



REPUBLIC OF ZAMBIA
ELECTRONIC GOVERNMENT DIVISION
SMART ZAMBIA INSTITUTE

Digital Transformation

Change Management Strategy for the Public Service 2023 to 2026



Foreword



The need for change in the Public Service is widely recognized by the public, professionals, and the Government. In recent times, Public Service reforms have been driven by a combination of economic, social, political, and technological factors, which have triggered the quest for efficiency and effectiveness in delivering public services. To enhance public service delivery to the citizens, the Government established the Electronic Government Division.

Through the Electronic Government Act No. 41 of 2021, the Government of the Republic of Zambia aims to support electronic government innovations. The government recognizes the critical role that embracing the use of ICTs plays in fostering good governance and integrity. It continues to accelerate the pace of digital transformation and decentralization, as outlined by the President of the Republic of Zambia, Mr. Hakainde Hichilema, in his State of the Nation address of 2023.

In addressing the gaps identified in the entire landscape of the Public Service, the government, through the Electronic Government Division and SMART Zambia Institute, envisions championing the development and implementation of the Digital Transformation Change Management Strategy. This strategy aims to support and embrace the implementation of electronic government in the Public Service.

To this effect, the Digital Transformation Change Management Strategy focuses on addressing the gaps in the adoption and utilization of digital platforms faced by Ministries, Provinces, Public Bodies, and Local Authorities. It is imperative that organizational effectiveness addresses four factors: People, Structure, Technology, and Culture.

This strategy has been developed in consultation with the relevant Ministries, Government Agencies, and other key stakeholders. I am, therefore, hopeful that all stakeholders will support the effective implementation of the strategy.



Patrick K. Kangwa

SECRETARY TO THE CABINET

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I wish to extend my sincere appreciation to all the various institutions, stakeholders, and line ministries that contributed to the process of developing this Digital Transformation Change Management Strategy for the Public Service.

I also wish to acknowledge the support rendered to us by the facilitators, the Office of the Vice President (OVP), University of Zambia

(UNZA), Zambia Revenue Authority (ZRA), Public Service Management Division (PSMD), Cabinet Office-Decentralisation Secretariat, Zambia Information and Communication Technology Agency (ZICTA), Stanbic Bank, and other stakeholders. Without their invaluable support, we could not have managed to complete this document.

On behalf of the Government, I would like to thank all those who were involved in the development of this critically important document. Lastly, I wish to express gratitude to the members of staff of the Electronic Government Division (SMART Zambia Institute) for their contributions and efforts in the process of formulating this Strategy.

A handwritten signature in black ink, appearing to read 'Percy Chinyama'.

Percy Chinyama

NATIONAL COORDINATOR

Electronic Government Division (SMART Zambia Institute)





Glossary

Definition of Terms

Artificial Intelligence	The ability of a computer or computer controlled robot to perform tasks commonly associated with intelligent beings.
Blockchain	A digital database containing information that can simultaneously be used and shared within a large decentralised, publicly accessible network.
Change Management	A systematic approach in dealing with the transition or transformation of an organisation's goals, processes, or technologies.
Data	An electronic representation of information in any form.
Digital Entrepreneurship	Entrepreneurial opportunities being created and pursued using technological platforms and other information communication equipment.
Digital Governance	A system that helps to establish lines of accountability, roles, and decision-making authority for the digital presence of an organisation.
Digital Infrastructure	Digital technologies providing the foundation for an organisation's information technology and operations.
Digital Innovation	The practice of implementing modern digital technology to solve business problems by optimising processes, improving customer experiences, and delivering new business models.
Digital Literacy	An individual's ability to find, evaluate, and communicate information through typing and other media on various digital platforms.
Digital Skills	A range of abilities to use digital devices, communication applications and networks to access and manage information.
Digital Transformation	Integration of digital technology into all areas of a business, fundamentally changing how you operate and deliver value to customers.
Electronic Government Development Index	An Electronic Government Development benchmarking tool based on a comprehensive survey of the online presence of all 193 United Nations Member States.
8NDP	A five-year National Development Plan that expresses the developments of the Zambian people from 2022 to 2026.



Electronic Signature	A sound, symbol, process or other data created or adopted by a person with the intent to sign a data message.
Electronic Transaction	An exchange, transfer or processing of digital information or data.
Enterprise Architecture	A conceptual blueprint that defines the structure and operations of an organisation.
e-Waste	Discarded electrical or electronic equipment.
Interoperability	The ability of computer systems or software to exchange and make use of information.
Marginalised Groups	Vulnerable population or people that experience discrimination or exclusion to the use of ICTs.
Open Government	A culture of governance based on innovative and sustainable public policies and practices inspired by the principles of transparency, accountability and participation that fosters democracy and inclusive growth.
Open Internet	A fundamental network neutrality concept in which information across the World Wide Web (www) is equally free and available without variables that depend on the financial motives of Internet Service Providers (ISPs).
Paperless Government	A Government that has minimal paper-based processes and mainly relies on digitalised processes for its operations.
Public Bodies	The Government, any ministry or department of the Government, the National Assembly, the Judicature, a local authority, parastatal, Commission or other body appointed by the government or established by or under any law except a professional association or body and public bodies shall be construed accordingly.
Public Key Infrastructure	A framework for creating a secure method for exchanging information based on public key cryptography.
Zamportal	An online platform for accessing services provided by the Government of Zambia.



