



LANGUAGE TEACHERS' ASSOCIATION OF
ZAMBIA

**2022-2026 STRATEGIC
PLAN**

Prepared by the National Executive Committee of the Language
Teachers' Association of Zambia (LATAZ) © 2022

LATAZ: Effective Language teaching by connecting, developing, and
supporting language teachers countrywide.

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PREAMBLE

Every learner in Zambia, whether in primary, secondary or tertiary education, should have the opportunity to learn the official language, the local language and any additional language taught by a skilled practitioner, the language teacher. This practitioner will most likely be an active member of or a participant in the activities of the Language Teachers' Association of Zambia (LATAZ), the innovative, vibrant professional subject association that is providing a voice for language learning and teaching in Zambia.

I am pleased to introduce the 2022 – 2026 LATAZ Strategic Plan, a product of careful thought, contemplation and consultation aimed at providing a strategic vision for the growth and sustainability of the association. The plan will be used to measure our leadership effectiveness and as a point of reference for our actions and activities.

As an inaugural strategic plan, it is the National Executive's tool for providing focused and goal-oriented leadership that will be the association's spur to growth and sustainability. Having ascended to this office a day before the 43rd birthday of our parent association, the English Teachers Association of Zambia (ETAZ) and a month after the 13th anniversary of LATAZ at its 10th National Conference, I reaffirm my commitment to building on the achievements of my predecessor, Patson Mukuba and others before him. In the past five years, the association has made strides in building international partnerships, establishing, and growing stable structures and social media platforms, and holding successful conferences, and developments that have enhanced its visibility. This strategic plan is a demonstration of my team's commitment to leading the association through both exciting and challenging times ahead by working closely with provincial and district committees, members, and other stakeholders to create realistic actions from these goals and objectives and achieve them within the agreed timeframes.

The **2022 - 2026 Strategic Plan** has the full support of the National Executive of LATAZ and has been developed collaboratively with the assistance of experienced leaders from inside and outside the association. Although we will have continuous internal monitoring and evaluation mechanisms, the plan will be reviewed annually to evaluate achievements and challenges. It is with pleasure that I now release this Strategic Plan 2022-2026 as a point of reference for all organs of the association.

George Kanyama
President - Language Teachers Association of Zambia

INTRODUCTION

This strategic plan is the first of its kind and has been developed to systematically bring together concerted efforts of LATAZ leaders and members and guide their interaction with each other and external organisations with agendas that are aligned with those of the association. It begins with a brief situation analysis followed by defining principles upon which all plans and activities are anchored. The strategic vision, the overall picture summarising the aspirations is followed by a simplified summary of nine strategic goals that provide more clarity about the vision. These strategic goals are then followed by strategic objectives or targets and actions that will lead to their achievement with accompanying timeframes. In line with its mandate to link, develop and support language teachers, the inaugural 2022 - 2026 Strategic Plan for LATAZ has a two-fold purpose.

Firstly, it is intended to help the LATAZ National Executive to determine and continually evaluate the effectiveness of the leadership and support that it currently provides to its members and language teachers across the country. This is essential to enable us to improve our leadership and the products and services that we provide.

Secondly, it creates an inspirational vision and identifies clear goals and objectives to be achieved over the next four years. These goals and objectives are focused on taking advantage of the many opportunities that exist for LATAZ amidst renewed hopes for subject associations not only with the review and implementation of the Zambian Curriculum but also throughout the years that follow, as we strive to establish LATAZ as the first point of reference for all teachers of language. The defining commitments are based on the principles of research into practice and evidence into policy.

The strategic plan also introduces the concept of Special Interest Groups – (SIGs) a structure adapted from the International Association of Teachers of English as Foreign Language (IATEFL) to which LATAZ is an associate member. SIGs involve members choosing one or more areas of expertise which is of special interest to them and regularly participate in the advancement of those interests. There are twelve SIGs outlined in this document with a specific focus that members are urged to join. One can belong to more than one SIG but cannot hold a leadership position in more than one SIG Committee. SIG Committee guidelines will be released in due course.

It is the hope of the National Executive Committee that leaders and members at all levels of the association will acquaint themselves with the contents of this strategic plan and commit themselves to the achievement of the strategic goals and objectives in an accountable and transparent manner. We are cognizant of the need for the full participation of all those who are passionate about language education in Zambia. We, therefore, make a clarion call to all language teachers to get involved in all activities of the association at school, district, provincial and national levels through the various Special Interest Groups set out in this strategic plan.

