



**Zambia Institute of Advanced Legal Education
(ZIALE)**

2022-2026 STRATEGIC PLAN

Prepared by:

Zambia Institute of Advanced Legal Education (ZIALE) in collaboration with Management
Development Division (MDD)

Cabinet Office

LUSAKA

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ACRONYMS

8NDP	Eighth National Development Plan
IA	Institutional Assessment
ICT	Information and Communication Technology
MDD	Management Development Division
PESTEL	Political, Economic, Social, technological and Legal
SWOT	Strengths, Weaknesses, Opportunities and Threats
SI	Statutory Instrument
ZIALE	Zambia Institute of Advanced Legal Education

FOREWORD

I am delighted to present to you the Zambia Institute of Advanced Legal Education (ZIALE) 2022 – 2026 Strategic Plan which outlines the strategic vision identified to help the ZIALE realise its full potential and better fulfill its mandate.

The Plan takes into account the changes that have taken place in the ZIALE's external environment. These include, high demand for training of law graduates for admission to the Zambian Bar due to the proliferation of public and private higher educational institutions offering law degree programmes, the ever evolving teaching and learning needs of the 21st century learner which need to respond to the dynamic business environment and the aspirations of Government as stipulated in the Eighth National Development Plan (8NDP),

In line with the 8NDP, the Constitution of Zambia (Amendment), Act No. 2 of 2016 and the Zambia Institute of Advanced Legal Education Act, Chapter 49 of the Laws of Zambia, the Plan gives us a clear sense of coherence, direction and focus to raise the profile of ZIALE and cement its position as a centre of excellence in law practice training.

The strategic planning process was anchored on a consultative approach which involved stakeholder participation and input at all levels. A number of meetings were held with various stakeholders and formed part of the process in formulating this Strategic Plan. The meetings attracted a wide range of participants from the stakeholders of the legal fraternity. I am confident that the stakeholders will continue supporting the Institute to ensure successful implementation of the Plan.

The successful implementation of the Plan, will also depend on the efficient resource mobilisation, the prudent deployment of human and financial resources and to a large extent, the completion of the infrastructural development plans and bringing them to fruition.

It is, therefore, cardinal that the Council, Management and staff own and internalise this Strategic Plan and enlist the support of stakeholders in order to secure its successful implementation.

Mulilo D. Kabesha, SC

ATTORNEY GENERAL AND CHAIRPERSON OF THE ZIALE COUNCIL

ACKNOWLEDGEMENTS

The Management of ZIALE wishes to thank the Management Development Division (MDD) of Cabinet Office for the technical guidance in the development of the Strategic Plan. We are also grateful to our stakeholders for their input during the process.

Further, we thank the ZIALE Council for the Policy guidance that shaped the strategic direction and informed the strategies that the Institute will pursue to realise its objectives over the period of the Plan.

The hard work and dedication exhibited by all members of staff not only in the execution of their day to day tasks, but also in the formulation of the Strategic Plan 2022 – 2026 is equally appreciated.

Ann Malata-Ononuju (Mrs)
DIRECTOR AND CHIEF EXECUTIVE OFFICER

EXECUTIVE SUMMARY

The mandate of the Zambia Institute of Advanced Legal Education is to provide national, regional and international legal post-graduate studies and training in legislative drafting.

The development of the 2022 to 2026 Strategic Plan was necessitated by the need to set a new direction and establish key strategic priorities relating to the mandate of ZIALE as stipulated in the Zambia Institute of Advanced Legal Education Act, Chapter 49 of the Laws of Zambia, (hereinafter referred to as ‘the Act’) and the Eighth National Development Plan (8NDP)2022-2026 as well as other developments in the external environment such as high demand for training of law graduates for admission to the Zambian Bar .

The Management Development Division of Cabinet Office provided technical support in the development of the Strategic Plan. The methodology used to develop the 2022 – 2026 Strategic Plan involved a two-phased approach comprising the Institutional Assessment and Organisational Development underpinned by the Balanced Scorecard principles. The Institutional Assessment involved undertaking a Performance Assessment, conducting an internal capability assessment to establish the Zambia Institute of Advanced Legal Education’s distinctive competencies, as well as, analysing the micro and macro-environments within which it operated. The McKinsey 7s Model, Lewin’s Simple Change Management Model, Objective and Problem Trees, SWOT and PESTEL Analyses were used in the assessment.