Acronyms

APP	Computer Applications
EGD	Electronic Government Division
G2B	Government to Business
G2C	Government to Citizens
G2G	Government to Government
GSB	Government Service Bus
GWAN	Government Wide Area Network
ICT	Information and Communication Technology
ISP	Internet Service Provider
IT	Information Technology
MoTS	Ministry of Technology and Science
MoFNP	Ministry of Finance and National Planning
PAC	Policy Analysis and Coordination
ZICTA	Zambia Information and Communication Technology Authority
8NDP	Eighth National Development Plan



Table of Contents

Foreword	i
Acknowledgements	ii
Glossary	iii
Acronyms	v
1 Introduction	1
2 Situation Analysis	3
3 Strategic Focus	11
4 Objectives and Strategies	13
5 Strategies	13
6 Implementation Framework	15
Implementation Matrix For The Digital Change Management Strategy	19
Contact Information	27

1 Introduction

Government has over the years, emphasized the need to transform the way the Public Service executes its functions by embracing innovations that promote a SMART and Digital Transformational culture bringing about excellence in the delivery of public services. The Government recognises that change is inevitable and always constant. Change, in this case digital transformation brings about anxiety, uncertainty, unpredictable results, curiosity, and many other factors that may affect institutions in one way or another. However, change is desirable for mindset growth and development which is critical because it will enable the Public Service to transition individuals, teams and organizations from a current state to a desired future state, actualizing the Vision 2030 of becoming a prosperous middle-income country by the year 2030.

To facilitate the implementation of the national digital agenda, the Government established the Electronic Government Division in the Office of the President in 2021, revised the National Information and Communication Technologies Policy in 2023, and developed the 2023-2026 National Electronic Government Plan (NeGP). The Government also enacted the ICT Act, No.15 of 2009, to provide for the establishment of the Zambia Information and Communication Technology Authority (ZICTA) and for the regulation of the Information and Communication Technologies in the country. The Electronic Government Act, No. 41 of 2021, was enacted to provide for enhanced management and promotion of digital government services and processes, while the Cyber Security and Cyber Crimes Act, No. 2 of 2021, was enacted to provide for cyber security and protection against cybercrimes in the country. Further, the Government enacted the Data Protection Act, No.3 of



2021, to provide for the regulation of the collection, use, transmission and protection of personal data and the establishment of the Office of the Data Protection Commissioner. Furthermore, the ICTAZ Act, No.7 of 2018 was enacted to provide for the registration of Information and Communication Technology professionals and regulation of the professional conduct in the interest of the information and communications technology sector. To facilitate accelerated digital transformation agenda for efficient and effective public service delivery, Government has developed this Digital Transformation Change Management Strategy to provide guidelines in the implementation of digital change management processes, digital electronic reforms, projects and programmes in the Public Service.



The Digital Transformation Change Management Strategy seeks to address factors affecting the achievement of Government digital transformation objectives. It addresses the major challenges and issues in implementing planned digital transformation change in the Public Service. It also highlights the most important factors that need to be considered by those responsible for implementing change in Ministries, Provinces, Public Bodies, and Local Authorities.

In addition, the Strategy provides an initial direction in attempting to bring about digital transformation change in creating a SMART and transformational culture for Public Service delivery. Further, the Strategy provides those responsible for initiating reforms and implementing change with a realistic framework for Digital Transformation change management within the Public Service.

The Strategy highlights various stakeholders' roles and responsibilities and reporting structures within the Governance model. It shall also address the transformational aspects of people, structure, and technological advances in the Public Service, such as shared services, the Government Service Bus (GSB)/Zamportal, and Government Payment Gateway. The Strategy recognizes the roles of leaders at all levels of the Public Service in influencing digital transformational change. Leaders are expected to create a shared vision and put in place plans, set strategies, and display appropriate leadership styles that shall inspire confidence in the workforce to achieve the set objectives.

1.1 Background

Over the past years, the Government has recognized the need to undertake complementary reforms in various sectors, particularly in the area of digital transformation, to create an efficient and effective public service. Upon realizing the need to implement transformational change in the delivery of services within the public service, the government called for a dimensional shift in the way business is conducted. This innovation was intended to address, among other things, change through reforms that have been ongoing since 1993. The earlier reforms in the Public Service focused on enhancing efficiency, effectiveness, and professionalism in the delivery of public services.

Although much has been achieved, particularly in the implementation of the Public Service Reforms, the Government has not been satisfied that the current implementation arrangements in prompting change are adequate to ensure that Zambians appreciate the benefits, due to inadequate knowledge, awareness, and sensitization of electronic Government initiatives. An Institutional Assessment (IA) conducted by the Cabinet Office on the operations of the public service identified inadequate coordination among public bodies in implementing Government Policies due to working in silos among public bodies.

With new and emerging ICT innovations as enablers in service provision within Government to Government (G2G), Government to Business (G2B), Government to Employee (G2E), and Government to Citizens (G2C), it has become necessary to draw a transformational mindset paradigm change in the provision of Government services. To this effect, on September 18, 2015, the Government established the Centre of Excellence for e-Government and ICT (CEEGICT), later re-named as SMART Zambia Institute (SZI). It was officially launched on October 22, 2015, under



the Office of the President, to spearhead and formulate a framework for implementing change within the Public Service. This was further strengthened through the enactment of the Electronic Government Act No. 41 of 2021 which led to the establishment of the Electronic Government Division.

