



Republic of Zambia

AAPAM: ZAMBIA CHAPTER

Exploring Digital Transformation through the innovating of Contract Tracking Management and Information System to enhancing Citizen-centric Service Delivery in Zambia

Presented by:

Vanny Hampondela (Mr) - Assistant Director - Monitoring and Evaluation
Sechwayo Nzima (Mr) - Director – Information and Communication Technology
MINISTRY OF JUSTICE

Mathapha, Manzini, Kingdom of Eswatini
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Presentation Outline

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INTRODUCTION

- Zambia has consistently prioritised citizen welfare since the First Republic.
- People-centred service delivery is a key pillar driving transformation.
- Every President has placed service delivery as Priority No. 1





MOTIVATION ON THE TOPIC

- This paper draws on the 44th AAPAM Roundtable Conference theme: ***"Agile Public Administration—Partnership and Digital Transformation for Citizen-Centric Service Delivery"*** (Mathapha, Manzini, 2025)





BOTTLENECKS IN SERVICE DELIVERY

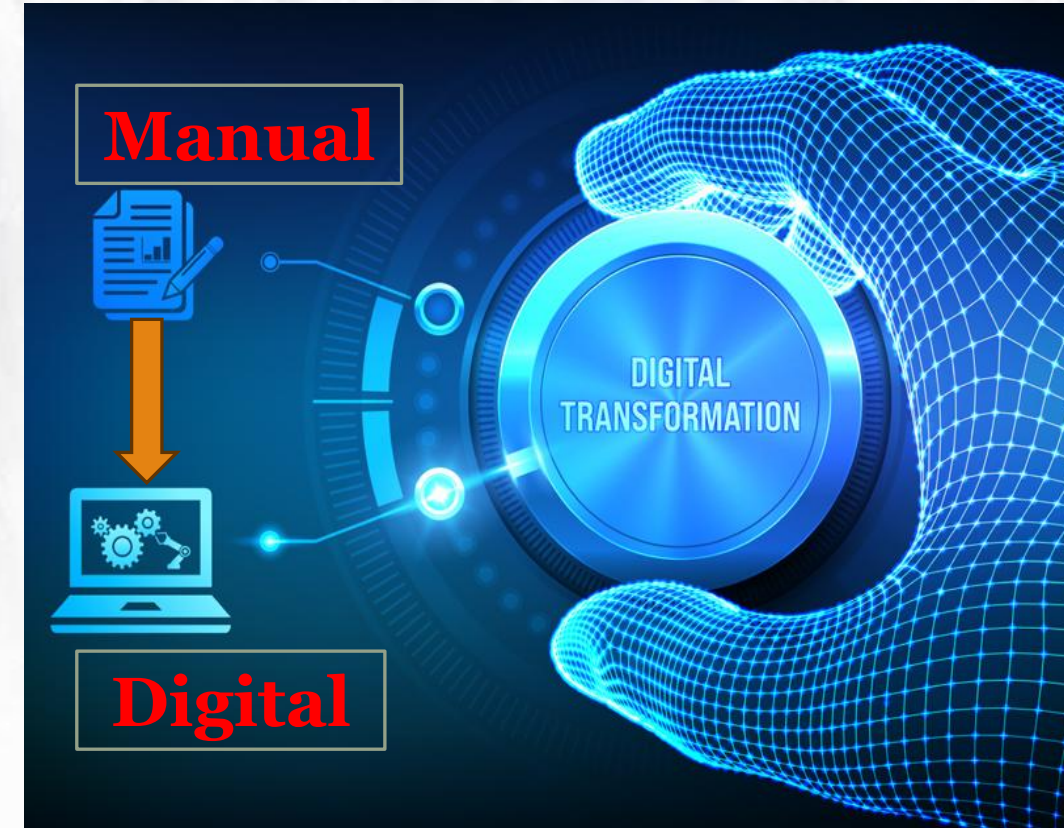
- One of the most critical areas requiring reform is the **processing of contracts** between government entities and service providers, a function that has traditionally been **managed through manual systems**
 - Systems marred by **delays**,
 - **misplacement** of documents.
 - Delayed implementation of projects,
 - **Frustrated** service providers, and
 - **Erosion of public trust** in incumbent government.