Based on these analyses, the Zambia Institute of Advanced Legal Education has set out a strategic operational framework for the period 2022 – 2026 comprising of the following:

Vision: “*A Centre of excellence in Law Practice Training.*”

To realise the vision, the Zambia Institute of Advanced Education has identified two (2) thematic areas of focus and their related strategic results as follows:

- a) **Training** resulting in ***qualified and competent legal practitioners***; and
- b) **Administration and management** resulting in ***efficient and effective service delivery***.

To ensure that ZIALE performs well in the two (2) thematic areas, it has set for itself a **Mission**, which is “*To Provide Quality Practical Legal Training for Adequate and Competent Legal Practitioners.*”

In executing the mission, ZIALE has committed to observing the following Core Values, namely; *Transparency, Integrity, Team work, Accountability and Objectivity.*

The Institute identified the following six (6) Strategic Objectives:

Strategic Objective 1: Improve training delivery;

Strategic Objective 2: Enhance stakeholder engagement;

Strategic Objective 3: Enhance financial resource management;

Strategic Objective 4: Improve internal processes;

Strategic Objective 5: Enhance staff capacity; and

Strategic Objective 6: Improve infrastructure and equipment.

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

1. INTRODUCTION

1.1 Background

The Council of the Zambia Institute of Advanced Legal Education (ZIALE) is a body corporate with perpetual succession and a common seal established by Chapter 49 of the Laws of Zambia. It is a Law Practice Institute, operationalised in 1968.

1.2 Statutory Mandate

The Council of ZIALE is mandated by Chapter 49 of the Laws of Zambia Part II section 4 (2) to provide national, regional and international legal post-graduate studies and training in legislative drafting.

1.3 Specific Functions

The specific functions of the Council as outlined in Part II section 4 (2) are as follows:

- a) set minimum educational entry qualifications of persons seeking enrolment as students of the Institute;
- b) provide minimum educational qualifications for students who wish to be admitted to the bar;
- c) provide training in legislative drafting;
- d) keep a register of all enrolled students;
- e) recommend to the Zambia Qualifications Authority, accreditation and recognition of minimum required courses to be completed as part of qualifications of foreign students who to be enrolled as student of Institute;
- f) set and hold examinations for candidates for admission as legal practitioners;
- g) provide post -graduate judicial training for magistrates and judges;
- h) encourage international co-operation in post-graduate legal and legislative drafting studies provided by the Council;
- i) provide such post-graduate courses of legal studies and set and hold examinations in such courses as the council may think necessary;
- j) prepare and publish a syllabus of courses of study essential for purposes of any examination set and held by the Council; and

- k) issue certificates to persons who are successful candidates of examinations conducted by the Council.

1.4 Management and Operational Structure

The ZIALE Council provides strategic oversight on the Institution. The day to day operations of the Institution are overseen by the Director who is the Chief Executive Officer. The Director is supported by the Deputy Director – Technical Services and the Council Secretary who is at the level of Deputy Director. The Director is assisted by the Finance Manager, Human Resource & Administration Manager, Internal Audit Manager, Head-Business Development & Communication and Head Procurement. The Deputy Director is assisted by two (2) Managers, the Education & Training Manager and the Examinations & Accreditation Manager. The Council Secretary is assisted by the Information Communication & Technology Manager.

Geographically, ZIALE has presence only in Lusaka.

1.5 Strategic Operational Linkages

In carrying out its functions, ZIALE collaborates with Statutory Bodies, Ministries, Parliament, Law Association of Zambia, Schools of Law in both Public and Private Universities, Magistrates and Judges Associations of Zambia and the Judiciary. The areas of collaboration are mainly in the provision of quality training of law graduates, prosecutors; investigators; and legal drafters.