Apart from spearheading the implementation of new innovations in Information and Communication Technology (ICTs), the Institution was mandated to oversee and coordinate all Digital transformation change management processes for projects and programmes within the Public Service and ultimately to the citizens in improving service delivery.

2 Situation Analysis

The situational analysis was conducted to establish the gaps that existed within the Public Service in initiating electronic government reforms and impeding the implementation of digital change. The analysis was used as a strategic tool to identify all the external and internal factors affecting the performance of the Public Service in delivering services to its stakeholders.

2.1 Overview of Electronic Governance in Zambia

Zambia has been experiencing accelerated digital transformation driven by the adoption of new and emerging technologies that maximize the potential to accelerate the country's development path. Over the years, significant progress has been made in integrating ICTs into the public sector. This has resulted in the development of electronic platforms that enable citizens and businesses to conveniently access government information, complete transactions, and engage with government entities. Online portals, such as the Government Service Bus and Payment Gateway channels, have been established to facilitate easy and secure interaction between citizens and the Government.

The implementation of e-Government initiatives in Zambia aims to leverage the power of ICT to transform service delivery, streamline administrative processes, and improve the overall governance of public services. By harnessing the capabilities of digital technologies, the government seeks to enhance citizen engagement, promote transparency, and ensure the effective and efficient delivery of public services to citizens through the utilization of collaboration and communication tools and shared services.

The government recognizes these technological developments for their enormous potential to speed up progress towards the attainment of Sustainable Development Goals (SDGs), Vision 2030, and the Eighth National Development Plan (8NDP) objectives. The government also considers technology as an enabler for access and delivery of public services.

The Eighth National Development Plan (8NDP) highlights the importance of developing digital skills in achieving the dividends of digital transformation and the need to invest in digital skills enhancement. In effect, the government has undertaken various initiatives in collaboration with key stakeholders to build digital capacities in the public service and among the general citizenry.

Some of the initiatives undertaken so far include:

- Electronic Government services awareness programs and sensitization.
- Fast Track Digital Skills and Literacy Programme for teachers.
- Digital Skills and Literacy Programme for girls in Secondary School.
- CISCO Academy Programme aimed at enhancing digital skills of Master Trainers for teachers.
- The Digital Literacy Programme for the general citizenry.
- Digital Skills Training Programme for public servants.

An assessment to determine the current state of uptake and utilization of digital services in the public sector revealed positive strides made towards improving the uptake and utilization of digital services. Despite these advancements, the assessment identified the following challenges regarding the uptake and utilization of digital services:

1. Inadequate technical skills and knowledge to embrace new and emerging technologies.
2. Low levels of digital literacy.
3. Cultural issues.
4. Behavioral issues, including mindset, attitudes, and desires, in adapting to technological advancements.
5. High turnover of human capital with specialized ICT skills to support digital transformation in the public sector.
6. Inadequate availability of ICT tools.
7. Resistance to change in adopting new technologies due to a lack of confidence in using new ICT tools effectively.
8. Inadequate awareness and knowledge of the benefits of ICT and how it could improve the service delivery of various government processes.

Despite investments being made in the development and deployment of government digital infrastructure and services, there has been a limited focus on investments in the development and enhancement of digital skills, platforms, innovations, and the adoption of emerging technologies. All of these aspects are crucial for the provision and access to electronic Government services.



2.2 Availability, Accessibility and Utilization of Digital Government Services

The situational analysis was conducted to establish the gaps that existed within the Public Service in initiating the electronic government reforms and impede the implementation of digital change. The analysis was used as a strategic tool to identify all the external and internal factors, affecting the performance of the Public Service in delivering services to its stakeholders.



2.2.1 Provision and Availability

The government has undertaken significant efforts to enhance the availability of digital government services. Various departments and agencies have developed digital platforms, channels, and applications to provide access to a wide range of services. In this regard, the government has established online portals such as the Zamportal, serving as a one-stop-shop for all digital government services, enabling citizens to access and make payments for e-services with ease.

Despite the progress made so far, there are still gaps in the availability of digital government services across different sectors and departments. While some services have been fully automated and well-established, other institutions offer digitized services through siloed platforms, while some still heavily rely on traditional and offline channels.

However, increased digital connectivity in Zambia, including the expansion of internet access and mobile connectivity, provides a favorable environment for improved accessibility of digital Government services. The widespread use of mobile devices, such as smartphones, offers opportunities to reach citizens even in remote areas where traditional internet connectivity is limited.

The digital divide remains a challenge, particularly in rural or economically disadvantaged areas, where limited access to internet connectivity and lack of devices hinder the provision of digital Government services. In 2022, the digital divide in the country stood at 53 percent (according to the 2022 Inclusive Digital Economy Report for Zambia), highlighting the need for Zambia to focus on enabling the marginalized segments of the population, including rural communities, women, youth, and Micro, Small, and Medium Enterprises (MSMEs) to participate in the digital ecosystem. Zambia, like many other countries in Africa, has been grappling with the problem of digital literacy in the Public service and among the citizenry, which stood at 38% according to the 2022 Inclusive Digital Economy Report for Zambia.

