inspections of broadcast stations	At least 2 inspections per station per year	Inspection Reports	Availability of resources Availability of appropriate transportation Good weather conditions No outbreaks of disease	Director SLC	2023 continuing
			Undertake broadcasting content monitoring	Access to broadcasting content	Quarterly Monitoring Report	Availability of resources Optimum function of the surveillance equipment.	Director SLC	2023 continuing
		A professional broadcasting sector The only broadcasting regulator in Zambia (Strength)	Undertake capacity-building workshops for licensees	At least one workshop per province per year.	Capacity building Reports Feedback forms from participants	Funds availability The willingness of licensees to participate	Director SLC	Q3 - Q4 2023 continuing

STRATEGIC OBJECTIVES	OUTCOME	IDENTIFIED SWOT	ACTIONS	KPI TARGET	MEANS OF VERIFICATION	ASSUMPTIONS	DRIVER	TIMEFRAME
TO IMPROVE OPERATIONAL PROCESSES AND PROCEDURES		Adherence to the IBA Act Processes and Procedures	Conduct a study on the State of Broadcasting in Zambia	Questionnaires were distributed and returned. Data entry done Report published	Survey Report. Attendance Register at dissemination sessions.	The willingness of stations to participate in the survey.	Director SLC	Q1 – Q2 2024
			Procurement of appropriate Motor Vehicles	Vehicles (5) procured	Red books and asset register	Funds availability		Q4 2023 - 2025
			Strict Adherence to laid down procedures and processes	Reduced internal and external audit queries	Audit reports	Staff awareness of internal controls and communication channels.		Q4 2023 continuing
			Implement internal communication	Internal Communication implemented in line with the Communication Strategy	Reports and minutes			Q4 2023 continuing
	Increased operational efficiency	Poor implementation and monitoring of deliverables and KPIs (Weaknesses)	Holding of weekly information sessions and upscaling of skills	Improved information flow. Improved performance by staff in ICT usage and presentation skills.	Employee survey Reports Appraisal forms	The willingness of members of staff to participate in the sessions. Availability of staff during the scheduled sessions.	Director HRA	

STRATEGIC OBJECTIVES	OUTCOME	IDENTIFIED SWOT	ACTIONS	KPI TARGET	MEANS OF VERIFICATION	ASSUMPTIONS	DRIVER	TIMEFRAME
			Review performance appraisal process	Performance appraisal Reviewed	Appraisal forms			
	Improved service delivery	Access to available Information and Communication Technology tools (Strength)	Review of ICT systems and business processes and procedures	At least 5 operational processes and Procedures are to be reviewed.	Review Report		Director HRA	Q3, 20223
	Improved service delivery	Institutional Policies that support the execution of Business processes (Strength)	Implement and integrate ICT systems and business processes	At least 5 ICT systems and business procedures implemented and integrated	Report on integrated ICT and business processes	Availability of resources	Director HRA	2023 continuing
		Negative public perception (Threat)	Survey stakeholder perception	One survey conducted	Survey Report	Availability of resources Public participation	Director HRA	Q2 2024
	Increased operational efficiency	Inadequate capacity building to respond to changes in Information and Communication Technologies (weakness)	Train staff in the utilisation of ICT business systems	All end users trained	Training reports	Availability of resources	Director HRA	2023 continuing
		Inadequate legal framework to regulate online and public broadcasting (Weakness)	Repeal and replace the IBA Act	The Act repealed by Q4, 2024	Repealed Act	Availability of resources	Legal Counsel	Q1 2023 – Q4 2024

STRATEGIC OBJECTIVES	OUTCOME	IDENTIFIED SWOT	ACTIONS	KPI TARGET	MEANS OF VERIFICATION	ASSUMPTIONS	DRIVER	TIMEFRAME
		Enabling regulatory environment Digital Migration (Opportunity) Advancement in technology (Opportunity) Stable political environment (Opportunity) Technological advancement in ICTs making the existing regulations insufficient Possible allocation of more broadcast spectrum to telecom by the ITU (Threat)				Approval by Cabinet Enacting by Parliament		

STRATEGIC OBJECTIVES	OUTCOME	IDENTIFIED SWOT	ACTIONS	KPI TARGET	MEANS OF VERIFICATION	ASSUMPTIONS	DRIVER	TIMEFRAME
TO ENHANCE HUMAN RESOURCE MANAGEMENT	Improved productivity	Qualified and skilled staff (strength)	Facilitate short-term skills training of staff in specialised areas.	At least five staff identified through appraisals, trained each year	Training report	Availability of funds	Director HRA	2023 continuing
			Conduct a formal assessment of the impact of training	Improvement in performance after the training	Impact Assessment Report	Staff successfully underwent the short training	Director HRA	2023 continuing
	Efficient Business Continuity Plan	Lack of Succession Plan (Weakness)	Develop a Succession Plan	Succession Plan developed and approved by the end of Q2	Succession Plan	Funds available	Director HRA	Q2 - 2024
	Save on recruitment and learning curve costs	Qualified and skilled staff (strength)	Conduct full Cycle Performance Management twice a year	Two full-cycle performance management conducted	Performance Management Reports	Availability of resources	Director HRA	2023 continuing
			Adopt a reward system to improve staff motivation	Reward system adopted by end of end Q4	Staff Appraisal Reports	Availability of resources	Director HRA	Q4 - 2023
	Improved service delivery		Optimise staffing levels	Optimum staff establishment level achieved end by Q4	Human resource register	Approval by Emoluments Commission	Director HRA	Q4 - 2023



