



Technical Education, Vocational & Entrepreneurship  
Training Authority (TEVETA)

*Information, Education & Communication*  
*Strategy*  
*2022*

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## Abbreviations

CMP	Crisis Management Plan
IEC	Information, Education and Communications Plan
KM	Knowledge Management
KMP	Knowledge Management Plan
KPI	Key Performance Indicator
MoHE	Ministry of Higher Education
M & E	Monitoring and Evaluation
SWOT	Strengths, Weaknesses, Opportunities and Threats
TEVET	Technical Education, Vocational and Entrepreneurship Training
TEVETA	Technical Education, Vocational and Entrepreneurship Training Authority
TL	Thought Leadership
TLP	Thought Leadership Programme

## Executive Summary

The Technical Education, Vocational and Entrepreneurship Training Authority (TEVETA)'s mandate is to monitor, regulate, coordinate technical education, vocational and entrepreneurship training (TEVET) in consultation with industry, employers, employees and other stakeholders. Effective communication is essential component to TEVETA's overall success and stakeholder satisfaction. The communication strategy promotes proactive awareness creation, corporate visibility and facilitates feedback from stakeholders. It serves as a guide for stakeholder engagement, media and public relations activities.

The strategy further defines the target audience, communication channels and messages for each target audience. It augments TEVETA's Strategic Plan for 2021 to 2026 through the facilitation of effective communication to ensure people are well informed about the authority's mandate and its functions for enhanced service delivery. The Authority's ability to successfully implement its strategic objectives set out in the Communication Strategy largely depends on good communication practices that generate visibility and stakeholder support.

The Communication Strategy thus provides a standardised plan for awareness creation, publicity and stakeholder engagement in the TEVET sector. This is in line with TEVETA's commitment to achieve operational excellence in service delivery through information dissemination, stakeholder collaboration as well as community engagement and involvement. Communication is one of the ways the Authority uses to address information gaps in the sector and keep stakeholders well-informed about the roles of TEVETA, its mandate and its functions in technical education, vocational and entrepreneurship training in line with national development aspirations.

## **1.1 Introduction**

Technical Education, Vocational and Entrepreneurship Training Authority (TEVETA) is an institution created under the Technical Education, Vocational and Entrepreneurship Training (TEVET) Act No. 13 of 1998, read together with the Technical Education, Vocational and Entrepreneurship Training (Amendment) Act No. 11 of 2005.

The core functions of TEVETA are to regulate, coordinate and monitor Technical Education, Vocational and Entrepreneurship Training (TEVET) in consultation with industry, employers, employees and other stakeholders. The execution of the Authority's duties requires effective and coherent communication with industry, employers, employees, training institutions, students and other stakeholders. This communication strategy promotes proactive awareness creation, corporate visibility of TEVETA and facilitates feedback from stakeholders. It serves as a guide for stakeholder engagement, media and public relations activities.

The strategy further defines the target audience, communication channels and messages for each target audience. It augments TEVETA's Strategic Plan for 2021 to 2026 through the facilitation of effective communication to ensure people are well informed about the authority's mandate and its functions for enhanced service delivery.

## **1.2 TEVETA's Vision, Mission and Values**

### **1.2.1 Vision**

To be a dynamic, credible and reliable regulator for technical education, vocational and entrepreneurship training.

### **1.2.2 Mission Statement**

To regulate, monitor and coordinate Technical Education, Vocational and Entrepreneurship Training to ensure a sustainable supply of quality skilled labour force.

### 1.2.3 Values

<b>Core Values TEVETA upholds:</b>	Integrity	We are honest and ethical in the execution of our duties
	Innovation	We are creative and embrace new ideas for effective service delivery
	Accountability	We are responsible for all our actions and transparent in the execution of our duties
	Equality	We treat all our clients fairly in the execution of our regulatory role
	Teamwork	We value collaboration with stakeholders for the achievement of the common goal

## CHAPTER TWO

### 2.1 Situational Analysis

The Technical Education, Vocational and Entrepreneurship Training Authority (TEVETA) has a new Strategic Plan for 2021 to 2026, which is a product of broad consultations and feedback from many stakeholders at various levels. This Communication Strategy takes on board the aspirations of the Authority to achieve operational and service excellence and stakeholder satisfaction. The Strategy was informed by a comprehensive situation analysis utilising both primary and secondary data. The Communication Strategy is meant to facilitate internal and external communication.

The development of the strategy was preceded by literature reviews of the TEVETA Strategic Plan, sector reports, manuals and pieces of legislation. The Technical Education, Vocational and Entrepreneurship Training Act No. 13 of 1998, Technical Education, Vocational and Entrepreneurship Training (Amendment) Act No. 11 of 2005 and Skills Development Levy Act No. 46 of 2016 were the main legislative documents used. Extensive consultations within TEVETA and other key players were utilised to inform the development of this strategy.