LATAZ NEC

SITUATION ANALYSIS

MEMBERSHIP

While LATAZ has one of the country's largest subject association membership bases, the subscriptions, participation, and overall involvement make it appear the smallest. Open though the association is to all language teachers, teacher trainers and other language education practitioners, it is dominated by secondary school teachers leading to a general impression that LATAZ is only for secondary school teachers. There has been little effort made by the association to reach out systematically to other membership categories and embrace different interest groups that form the language teaching community, such as teacher trainers, students, and primary school teachers.

ASSOCIATION PRODUCTS AND SERVICES

Any association that adds little or no value to its members to sustain their interest in and subscription to it cannot stand the test of time. For many years, the only main benefit availed to LATAZ membership is the attendance of the **Conference** at district, provincial and national levels. In the past few years, however, the association has provided a ready market for books and materials authored by its members. There is more that can be done to provide varying incentives that will increase the visibility of the association and most importantly, participation of different membership categories.

FUNDING

One of the biggest challenges facing most subject associations, LATAZ inclusive is funding for their operations. The main source of income for LATAZ is the conference registration surplus and membership subscriptions (which often come at the same time). In most cases, when there is no conference, members do not affiliate. Accompanying the erratic access to funding is the challenge of prudence in the management of the same leading to suspicions and a lack of trust. With diminished trust born from a lack of transparency and accountability, members have lost reasons to continue subscribing annually. The bank account that was opened in 2018 to cure the transparency and accountability problem was closed for inactivity in 2020 during the COVID-19 pandemic.

ACTIVITIES FOR TEACHERS

For many years, the conference has been LATAZ's main teacher activity and the association is inactive without it. With the advancement in technology and the emergence of social media, continuous engagements in different platforms like WhatsApp, Facebook and Telegram have proven vital. A lot more needs to be done to continually engage members in meaningful discussions through webinars.

LEARNERS' CO-CURRICULAR ACTIVITIES

While the association at the school, district and provincial levels has conducted learner competitions and activities such as debate, spelling and others, nothing similar has been done at the national level. The recent Memorandum of Understanding signed with the Zambia Spelling Bee is a step in the right direction to the provision of platforms on which learners will showcase their exceptional language skills acquired from the classroom.

COMMUNICATION

Communication is vital for consultation and increasing the visibility of association activities from the grassroots to the national level. LATAZ has lacked a central communication nerve centre for members, partners, and stakeholders to access information about the association's products, services and activities. A clear communication strategy is critical to raising awareness about challenges, successes, and prospects in language education.

SUSTAINABILITY

It has been observed that after each national conference, sustaining engagements at the national level has been a serious challenge. This is partly due to insufficient funds and a lack of a business model to sustain revenue inflow. There is therefore a need to develop a strategic revenue and expenditure plan that will expand revenue sources, improve prudence in usage and guarantee subscribing members' value for their money in order to sustain their loyalty to the association.

ORGANISATIONAL ADMINISTRATION

The NEC and National Council in the past few years have done their best to deliberate and make decisions though not clearly communicated to the members. However, committees provided for in the constitution have never been constituted or provided with guidelines to perform their constitutional mandate of administering assigned duties on behalf of the association.

NEED FOR STRATEGIC PLANNING

Based on the above analysis, the National Executive Committee of LATAZ has elected to develop this strategic plan as the first step to rebuilding the association by creating structures and setting targets for achievement. It has been realised that strategic planning will provide a more focused action orientation, resource mobilisation and utilisation at all levels of the association's structures to enable it to achieve its core objectives.

DEFINING COMMITMENTS

EDUCATIONAL EXCELLENCE

All LATAZ products and services will be based on a foundation of the principles of research into practice and evidence into policy. LATAZ is, therefore, proud to be committed to:

- *Developing, implementing, and promoting the best pedagogical practice within language education.*
- *Integration of educational excellence within all products and services developed.*
- *Celebrating excellence in teaching practice and learner achievement.*

INNOVATION

The governance, management, operations, and culture of the association will consistently enable and promote innovation. Throughout all decision-making processes and the research and development of products and services, LATAZ will strive to be innovative.