Limited availability of network infrastructure to cover all citizens, especially in underserved and unserved communities, has been one of the critical areas requiring intervention. However, in the National Electronic Government Plan (2023-2026), the government has implemented mitigative plans, such as the deployment of the Government Wide Area Network in public institutions and local authorities, and the deployment of alternative technologies for last-mile connectivity, including Towers, VSATs satellite, radio spectrum, and Starlink.

Furthermore, knowledge and skill levels have persistently been low, impeding the Public Service employees' access to and usage of the available electronic services. Resistance to change and embracing ICTs in service delivery has slowed digital transformation in the Public Service, adversely affecting public service delivery.

2.2.2 Accessibility and Affordability

Government has recognized the importance of affordability of services and has taken steps to make digital Government services accessible to all citizens. To this effect, Government has deployed numerous digital platforms that have been designed to ease public service delivery such as GSB, a single window digital platform that facilitates centralised provision of public services to the citizens with currently over 250 government services.

Despite these efforts, there are still cost barriers associated to access and utilisation such as digital skills, cultural issues, awareness, cost of devices, internet access fees and cost of device. Affordability challenges are more pronounced among lower-income segments of the population, limiting their ability to fully benefit from these services.

Lack of digital skills and knowledge has also been hampering accessibility and utilization of the available digital services. This has resulted in most of the citizens relying on manual systems or non-electronic services that are inconvenient, time consuming, costly and are not easily manageable.



2.2.3 Utilisation of Digital Government Services

The government has developed the Zamportal as a one-stop-shop for access to all public services. As of November 2023, the platform hosted over 250 services from 26 public institutions, allowing citizens to access them from any location and at any given time. However, awareness and knowledge of the available electronic Government services among Public Service employees and the citizenry have been low, negatively impacting accessibility, adoption, and utilization of the available electronic Government services. Awareness-raising messages have predominantly targeted urban areas in terms of language and delivery channels.



2.2 Environmental Analysis

An environmental analysis is important to understand internal and external factors that could affect the successful implementation of digital transformation change management processes. A SWOT and PESTLEI analysis reviewed the following:

	Strengths	Weaknesses	Opportunities	Threats
Political	<ul style="list-style-type: none"> Strong support from political leadership for digital transformation initiatives. Alignment of digital transformation goals with political agenda and policies. Stable political environment providing a conducive atmosphere for the implementation of digital initiatives. 	<ul style="list-style-type: none"> Bureaucratic challenges that could slow down decision making processes. Political changes which may disrupt the continuity of digital initiatives. 	<ul style="list-style-type: none"> Availability of government incentives for organizations driving digital transformation. Opportunities for collaborations with government entities for digital projects. Emerging policies favouring digital innovation and investment. 	<ul style="list-style-type: none"> Changes in political leadership leading to shifts in digital priorities. Political conflicts and tensions with other countries can affect the full implementation of digital transformation initiatives.
Economic	<ul style="list-style-type: none"> Availability of financial commitment and resources for digital transformation. Potential for improved economic performance through digital transformation. 	<ul style="list-style-type: none"> Economic downturns leading to budget constraints for digital transformation projects. Economic disparities affecting access to services for certain demographics. 	<ul style="list-style-type: none"> Attracting private investments for joint ventures in digital projects. Expansion of digital services to international markets for economic growth. Opportunities for the creation of jobs in the digital sector. 	<ul style="list-style-type: none"> Economic recessions impacting funding and financial stability. Inflationary pressures affecting the affordability of digital services and devices.



Social	<ul style="list-style-type: none"> • Willingness of public officials to embrace digital changes. 	<ul style="list-style-type: none"> • Fears that digital work processes are not secured. • Existing social disparities leading to a digital divide in terms of access and skills. • Resistance from certain social groups to adopt new digital processes due to cultural beliefs. 	<ul style="list-style-type: none"> • Young and innovative population. • Opportunities to engage communities in shaping and benefiting from digital transformation. 	<ul style="list-style-type: none"> • Negative public perceptions leading to backlash against digital transformation efforts. • Fears that financial transaction are not secured.
Technological	<ul style="list-style-type: none"> • Good basic digital literacy skills. • Decentralisation of ICT departments in Public bodies. 	<ul style="list-style-type: none"> • Silo digital platforms. • Inadequate ICT tools in Public bodies. • Dependence on legacy systems, hindering the integration of new technologies. • Insufficient internal expertise for managing and implementing complex technological changes. 	<ul style="list-style-type: none"> • Planned expanded rollout of the Government Wide Area Network and satellite. 	<ul style="list-style-type: none"> • Inadequate ICT infrastructure in rural areas. • Difficulty in keeping up with the pace of rapid technological advancements • Increasing cybersecurity threats compromising the integrity of digital systems. • Low digital literacy levels. • Unaffordable ICT equipment.