### 2.2 SWOT Analysis

The SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis assesses TEVETA's position in its work environment. The assessment is based on both internal (strengths and weaknesses) and external factors (opportunities and threats) outside TEVETA that would facilitate or hinder the implementation of the identified communicative interventions. Internal factors included value-creating or limiting factors such as the Authority's assets, skills and resources that can be used to address damaging issues to the organisation's reputation. External opportunities and threats that can be capitalised on were identified to establish what might go wrong. The analysis revealed the following:

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>▪ Stakeholders support towards technical education, vocational and entrepreneurship training,</li> <li>▪ TEVETA's appreciation of communication to improve both internal and external communication,</li> <li>▪ Availability of the Strategic Plan, which prioritises customer satisfaction and service excellence</li> <li>▪ Supportive leadership and management</li> <li>▪ Clearly defined policies and procedures;</li> <li>▪ Established communication function and channels of communication</li> <li>▪ Availability of a staff training and development plan;</li> <li>▪ Existence of documented core values;</li> <li>▪ Approved communication policy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Inadequate communications structure,</li> <li>▪ Poor staff relations,</li> <li>▪ Non-availability of a mechanism to assess stakeholder satisfaction to inform future communication</li> <li>▪ Lack of a crisis communication management committee</li> <li>▪ Non-availability of a systematic way to collect, process, store and share information</li> <li>▪ Inadequate continuous sensitisation of the core values</li> <li>▪ Poor compliance to client charter</li> <li>▪ Inadequate budget provision for outreach activities</li> <li>▪ Inadequate internal communication and team building activities</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>▪ Growing stakeholder support of the technical education, vocational and entrepreneurship training the sector</li> <li>▪ TEVETA leadership's willingness to improve communication activities</li> <li>▪ Stakeholders' desire for timely information on Government programmes</li> <li>▪ Engage stakeholders by developing official feedback mechanisms</li> <li>▪ Increase in communication platforms</li> <li>▪ Stakeholder interest in skills development</li> <li>▪ Government financial support towards the education sector</li> </ul>	<ul style="list-style-type: none"> <li>▪ Low perception of technical education, vocational and entrepreneurship training</li> <li>▪ Inadequate understanding of the role of TEVETA in skills training</li> <li>▪ Perceived lack of integrity by some members of staff concerning examination related matters</li> <li>▪ Low budgetary allocations for outreach activities</li> <li>▪ Role conflict with other regulatory and professional bodies</li> <li>▪ Stakeholder dissatisfaction in the quality of services provided by the Authority</li> </ul>

The SWOT analysis above shows that there is a need to improve communication between TEVETA and its stakeholders. The analysis provides many communication needs and opportunities. The analysis also highlights issues that impede smooth communication

between the authority and various stakeholders. The communication strategy thus provides a standardised plan for awareness creation, publicity and stakeholder engagement in the TEVET sector. Communication is one of the ways the Authority uses to address information gaps in the sector and keep stakeholders well-informed about the roles of TEVETA, its mandate and its functions in technical education, vocational and entrepreneurship training in line with national development aspirations.

## CHAPTER THREE

### 3.1 Communication objectives

The main objective of this Communication Strategy is to establish effective two-way communication that raises awareness about our services, interventions in quality skilled labour force development and enhanced stakeholder engagement.

#### 3.1.1 Specific Objectives

- To enhance our credibility and reliability in regulating technical education, vocational and entrepreneurship training;
- To enhance awareness creation of our mandate among stakeholders to garner appropriate support in developing quality skilled labour force;
- To promote a positive corporate image and a better understanding of our role in national development through consistent communication of our vision, mission, and core values;
- To accurately and timely disseminate information on interventions and programmes towards regulatory excellence;
- To monitor and evaluate stakeholder satisfaction for feedback on our service delivery;
- To strengthen media relations to create opportunities for networking, partnerships and collaborations;
- To establish ourselves as a Thought Leader of influence and Brand in developing quality skilled labour force;
- To create an organised knowledge management system that allows us to capture, process, store, and share knowledge effectively and efficiently both internally and externally;
- To improve internal communication by developing feedback mechanisms between management and members of staff for improved individual and organisational performance.



### 3.1.2 These Objectives Will Be Achieved Through:

- Strategic use of relevant traditional and digital media channels;
- Production of media products, services and campaigns for visibility and corporate branding purposes;
- Target-driven media appearances and collaborations through online outlets, paper/print, radio, and television;
- Strategic collaborations and partnerships for enhanced networking, learning, and development;
- Hosting of events and activities such as workshops, conferences, or strategic stakeholder visits aimed at enhancing communications outcomes, creating awareness, inspiring action, collaboration, and partnership development;
- Effective use of social media tools such as Facebook, Instagram, Twitter, LinkedIn, and YouTube to drive information dissemination, prompt engagement for dialogue, call to action, collaboration, and feedback;
- Production of communications products such as documentaries and podcasts to showcase our areas of intervention and impact in skills development;
- Maximisation of our archived information, augmented with research and development (R&D) to grow our reputation as a leading Thought Leader in the sectors;
- Deliberate collection, processing, storage, and sharing of knowledge;
- Investing in digital devices and tools for effective monitoring and evaluation of communication activities.

## CHAPTER FOUR

### 4.1 Communication Matrix

TEVETA's target audiences are many and their needs and expectations are vast. Therefore, a comprehensive approach is needed to effectively communicate with each targeted audience to meet their needs and obtain feedback that enhances future interactions and communicative activities. Each target audience has key messages and channels of communication.

Target audiences for TEVETA have specific needs related to the mandate of the Authority. Their specific needs require suitable messages that address their information needs. An array of communication channels are needed to reach out to intended audiences. Both mainstream communication channels and social media platforms will be utilised to reach out to the masses and get instant feedback through social media platforms.

The communicative actions with the identified audiences will be through selected platforms for effective sharing of TEVETA's vision, agenda or position on a matter of public interest to get buy-in and build consensus among the Authority's target audiences. Effective

communication with stakeholders and clients will help TEVETA to drive its agenda and manage misinformation by making its position clear to garner support and loyalty from a well-informed pool of stakeholders.