SERVICE FOCUS

A professional service orientation, supported by a culture of integrity will underpin the research, development, and delivery of all LATAZ products and services, consultation, and collaboration activities.

COMMUNICATION

LATAZ will be proactively and easily communicative - regularly informing members and the wider language teaching community about the specific benefits of LATAZ, including:

- *Resources*
- *Advisory Services*
- *Networking opportunities*
- *Conferences and Seminars*
- *Professional development opportunities*
- *Information about new pedagogical and assessment developments in languages education*
- *Information about strategic challenges in language education.*

CONSULTATION

Consultation with all members of LATAZ, plus language education experts and the wider education community, will generate constructive feedback about LATAZ resources, professional development opportunities and services - to achieve enhanced relevance, quality, character, and reliability.

COLLABORATION

The effectiveness of LATAZ work within provinces and nationally will be enhanced through proactive collaboration between LATAZ NEC and provincial teams. LATAZ will also collaborate with partners of like mind so that language education impacts positively on different groups of Zambian society, especially the learner.

NETWORKS

Proactive and strongly supportive networks will enable the achievement of LATAZ's strategic goals and objectives. These networks will also provide an effective conduit which will enable LATAZ to stay connected with the grassroots of language education at primary, secondary and tertiary levels.

EXPERTISE

LATAZ shall sustain a reputation as an organisation of inspiring experts in languages education who will lead the development of languages education at all levels in Zambia, who will generously provide the best support and resources for all language teachers to become experts and who will make language an essential experience for school learners in Zambia.

ADVOCACY

LATAZ will advocate on behalf of all language teachers in Zambia, and LATAZ Provincial Committees, to ensure the growth and health of language education in Zambia, through a commitment to:

- *staying abreast of developments which have the potential to impact LATAZ and languages education*
- *contributing to the development of relevant policy and procedures by organisations such as teacher training institutions, the Ministry of Education, the Teaching Council of Zambia, and the Zambia Qualifications Authority*
- *contributing to the development and implementation of curriculum and resources relevant to language education in Zambia.*

EFFICIENCY AND CONTINUOUS IMPROVEMENT

LATAZ is committed to investing in the time and resources required to become increasingly efficient and sustain continuous improvement of the association, so that:

- *the products and services research, development and delivery operations are continuously improving.*
- *the workload of volunteers is rational and rewarding and it is a joy for people to be involved with and contribute to LATAZ.*

TECHNOLOGY

LATAZ will strive to adopt and use innovative information and communication technology to meet the needs of language teachers and the association more effectively and efficiently.

INCLUSIVITY

The LATAZ National Executive and lower organs will not tolerate any forms of discrimination but encourage the participation and involvement of all members and partners/sponsors and uphold principles of the Diversity, Equity, and Inclusion policy.

PROFESSIONALISM

All LATAZ leaders and members at all levels will conduct themselves in a professional manner and represent the association and partners in full adherence to the Code of Ethics of the teaching profession in Zambia.

STRATEGIC VISION

LATAZ will continue to thrive as an inspirational professional organisation, which embraces and proactively promotes languages and language education, to benefit Zambians. Our vision is to be a **vibrant, responsive, active, innovative, and supportive professional community of practice** under the **Mission: Effective Language Teaching by Supporting and Connecting Teachers and Learners Countrywide.**

To position itself at the cutting edge of languages education, LATAZ will be widely recognised with consistent credibility, for actions which will:

realise educational excellence and innovation in language education.

inspire and strengthen the work of all language teachers in Zambia.

provide unique practical, reliable, quality, and high-value products and services of superior quality.

make languages an essential experience for school learners in Zambia.

make LATAZ a fun and rewarding organisation to be involved with.

STRATEGIC GOALS SUMMARY

GOAL ONE: ORGANISATIONAL STRUCTURE

Review the organisational constitution, structure, capability, and capacity of LATAZ to enable the association to achieve the Strategic Vision, Goals and Objectives in the 2022 – 2026 Strategic Plan.

GOAL TWO: ORGANISATIONAL ADMINISTRATION

Policy, Procedures and Systems will be developed, so that LATAZ is governed, managed, and operated to a consistently high professional standard with a high-quality service orientation.

