TEVETA
Technical Education, Vocational and Entrepreneurship Training Authority

Technical Education, Vocational and Entrepreneurship Training Authority (TEVETA)

Revised
Strategic Plan
(2025 – 2027)

Revised Strategic Plan

(2025 – 2027)

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Abbreviations and acronyms

CBETA	Competency-Based Education and Training and Assessment
CDF	Constituency Development Fund
KPI	Key Performance Indicator
ICT	Information Communication Technology
ILO	International Labour Organisation
ISO	International Organisation for Standardisation
LDMS	Learner Data Management System
LMIS	Labour Market Information System
MDD	Management Development Division
MEF	Monitoring and Evaluation Framework
MOTS	Ministry of Technology and Science
MLSS	Ministry of Labour and Social Security
8NDP	8th National Development Plan
NSS	National Skills Survey
ODFL	Open, Distance and Flexible Learning
PESTEL	Political, Economic, Social, Technological and Legal trends
RMS	Resource Mobilisation Strategy
RPL	Recognition of Prior Learning
SD	Skills Development Levy
SDP	Skills Development Plan
SMEs	Small and Medium Enterprises
SSAG	Sector Skills Advisory Group.
SWOT	Strengths Weaknesses Opportunities and Threats
TEVET	Technical Education, Vocational and Entrepreneurship Training
TEVETA	Technical Education, Vocational and Entrepreneurship Training Authority
TPI	Training Provider Institution
TTC	Trade Test Centre
TWG	Technical Working Group
VTI	Vocational Training Institute
WBL	Workplace-Based Learning
ZAMSTATS	Zambian Statistics Agency
ZFE	Zambian Federation of Employers
ZQF	Zambian Qualifications Framework

Foreword

The Technical Education, Vocational and Entrepreneurship Training Authority (TEVETA) is a statutory body whose mandate stems from the Technical Education, Vocational and Entrepreneurship Training (TEVET) Act No.13 of 1998 as amended by TEVET Act No. 11 of 2005 to regulate, coordinate and monitor TEVET in Zambia in consultation with industry, employers, workers and other stakeholders. TEVET empowers citizens, particularly the youth with the relevant competences for personal progression and national development.

The Revised TEVETA's 2025-2027 Strategic Plan aligns with the various Government policies in skills development for increased labour force employability and productivity. The Revised Strategic Plan provides the strategic direction to the development relevant and quality skills for individual, community, sectoral and national needs for productivity, job and wealth creation.

This Revised Strategic Plan leverages on national priorities espoused in the Eighth National Development Plan (8NDP). The 8NDP prioritises skills development and job creation to contribute to the economic transformation of the country. The Revised Strategic Plan highlights strategic aspirations of the Authority in service delivery and programme implementation to satisfy stakeholder needs in the supply of adequate and skilled labour force. It also integrates Environmental, Social, and Governance (ESG) principles to enhance accountability, sustainability, and stakeholder trust in the authority. Initiatives on ESG in the Revised Strategic Plan align the country's sustainable development and economic transformation aspirations.

The thematic areas of this Revised Strategic Plan are to enhance Operational Excellence, Stakeholder Collaboration, and TEVET Regulatory Service Excellence. This will lead to effective and efficient service delivery and stakeholder satisfaction.

This Revised Strategic Plan will galvanise different stakeholders that play significant roles in labour force development to ensure our young men and women acquire necessary competences and knowledge that will make them contribute to the economic development of their country with excellence.

I am confident that the TEVETA Board, Management and Staff and other stakeholders will play an effective role in implementation of this Revised Strategic Plan and share with us the results realised in line with the national development aspirations.

NGOZA C. NKWABILO
Board Chairperson
Technical Education, Vocational and Entrepreneurship Training Authority (TEVETA)

Acknowledgement

The Revised TEVETA Strategic Plan is a product of broad consultations and feedback from many stakeholders at various levels. The consultations were made to ensure that the Strategic Plan takes on board perspectives of all stakeholders leveraging on the national leadership inspiration, national development priorities and the economic transformation agenda of the Zambian Government. We acknowledge the clarity of purpose and insights from 2020 TEVET Policy, 2023 – 2027 Digital Transformation Strategy 8NDP, Vision 2030 and other Sectoral and National Development priorities.