## 4.2 The Matrix

KEY MESSAGES				
Objective	Target Audience	Key Message	Media/Channel/Tactics	Performance Indication Measure
To enhance our credibility and reliability in regulating technical education, vocational and entrepreneurship training by accurately and timely disseminating information on interventions and programmes	<ul style="list-style-type: none"> <li>- Government of Zambia</li> <li>- Industry</li> <li>- Training Institutions</li> <li>- Employers</li> <li>- Employees</li> <li>- Learners</li> <li>- General Public</li> </ul>	<ul style="list-style-type: none"> <li>- Soliciting for training needs, Human Resource Development, recruitment and staff retirement plans</li> <li>- Policy provisions related to the industry</li> <li>- Registered training providers</li> <li>- Location of training institutions</li> <li>- Programmes offered</li> <li>- Entry requirements</li> <li>- Maximum enrolment in each programme</li> <li>- Availability of teaching staff and qualifications</li> <li>- Duration of programmes</li> <li>- Level of certification</li> <li>- Fees for each programme; and</li> <li>- Course calendar.</li> </ul>	<ul style="list-style-type: none"> <li>- Training dispatch;</li> <li>- Newsletter;</li> <li>- Brochures</li> <li>- Emails</li> <li>- Phone calls</li> <li>- Workshops;</li> <li>- Television;</li> <li>- Radio;</li> <li>- Newspaper;</li> <li>- Website; and</li> <li>- Visits.</li> <li>- Shows/Fairs &amp; Exhibitions</li> <li>- Conferences</li> <li>- Social media</li> <li>- Podcasts</li> </ul>	<ul style="list-style-type: none"> <li>- Number of students on attachment</li> <li>- Number of graduating students</li> <li>- Advertisements in the Training Dispatch by Industry</li> <li>- Development of Training Dispatch</li> <li>- Number of partnerships and collaborations formed</li> <li>- Number of events hosted and attended</li> <li>- Number of guests present at hosted events</li> <li>- Digital media analytics</li> <li>- Number of press releases, brochures, news appearances on television and radio, and documentaries produced</li> </ul>