GOAL THREE: FINANCIAL SUSTAINABILITY

LATAZ will endeavour to become a financially sustainable entity to enable the ongoing development and provision of relevant innovative, cutting-edge products and services which support, encourage, engage, enhance, and inspire the teaching and learning of languages.

GOAL FOUR: LEARNER CO-CURRICULAR ACTIVITIES

LATAZ National Executive will ensure that the association works with various stakeholders to organise activities that will allow learners to showcase and practice their acquired language skills through various competitions.

GOAL FIVE: STRATEGIC POSITIONING

LATAZ will operate strategically and competitively within the languages education sector, the education sector, and the wider languages environment to achieve a position of authority, influence and strength, so that:

- *LATAZ products and services are unique and widely recognised for the highest levels of expertise, innovation, and quality.*
- *the name LATAZ is synonymous with language learning in schools, with key stakeholders and interest groups.*
- *the LATAZ profile is increased as the authority for language teaching and learning.*
- *membership numbers are maintained or increased and membership involvement increases*
- *membership satisfaction levels are maintained or increased.*
- *LATAZ is proactive in the development of partnership opportunities.*

GOAL SIX: RESEARCH AS THE FOUNDATION

Teacher and Academic research will be the foundation of the development and implementation of all products and services, advocacy endeavours and advisory activities, to achieve:

- *Innovation and cutting-edge developments.*
- *Impact and credibility with advisory services.*
- *Sustainable impact with advocacy to achieve specific results.*

GOAL SEVEN: COMMUNICATION

LATAZ will increase the quality and efficiency of communication with members, key stakeholders, and a wider audience nationally and internationally.

GOAL EIGHT: PARTNERSHIPS

LATAZ will engage in development partnerships, applying a hands-up Vs hands-out principle, which will increase the capacity and capability of LATAZ to achieve the Vision, Goals and Objectives of the 2022 – 2026 Strategic Plan.

GOAL NINE: SUPPORTING OUR MEMBERS

LATAZ will take deliberate and strategic steps to provide support for the professional development of its members at all levels using various tools to achieve the vision, goals and objectives of the 2022 – 2026 Strategic Plan.

STRATEGIC OBJECTIVES AND ACTIONS

The above goals could be achieved in some of the following ways:

GOAL ONE: ORGANISATIONAL STRUCTURE

The organisational constitution, structure, capability, and capacity of LATAZ will enable the association to achieve the Strategic Vision, Goals and Objectives in the 2022 – 2026 Strategic Plan.

OBJECTIVES

1.1. Evaluate portfolios to reflect the key areas of work to be undertaken by the National Executive to achieve the LATAZ 2022 – 2026 Strategic Plan	Sep – Dec 2022
1.2. Review the association’s constitution to accommodate new trends in teacher associations	2024
1.3. Make the necessary secondments to the National Executive, to ensure that the necessary capabilities and capacity are in place to implement the LATAZ 2022 – 2026 Strategic Plan.	Sep – Dec 2022
1.4. Take steps to continuously improve our knowledge, understanding and execution of good corporate governance.	Ongoing
1.5. Ensure that the structure and skills set of the Executive and other committees adds value to the association	Ongoing
1.6. Conduct a capability and capacity review to ascertain the needs of each portfolio, to achieve the Vision, Goals, Objectives and Actions of the LATAZ 2022 – 2026 Strategic Plan.	Annually
1.7. Provide professional development for National and Provincial Executive members to enhance their capability to implement the LATAZ 2022 – 2026 Strategic Plan.	Annually
1.8. Develop and continuously review processes and operation procedures for the association	Ongoing

GOAL TWO: ORGANISATIONAL ADMINISTRATION

Policies, procedures, and systems will be developed so that LATAZ is governed, managed and operated to a consistently high professional standard with a high-quality service orientation.