We are indebted to the contribution of all stakeholders from the Ministries, Public Institutions, Industry Representatives, Social Partners and Cooperating Partners, students, Board and Management and others, too numerous to itemise, for their valuable comments, observations, and recommendations. Specifically, we are grateful to the Germany Development Cooperation (GDC) through GIZ for the financial support provided for the review and revision of the TEVETA 2021 to 2026 Strategic Plan. The technical expertise from the Management Development Division (MDD) of the Cabinet Office is highly appreciated.

I am confident that this Revised Strategic Plan has provided appropriate and updated strategic direction in the provision of quality and relevant skills to meet the labour market needs inspired by the economic transformational agenda of our country.

Cleophas Takaiza
Director General
Technical Education, Vocational
and Entrepreneurship Training Authority

Executive Summary

The 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) consultation with industry, employers, employees and other stakeholders.

"Relevant and quality skills available for sustainable national development"

"To regulate and coordinate Technical Education, Vocational and Entrepreneurship Training (TEVET) to ensure the supply of quality and relevant skills that meet industry needs and contribute to economic growth."

The Core Values are:

Core Values	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 are fair and inclusive in the execution of our regulatory role.
	Collaboration	We value stakeholder engagements to strengthen skills development systems
	Team Building	We value teamwork for effective service leveraging on multidisciplinary talent

Strategic goal

The strategic goal of TEVETA is to improve access to TEVET and supply of competent TEVET graduates that meet labour market demands.

Strategic objectives

There are seven (7) key strategic objectives to be achieved in the period from 2025 – 2027 covering:
(1) Integrate Competency-Based Education and Training (CBET) in TEVET to increase employability and competitiveness of graduates
(2) Improve TEVET Regulatory Services to ensure quality, relevance and compliance to national and international standards
(3) Enhance institutional management and governance systems to improve data accuracy, accessibility and efficiency
(4) Enhance mobilisation and management of resources for TEVET to increase financial resources and accountability
(5) Enhance TEVET Fund management to address labour market needs

(6) Strengthen institutional capacity for optimal staffing and increased performance

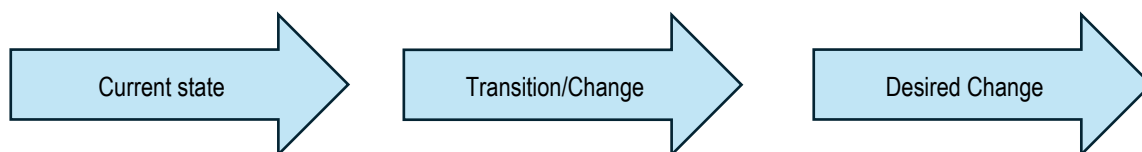(7) Strengthen partnerships with key stakeholders for increased support and TEVET's visibility

Implementation Plan and Budget

The Strategic Plan will be implemented through a series of strategies and assigned responsibilities for the period starting 2025 and ending in 2027. The Strategic Implementation Plan covers Integrate Competency-Based Education and Training (CBET) in TEVET to increase employability and competitiveness of graduates; Improve TEVET Regulatory Services to ensure quality, relevance and compliance to national and international standards; Develop a secure and user-friendly TEVET Information Management Systems in TEVET to improve data accuracy and accessibility; Enhance mobilisation and management of resources for TEVET; Strengthen partnerships with key stakeholders and increase TEVET's visibility and Enhance TEVET Fund management to address labour market needs through skills development financing streams. The financial projection for the implementation of the Revised Strategic Plan is 2, 390 million

Tracking and review of the strategic plan

The Balanced Score Card will be the basis for tracking and review of the strategic plan at Board, Management and Staff level. The Balance Score Card Matrix is on Table 6