Further, ZIALE collaborates with international organisations and Cooperating Partners, such as DLA Piper/New Perimeter and Germany International Cooperation in Zambia (GIZ). The main areas of collaboration are in student training, technical and financial support. ZIALE also collaborates with Edwards Mediation Academy and Weinstein Foundation for the training of appropriately qualified professionals in Mediation Skills and Mediation Advocacy.

1.6 Rationale for Developing the 2022 – 2026 Strategic Plan

ZIALE operated with a Strategic Plan which expired in December 2021. The development of the 2022 - 2026 Strategic Plan was, therefore, necessitated by the need to set a new strategic direction and establish key priorities relating to the mandate of ZIALE as stipulated in the ZIALE Act No. 29 of 2021 and the approved Eighth National Development Plan (8NDP) 2022- 2026. In addition, other developments in the external environment such as high demand for training of law graduates for admission to the Zambian Bar required ZIALE to reposition itself to respond to the emerging trends.

1.7 Methodology

The strategic planning approach used to develop the 2022 - 2026 Strategic Plan is the Integrated Institutional Assessment/Organisation Development – Balanced Scorecard (IA/OD-BSC). The IA/OD BSC is a two-phased approach that takes into consideration a critical analysis of an organisation's operations including its achievements and challenges with proposed recommendations for improved performance.

The first phase, the Institutional Assessment (IA) involved conducting an internal capability assessment to establish ZIALE's distinctive competencies, as well as, analysing the macro-environment. The various tools applied were the McKinsey 7s Model; Simple Change Management Model; Objective and Problem Trees; Strengths, Weaknesses, Opportunities and Threats (SWOT); and Political/Policy, Economic, Social, Technological, Environmental/Ecological and Legal (PESTEL) Analyses. In addition, various stakeholders were engaged to solicit for information on the current and future outlook of the ZIALE and to suggest areas of focus to enhance the execution of the Institution's mandate.

The second phase, the Organisation Development (OD) involved determining the strategic direction of the ZIALE. The information collected from the Institutional Assessment facilitated the Organisational Development process of determining the strategic direction for ZIALE for the period 2022 – 2026 in relation to its Vision, Mission, Core Values, Strategic Themes and Strategic Objectives. The strategic direction was based on the Balanced Scorecard (BSC) principles, which takes a holistic approach in mapping the strategic direction and provides a framework for measuring the performance of an institution.

The Strategic Plan was developed with technical support from Management Development Division (MDD) of Cabinet Office and spearheaded by a Core Team composed of members of staff from all the Sections/ Units at ZIALE.

2. ENVIRONMENTAL ANALYSIS

2.1 External Environmental Analysis

The analysis of ZIALE's external environment focused on Political/Policy, Economic, Social, Technological, Environmental/Ecological and Legal (PESTEL) developments that had or may have an impact on its operations. The analysis also included taking into account stakeholders' interests and clients' needs.

2.1.1 PESTEL Analysis

(a) Political/Policy

Approved Eighth National Development Plan

Government has through the 8NDP showed commitment to improve the Rule of Law, Human Rights and Constitutionalism. ZIALE will engage government for support to improve its institutional capacity to provide quality practical legal training for adequate and competent legal practitioners.

(b) Economic

Increase in Inflation and Exchange Rates

The inflation rate fluctuated from 9% in January 2019 rising to 16% in June 2021 before slowing down to 12.6% in December 2021.

The Foreign Exchange Rates ranged from K11.94/1USD in January, 2019 rising to K22.64/ 1USD in June 2021 with the Kwacha appreciating to K16.67/1USD in December, 2021.

The interest rate on fixed deposits in January, 2019 was 21%, while in June 2021 the rate dropped to 17% and in December 2021 the rate increased to 18%.

These developments resulted in the high cost of goods and services.

To mitigate the above, ZIALE will develop and implement a resource mobilisation plan and put measures to ensure that the generated resources are prudently utilised.

(c) Social

COVID19

During the Strategic Plan period, the outbreak of Covid-19 pandemic negatively affected ZIALE as it disrupted operations.