OBJECTIVES

In order to grow the association and increase participation, the Executive will:

2.1. Develop policies and Procedures for LATAZ functions using those from similar well reputed and effective service organisations to assist.	Jan 2023
2.2. Develop templates for product and service research and development processes, to achieve consistent innovation and quality of products and services.	Mar 2023
2.3. Establish special groups through which members will develop and share their expertise in furtherance of the implementation of the 2022-2026 Strategic Plan	Mar 2023
2.4. Encourage provincial members to become more involved through committee representation via online meetings and/or involvement in professional development opportunities and/or development of materials/resources	Ongoing
2.5. Devise practical mechanisms to deal with subject-specific challenges faced by members, especially in literature and Zambian Language	Ongoing
2.6. Resource preparation such as subject posters, exploratory action research publication, materials development	Ongoing
2.7. Identify and understand the existing membership demographics and plan to cater for their diversity	

(REFER TO 2.3 ABOVE)

THE TWELVE LATAZ SPECIAL INTEREST GROUPS

No	Group name	Objectives	Composition	Leadership Structure
1.	Testing, Evaluation & Assessment Special Interest Group (TEA-SIG)	<ul style="list-style-type: none"> • Lead research in language testing and assessment • Inform the association's contribution to language assessment and testing policy • Evaluate and approve conference presentations on language assessment • Organise training, webinars, and seminars in assessment • Deal with all matters pertaining to assessment and testing in language and literature • Contribute articles to the LATAZ Newsletter 	Open to all examiners at all levels of language education	Chairperson V/Chairperson Secretary Events Coordinator Research Coordinator Publications Coordinator All Language subjects Chief Examiners
2.	Leadership & Management Special Interest Group (LM-SIG)	<ul style="list-style-type: none"> • Lead research in leadership and management in language teaching to inform the association's contribution to education leadership policy • Develop and review Language HODs 'Handbook and induction booklet. • Develop and review language teacher mentorship guidelines for HODs. • Develop and deliver leadership and management short courses, and webinars, for language HOSs & HODs • Contribute articles to the LATAZ Newsletter 	Open to all HODs and members interested in developing their leadership skills Heads of Sections Chief Examiners PEC/DEC officials	Chairperson V/Chairperson Secretary Events Coordinator Research Coordinator Publications Coordinator
3.	Curriculum Development and Innovation Special Interest Group (CDI – SIG)	<ul style="list-style-type: none"> • Lead research on language curriculum responsiveness to the needs of the learner, society and country • Inform the association's position on curriculum innovations, review, and implementation. • Develop new and update old lesson delivery methods • Release periodic articles on curriculum developments • Organise and conduct webinars, seminars, and workshop on language curriculum implementation. • Contribute articles to the LATAZ Newsletter 	Open to all members interested in curriculum development matters Chief Examiners	Chairperson V/Chairperson Secretary Events Coordinator Research Coordinator Publications Coordinator
4.	Learning Technologies Special Interest Group (LTech – SIG)	<ul style="list-style-type: none"> ○ Research and develop technologies appropriate for language teaching. ○ Inform the association's position on the efficacy and appropriateness of various online tools, computer-mediated communication, corpora and mobile technologies for language teaching. ○ Provide critical description and analysis of latest learning technology in language teaching and learning. ○ Organise and conduct webinars, workshops or seminars on pedagogical application of ICT tools and apps to language teaching and learning. ○ Advocate for and devise programmes to increase digital literacy among members. ○ Contribute articles to the LATAZ Newsletter 	Open to all members interested in the use of technology in language teaching	Chairperson V/Chairperson Secretary Events Coordinator Research Coordinator Publications Coordinator