The Change Process Envisioned in the Plan

Current state ▶	Transition/Change ▶	Desired Change ▶

Persisting Development Issues	Strategic Interventions	Long Term
• Ineffective and unresponsive TEVET training delivery system to meet industry workplace requirements resulting into skills mismatch • Widening skills and competence gaps in the face of rapid technological advancements	1. Integrate Competency-Based Education and Training (CBET) in TEVET to increase employability and competitiveness of graduates	**Availability of Relevant and quality TEVET skills for sustainable national development** **Medium Term** Improvement in employability and competitiveness of TEVET graduates.
• Unfavourable perceptions in the standards and quality of TEVET in the country	2. Improve TEVET Regulatory Services to ensure quality, relevance and compliance to national and international standards	
• Inadequate ICT systems for empirical driven decision-making • Weak TEVET institutional management and governance amplified by operational bottlenecks such as inadequate mechanism to measure performance	3. Enhance institutional management and governance systems to improve data accuracy, accessibility and efficiency	
• Inadequate funding to TEVET undermines its capacity to supply relevant and quality skills in the country	4. Enhance mobilisation and management of resources for TEVET to increase financial resources and accountability 5. Enhance TEVET Fund management to address labour market needs	
• Insufficient human and other resources •	6. Strengthen institutional capacity for optimal staffing and increased performance	
• Inadequate collaboration with stakeholders • Weak partnership with industry to support market-based curriculum development, training standards, assessment, work-based learning and Recognition of Prior Learning	7. Strengthen partnerships with key stakeholders for increased support and TEVET's visibility	

1 Introduction

The Revised TEVETA Strategic Plan has been formulated to guide the Authority to undertake strategic initiatives to improve access and supply of quality of Technical Education, Vocational and Entrepreneurship Training (TEVET) skills that meet labour market demand. The Revised Strategic Plan was informed by various policy and strategic documents such as the 2020 TEVET Policy, the Digital Transformation Strategy, the 8NDP, Vision 2030, National Development Priorities and Sectoral Development Aspirations. The Revision of the Strategic Plan was mainly based on the background and strategic analysis of the skills development landscape. The background of the skills development landscape articulates the legal framework for the regulation of skills development in the TEVET sector. However, the strategic analysis discusses various trends that offer opportunities and risks to the Authority as an Institution, stakeholders' expectations, and the strengths and challenges of the institution. The last major Strategic Plan states the vision, mission, core values, strategic goals and objectives supported by an implementation, tracking and review framework.

1.1 Background of TEVETA

The 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.

1.2 Specific Functions

The core functions of TEVETA as contained in the TEVET Act No. 13 of 1998 and the TEVET Amendment Act No. 11 of 2005 are as follows:

1) Administer and manage the Technical Education, Vocational and Entrepreneurship Training Fund.
2) Advise the Minister on the development of quality human resources in Zambia through the Technical Education, Vocational and Entrepreneurship Training.
3) Regulate and advise institutions established or registered under this Act.
4) Regulate and coordinate apprenticeship and trade testing systems.
5) Facilitate the provision of technical consultancy to institutions established or registered under this Act.
6) Facilitate the development of technical capacity in institutions established or registered under this Act.
7) Develop national curricula in consultation with stakeholders.
8) Set minimum standards and qualifications for any occupation, skill, technology or trade in accordance with trends in the industry.
9) Provide guidelines for the development of institutional curricula.
10) Accredit local and foreign examinations to be taken by persons attending courses at an institution established or registered under this Act.
11) regulate and conduct national examinations and assessments relating to Technical Education Vocational and Entrepreneurship Training.