The outbreak of the COVID pandemic created an opportunity for the institution to explore alternative modes of delivering training. This led to more students accessing training through online platforms.

ZIALE will continue exploring and investing in online platforms for internal operations and service delivery.

(d) Technological Advancement

Advancements in Technology

The Strategic Plan period saw an increase in technological advancement and utilisation/uptake of technology. ZIALE leveraged on the technological advancement and is developing the ZIALE Student Management Information System (ZSMIS).

This development resulted in easier marketing and access to information as well as efficient service delivery and cost-effectiveness.

ZIALE will optimise this development by engaging the e-Government Division - Smart Zambia Institute (SZI) to strengthen Information, Communication and Technology (ICT).

(e) Legal

i. Student Rules (Amendment) Statutory Instrument No 49 of 2021

During the Strategic Plan period, the Student Rules were amended through Statutory Instrument (SI) No 49 of 2021. The Statutory Instrument provides for rules dealing with Legal Practitioners Qualifying Examinations (LPQE) Course enrolment and examination of students. The Statutory Instrument clarified the understanding of enrolment and examination rules and procedures.

The ZIALE will leverage on the provisions of the SI to fully implement the mandate relating to student examinations.

ii. ZIALE (Amendment) Act No. 16 of 2021

The ZIALE (Amendment) Act No. 16 of 2021 revised the composition of the ZIALE Council to remove the Permanent Secretary.

The Institution will therefore, leverage on the provisions of the Act to uphold good corporate governance.

iii. Higher Education Authority Act (amendment) No. 23 of 2021

The HEA Act (Amendment) No. 23 of 2021, Section 23A of the Act provides for the Accreditation of learning programmes in higher education institutions which lies with the Higher Education Authority in consultation with relevant professional institutions.

The Higher Education Authority has not accredited Law Departments in the higher learning institutions, thereby affecting the quality of law graduates enrolling onto LPQE Course offered by ZIALE.

ZIALE will strengthen collaboration with the HEA as prescribed under Section 23A of the HEA Act.

iv. Public Private Partnership (PPP) Act No. 22 of 2020

The Act creates an opportunity for the Institution to engage in partnership in the development of infrastructure for office and training.

ZIALE will continue engagement with the PPP Unit at Ministry of Finance to utilise the PPP Framework for infrastructure development.

v. Zambia Qualification Authority Act No. 13 of 2011

The Act requires that all qualifications within the jurisdiction are on the Zambia Qualifications Framework. ZIALE will, therefore, only enrol students whose qualifications are on the ZQF.

2.1.2 Stakeholder and Client Analysis

a) Clients and their needs

An analysis of the clients' needs was undertaken. The following are the clients of ZIALE:

S/N	Client Cluster	Needs
1.	Learners/ Students	Training and Certification
2.	Government Ministries/ Organs	
3.	Parastatals and Statutory Bodies	
	Banks	
4.	Mines	
5.	Law Firms	
6.	Audit Firms	

b) Stakeholders and their interests

In addition to clients and their needs, an analysis of the stakeholders and their interests was undertaken. Stakeholders are individuals/groups of individuals/institutions that have an interest/stake/claim in the operations of ZIALE: and are affected by decisions made by ZIALE:

The stakeholder analysis identified the stakeholders and their areas of interest as presented below:

S/N	Stakeholder Cluster	Area of Interest
1.	Government Ministries	• Prudent Utilisation of Funds • Correct application of the law
2.	Regulatory Bodies	• Collaboration on standardisation of Courses • Collaboration on accreditation of LPQE and Legislative Drafting training programmes • Collaboration on validation of qualifications
3.	Associations	• Collaboration on the Regulation of Lawyers • Collaboration on the training of Learner Legal Practitioner
4.	Law Firms	Collaboration on training Learner Legal Practitioner

5.	Cooperating Partners	Accountability and Transparency in use of resources
6.	Media Institutions	Collaboration on dissemination of accurate information
7.	Parents/ Guardians	Provision of high-quality training services

2.2 Internal Analysis

2.2.1 Past Performance

A performance analysis was conducted for the period 2019 – 2021 to determine the extent of achievement of set targets in the Strategic Plan and ultimately establish the overall institutional performance. A three-tier rating was used to classify the performance of ZIALE as highlighted below:

- Code 1 - **Red** for below Average Performance (0% to 49.9%);
- Code 2 - **Yellow** for Average Performance (50% to 79.9%); and
- Code 3 - **Green** for Above Average Performance (80% to 100%).