5.	Cross-cutting Issues Special Interest Group (CCI – SIG)	<ul style="list-style-type: none"> ○ Lead research and conversation in critical topical issues that shape the world for their incorporation in language lessons. ○ promote critical pedagogies to empower and inspire language teachers and learners to challenge economic, social and environmental injustice, and to take action, in our role as global citizens. ○ Organise and conduct conferences, webinars, workshops, and seminars on global issues. ○ Contribute articles to the LATAZ Newsletter 	Open to all members interested in social global issues affecting both learners and pupils as members of the global community	Chairperson V/Chairperson Secretary Events Coordinator Research Coordinator Publications Coordinator
6.	Materials Writing Special Interest Group (MW-SIG)	<ul style="list-style-type: none"> • Lead research in teaching and learning materials writings to Inform the association’s position on the quality, adequacy and appropriateness of materials approved for use in schools • Conduct training for teachers to enable them to create their own classroom materials, write their own work for publication. • share and promote best practice in ELT materials writing. • offer professional development to writers and editors • connect our members with other writers and publishers. • Shape the future of language and literature materials writing. • Contribute articles on Materials Writing to the LATAZ Newsletter 	Open to all members interested in writing text books and other teaching and learning materials	Chairperson V/Chairperson Secretary Events Coordinator Research Coordinator Publications Coordinator
7.	Teacher Development Special Interest Group (TeD-SID)	<ul style="list-style-type: none"> • Lead research in pre-service and in-service teacher training opportunities. • Inform the association’s position on the efficacy of pre-service and in-service training programmes for language teachers • Support language teacher and teacher-trainers in CPD through talks, workshops, and webinars. • Contribute articles on CPD and Teacher Training to the LATAZ Newsletter 	Open to all members interested in teacher training (College and University Lecturers) and school based CPD	Chairperson V/Chairperson Secretary Three trustees
8.	Primary Literacy Special Interest Group (PL-SIG)	<ul style="list-style-type: none"> • Lead research in primary Literacy in local languages and English Language. • Develop and promote good practices in the teaching of literacy. • Organise and conduct workshops, seminars, and conferences on teaching of literacy. • Lead the association’s adult literacy programmes and efforts. • Contribute articles on Literacy to the LATAZ Newsletter 	Open to all members interested in the development and teaching of English for specific purposes	Chairperson V/Chairperson Secretary Events Coordinator Research Coordinator Publications Coordinator
9.	Business Communication Special Interest Group (BL-SIG)	<ul style="list-style-type: none"> • Lead research in needs, practices, and materials for teaching Business Communications. • Inform the association’s position on the practices of Business Communications. • Advocate for adequate coverage of Business English in syllabi and materials at all levels. • Design and offer quality trainings in Business Communications to the business community. • Conduct face-to-face annual conference and a range of online events such as webinars, workshops, as well as an array of networking sessions. • Contribute articles on Business English to the LATAZ Newsletter 	Open to all members interested in the teaching of Business English	Chairperson V/Chairperson Secretary Events Coordinator Research Coordinator Publications Coordinator

10.	Literature Special Interest Group (Lit-SIG)	<ul style="list-style-type: none"> • Lead research into the teaching of Literature in English and the creative arts in general. • Inform the association's position on all matters pertaining to the teaching of literature in English. • Conduct workshops, seminars, webinars in working with prose fiction, poetry, extensive reading, film, drama, interactive media, music, the visual arts and creative writing to promote language learning. • Contribute articles on Business English to the LATAZ Newsletter 	Open to all members interested in the teaching of Literature in English and Creative Arts in General	Chairperson V/Chairperson Secretary Events Coordinator Research Coordinator Publications Coordinator
11.	Research and Archives Special Interest Group ReA – SIG)	<ul style="list-style-type: none"> • Coordinate all association research projects to inform policy and programmes. • Provide a platform and community for teacher research development. • Foster evidence-based teaching by enhancing action research skills of teachers. • Host webinars, conduct seminars, workshops in research. • Contribute articles on research to the LATAZ Newsletter 	Open to all members interested in teacher research	Chairperson V/Chairperson Secretary Events Coordinator Research Coordinator Publications Coordinator
12.	Inclusive Practices and SEN Special Interest Group (IPSEN – SIG)	<ul style="list-style-type: none"> • Lead research into practice of inclusive language education for learners with Special Education Needs (SEN). • Inform the association of best practices in inclusive language teaching. • Develop and promote genuinely inclusive practices that lead to a sense of belonging and full participation for teachers and learners with SEN. • Disseminate inclusive teaching methods, materials and resources to help to identify and dismantle all barriers to inclusion and raise awareness of the challenges facing learners whose specific needs and identities may be unidentified or not acknowledged. • Contribute articles on Inclusive Language Teaching to the LATAZ Newsletter 	Open to all members interested in inclusive education and language teachers from special needs schools.	Chairperson V/Chairperson Secretary Events Coordinator Research Coordinator Publications Coordinator

Note: Each group shall be open to all language teachers at all levels and committee composition shall to the best combination possible have representation from English, Zambian language, French and other languages taught in Zambia.

GOAL THREE: FINANCIAL SUSTAINABILITY AND MANAGEMENT

LATAZ will endeavour to be a financially sustainable entity, to enable the ongoing development and provision of relevant innovative, cutting-edge products and services; to support, encourage, engage, enhance and inspire the teaching and learning of languages.