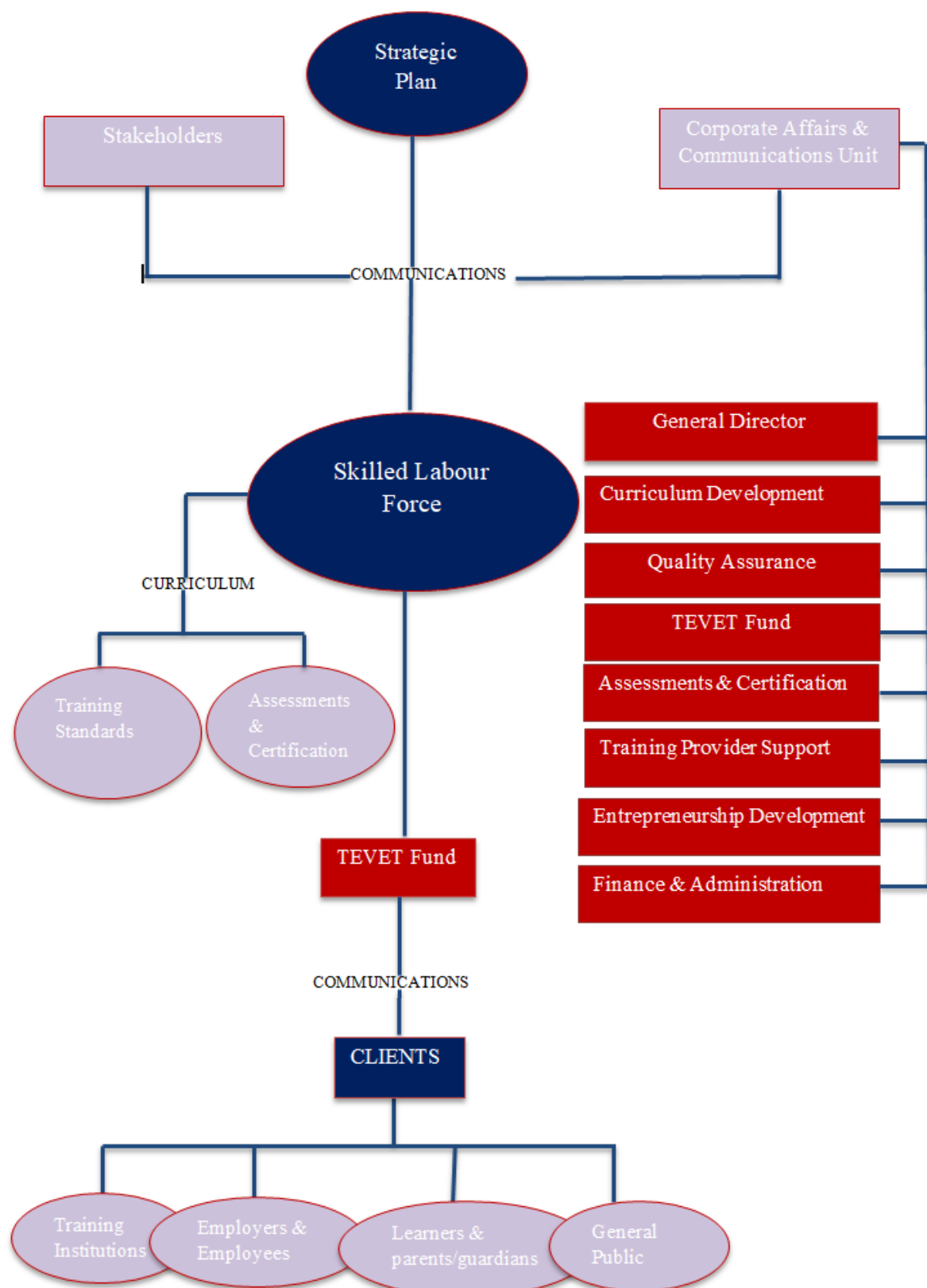
<p>To promote a positive corporate image and a better understanding of our role in national development through consistent communication of our vision, mission, and core values</p>	<ul style="list-style-type: none"> <li>- School Leavers</li> <li>- General public</li> </ul>	<p><i>Providing information on;</i></p> <ul style="list-style-type: none"> <li>- Registered training providers;</li> <li>- Location of training institutions;</li> <li>- Programmes offered;</li> <li>- Entry requirements;</li> <li>- Maximum enrolment in each programme;</li> <li>- Availability of teaching staff and qualifications;</li> <li>- Duration of programmes</li> <li>- Level of certification</li> <li>- Fees for each programme</li> <li>- Course calendar.</li> </ul> <p><i>Flexible entry and exit of the new system:</i></p> <ul style="list-style-type: none"> <li>- One does not necessarily need to have completed Grade 12 to be enrolled in a TEVETA affiliated institution;</li> <li>- TEVETA affiliated institutions have a wide range of programmes that one can choose from;</li> <li>- TEVETA affiliated institutions offer</li> </ul>	<ul style="list-style-type: none"> <li>- Television;</li> <li>- Radio;</li> <li>- Emails</li> <li>- Phone calls</li> <li>- Newspaper;</li> <li>- Brochures;</li> <li>- Sensitisation talks;</li> <li>- Theatre;</li> <li>- DTACs;</li> <li>- Newsletter;</li> <li>- Social media</li> <li>- Podcasts</li> <li>- Documentaries</li> <li>- Press releases</li> <li>- Website; and</li> <li>- Training dispatch</li> <li>- Shows/Fairs &amp; Exhibitions.</li> </ul>	<ul style="list-style-type: none"> <li>- Number of students enrolling in training institutions;</li> <li>- Number of graduating students</li> <li>- Number of enquiries received on training information.</li> <li>- Rate of positive engagement on digital media</li> <li>- Number of followers, shares and other rate analytics on social media, website, blog, newsletter subscriptions, etc.</li> </ul>
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		<p>programmes that are relevant to the labour market in the country;</p> <ul style="list-style-type: none"> <li>- TEVETA affiliated institutions offer programmes that can make one stand on his/her own;</li> <li>- TEVETA affiliated institutions charge fees that are affordable for an average Zambian;</li> <li>- TEVETA affiliated institutions are widespread. They can be found close to home; and</li> <li>- Graduates from TEVETA affiliated institutions are marketable.</li> </ul>		
<p>To monitor and evaluate stakeholder satisfaction for feedback on our service delivery</p> <p>To improve internal communication by developing feedback mechanisms between management and</p>	<ul style="list-style-type: none"> <li>- General public</li> <li>- Stakeholders</li> <li>- Clients</li> </ul>	<ul style="list-style-type: none"> <li>- Undertake performance and results of marketing and communications campaigns assessments</li> <li>- Assess performance of all communications activities</li> </ul>	<ul style="list-style-type: none"> <li>- Reputation Management Monitoring Tools</li> <li>- Social Media Analytics</li> <li>- Google Analytics</li> <li>- In-person interactions</li> <li>- Statistical data from events, workshops, conferences.</li> </ul>	<ul style="list-style-type: none"> <li>- Number of comments, likes, shares on social media</li> <li>- Number of conversions</li> <li>- Number of page visits, clicks on website or blog</li> <li>- Number of newsletter</li> </ul>

members of staff for improved individual and organisational performance.				subscriptions - Number of guests invited and present at events
To enhance awareness creation of our mandate among stakeholders to garner appropriate support in developing quality skilled labour force	- Government ministries - Donors - Employers - Employees	- Infrastructure development needs; - Infrastructure rehabilitation needs; - Equipment needs; - Student sponsorship needs; and - Staff capacity building needs.	- Meetings; - Emails - Phone calls - Status Reports; - Activity reports; - Newsletter; - Guided tours; - Annual Report	- Establish Scholarship programme; and - Increased funding towards infrastructure development and rehabilitation.
To strengthen media relations to create opportunities for networking, partnerships and collaborations	- Media	- Advertisements relating to Human Resources, Supplier bidding, - Intervention programmes and services offered - Intervention programme reports as press releases or news items - Documentaries showcasing the impact of activities - Registered training providers - Solicitations for partnerships or collaborations	- Newsletter - Annual Report - Brochures - Emails - Phone calls - Press Releases - Workshops - Conferences - Television - Radio - podcasts - Newspaper; - Website; and - Visits. - Shows/Fairs & Exhibitions - Social media	- Number of Press Releases and news articles published - Number of television, radio, podcast, digital media appearances - Number of media present at events