Legal	<ul style="list-style-type: none"> Well established legal frameworks. Favourable legal environment for the implementation of digital initiatives. 	<ul style="list-style-type: none"> Weak adherence to regulations and standards. Uncertainties related to evolving legal frameworks for emerging technologies. Legal complexities that may arise during the transition to digital processes. 	<ul style="list-style-type: none"> Changes in regulations that favour the growth of emerging technologies. 	<ul style="list-style-type: none"> Weak enforcement of cyber laws.
Environmental	<ul style="list-style-type: none"> Enabling operational regulation and standard. Integration of environmentally sustainable practices in digital processes. 	<ul style="list-style-type: none"> Weak adherence to regulations. Increased energy consumption associated with expanded digital infrastructure. Proper disposal of electronic waste generated during digital upgrades. 	<ul style="list-style-type: none"> Opportunity to adopt and promote environmentally friendly digital technologies. 	<ul style="list-style-type: none"> Environmental events impacting digital infrastructure. Environmental concerns affecting the availability of resources for digital technologies.
Integrity	<ul style="list-style-type: none"> High commitment to fight corruption. Strong commitment to ethical standards and digital processes. 	<ul style="list-style-type: none"> Unresolved ethical concerns in the use of certain digital technologies. 	<ul style="list-style-type: none"> Enhancement of trust and credibility through successful digital transformation. Opportunities to demonstrate ethical leadership in the digital realm. 	<ul style="list-style-type: none"> Public concerns about the misuse of personal data. Ethical lapses impacting organisational reputation.



3 Strategic Focus

This strategy aims to increase and reinforce the adoption and uptake of electronic Government services across the country. To achieve this, the strategy prioritizes skills development at various levels, addressing both the demand and supply sides. Furthermore, the strategy places emphasis on increased awareness and sensitization of electronic Government services, covering both the demand and supply sides, and promotes access to digital devices. These interventions are applicable to all public bodies, industries, and the general citizenry. Importantly, the strategy prioritizes addressing inadequate digital skills for utilizing digital platforms, low levels of digital literacy, cultural issues, behavioral matters (mindset, attitudes, and desires), and technological advancements.

3.1 Vision

“Secure provision of quality and universally accessible digital services to citizens”

3.2 Rationale

The Eighth National Development Plan (8NDP) has prioritized digital transformation as an enabler of socio-economic development for Zambia. Emphasis has been placed on improving digital infrastructure, skills, platforms, and innovation across national and sub-national structures. The government has developed a robust digital governance policy and regulatory framework for effective public sector digital transformation. This includes the enactment of the Electronic Government Act No. 41 of 2021, as well as the formulation of the 2018 – 2030 National Electronic Government Master Plan and the 2023 – 2026 National Electronic Government Plan. Based on these developments, public bodies are expected to design and implement digital government programs anchored on this policy and regulatory framework. In particular, the National Electronic Government Plan has provided for the formulation of this National Digital Transformation Change Management Strategy. Therefore, this strategy will provide strategic direction towards the design and implementation of digital transformation interventions in public bodies. This strategy seeks to ensure the development of digital government delivery capacities in public bodies as well as increasing uptake and utilization of digital government services by the general public.

3.3 Guiding Principles

The guiding principles for the implementation of the digital transformation change management strategy are as follows:

Patriotism	Putting the interest of the Country first beyond self.
Inclusiveness	Ensuring ICT systems and services are accessible to all citizens.
Transparency	Creating an environment where information is readily available and disseminated to all stakeholders, providing access to relevant data, ensuring that decision-making procedures are clear and understandable.
Accountability	Ensuring that civil servants and Public Bodies act responsibly, recognizing the impact of their decisions on the citizens and taking steps to rectify any shortcomings or mistakes.
Citizen-Centric Approach	Prioritising citizen needs, ensuring accessibility and user-friendliness and seeking feedback for continuous improvement.
Security and Privacy	Implementing robust cybersecurity measures, protecting citizen data and complying with regulations and standards.
Sustainable Development	Ensuring the design and implementation of ICT infrastructure and systems that are environmentally friendly.



4 Objectives and Strategies

General Objective

To provide strategic direction in the development and implementation of digital transformation change management programs in Public Bodies.

Specific Objectives

The following specific objectives will be pursued to effectively implement this Strategy:

1. To increase the adoption, provision, and availability of digital government services in public bodies and the general citizenry;
2. To increase access and utilization of digital Government services by the general public; and
3. To strengthen the leadership, coordination and monitoring and evaluation of the digital transformation programme.

5 Strategies

5.1 Provision and Availability of Digital Government Services Services

Objective 1

- To increase the adoption, provision, and availability of digital government services in public bodies and the general citizenry.

Strategy 1

- Promote the development and implementation of Electronic Government Change Management initiatives in public bodies.

Strategy 2

- Strengthen awareness and sensitisation of digital government services to the public bodies and general citizenry.

Strategy 3

- Promote the migration of public service process and services from manual to digital processes.

Strategy 4

- Enhance capacities of public bodies for digital transformation.

Strategy 5

- Stimulate demand towards the consumption of digital government services.



5.2 Accessibility, Affordability and Utilization of Digital Government Services

Objective 2

- To increase access and utilization of digital Government services by the general public.

Strategy 1

- Enhance Digital literacy skills in the public service and the general citizenry.

Strategy 2

- Facilitate the creation of multiple digital platforms for increased access to electronic government services.

5.3 Leadership, Coordination and Monitoring, and Evaluation

Objective 3

- To strengthen the leadership, coordination and monitoring and evaluation of the digital transformation program

Strategy 1

- Enhance leadership and coordination for digital transformation.

Strategy 2

- Improve monitoring and evaluation of digital transformation interventions.