OBJECTIVES

<p>3.1. Develop a decision tree and viability specifications, which will be used within the planning and implementation processes for each existing and new product and service. The viability specifications are based on:</p> <ul style="list-style-type: none"> ○ The loss-making specification. ○ The break-even specification. 	Jan – Mar 2023
<p>3.2. Generate income from alternative sources, to enable LATAZ to achieve the Vision, Goals, Objectives and Actions of the LATAZ 2022 - 2026 Strategic Plan and to enable ongoing development into the future as a sustainable organisation. These alternative sources include:</p> <ul style="list-style-type: none"> ○ Sponsorships for research/product and service development / professional development services. ○ Partnerships which generate project funding for research/product and service development. ○ Commercial ventures, undertaken within the education sector and wider commercial communities, which generate a profit. ○ Develop a business plan 	June – Dec 2023
<p>3.3. Value for Money - Monitor the financial position of and performance of the association to ensure members receive value for their contributions to LATAZ and in return, the association operates with optimum efficiency</p> <p>3.4. Provide sponsorships/subsidies, for members/non-members/learners to attend conferences and professional development opportunities, in Zambia and internationally.</p>	Ongoing
<p>3.5. Risk Management and Business Continuity</p> <ul style="list-style-type: none"> ○ Planning to ensure business continuity, particularly in situations where revenue declines but expenses remain. ○ Create and continuously review the Risk Management Register to ensure it meets its requirements. 	Quarterly

GOAL FOUR: LEARNER CO-CURRICULAR ACTIVITIES

LATAZ National Executive will ensure that LATAZ organises activities that will serve as platforms for learners to practice and showcase their listening, speaking, reading, writing and higher-order skills through various competitions from the school to the national level.

OBJECTIVES

<p>4.1. Hold the inaugural National Language Fair</p> <ul style="list-style-type: none"> ○ Conclude all consultation with the Ministry of Education to have the language fair included on the national co-curricular activities calendar ○ Ensure that districts and provinces hold language fairs to provide lessons to be addressed before the national fair ○ Review the Language Fair guidelines ○ Organise training on language fair technical guidelines for provincial editors 	<p>Aug 2024 Mar 2023 Jul 2023 Aug 2023 Jan 2024</p>
<p>4.2. Organise debate championships</p> <ul style="list-style-type: none"> ○ Re-engage ZNBC, Diamond TV, Prime TV, ZICTA, ZAMTEL and other potential sponsors for the possible resumption of Debate Time. ○ Design guidelines and a memorandum of understanding for provinces and districts to conduct debate competitions in local languages on local radio stations. ○ Organise training for debate matrons/patrons on adjudication and competition rules 	<p>Jan 2023 Jun 2023 TBA</p>
<p>4.3. Spelling Bee Competitions</p> <ul style="list-style-type: none"> ○ Review the association's partnership with the Zambia Spelling Bee. ○ In conjunction with Zambia Spelling Bee, draw a comprehensive Spelling Bee calendar. ○ Engage other sponsors to extend the spelling competition to local languages 	

GOAL FIVE: STRATEGIC POSITIONING

LATAZ will operate strategically and competitively within the languages education sector, the education sector and the wider languages environment to achieve a position of authority, influence and strength, so that:

- LATAZ products and services are recognised for the highest expertise, innovation, and quality.
- The name LATAZ shall be synonymous with quality language teaching and learning in schools, with key stakeholders and interest groups.

OBJECTIVES

5.1. Conduct market research to understand the trends with the wants and needs for products and services of LATAZ members; primary, secondary and tertiary language teachers nationally; primary, secondary and tertiary language learners and other key stakeholders.	Mar 2023
5.2. Conduct market research to understand the products and services of competitors	Mar 2023
5.3. Identify target markets for LATAZ products and services and develop a broad, expandable information and communication database for each target market, including Year seven and eight teachers.	Mar 2023
5.4. Develop existing and new products and services with benefits which meet the needs of the specific target markets, and are differentiated by being: <ul style="list-style-type: none"> ○ Easily useful. ○ Innovative, inspirational, and fun. ○ Containing expert material which is clearly linked to the learning outcomes in the revised curriculum. ○ Clearly explained link to achieving specific national education goals. 	Ongoing
5.5. Develop a pricing strategy for each of the products and services, using best business practices and the viability specifications, with a focus on viability and competitiveness	Jun 2023
5.6. Develop a promotion strategy for each of the products and services which will achieve an increased response from the broader target markets and increase the use/ purchase of LATAZ products and services.	Mar 2023
5.7. Develop and implement a sponsorship/partnership strategy to secure funding for specific products and services	Mar 2023

GOAL SIX: TEACHER AND ACADEMIC RESEARCH

Academic research will be the foundation of the development and implementation of all products and services, advocacy endeavours and advisory activities, to achieve:

- Innovation and cutting-edge developments.
- Impact and credibility with advisory services.
- Sustainable advocacy impact which achieves specific results.