To establish ourselves as a Thought Leader of influence and Brand in developing quality skilled labour force	<ul style="list-style-type: none"> <li>- Industry Cooperating partners</li> <li>- Government ministries</li> <li>- Government agencies</li> </ul>	<ul style="list-style-type: none"> <li>- Industry knowledge and research</li> <li>- Findings from programme reports (such as on quality of TEVET, TEVET Fund implementation)</li> <li>- Statistical data from management information systems</li> </ul>	<ul style="list-style-type: none"> <li>- Articles</li> <li>- Journals</li> <li>- Research papers</li> <li>- Workshops</li> <li>- Field visits</li> <li>- Conferences</li> <li>- Emails</li> <li>- Phone calls</li> </ul>	<ul style="list-style-type: none"> <li>- Number of articles, journals, research papers published</li> <li>- Number of workshops, conferences hosted</li> <li>- Number of consultations and invitations for collaboration</li> </ul>
To create an organised knowledge management system that will allow TEVETA to capture, process, store, and share its knowledge effectively and efficiently both internally and externally	<ul style="list-style-type: none"> <li>- TEVETA staff</li> <li>- External stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- General reports</li> <li>- Policy documents</li> <li>- Strategic documents</li> <li>- Departmental documents</li> <li>- Online and offline correspondence records</li> </ul>	<ul style="list-style-type: none"> <li>- All paper and digital knowledge and documentation</li> <li>- Knowledge Management Systems software</li> </ul>	<ul style="list-style-type: none"> <li>- Time taken to access and/or share documents</li> <li>- Behavioural changes relating to the efficient and effective delivery of documents or knowledge related information</li> <li>- Amount of archived knowledge collected, developed and utilised over time</li> </ul>

### 4.3 Communication Feedback Loop





## 5.1 Digital Media Communications

Digital Communication provides a sufficient alternative and/or addition to traditional media such as print, television, billboard advertising, or radio. It provides a quicker and efficient way to disseminate information and immediately get feedback from the targeted audience. It has the potential to reach audiences outside the range of traditional media and in a manner that is visually appealing and appropriate for the target audience.

## 5.2 Digital Media Skills and Tools

- i. Digital Media Planning and strategising
- ii. Digital Marketing and communications (emails, servers, student portals)
- iii. Social Media Management (Engagement, Visibility Campaigns) –Hashtags, topic trends
- iv. Content Development and Management
- v. Data Science and Analytics (Assessing campaign performance, Key Performance Indicators (KPIs) -using digital data to detect the brand image and maximising on key areas based on user behaviour)
- vi. App Development
- vii. Data Visualization: Videos, Images, Animations
  - Graphic Designing (Visualisation of Data)
  - Search Engine Marketing (Best for Thought Leadership)

## 5.3 Social Media Platforms to Explore

### 5.3.1 Facebook

Facebook is the biggest social media network worldwide. It had roughly 2.89 billion monthly active users at the end of 2021. Facebook has the widest demographic of individuals (young and old) and businesses (small, medium, large) using the platform. It is cost-effective, provides brand visibility, stakeholder engagement, collaboration and support, can be linked to the website for traffic flow, allows advertising, and has inbuilt media analytics tools to track and monitor activity.

### 5.3.2 LinkedIn

LinkedIn is a platform for more than 30 million businesses and more than 690 million members. It has marketing tools for any business type or size. Unlike other social media platforms, LinkedIn is targeted at professional networking and business visibility. Over the years, it has become an important tool for networking, connecting, selling, recruiting and

hiring top talent. LinkedIn allows businesses to build credibility, create meaningful networks, and glean insider expertise from established experts in various industries.

### **5.3.3 Twitter**

By the end of 2021, Twitter was estimated to have an audience reach of 77.75 million users. Twitter is a cost-effective method of engaging with stakeholders. It will give TEVETA access to audiences around the world, providing opportunities to interact, inform, as well as promote products and services. This platform will allow TEVETA to quickly and easily monitor conversations around the brand and deal with problems as they arise.

### **5.3.4 Instagram**

Instagram is a social network that allows users to share and edit both photos and videos. An estimated 1.074 billion people are using Instagram around the world. Seventy-one per cent of the billion monthly active users on Instagram are under the age of thirty-five. Instagram can generate over four times more interactions compared to Facebook. It is a powerful marketing tool TEVETA can use to expand its visibility and reach.

### **5.3.5 YouTube**

YouTube is a video-hosting social networking platform used by both businesses and individuals. It has approximately 1.86 billion users worldwide. Eighteen per cent of people use YouTube to follow brands and companies, and seven per cent use it to strengthen their professional work. YouTube will allow TEVETA to directly communicate with its stakeholders through posted videos, interact with them in the comment section, respond to private messages, as well as serve as an inexpensive way to post instructional videos, announcements and other internal communications.

### **5.3.6 TikTok**

Currently, TikTok is the third largest social media platform worldwide. The platform is projected to see a 15.1% growth in global users in 2022, meaning, it will hold a 20% share of overall social media users by the end of next year. As it stands, many of TEVETA's client base (students) is on TikTok and more and more brands are tailoring their messaging to appeal to this new audience.

TikTok allows people to view videos without having to sign up. Anyone can browse content incognito and inadvertently come across content that will prove very useful to them. This is a chance TEVETA cannot afford to ignore. TEVETA can use this platform to share short videos or snippets from long documentaries showcasing the work that the Authority is doing and the impact it has on individuals, businesses, the economy, industries, and other stakeholders

### 5.3.7 Blogs

A blog is a way to drive traffic to TEVETA's website and is also a means for the Authority to share its array of knowledge obtained from deliberate research and other organizational activities. It will serve as a Thought Leadership tool. A blog will also widen TEVETA's visibility and allow it to integrate both website and social media content.