During the period 2019 - 2021, ZIALE recorded **50.75%** performance with a rating of **2** as shown in the table below.

Overall Institutional Percentage Rating	50.75
Rating and Colour Code	2
Average Percentage Rating for Support Objectives	39.58
Rating and Colour Code	1
Average Percentage Rating for Core Objectives	95.42
Rating and Colour Code	3

The above performance was attributed to a number of constraining factors which included the following:

- Inadequate financial resources;
- Inadequate Infrastructure;
- Inadequate staffing levels;
- Inadequate staff capacity;
- Inadequate management information systems; and

vi. Inadequacies in the legal framework.

2.2.2 Institutional Capability Assessment

The Institutional Capability Assessment conducted provided an in-depth analysis of ZIALE's status internally. The internal analysis identified the gaps and provided appropriate interventions as input into the preparation for the 2022 – 2026 Strategic Plan. The analysis was based on the McKinsey 7s Model, which was used as a frame to established challenges in the seven areas relating to the Strategy, Structure, Systems, Staff, Skills, Shared values and Style of leadership and management. The identified challenges will need to be addressed by ZIALE to effectively implement its Strategic Plan.

Further, a SWOT analysis was conducted. The analysis identified factors within ZIALE in respect of Strengths and Weaknesses that would facilitate or hinder respectively, implementation of the identified interventions. In addition, the analysis identified factors outside ZIALE in respect of Opportunities and Threats that would facilitate or hinder respectively implementation of the identified interventions. The analysis revealed the following:



• Qualified, experienced and competent staff • Strong corporate brand • Good Corporate Governance	• Inadequate office and learning infrastructure • Inadequate equipment and tools • Inadequate communication • Out-dated office and learning equipment • Lack of pre-entry examination onto the LPQE Course	• Government support • Increased in the uptake of ICTs • Increased demand for practical legal training programmes • Increased networks with subject matter experts and cooperating partners • Creation of the Judicial School • Accreditation of legal education institutions by HEA • Favourable policies	• Inadequate funding to support operations and infrastructure development • Frequent legislative changes • Negative perception of the institution among stakeholders • Competition from other training providers for short courses in legal.
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3. STRATEGIC DIRECTION

The Eighth National Development Plan (8NDP) has stipulated the priorities of Government for the period 2022 to 2026. The implementation of the 8NDP will be realised through various Government organs. The role of the ZIALE relates to the Strategic Development Area No. 4 (Good Governance Environment). The Development Outcome No. 2 under the Good Governance Environment focuses on improved Rule of Law, Human Rights and Constitutionalism. Through its mandate, ZIALE will make its contribution by providing quality Practical Legal Training which will ensure that the country has adequate and competent legal practitioners to promote a Good Governance Environment.

During the analysis of the internal and external environments within which ZIALE operates, Strategic Issues or Challenges were identified. These will need to be addressed if ZIALE is to effectively execute its mandate.

The following were the Strategic Issues identified:

- i. Inadequate financial resources;
- ii. Inadequate Infrastructure;
- iii. Inadequate staffing levels;
- iv. Inadequate staff capacity;
- v. Inadequate management information systems; and
- vi. Inadequacies in the legal framework.

To actualise its contribution to implementing the 8NDP, the ZIALE will engage Government and other stakeholders for support to address the identified challenges for improved institutional capacity.

This Strategic Plan is a framework through which Government and other stakeholders will be engaged to provide the necessary support. It will guide the execution of ZIALE's Mandate in the next five (5) years. The programmes, decision-making and resource allocation during the period 2022 – 2026 will, therefore, be guided by the Framework through the following:

3.1. Vision

ZIALE's Vision is: *"A Centre of excellence in Law Practice Training"*

Through this vision, ZIALE will ensure that it maintains the highest standards in the provision of Practical Legal Training.