EXPLORATION OF SOLUTIONS

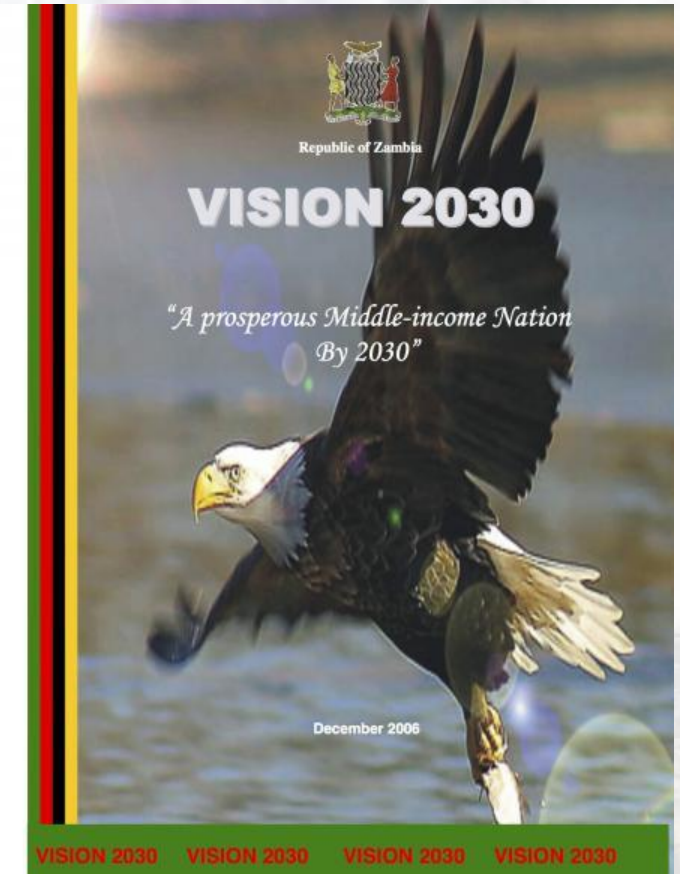
- To overcome the listed challenges, Zambia has initiated the home-grown **Contract Tracking Management Information System (CTMIS)**.
- This is digital platform designed **expedite the contract clearance process**.
- It is also a technological upgrade which is demonstrating Zambia's commitment to finding a lasting solution to **citizen-centric service delivery**.





STRATEGIC CONTEXT AND ALIGNMENT

- The CTMIS initiative aligns with Zambia's Vision 2030 goal of becoming a “***prosperous middle-income nation by 2030***”, through efficient public institutions.
- The Vision 2030 is being actualised through five-year short-term National Development Plans, the latest of which is the **Eighth National Development Plan (8NDP: 2022–2026)**
- This Plan calls for ***leveraging ICT to addressing procurement inefficiencies and improve service delivery.***





METHODOLOGY



- The development of CTMIS involves a structured approach that ensures **alignment to the real-world operational needs**.
- **Desk Study:** Review existing literature, policies, and systems to identify best practices and gaps in current contract management.
- **Field Study:** Conduct stakeholder interviews and site visits to gather insights on operational challenges, user needs, and related factors.



METHODOLOGY~Conti..

- **Selection of Appropriate Software:** Comparative analysis of available technologies, considering:
 - Reasonable cost, and
 - User-friendliness.





METHODOLOGY~Conti..