## CHAPTER SIX

### 6.1 Knowledge Management System

Knowledge management (KM) is the deliberate process of defining, structuring, retaining, and sharing knowledge and/or organisational expertise to;

- i. Improve TEVETA's efficiency
- ii. Save and maximize the effectiveness of TEVETA's collective knowledge
- iii. Allow TEVETA to create a learning culture and more efficient workplace
- iv. Enable TEVETA to make faster and better decisions
- v. Enhance collaboration
- vi. Facilitate employee onboarding and training process
- vii. Enhance employee happiness and retention

#### 6.1.2 Recommended Knowledge Management Software

OpenKM is an open-source Content/Document Management Software used to store, manage and track electronic documents and electronic images of paper-based information captured through a document scanner. It is a valuable repository of corporate information assets that facilitates knowledge creation, improved business decision making, as well as enhanced enterprise productivity through shared practices and well-informed decision making.

#### 6.1.3 Functions of OpenKM

- i. Allows TEVETA To control the production, storage, management and distribution of electronic documents
- ii. Integrates all essential document management, collaboration and advanced search functionality into one easy to use solution.
- iii. Its administration tools will allow TEVETA to define the roles of various users, access control, user quota, level of document security, detailed logs of activity and automation setup.
- iv. Control TEVETA's digital content
- v. Allow TEVETA to collect information from any digital source
- vi. Collaborate with colleagues on documents and projects
- vii. Allow TEVETA to capitalize on accumulated knowledge by locating documents, experts, and information sources quickly
- viii. Allow TEVETA to create/generate and use reports

- ix. The Task Manager functions allow for the creation, administration, and assigning of tasks and roles to users
- x. The automated task function allows Metadata Capture, classification of documents, automatic workflow execution, and electronic signature
- xi. Provides a workflow engine for defining and reusing business logic, simplifying business processes and helping employees coordinate effectively with both the organisation and each other
- xii. Through content creation, allows TEVETA to exchange transactional information and respond more quickly to new or changing organizational requirements.
- xiii. The OpenKM Tracking System audits the processes in which time deadlines for actions are monitored and imposed upon those conducting the business
- xiv. All documents are electronically stored and organized in ways that make sense for TEVETA's workflow and access needs. They can be easily retrieved with intelligent global search.

## CHAPTER SEVEN

### 7.1 Thought Leadership

Thought Leadership (TL) is about the key development industries or sectors that speak to the Authority's mission and vision and are worth exploring. Investing in research, knowledge creation and dissemination will add value to the industry, sector, and community at large. Providing evidence-based research and insight-led content will show that TEVETA cares deeply about its community and stakeholders. The vast investment in these sectors provides a mine of wealth to leverage for an efficient, relevant Thought Leadership Programme (TLP).

TEVETA should tap into the talent, experience, and passion within the Authority/Community to consistently answer the biggest questions on the minds of its clients/stakeholders to attain an unquestionable Thought Leadership position in the industries it influences. The Authority must conduct and mine already collated deep research which will allow it to display a high level of authority and expertise.

A well-designed Thought Leadership Programme will;

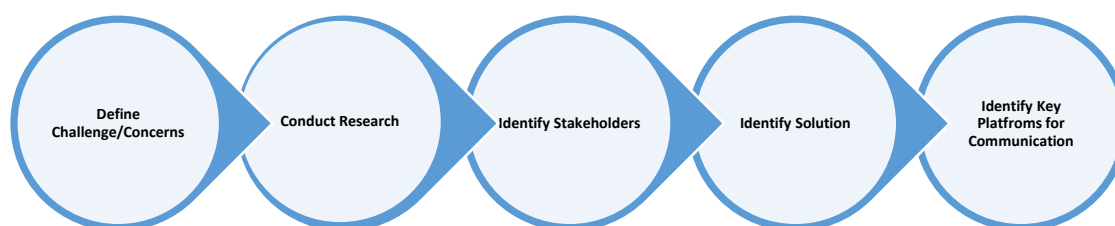
- i. Drive important growth-oriented conversations amongst key stakeholders
- ii. Increase visibility through earned reads and clicks on links
- iii. Increase shares and conversions
- iv. Establish TEVETA as a greater authority and knowledge hub for relevant stakeholders
- v. Lead to demand and lead generation – leads to building new industry connections
- vi. Lead to better customer retention

- vii. Lead to more rapid client acquisition

## 7.2 Thought Leadership Strategy

- 1) Identify Key Developmental Sectors for Possible Investment
  - How can TEVETA be pioneers of Knowledge in different sectors?
  - What wealth of knowledge do we have right now in our archives that can be used to inform, transform or revolutionize the sector, industry, and/or economy?
- 2) Opportunities Existing in Post-Pandemic Environment
  - As the local, regional, and global economies recover from the Covid-19 pandemic, what opportunities exist for us to lead in the post-pandemic recovery narrative?
- 3) Learning from Others
  - Who are the industry's top Thought Leadership locally, regionally, and internationally that TEVETA can learn from?
  - What are they talking about, and what can we learn from them?
  - Are there gaps that need filling?
  - How can we rise above the clutter and assert ourselves as the number one knowledge authority?
- 4) Collaborating with Stakeholders
  - Which stakeholder can we use to champion our knowledge?

## 7.3 Thought Leadership Roadmap



## CHAPTER EIGHT

### 8.1 Crisis Management

The functions of TEVETA under its mandate make it susceptible to crises, which it should prepare itself against. This Crisis Communication framework provides key pointers in Crisis Communication Management. The framework is not the actual Crisis Communications Plan. This is merely a guide for the Authority to use to inform the Crisis Strategy.

A Crisis Communications Strategy is intended to prepare the Authority to efficiently and effectively respond to a crisis that might adversely impact its work or stakeholder relationships.

## 8.2 The Crisis Management Team

The Crisis Communications Team is responsible for building and protecting the Authority's reputation at a global, regional or local level. This should be done at three different levels:

### 8.2.1 Monitoring

- Reducing the likelihood of a crisis or serious incident occurring by monitoring reputational risks and taking appropriate action to reduce or remove them.

