

# ZiDCEP Strategy 2026

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# ZiDCEP Strategy 2026

## 1. The Strategy Story

ZiDCEP exists to be a **professional home for built-environment practitioners in the diaspora** with links to Zimbabwe. Today, that role is under pressure. Member engagement is low, organisational momentum has slowed, and the value experienced by members is becoming inconsistent. When engagement drops, ZiDCEP's relevance weakens, leadership effort becomes fragmented, and the organisation struggles to create impact or attract partnerships that genuinely benefit members.

This situation is not due to a lack of potential. ZiDCEP's greatest advantage is its community: a deep pool of in-house expertise, professional credibility, and lived experience across the built environment. The problem is not what ZiDCEP has, but how it is using it.

The insight behind this strategy is simple: **focus creates value**. By doing fewer things better — and by organising all activity around member value — ZiDCEP can re-energise engagement, rebuild momentum, and become indispensable to its members. Rather than chasing scattered initiatives, ZiDCEP will rally around a single strategic goal, supported by clear themes, disciplined execution, and member-centred KPIs.

The strategy prioritises rebuilding strong internal foundations first: clarity of purpose, consistent communication, governance, and digital capability. With this base in place, ZiDCEP can then deliver high-value member experiences, showcase member expertise, and build selective partnerships that amplify member growth and impact.

This is a strategic reset designed to move ZiDCEP from reactive activity to purposeful execution — and from being busy to being valuable.

## 2. The Strategy Statement

**ZiDCEP will exist to make its members more capable, more visible, and more connected — and we will stop doing anything that does not directly and measurably achieve those outcomes.**

This is the strategy. Every event, partnership, communication, and investment must clearly improve member capability, visibility, or connection. If it does not, it will not be pursued.

## 3. How We Must Change (Mindset & Behaviour Shifts)

To deliver this strategy, ZiDCEP must change how it thinks and works.

We will move from reactive, ad-hoc activity to focused and intentional execution. Every initiative will be assessed through a single lens: *does this make members more capable, more visible, or more connected in a meaningful way?*

Clarity, visibility, and consistency will become non-negotiable. Communication will follow a predictable rhythm, engagement will be structured, and all activity will align to the core themes of **Empower** and **Connect**. Leadership and volunteers will work from shared priorities rather than dispersed effort.

This shift requires discipline. ZiDCEP will stop trying to please everyone and instead commit to doing fewer things well, ensuring members experience a reliable, coherent, and professional offer.

### 3a. What We Are Not

To remain focused, ZiDCEP will be explicit about what it will *not* be.

- ZiDCEP is **not** a general social or networking club. Social interaction is a by-product of professional value, not the primary purpose.
- ZiDCEP is **not** an events factory measured by volume. We will prioritise quality and impact over frequency.
- ZiDCEP is **not** a reactive organisation responding to every request or opportunity. We will say no more often to protect focus and energy.
- ZiDCEP is **not** sponsorship-led or partner-driven. Partnerships will only be pursued when they clearly enhance member capability, visibility, or connection.
- ZiDCEP is **not** trying to serve all needs for all members equally. We will prioritise initiatives that deliver the greatest shared value.

This clarity protects the strategy and gives leaders permission to decline work that does not serve the core purpose.

### 3b. Who This Strategy Is Optimised For

This strategy is deliberately optimised for:

- **Active and aspiring built-environment professionals** in the diaspora who want to grow their capability, profile, and professional networks.
- Members who value **structured learning, peer exchange, mentorship, and visibility** over purely social engagement.
- Individuals willing to participate, contribute expertise, and engage consistently rather than passively consume.

As a result, ZiDCEP is *not* optimised for:

- Members seeking primarily informal or social-only interaction.
- One-off engagement without ongoing participation.
- Requests that prioritise individual benefit over shared professional value.

This is a conscious choice to maximise collective impact rather than universal appeal.

### 3c. The Strategy Filter (How Decisions Get Made)

Before any activity, partnership, or investment is approved, leaders must be able to answer **yes** to the following question:

**Does this clearly and measurably make ZiDCEP members more capable, more visible, or more connected?**

If the answer is unclear, unmeasurable, or indirect, the initiative does not proceed.

This filter applies regardless of how attractive, urgent, or well-intentioned the opportunity appears. It exists to protect focus, capacity, and member value — especially when time and resources are constrained.

## 4. Capability and Structural Shifts Required

This strategy demands stronger internal foundations.

ZiDCEP will strengthen governance, clarify roles and decision-making, and improve planning across events, mentorship, and knowledge-sharing. Digital capability will be upgraded so that engagement is accessible, visible, and scalable across the diaspora.

Success will be measured differently. Member-centred KPIs — focused on participation, engagement quality, and impact — will guide operational decisions. This ensures that systems, structures, and leadership behaviour consistently reinforce relevance and value creation.

## 5. The Execution Logic

### Step 1: Build, Align & Communicate

The first priority is rebuilding momentum through clarity and alignment.

ZiDCEP will clearly communicate the refreshed strategy to members, reinforcing why the organisation exists and how it delivers value. A modernised brand and identity will articulate ZiDCEP's purpose, professionalism, and relevance. Governance, leadership rhythm, and digital foundations will be strengthened to support consistent delivery.

### Step 2: Deliver High-Value Member Experiences

All activity must tangibly improve the member experience.

ZiDCEP will deliver structured events, mentorship, webinars, and knowledge-sharing aligned to the Empower and Connect themes. Member expertise will be actively showcased through digital storytelling and professional profiles. Engagement will be predictable, measurable, and clearly tied to member value KPIs.

### Step 3: Deepen Internal Capability & Community Cohesion

Sustainable value requires a strong organisation.

Leadership and volunteers will be supported through capability-building, peer learning, and clearer processes. Fatigue will be reduced by improving execution discipline and accountability. Digital platforms and internal systems will be strengthened to ensure reliability and continuity.

### Step 4: Review, Learn & Improve

The strategy will remain adaptive.

Quarterly reviews will assess engagement, participation, and impact. Feedback loops will inform improvements to events, mentorship, and communication. Strategic discipline will be maintained by continually realigning effort to member value.

## 6. The Three Things We Must Kill

1. **Ad-hoc, unstructured activity** — it creates inconsistency and weakens member trust.
2. **Scattered priorities** — they dilute leadership focus and reduce impact.
3. **Low digital visibility and inconsistent communication** — they limit access, engagement, and community connection.

## 7. The Three Things We Must Do

1. **Re-energise member engagement** by delivering consistent, valuable, and relevant experiences.
2. **Build internal capability and digital visibility** to support reliable, scalable value delivery.
3. **Strengthen collaboration across the community** to unlock peer learning, opportunity, and professional growth.

## 8. Strategic Actions by Area

### Product

- Deliver member-centred events, mentorship, webinars, and knowledge-sharing that directly enhance capability and visibility.
- Align all offerings to the Empower and Connect themes.
- Strengthen the mentorship programme to fully leverage in-house expertise.

### Brand

- Rebrand and relaunch ZiDCEP with a modern, professional, member-centred identity.
- Consistently embed values of trust, collaboration, professionalism, and empowerment.
- Actively highlight member expertise and achievements.

### Distribution

- Strengthen digital platforms to improve accessibility and participation.
- Establish a predictable engagement and communication rhythm.
- Pursue partnerships selectively, only where they clearly enhance member value.

### People

- Promote member-led knowledge-sharing to improve execution and reduce fatigue.
- Build clear internal rhythms and support structures.
- Strengthen leadership and volunteer capability through clearer roles and governance.