6 Implementation Framework

6.1 Institutional Arrangements

The governance model under this strategy shall be established and will comprise a three-layer management structure. This will constitute the following Committees:

1. Executive Steering Committee
2. Technical Steering Committee
3. Change Management Committee

6.1.1 Executive Steering Committee

The Committee, chaired by the Secretary to the Cabinet, comprises the following members: Deputy Secretary to the Cabinet responsible for Financial and Economic Development, National Coordinator – Electronic Government Division (SMART Zambia), Permanent Secretaries responsible for Management Development, Gender Matters, Information and Media, Decentralization, Technology and Science, Education, Finance and National Planning, Community Development and Social Services, and Local Government and Rural Development. The Committee will convene quarterly.

The Committee's responsibilities for overall programs for digital change management and implementation include:

1. Provide overall guidance on digital change management.
2. Ensure effective implementation of strategies and conditions for the successful digital change initiatives.
3. Consider recommendations from all sub-committees and the change management team for conformity to the overall policy framework of the Government.
4. Address administrative and financial matters relating to change management.
5. Support digital change management efforts and monitor the overall change programs.
6. Assist in resolving any challenges impeding success.
7. Communicate the business reason for the change to all public services.
8. Establish and drive a clear vision for change.



6.1.2 Technical Steering Committee

This Committee shall be chaired by the National Coordinator – Electronic Government Division (SMART Zambia). The Committee shall comprise of the following selected members:

- Directors
- Heads of Quasi Institutions from ZICTA, ZRA, ZAMTEL, and ZESCO
- Higher Learning Institutions
- Representatives of Civil Societies

The Committee shall hold meetings on a quarterly basis and shall be responsible for the following functions:

- Develop corporate-level digital change management strategies and plans that will ensure the cost-effective application and management of change in the public service.
- Provide advice and recommendations to the Executive Steering Committee on digital change management.
- Provide required support for successful digital change management initiatives.
- Model new behaviors and promote buy-in.
- Monitor the performance of the change management team.
- Review the reports before conveyance to the Steering Committee.

6.1.3 Change Management Committee

This Committee shall be chaired by the Director Digital Government Services, Electronic Government Division (SMART Zambia Institute). The Committee shall comprise Change Management Core Team Members within SMART Zambia and members within Cabinet Office (PSMD, PAC and MDD). The Committee will hold quarterly meetings.

The Committee shall be responsible for the following functions:

- Provides guidance and direction to the digital change management initiative and champion its cause.
- Digital Change Strategy Development.
- Keep the change management initiative on time, balance conflicting priorities and resources.
- Develop, define, manage, and monitor all CM plans and activities.
- Develop and implement the required training.
- Develop, implement and maintain the communication plan.
- Build, maintain and support the change agent network and / or champions.
- Foster positive communication regarding the change management progress and outcomes.
- Regular check adherence to change management activities and standard of practice.



6.1.4 Institutional Roles and Responsibilities

Electronic Government Division	Shall coordinate the overall implementation of the Strategy;
Cabinet Office	Shall facilitate the approval of e-Government policies and organisation structures;
Ministry of Technology and Science	Shall provide policy oversight on implementation of ICTs;
Government Public bodies	Shall support implementation of the strategy in line with their gazette mandates;
Private Sector	Shall participate in the implementation of digital change management activities and services;
Internet Service Providers	Shall provide quality fixed and mobile internet services to Public Bodies and the general citizenry;
Co-operating Partners	Shall provide technical and financial support towards the implementation of the strategy;
Civil Society	Shall advocate for the equitable access and utilisation of e-Government services;
Regulators	Shall ensure adherence to set standards and regulations;
Professional Bodies	Shall ensure adherence to the code of conduct by all professionals;
Financial Institutions	Shall contribute towards enhancement of digital financial inclusion and literacy;
Training Institutions and Academia	Shall provide digital literacy and skills programs and undertake ICT research and development;
Local and Traditional Leadership	Shall participate in the implementation of digital skills and literacy programmes in the communities;
Local Authorities	Shall participate in the development and deployment of digital change management and other services;
Citizens	Shall provide feedback on the quality of e-Government Services and participate in the development of local content.

6.2 Financing and Resource Mobilisation

Implementation of the Digital Transformation Change Management Strategy requires a sustainable financing mechanism. Therefore, both domestics and external financing mechanisms shall be employed in the implementation of this strategy. The Strategy shall largely be dependent on domestic financing through annual national budgetary allocations. Government through the Ministry of Finance shall ensure adequate funds are made available in each fiscal year. In order to fast track the adoption of critical online public services, Government will enhance collaboration with the private sector.

Further, Government shall continue to promote Public Private Partnerships (PPPs) as an alternative financing mechanism for the delivery of digital Government services.

6.3 Monitoring and Evaluation

A Monitoring and Evaluation (M&E) framework for the Digital Transformation Change Management Strategy shall be developed to ensure that the overall vision, objectives, strategies, and activities are effectively implemented as highlighted in the implementation matrix annexure. Accurate information on the uptake and utilisation of the electronic Government services will provide a basis for measuring whether the strategies are achieving the set objectives.



Regular monitoring of digital change management activities will be undertaken to ensure that desired interventions are implemented and quarterly Progress Reports are prepared to assess progress towards the attainment of targets. This is imperative for it will guide the smooth implementation of the change management activities.