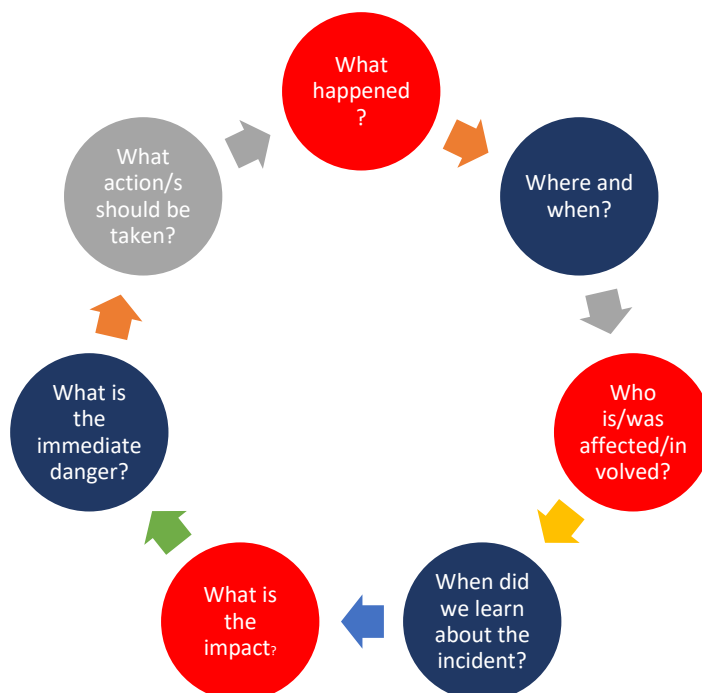
### 8.2.2 Preparation

- Preparing for a crisis or serious incident by developing processes, supporting collateral and preparing spokespeople.

### 8.2.3 Response

- Working in partnership with the wider Crisis Management Team to deliver crisis communications activity during a crisis.

## 8.3 Crisis Management Process



#### 8.4 Crisis Escalation Framework

CRISIS NAME	CRISIS SCENARIO/IMPACT	STRATEGY/ACTION
Student Portal Down	<p>This crisis may occur in the following forms;</p> <ol style="list-style-type: none"> <li>Student portal down or inaccessible due to system failure (server) or need for software upgrade</li> <li>A cyberattack/hack with intent to manipulate or steal data</li> <li>Data corruption due to system failure or manipulation</li> </ol> <p>- Outline which level of crisis each scenario falls under:</p> <ol style="list-style-type: none"> <li>Level 1 - being a High-Level Risk with the potential to cause long term threat of damage to customers, partners, employees, and/or all stakeholders.</li> <li>Level 2 - a moderate potential risk or impact on business operations, customer success, and/or company reputation.</li> <li>Level 3 – Not likely to pose a long-term risk to or impact business operations, customer success, and/or company reputation, but the team should still be on the same page for responding.</li> <li>Level 4 - Most crises fall under this level as they tend to be slightly bigger versions of day-to-day issues that may need a bit of extra effort to be fully resolved or addressed</li> <li>Level 5 – These are acts or behaviours that could potentially lead to a crisis but are stopped before they escalate.</li> </ol>	<p><b>Internal communications:</b></p> <ul style="list-style-type: none"> <li>- Create systems and backup methods for communication</li> <li>- Collect contact information for all team members/consultants/subject matter experts</li> </ul> <ul style="list-style-type: none"> <li>● Person/Team #1: Task or action</li> <li>● Person/Team #2: Task or action</li> <li>● Person/Team #3: Task or action</li> </ul> <ul style="list-style-type: none"> <li>- Establish ways to disseminate urgent information to all employees or check-in reports for safety and whereabouts</li> <li>- Determine how you will share sensitive news internally, such as a threat to the company's viability or a loss of life.</li> <li>- Establish a schedule and mechanism for updates.</li> </ul> <p><b>External Communication:</b></p> <ul style="list-style-type: none"> <li>- Define plans for communicating with the</li> </ul>

	<ul style="list-style-type: none"> <li>- Describe in detail the events likely to happen under each scenario</li> <li>- Emphasize the safety of people first before anything else. Then move to secure the affected area of threat/breach to prevent further damage.</li> <li>- Outline protocol of notification/chain of command</li> <li>- Convene crisis management meeting as directed by the Director/Manager in charge of that particular crisis</li> </ul>	<p>public and key external stakeholders.</p> <ul style="list-style-type: none"> <li>- Appoint a spokesperson.</li> <li>- Write detailed instructions and draft holding statements to use as guides</li> <li>- Ensure your plans align with other communication efforts.</li> <li>- Outline the resources needed</li> <li>- Identify any need for prior training/rehearsals/drills</li> </ul>
Examination Leakage/ Malpractice	<p>This crisis may occur in the following forms;</p> <ul style="list-style-type: none"> <li>i. TEVETA staff leaking exams</li> <li>ii. Training institutions leaking exams</li> <li>iii. TEVETA or training institutions' staff accepting bribes to facilitate student exam malpractice</li> <li>iv. Manipulation of exam results by TEVETA staff</li> </ul>	<ul style="list-style-type: none"> <li>● Person/Team #1: Task or action</li> <li>● Person/Team #2: Task or action</li> <li>● Person/Team #3: Task or action</li> </ul>
Theft/ Misappropriation of Funds	<p>This crisis may occur in the following forms;</p> <ul style="list-style-type: none"> <li>i. Misappropriation of the TEVET Fund Budget</li> <li>ii. Misappropriation of government funds/grants/etc.</li> <li>iii. Theft of funds by TEVETA staff</li> <li>iv. Theft of funds by stakeholders/public</li> </ul>	<ul style="list-style-type: none"> <li>● Person/Team #1: Task or action</li> <li>● Person/Team #2: Task or action</li> <li>● Person/Team #3: Task or action</li> </ul>