3.2 Mission Statement

To realise the vision and achieve the strategic results, ZIALE commits itself to the following mission statement: *"To Provide Quality Practical Legal Training for Adequate and Competent Legal Practitioners"*. Through the mission, ZIALE will establish clear training strategies, create practical content, monitor, assess and track results to the satisfaction of clients and stakeholders.

3.3 Core Values

The operations of ZIALE and conduct of staff for the Strategic Plan period will be anchored on the following five (5) core values:

i. Transparency

We carry out our duties with clarity and openness.

ii. Integrity

We conduct ourselves honestly and truthfully in the execution of our duties based on our strong moral principles.

iii. Team work

We are interdependent and collaborate our efforts to achieve common goals effectively and efficiently.

iv. Accountability

We take responsibility for our actions and decisions in the execution of duties based on transparent policies and directives.

v. Objectivity

We are fair in our conduct by ensuring that our decisions and judgements are made in a fair manner that is not influenced by personal feelings or beliefs but guided by clearly defined laws, regulations and procedures.

3.4 Strategic Themes and Strategic Results

To realise its Vision, ZIALE has identified the following two (2) areas of focus and associated strategic results:

- a) **Training** resulting in *qualified and competent legal practitioners*;
- b) **Administration and management** resulting in *efficient and effective service delivery*

3.4.1 Strategic Theme - Training

For ZIALE to excel in training, it will strengthen student management and assessment. Focus in this area will result in improved learner outcome.

3.4.2 Strategic Theme - Administration and management

To attain efficient and effective service delivery, ZIALE will strengthen operational systems, management of financial resources and improve institutional Infrastructure

These improvements will result in the provision of high quality services.

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

In the next five (5) years, ZIALE commits to implement six (6) strategic objectives with their associated intended results, measures, targets and strategies (initiatives). The strategic objectives demonstrate the continuous improvements that ZIALE will need to make to achieve the desired results in the areas of focus as follows:

S/N	Strategic Objective	Strategic Objective Description
1.	Improve Training Delivery	ZIALE will present learning initiatives to its learners. This will be achieved through research, innovation and tailoring our training to respond to the needs of various stakeholders.
2.	Enhance stakeholder	ZIALE will communicate with its stakeholders and clients. ZIALE will achieve this strategic objective through

	engagement	developing and implementing a communication policy
3.	Enhance Financial Resource Management	ZIALE will efficiently and effectively administer its financial resources and activities in order to achieve the strategic objectives. This strategic objective will be achieved through developing and implementing a resource mobilisation strategy and strengthening internal controls and risk management systems.
4.	Improve internal processes	ZIALE will develop and implement a framework for enhancing operations within the organisation. ZIALE will achieve this strategic objective through implementing the Service Delivery Charter, and developing, automating and integrating requisite management systems. Further, ZIALE will strengthen its Monitoring and Evaluation System, and develop and implement an Institutional Service Agreement.
5.	Enhance staff capacity	ZIALE will identify and address group and individual performance challenges. This strategic objective will be achieved by strengthening implementation of the capacity building programme, performance management system and reviewing the existing organisation structure. In addition, ZIALE will develop and implement a work culture remodelling programme, Code of Conduct and Ethics and Disciplinary and Grievances Procedures Code. Further, the staff welfare programmes will be strengthened.
6.	Improve infrastructure and equipment	ZIALE will identify and address institutional facilities and equipment challenges. ZIALE will achieve this strategic objective by developing and implementing an infrastructure development, procurement, equipment acquisition and maintenance plan.