Annexure

Implementation Matrix For The Digital Change Management Strategy

OBJECTIVES	STRATEGIES	ACTIVITIES	INDICATORS	ANNUAL TARGETS					ESTIMATED COST (K)	RESPONSIBLE INSTITUTION
				Plan Target	2023	2024	2025	2026		
PROVISION AND AVAILABILITY OF DIGITAL GOVERNMENT SERVICES										
To increase the adoption, provision, and availability of digital government services in public bodies and the general citizenry.	Promote the development and implementation of digital change management initiatives in public bodies.	Appoint and orient digital change agents in Ministries and Public bodies to help drive cultural and mindset change, provide training and support, and encourage knowledge sharing among employees.	Number of digital change agents in Ministries and Public bodies appointed and oriented.	105		105	0	0	0	EGD, Ministries and Public Bodies
		Orient Institutional Change Management Focal Point Person/Champions/Agents on change management processes.	Number of change management focal point/champion/agents oriented in change management processes.	105		105	0	0	500,000	EGD, Ministries and Public Bodies
		Conduct change readiness assessments in public bodies.	Number of change readiness assessments conducted.	35		35	0	0	500,000	EGD, Public Bodies, Public Sector
		Establish digital change management systems/processes in public bodies.	Number of digital change management systems established in public bodies established.	35			10	25	1,000,000	EGD, Cooperating Partners, Public Bodies, Public Sector
		Develop and disseminate templates for risk management, communication, training, resistance management, change readiness and sustainability plans in public bodies.	Number of templates for risk management, communication, training, resistance management, change readiness developed and disseminated.	4		4			150,000	EGD



		Develop and Implement Digital Transformation Change Management action plans tailor made to the mandate of each public body.	Number development of Digital Transformation Change Management action plans developed.	35		25	10	0	550,000	EGD and public bodies
	Increase awareness and sensitization of digital government services in the public bodies	Develop and conduct robust awareness and sensitization programs for increased adoption and provision of digital government services.	Number of awareness and sensitization programs developed and conducted.	10		4	4	2	2,000,000	EGD, Ministries, Collaborating Partners and Public Bodies
		Conduct community engagement to address cultural barriers and resistance to change through workshops, discussions, and cultural sensitivity training.	Number of community engagement to address cultural barriers conducted.	50		10	15	25	1,500,000	EGD, Collaborating Partners and Public Bodies
		Conduct digital service open day where government agencies can demonstrate the functionalities and advantages of their online services.	Number of digital service open day conducted.	15		5	5	5	300,000	EGD and Public Bodies
		Conduct social media campaigns to disseminate information, address queries, and create a sense of community around digital government services.	Number of social media campaigns conducted.	30		10	10	10	0	EGD and public Bodies
	Promote the migration of public service process and services from manual to digital processes.	Conduct meeting on the promotion of integrating of silo management information systems in the public bodies.	Number meetings conducted.	15		5	5	5	300,000	EGD and Public Bodies



	Enhance capacities for digital transformation.	Provide comprehensive digital literacy training for public servants to ensure efficient use of digital tools (MS-Teams, MS-Office, SharePoint, Websites, Zamportal) and other services.	Number of Public Servants trained in the use of Digital Tools.	10000		5000	2500	2500	1,000,000	EGD, MDD, PSMD Cooperating partners, Public bodies, Public Sector
		Orient public officials in new and emerging digital technologies.	Number of public service employees oriented in new and emerging technologies.	10000		3300	3300	3300	5,940,000	EGD, MDD, PSMD Cooperating Partners, Public Bodies, Public Sector
		Develop user-friendly government intranet sites with accessible information and services.	Number of developed user-friendly government intranet sites with accessible information and services facilitated.	1		1	0	0	20,000	EGD, Public bodies, Public Sector
		Conduct yearly digital skills assessments for the public service to assess their digital skills and provide recommendations for improvement.	Number of yearly digital skills assessments for the public service conducted.	1					0	EGD, PSMD, MDD, Cooperating Partners, Public Bodies, Public Sector
	Stimulate demand towards the consumption of digital government services.	Provide incentive programs that offer discounts or exclusive access to certain services, for users who adopt and regularly use digital government platforms.	Number of Ministries and public bodies engaged to implement incentive programs.	15		5	5	5	300,000	EGD and Public Bodies
		Develop Government websites and digital platforms that are user-friendly.	Number of engagements conducted to promote the development government websites and digital platforms that are user-friendly.	9		3	3	3	300,000	EGD and public Bodies



		Develop mobile applications and USSD services to make government services easily accessible via smartphones and non-smart phones.	Number of engagements conducted to promote the development mobile applications and USSD services developed.	3		1	1	1	300,000	EGD and public Bodies
		Translate of content on digital government platforms in multiple languages to cater for a diverse population.	Number of engagements conducted to promote the translation of content on digital government platforms in multiple languages to cater for a diverse population.	6		2	2	2	300,000	EGD, Ministries, Cooperating Partners and Public Bodies
		Provide interactive platforms such as chatbots or virtual assistants to guide users through the process of accessing government services especially for differently abled person.	Number of engagements conducted to promote the provision of interactive platforms such as chatbots or virtual assistants to guide users through the process of accessing government services especially for differently abled person.	6		2	2	2	200,000	EGD Ministries and Public Bodies
		Provide real-time support through online chat or helplines.		9		3	3	3	1,000,000	EGD and Public Bodies