STRATEGIC OBJECTIVES		OUTCOME	IDENTIFIED SWOT	ACTIONS	KPI TARGET	MEANS OF VERIFICATION	ASSUMPTIONS	DRIVER	TIMEFRAME
LEARNING & GROWTH	TO ENHANCE HIGH-PERFORMANCE WORK CULTURE AMONG STAFF	Improved service delivery	Poor implementation and monitoring of strategic deliverables and KPIs (Weakness)	Develop Annual Work Plans	Annual Work Plans developed	Submitted Annual Work Plans	Willingness of staff to improve service delivery	Director General	2023 continuing
		Improved Work Culture		Engage cultural transformation experts	Cultural transformation expert engaged	Contract between IBA and the Consultant	Availability of resource persons	Director General	Q3 - Q4 2023
	Train employees on work culture transformation.		All Staff Trained	Training Report	Availability of resource persons	Director General	Q3 – Q4 2023		
			Engage experts in the preparation of Board materials and papers	Middle and senior Management staff	Training report. Board Minutes	Availability of resource persons	Director General	Q 4 2023	
				One Team Building exercise every year for all the members of staff.	Reports Attendance Register,	The willingness of the members of staff to participate fully.	Director HRA	Q4 2023 & continuing	
		Poor implementation and monitoring of strategic deliverables and KPIs (Weakness)	Engagement of experts to train staff in the implementation of the balanced scorecard.	Signed contract with Consultant. Training of staff in middle and senior management.	Contract with Consultant. Reports to Committee and Board meetings.	Availability of experts to conduct training.	DG	Q4 2023 continuing	

5.7 ENTERPRISE RISK MANAGEMENT

Effective risk management is a continuous process and a fundamental component of good governance. To raise the likelihood that the strategy will be successful, it comprises identifying, evaluating, prioritising, and developing risk response activities. The execution of the strategy may be jeopardised by several potential risks that the IBA acknowledges exist in its operational environment. With this in mind, a strategic risk assessment was carried out and the findings were entered into the Authority's risk register to determine the risks that are most likely to affect the successful implementation of the Strategic Plan.

Regular reviews of the assessment at all levels will enable the Authority to monitor the development of identified strategic risks as well as identify and address new ones. Table 7 displays the recognised internal and external risks to this strategic plan's implementation.

Table 7: Risk Mitigation Matrix

Pillar	Strategic Objective	Outcome	Key Risks	Mitigation Plans
Stakeholder Perspectives	To Enhance Stakeholder's Awareness of IBA's Mandate	Positive perception of IBA.	Negative public perception.	Conduct workshops for broadcasting stations about IBA in line with the Communication Strategy.
		Improved Knowledge of IBA and Compliance with the Act.	Inadequate knowledge of broadcasting laws and regulations by licensees and the public.	Air radio and TV programs by IBA in line with the Communication Strategy.
Financial Perspectives	To Enhance Financial Management By 2027	Increased alternative sources of funds by up to 20%.	Inefficient financial management leads to budget variances and financial instability.	Spend on planned activities in line with the budget. Implement a Resource mobilisation strategy to increase the resource base by 20%.
		Positive corporate image.	Poor implementation and monitoring of strategic deliverables and KPIs.	Implement clear communication, regular evaluation, resource allocation, and fostering a culture of continuous improvement.
		Enhanced Operational Efficiency.	Insufficient Internal Controls and Communication.	Establish robust control mechanisms, promote transparent communication channels, and ensure clarity in roles and responsibilities across the Authority.
Internal Business	To Enhance Compliance Levels with the IBA Act Above 80% By 2027	A professional broadcasting sector.	Insufficient compliance with the IBA Act and broadcasting regulations.	Conduct inspections of broadcast stations. Undertake broadcasting content monitoring.
	To Improve Operational Processes and Procedures	Adherence to the IBA Act Processes and Procedures.	Low adherence to processes and procedures.	Undertake capacity-building workshops for licensees. Conduct impact assessment of training on licensees.
		Improved service delivery.	Inefficient operational processes and procedures lead to reduced productivity.	Implement and integrate ICT systems and business processes.
		Increased operational efficiency		Strict adherence to laid-down procedures and processes.
		Enabling regulatory environment.	Inadequate legal framework to regulate online and public broadcasting.	Repeal and replace the IBA Act.
Learning & Growth	To Enhance Human Resource Management	Save on recruitment and learning curve costs.	lack of succession planning.	Develop and implement a succession plan.
		Efficient Business Continuity Plan.	Inadequate human resource management impacting productivity and efficiency.	Optimise staff levels and facilitate short-term skills training of staff in specialised areas.
		Improved productivity and service delivery.	Ineffective performance management.	Conduct full-cycle performance management twice a year.
	To Enhance High-Performance Work Culture Among Staff	Improved Work Culture.	Lack of a high-performance work culture among staff.	Develop annual work plans. Train employees on work culture transformation.

5.8 IMPLEMENTATION OF THE STRATEGIC PLAN

For effective implementation of the Strategic Plan, the Director General shall remain as the overall Driver. The office of the Director General will be responsible for conducting periodic reviews of the Plan through annual progress reviews. Each Strategic Objective has been assigned a Driver who shall lead the implementation and report progress to the Director General and ultimately to the Board.




The Authority will have an annual review of the Plan. Each Driver will be responsible for preparing the Review Report for presentation during the review meeting. Periodic reviews of the Strategic Plan will be important, to help the Authority track progress and take corrective measures where necessary.

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