The detailed 2022 - 2026 ZIALE Strategic Plan log frame is shown below:

Strategic Themes, Strategic Results, Strategic Objectives, Intended Results, Measures, Targets and Strategies (Initiatives)

Strategic Themes:	Training		Administration and Management	
Strategic Results:	Qualified and competent legal Practitioners		Efficient and Effective Service Delivery	
Strategic Objective 1: Improve Training Delivery				
Intended Results	Measures	Baseline 2021	Targets	Strategies/ Initiatives
Improved learner outcome	Percentage pass rate	20.6%	40% student pass rate by December 2026	- Strengthen student management and assessment - Strengthen implementation of Continuous Professional Development (CPDs) programmes for technical staff - Strengthen the flagship programmes
	Lecturer to student ratio	1 Lecturer to 450 students	1 Lecturer to 300 students by December 2026	
	Percentage Student on attachment	91%	100% students on attachment annually	
	Percentage Eligible programmes	0	100% of eligible programmes accredited by December 2026	
Strategic Objective 2: Enhance stakeholder engagement				
Intended Results	Measures	Baseline 2021	Targets	Strategies/ Initiatives
Satisfied stakeholders	Percentage stakeholder satisfaction	50%	70% stakeholder satisfaction level attained by December, 2026	- Develop and implement a Communication Policy - Develop and implement a Stakeholder Engagement Plan
Strategic Objective 3: Enhance Financial Resource Management				
Intended Results	Measures	Baseline 2021	Targets	Strategies/ Initiatives
Increased financial resources	% income from internally generated sources	100% (K20,215,96 6.00)	30% increase in income from internally generated sources by December 2026	Develop and implement a Resource Mobilisation Strategy

Improved accountability	Number of unqualified Audit reports	2020 Unqualified Audit Report	One unqualified audit report annually	Strengthen internal controls and risk management systems
Strategic Objective 4: Improve internal processes				
Intended Results	Measures	Baseline 2021	Targets	Strategies/ Initiatives
Timely service delivery	Standard of service	Not established	100% of services provided in accordance with the Service Delivery Charter annually	• Implement the Service Delivery Charter • Develop, automate and integrate requisite management systems • Strengthen Monitoring and Evaluation • Develop and implement an Institutional Service Agreement
Strategic Objective 5: Enhance Staff capacity				
Intended Results	Measures	Baseline (2021)	Targets	Strategies/ Initiatives
Improved staff performance	% staff performance	74.2%	100% staff performance against individual set targets annually	• Strengthen implementation of the capacity building programme • Strengthen implementation of the Performance Management System • Review the existing organisation structure
	% structure	87%	95% of the structure operationalised by December, 2026	
Positive work culture	% adherence to core values	Not established	100% adherence to core values annually	• Develop and implement a work culture remodelling programme • Develop and implement a Code of Conduct and Ethics • Enhance implementation of the Disciplinary and Grievances Procedures Code
Strategic Objective 6: Improve Infrastructure and Equipment				
Intended	Measures	Baseline	Targets	Strategies/ Initiatives

Results		(2021)		
Adequate infrastructure	Percentage completion	0%	20% completion of infrastructure development projects by December, 2026	Develop and implement an infrastructure development plan
Conducive work and training environment	Percentage satisfaction levels	Not established	80%% staff satisfaction levels on work environment attained annually	• Develop and implement an equipment acquisition and maintenance plan • Strengthen staff welfare programmes
	Percentage adherence		100% adherence to Annual Procurement Plans	Strengthen the development and implementation of Procurement Plans

Refer to Appendix I for the ZIALE 2022 - 2026 Balanced Scorecard.

4 ENABLING FACTORS

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

4.1 Pre – Conditions

Pre-conditions are the critical success factors that ZIALE will need to put in place to ensure the successful implementation of the 2022 - 2026 Strategic Plan. The following are the pre-conditions:

i. Adequate financial resources

There will be adequate financial resources to facilitate the execution of the ZIALE's mandate.

ii. Adequate, competent and committed human resources

The Institution shall have a full complement of the required technical and support staff with requisite skills and knowledge as well as high level of commitment to ensure excellent service delivery.

iii. Conducive work environment

The Institution will have a safe and conducive work and learning environment for technical and support staff as well as clients. The requisite state of the art infrastructure will promote productivity and increase overall Institutional output.