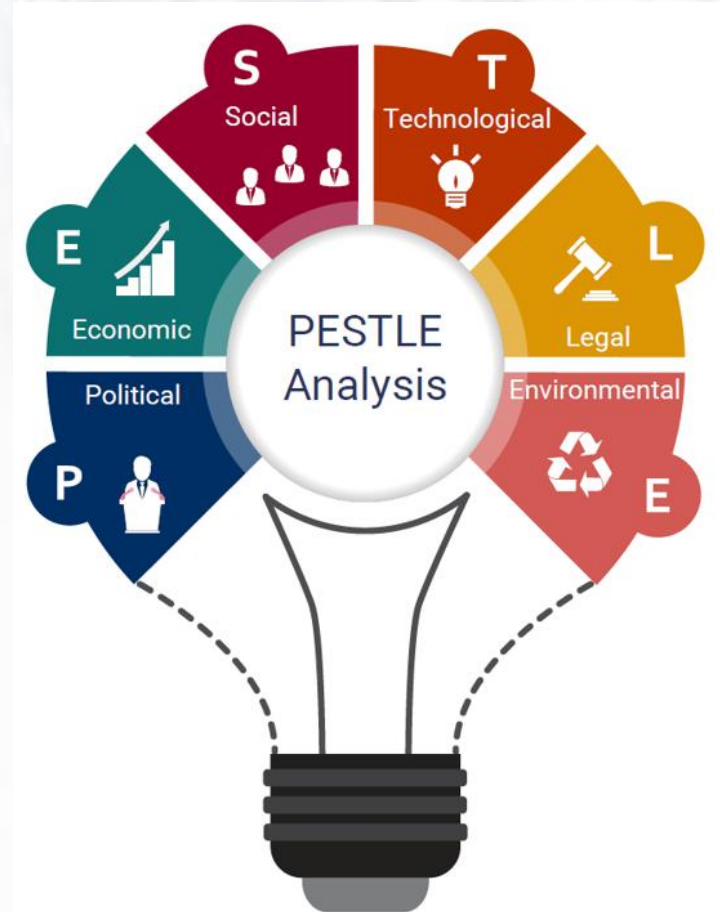
- **End-User Training of Government officers** in different groups (**Procurement Officers, Legal Teams, Finance Staff, ICT staff, etc.**)
- **Pilot and Rollout:-** Conduct a pilot phase in selected line ministries and regions.
- **Roll out** of the system in phases, while monitoring and reviewing its desired service delivery efficiency.





BALANCING THE SYSTEM WITH RISKS

- This Paper applies the **PESTLE framework** to assess Political, Economic, Socio-cultural, Technological, Environmental, and Legal Risks that may affect the rollout and sustainability System.
- According to **Chambers (2023)**, the PESTLE model facilitates an organised, strategic approach to identifying potential risks.





BALANCING THE SYSTEM WITH RISKS



- The following analysis provide the possible risk and the proposed avenues for mitigation:
- **Political Risks:** Changes in the political landscape may disrupt CTMIS continuity.
- **Mitigation:** Develop a robust legislative framework ensuring the System's operational independence and longevity.



BALANCING THE SYSTEM WITH RISKS AND CHALLENGES


- **Economic Risks:** Economic instability, particularly **fluctuations in exchange rates and inflation**, can undermine the viability of the CTMIS.
- **Mitigation:** Ongoing economic monitoring and flexible budgeting mechanisms is essential.
- Contingency funds should be embedded in the project's financial budget to cushion against macroeconomic shocks.





BALANCING THE SYSTEM WITH RISKS AND CHALLENGES

- **Technological Risks:** Rapid technological changes bring opportunities and vulnerabilities, including cybersecurity threats (data breaches, malware attacks) that may risk the system integrity and public trust.
- **Mitigation:** Invest in Research and Development (R&D),
 - » Reliable internet,
 - » Backup infrastructure, and
 - » Stable power supply.
 - » Regular update of cybersecurity protocols and
 - » Train staff in digital risk management.