Objectives	Strategies	Activities	Indicators	Annual Targets					Estimated Cost (K)	Responsible Institution
				Plan Target	2023	2024	2025	2026		
Accessibility, Affordability and Utilization of Digital Government Services										
To increase access and utilization of digital Government services by the general public.	Facilitate the creation of multiple digital platforms for increased access to electronic Government services.	Establish digital transformation centers.	Number of digital centers established.	6		2	2	2	3,000,000	EGD, MoE, MoTS, MoYS, Cooperating Partners, Public Bodies, Public Sector
		Conduct a needs assessment to understand the specific digital literacy needs of the target communities.	Number of needs assessments conducted.	3		1	1	1	750,000	EGD, MoE, MoTS, MoYS, Cooperating Partners, Public Bodies, Public Sector
		Establish partnerships to leverage already existing ICT resource centers, youth resource centers, innovation hubs and service kiosks.	Number of partnerships established	3		1	1	1	200,000	EGD, MoE, MoTS, MoYS, Cooperating Partners, Public Bodies, Public Sector
		Identify and train community digital ambassadors and digital resource centre coordinators.	Number of community ambassadors and digital resource coordinators trained.	300		100	100	100	1,500,000	EGD, Community Leaders, Civil Society, Cooperating Partners, Public bBodies, Public Sector
		Develop Information Education and Communication materials(brochures, flyers, posters) to create awareness in communities in all the 7 local languages.	Number of Information Education and Communication materials developed and translated.	30000		10000	10000	10000	450,000	EGD, Cooperating Partners, Public Bodies, Public Sector
	Enhance Digital Skills and Knowledge among the general citizenry.	Develop and implement digital literacy programs in schools, community centers, and workplaces to impart essential digital skills.	Number of digital literacy programs in schools, community centers, and workplaces to impart essential digital skills developed and promoted.	12		3	3	3	750,000	EGD, MoE, MoYS, MoTS, Cooperating Partners, Public Bodies, Public Sector



		Establish partnerships with online education platforms to provide free and low-cost courses in basic, intermediate and advanced digital skills.	Number of partnerships with online education platforms to provide free and low-cost courses in basic, intermediate and advanced digital skills established.	6		2	2	2	200,000	EGD, MoE, MoTS, Cooperating Partners, Public Bodies, Public Sector
		Collaborate with higher institutions of learning to subsidise tuition fees for training programmes for ICT teachers.	Number of higher institutions of learning to subsidise tuition fees for training programmes for ICT teachers collaborated.	3		1	1	1	50,000	EGD, MoE, MoTS, Cooperating Partners, Public Bodies, Public Sector
		Engage cooperating partners on attachment of volunteer ICT trainers/teachers in schools and public institutions.	Number of cooperating partners on attachment of volunteer ICT trainers/teachers in schools and public institutions engaged.	6		2	2	2	50,000	EGD, MoE, MoTS, Cooperating Partners, Public Bodies, Public Sector
		Establish of digital labs in public schools.	Number of digital labs in public schools established.	6		2	2	2	3,000,000	EGD, MoE, MoTS, Cooperating Partners, Public Bodies, Public Sector



OBJECTIVES	STRATEGIES	ACTIVITIES	INDICATORS	ANNUAL TARGETS					ESTIMATED COST (K)	RESPONSIBLE INSTITUTION
				Plan Target	2023	2024	2025	2026		
LEADERSHIP, COORDINATION AND MONITORING AND EVALUATION										
To strengthen the leadership, coordination and monitoring and evaluation of the digital transformation program.	Enhance leadership and coordination for digital transformation.	Establish institutional committee on digital change management	Number of committees established on digital change management.	35		35	0	0	0	EGD
		Sensitise institutional civic, and community leadership on the importance of digital transformation and change management.	Number of sensitisation programs conducted.	6		2	2	2	3,600,000	
		Incorporate digitalisation of work process in performance contracts.	Number of contracts incorporated with digitalisation process.	35		35	0	0	0	EGD, PSMD, Cabinet Office
		Establish Executive Steering, Technical Steering and Change Management Committees.	Number of committees established.	3		3	0	0	0	EGD
		Orient the Executive Steering, Technical Steering and Change Management Committees on digital transformation and the need for leadership in change management.	Number of orientation programs conducted on digital transformation.	3		1	1	1	1,500,000	EGD, Public Bodies
		Conduct quarterly meeting of the Executive Steering Committee.	Number of meetings held.	12		4	4	4	450,000	EGD, Public Bodies
		Conduct quarterly meeting of the Technical Steering Committee.	Number of meetings held.	12		4	4	4	450,000	EGD, Public Bodies



		Conduct quarterly meetings for Change Management Committee.	Number of meetings held.	12		4	4	4	450,000	EGD, Public Bodies
	Improve monitoring and evaluation of digital transformation interventions.	Conduct Monitoring of the change management interventions.	Number of Monitoring and Evaluation of the change management interventions conducted.	35			10	25	300,000	EGD, Cooperating partners, Ministries and Public Bodies
		Conduct quarterly review meeting on the digital change management.	Number of meeting conducted .	12		4	4	4	0	EGD, Public Bodies
		Prepared quarterly and annual progress reports on digital transformation.	Number of reports prepared.	4		1	1	1		EGD, Public Bodies
		Conduct biannual evaluation on progress in digitalising work processes.	Number of evaluations conducted.	6		2	2	2		EGD, Public Bodies
		Assess the progress in the introduction of new online services.	Number of assessments conducted.	3		1	1	1		EGD, Public Bodies
		Assess customer satisfaction with on-line public services.	Number of assessments conducted.	6		2	2	2		EGD, Public Bodies

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