4.2 Assumptions

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

i. Stakeholder support

There will be continued essential technical, political and financial support from stakeholders in achieving its mandate.

ii. Favourable Policy and Legal Framework

The Institution shall have adequate legislation and guidelines that will facilitate the execution of its mandate.

5 PLAN IMPLEMENTATION

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

The Human Resource and Administration Unit will be responsible for the development and implementation of the Operational Plan as well as submission of progress reports to Management by December every year. The Operational Plan will be the basis for monitoring and evaluating the performance of ZIALE at three (3) levels, namely; Individual, Departmental and Institutional.

5.1 RISK MANAGEMENT

The ZIALE will ensure timely identification of risks which will be efficiently managed during the implementation of the 2022 - 2026 Strategic Plan. The pre-conditions, assumptions and other factors that may affect the successful implementation of the plan will be monitored regularly.

The Institute will adopt and implement Risk Management Guidelines developed by the Ministry of Finance and National Planning to mitigate risks and increase accountability and transparency in the use of public resources.

5.2 MONITORING AND EVALUATION

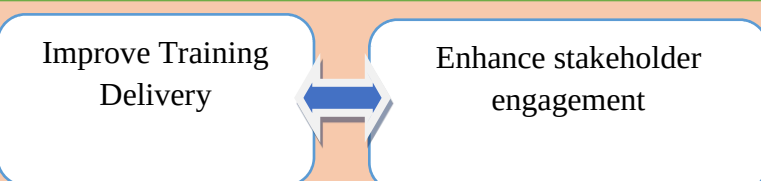
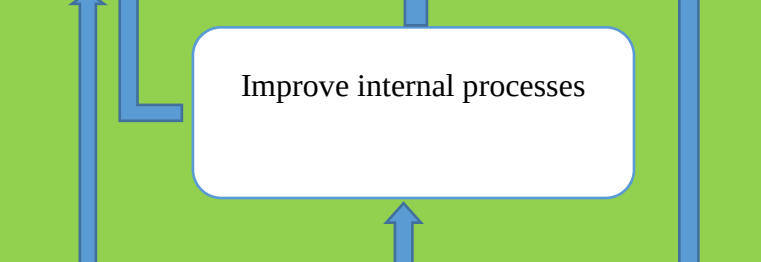
Monitoring and Evaluation (M&E) of the Strategic Plan will be vital for effective implementation and ascertaining its impact. The M&E framework will be developed to track progress and evaluate performance against set strategic results, strategic objectives, intended results and targets as well as take corrective measures timely. The M&E will be done at individual, departmental and institutional levels. Accordingly, quarterly and annual progress reports on the implementation of the Plan will be coordinated by the Human and Administration Unit. The Unit will ensure that all Unit/Sections prepare progress reports and submit to Management for consideration.

At individual level, the Performance Management System will be strengthened to monitor and evaluate performance on a continuous basis. At Unit/Section level, M&E will be carried out on a quarterly basis while at Institutional level it will be carried out annually.

A mid-term review will be undertaken midway through the implementation of the Plan. The review will identify challenges, if any, encountered during implementation and recommend appropriate measures for addressing the challenges where necessary. Consequently, a terminal review will be undertaken at the end of the Plan period to determine the full extent of implementation and the overall impact. The terminal review will inform preparation of the next Strategic Plan.

APPENDIX I: ZAMBIA INSTITUTE OF ADVANCED LEGAL EDUCATION BALANCED SCORECARD 2022 TO 2026

2022 -2026 ZAMBIA INSTITUTE OF ADVANCED LEGAL EDUCATION BALANCED SCORE CARD

Vision	A Centre of Excellence in Law Practice Training				
Core Values	Transparency, Integrity, Team work, Accountability, Objectivity				
Mission	To provide quality practical legal training for adequate and competent legal practitioners				
Strategic Themes	Training			Administration and Management	
Strategic Results	Qualified legal Practitioners			Efficient and Effective Service Delivery	
Customer/ Stakeholder	Strategic Objectives and Strategy Map		Measures	Targets	Strategies/Initiatives
					
					
					
Finance/ Stewardship					
Internal Processes					
Organisation Capacity	