Misconduct	<p>This crisis may occur in the following forms;</p> <ol style="list-style-type: none"> <li>TEVETA employees acting in an unethical manner such as using organizational property for personal use</li> <li>TEVETA employee sexually harassing colleague/stakeholder/public</li> <li>TEVETA employee accused of Gender-Based Violence (GBV) or other. whilst in the line of duty</li> </ol>	<ul style="list-style-type: none"> <li>● Person/Team #1: Task or action</li> <li>● Person/Team #2: Task or action</li> <li>● Person/Team #3: Task or action</li> </ul>
Forgery	<p>This crisis may occur in the following forms;</p> <ol style="list-style-type: none"> <li>Individual/institution using TEVETA's official documents/signatures/logos/etc. to forge certificates or other qualification</li> <li>TEVETA employee forging the signature of colleague/stakeholder for malicious purposes.</li> </ol>	<ul style="list-style-type: none"> <li>● Person/Team #1: Task or action</li> <li>● Person/Team #2: Task or action</li> <li>● Person/Team #3: Task or action</li> </ul>

## **9.1 Media Monitoring and Evaluation**

Media monitoring allows TEVETA to see valuable insights into how we are perceived by the general public and our specific stakeholders. It is also a means to check the performance of marketing campaigns, products and/or services. The more we know and understand our audience, the more appropriate content and effective communication we will provide. Media monitoring will accord TEVETA a chance to;

- Protect our brand reputation
- Prevent a crisis
- More deeply understand our audience
- Measure results of current and future communications and marketing campaigns
- Identify public influencers to partner with for effective dissemination of information and/or visibility
- Discover potential opportunities for media coverage
- Discover or identify opportunities for skills development

## **9.2 MEDIA MONITORING TOOLS**

### **9.2.1 Hootsuite**

Best for online collaborations - Hootsuite is a cloud-based reputation management and social-media solution that will allow TEVETA to collaboratively carry out campaigns across various social networks such as LinkedIn, Facebook, and Twitter. It lets users launch campaigns from a single dashboard. It has functionalities for measurement and reporting purposes, such as tools for team collaboration, audience engagement, analytics and account security. Hootsuite allows users to manage several contributors and share data and access rights without the sharing of passwords. In Hootsuite, messages can be delegated to the team and their progress can be monitored. It also has room for scheduling posts and events.

### **9.2.2 Podium**

For managing and analysing customer sentiments - Podium is a customer interaction platform that utilizes text messaging to help businesses manage customer relationships and build an online reputation on a variety of websites. It consolidates customer interactions and online reviews into a single dashboard to help users manage online review management. From the dashboard, users can send review invitations, respond to online reviews in real-time, and send and receive text messages with customers and potential customers. Podium will also provide TEVETA with reports on the day to day operations, including sentiment analysis and

competitive benchmarking that can help the Authority identify potential areas for improvement.

### **9.2.3 Google Analytics**

Google Analytics is a free website analytics dashboard. Coupled with inbuilt social media analytics tools, Google Analytics will provide the Authority with access to a wealth of insights about our website and its visitors. This tool comes with free tools to analyse data in one place. Google Analytics will allow TEVETA to monitor; website traffic, individual page traffic, amount of leads converted, the origin of website leads, demographic information of visitors, and whether the traffic comes from mobile or desktop use.

## **CHAPTER TEN**

### **10.1 Conclusion and Recommendations**

Findings from the Situation Analysis indicate that TEVETA has achieved most of its communications objectives and activities outlined in the 2006 Information, Education and Communications Plan (IEC). Some of the activities not comprehensively fulfilled include the production of communications products such as the newsletter, hosting of events for enhanced stakeholder relationship management and collaboration.

The IEC Plan needed to be reviewed and updated due to prominent changes that have happens inclyding advancements in technology and policy changes resulting from the change of governments over time. Though challenging, these changes bring with them a number of opportunities for the Authority to effectively and efficiently exectute its mandate.

Some of the gaps that need filling (and have been included fully or in part in the amended Plan) include comprehensive integration of digital media such as social media for effective communication and feedback; investment into a Thought Leadership Programme (TLP) that will establish TEVETA as a leading knowledge hub; development and implementation of a Crisis Management Plan (CMP) to shield or cushion the Authority from the impact of crises likely to occur; as well as the establishment of a Knowledge Management System (KMS) that will allow TEVETA to systematically collect, process, store and share its knowledge and information both internally and externally.

If this revised IEC Plan is to be implemented successfully, the consultants recommend comprehensive buy-in at both strategic and operational levels. This will call for the

strengthening of the Corporate Affairs and Communications team, which is considered the core of all activities within and outside TEVETA. Strengthening the Corporate Affairs and Communications team will involve investing in specialised human resources to extensively and comprehensively address the following specialised areas; Marketing and Communications, Public Relations and Stakeholder Management, Social Media Management, and Knowledge Management.

There is also a need to develop technical documents that will accompany this strategy to facilitate the comprehensive implementation of all communications activities. The technical documents include; Crisis Management Plan, Knowledge Management Plan, Thought Leadership Programme and a Social Media Plan.