OBJECTIVES

6.1. Develop a long-term Research Plan and Budget which is focused on all major aspects of language teaching such as: <ul style="list-style-type: none"> ○ Spoken interaction. ○ Assessment and testing ○ Teaching methods ○ ICT in language teaching ○ Leadership and supervision ○ Written discourse ○ Language acquisition etc and their linkages to classroom teaching and learning. 	March 2024
6.2. Facilitate academic research in partnership with key stakeholders.	Ongoing
6.3. establish and build an exploratory action research sharing data base	2024

GOAL SEVEN: COMMUNICATION

LATAZ will increase the quality, efficiency, and regularity of communication with members, key stakeholders and a wider audience nationally and internationally.

OBJECTIVES

7.1. Develop and regularly use effective channels of two - way conversation that will enhance the communication between LATAZ National Executive and key LATAZ Provincial committees and LATAZ members; for the purposes of consultation, information sharing and collaborative projects.	Sep 2022 – Mar 2023
7.2. Proactively promote the roles, benefits, achievements and products and services by communicating with primary, secondary and tertiary language teachers; principals and senior management; primary, secondary and tertiary trainees and learners.	Ongoing
7.3. Raise awareness of the roles, benefits, and achievements of LATAZ within a wider audience, including potential strategic partners.	Ongoing
7.4. Increase efficiency and impact of communication using modern information and communication technology.	Ongoing
7.5. Maximise ICT resources such as Social Media and build a website to share resources and information with stakeholders in a timely manner	Ongoing

GOAL EIGHT: PARTNERSHIPS

LATAZ will engage in development partnerships, applying a hands-up Vs hands-out principle, which will increase the capacity and capability to achieve the Vision, Goals and Objectives of the 2022 - 2026 Strategic Plan.

OBJECTIVES

8.1. Proactively develop a partnership with the Ministry of Education, to lead and support the development and implementation of the revised Learning Languages Areas of the Zambia Curriculum. Develop and strengthen action-based relationships with the following existing and potential partners: <ul style="list-style-type: none"> ○ Government agencies i.e. MOE/TCZ/ZQA/CDC/ZEPH/ECZ ○ Professional Organisations - Professional Authors Zambia ○ Industry Organisations – British Council, IATFEL, Africa TESOL ○ Pre-service colleges of education / In-service training centres/ Universities. ○ Corporate bodies – media houses, NGOs 	Ongoing
8.2. Develop partnerships with organisations, outside the education sector, who have a stake holding in the area of languages and an interest in development within the area.	Jun 2023

GOAL NINE: SUPPORTING OUR MEMBERS

LATAZ will engage in numerous CPD activities to support its members to achieve the Vision, Goals and Objectives of the 2022 - 2026 Strategic Plan.

OBJECTIVES

9.1. Provide pedagogical practice in teaching and learning activities for language and literature	Ongoing
9.2. Deliver Continuing Professional Development opportunities nationwide through: <ul style="list-style-type: none"> ○ Webinars ○ Networking opportunities for district, provincial and national conferences 	Ongoing
9.3. Restructure our touch points and communication with members to be more informative and accessible (direct marketing, website, social media platforms)	Jan 2023
9.4. Survey of members to ascertain: <ul style="list-style-type: none"> ○ members 'needs ○ subject choices and preferences ○ learner population 	Nov 2022
9.5. Investigate ways of providing resources to support delivery and assessment across all subject areas considering existing copyright laws	Mar 2023
9.6. Greater promotion of local and international professional development funding. Enhance existing and seek new funding opportunities for CPD	Ongoing
9.7. Develop and launch a mentorship programme for pre-service & Newly Qualified teachers	Jan 2024
9.8. Develop Leadership and Management Induction Booklet for Language HODs	Jan 2024



LATAZ STRATEGIC PLAN 2022 - 2026

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