BALANCING THE SYSTEM WITH RISKS AND CHALLENGES



- **Legal Risks:** Amending one piece of legislation to accommodate the System may unintentionally conflict with other existing laws.
- **Mitigation:** Harmonisation of legal provisions across sectors to ensure that the CTMIS operates within a coherent and supportive legal environment, minimising the risk of legal disputes.



BALANCING THE SYSTEM WITH RISKS

- **Environmental Risks:** Zambia's vulnerability to climate change poses a challenge to digital infrastructure.
- **Mitigation:** Collaborate with relevant Ministries to monitor climate trends and integrate adaptive strategies, including disaster recovery protocols, climate-resilient infrastructure, and flexible operational models.



Storms/Floods



Drought



QUANTIFICATION OF THE PROBLEM

- Quantifying the problems associated with a **Contract Tracking Management Information System** will involve specific metrics to assess its negative impact on the contract clearance.
- Under this Paper, the following Key Areas have been identified.
 - A. Length of Procurement of Contract:**
 - » No specific provisions for time under Section 46 and 47 of the Public Procurement Act, No. 8 of 2020 are given
 - » The process can span several months due to various stages involved.
 - » The CTMIS has pledged to clear the contracts within **11 days**, in line with the Ministry of Justice, Service Delivery Charter, (GRZ 2022).



QUANTIFICATION OF THE PROBLEM

B. Compliance Rate on e-GP System:

- » The Government introduced the electronic Government Procurement (e-GP) system aimed at enhancing efficiency of the procurement process.
- » Under the e-GP System compliance rate fluctuates between **45%** and **68%**.
- » The CTMIS anticipates to have **100 percent** compliance rate of procurement entities to facilitate efficient contract clearance process.

C. Reduced Expenditure:

- » Percentage of potential loss of resources due to procurement of stationery, cost of travel to the centre to submit contract clearance applications, and other unforeseen costs, is hypothetically likely to reduce by more than 75 percent.



PRESENTATION OF PRELIMINARY RESULTS

The CTMIS marks a major milestone in Zambia's digital transformation efforts. Early results from the system's rollout reveal several high-impact outcomes of the following;

- **Improved Accessibility and Inclusivity:** CTMIS will significantly **reduce physical travel to centralised offices**. Procuring Entities will be able to **make submissions remotely**, using the digital platforms accessible from any location.
- **Transition to a Paperless Government:** The system will support the digitisation of contract documentation, creating a secure and traceable digital paper trail.
- **Effective Contract Monitoring:** CTMIS will enable stakeholders to monitor contract clearance progress in actual time taken from submission to approval.



PRESENTATION OF PRELIMINARY RESULTS

- **Enhanced Transparency and Accountability:** With built-in audit trails and access logs, CTMIS will ensure that every action within the system is recorded and traceable.
- **Operational Efficiency and Cost Savings:** CTMIS automation will improve processing speed and resource use.
- **Data-Driven Decision Making:** CTMIS will aggregate contract data across institutions, creating a centralised repository for analysis and reporting.



BENEFITS

Implementation will:

- » Positively impact on utilisation of enhanced Constituency Development Fund (CDF)

CONSTITUENCY DEVELOPMENT FUND



EMPOWERING PEOPLE | TRANSFORMING COMMUNITIES

- » Serve as catalyst for implementation of the economic transformation Agenda
- » Enhance stakeholder engagement.





CONCLUSION

- Zambia's initiative of the CTMIS marks a pivotal shift toward **agile Citizen-Centric Service Delivery**.
- By addressing long-standing inefficiencies in contract processing, the Government is laying the foundation for **inclusive development, economic resilience, and public trust**.
- This will also serve as catalyst for implementation of the economic transformation Agenda.
- CTMIS exemplifies how digital transformation - **when strategically aligned with national goals** - could unlock systemic change and elevate the quality of life for Zambians.



Enkosi
Ngiyabonga
Amesenge nallo'
Zikomo Kwambiri
Siyabonga kakulu
Thank You
Asante sana
Ndatenda
Murakoze
N'itumezi
Masvita
Kea leboha
Zikomo