12) Charge and collect fees in respect of examinations and assessments undertaken under this Act.
13) Award certificates to persons who succeeded in examinations and assessments undertaken under this Act.
14) Approve curricula and standards of certificates in institutions established or registered under this Act.
15) Register vocational training institutions.
16) Cancel registration of an institution established under this Act.
17) Collect, manage and disseminate labour market information relating to Technical Education, Vocational and Entrepreneurship Training.
18) Initiate, monitor and evaluate development programmes for continued advancement of Technical Education, Vocational and Entrepreneurship Training.
19) Determine the equivalences of local and foreign examinations.
20) Accredit and register trainers, examiners and assessors.
21) In conjunction with the Minister:
    i. Determine priority skills areas of Technical Education, Vocational and Entrepreneurship Training for the purpose of enhancing social and economic development in Zambia.
    ii. And mobilise financial and material resources for the provision of Technical Education, Vocational and Entrepreneurship Training.
    iii. Do all such things connected to or incidental to the functions of the Authority under this Act.

1.3   Governance Structure

TEVETA is governed by the Board whose composition is as follows:

1) A representative of a federation of trade unions.
2) A representative of the Zambia Association of Chambers of Commerce and Industry.
3) One representative from a university established under the University Act.
4) A representative from a federation of employers' organisation.
5) A representative of the Zambia Chamber for Small and Medium Business Association.
6) A representative of a research and development institution established under the Science and Technology Act.
7) A representative of religious organisations involved in providing technical education, vocational and entrepreneurship training.
8) A representative of the Ministry responsible for technical education, vocational and entrepreneurship training.
9) A representative of the Ministry responsible for labour.
10) A representative of the Ministry responsible for education.
11) One other person.

1.4 Management and Operational Structure of TEVETA

The Authority is headed by the Director General assisted by four divisional directors responsible for the following functions:

1) **Training Standards**. It is responsible for monitoring and enforcing of quality standards in the provision of TEVET as well as promotion of the delivery of entrepreneurship training
2) **Development and Research**. It is responsible for reviewing and developing national TEVET curricula, learning materials development, promoting increased access to skills training and research.
3) **Assessments and Certification.** It is responsible for conducting and administering TEVET examinations, assessments and certification of learners in registered training institutions
4) **Finance**. It is responsible for mobilisation and management of financial resources and the TEVET Fund.

2 Strategic Planning Rationale

TEVETA has witnessed new global trends in skills development and new national priorities since 2021 when it formulated and launched the 2021-2026 Strategic Plan. To remain current and relevant, the strategic plan needed to be revised to align it to national aspirations such as those articulated in the Eighth National Development Plan (8NDP), sectoral development goals and global trends in skills development. This review process involved a documents review, key informant interviews, focussed group discussions, online surveys which culminated into validation meetings with stakeholders.

2.1 Global Trends in Skills Development

Several interconnected global factors in production systems and skills development are poised to significantly impact the delivery of Technical Education, Vocational, and Entrepreneurship Training (TEVET) in Zambia. The profound nature of these changes has been consistently highlighted by international bodies. A 2023 Joint Report [1] by the World Bank, the International Labour Organisation (ILO), and United Nations Educational, Scientific and Cultural Organisation (UNESCO) sheds light on how skills development through TEVET holds immense promise for empowering youth and contributing to sustainable economic transformation. The Report brings out key challenges and opportunities in the roadmap for transformative reforms in TEVET, especially in low and middle-income countries. Three main symptoms make evident the broken link between TEVET and labour market. Firstly, inadequate funding towards TEVET makes learners face multiple challenges in acquiring quality and relevant skills in the sector. This is compounded by limited access to information on labour market opportunities, low investment in modern training equipment and negative perception of TEVET as inferior to academic education, despite its advantage in providing practical and employable skills. Secondly, TEVET trainers are left unsupported, thus often inadequate pedagogical competencies, limited industry experience, and poor career prospects. These factors hinder their ability to deliver high-quality training and negatively affect the acquisition of practical skills demanded by the labour market. Thirdly, misalignment between TEVET and labour market needs creates employability gaps in sector graduates. This is mainly attributed to outdated or irrelevant curriculum to the job market demands, which makes TEVET graduates less competitive or employable. These gaps draw attention to evolving skills trends and emerging training needs that require strengthened partnerships between industry and TEVET providers, rebranding TEVET augmented with increased funding and investment in modern equipment and tools. The

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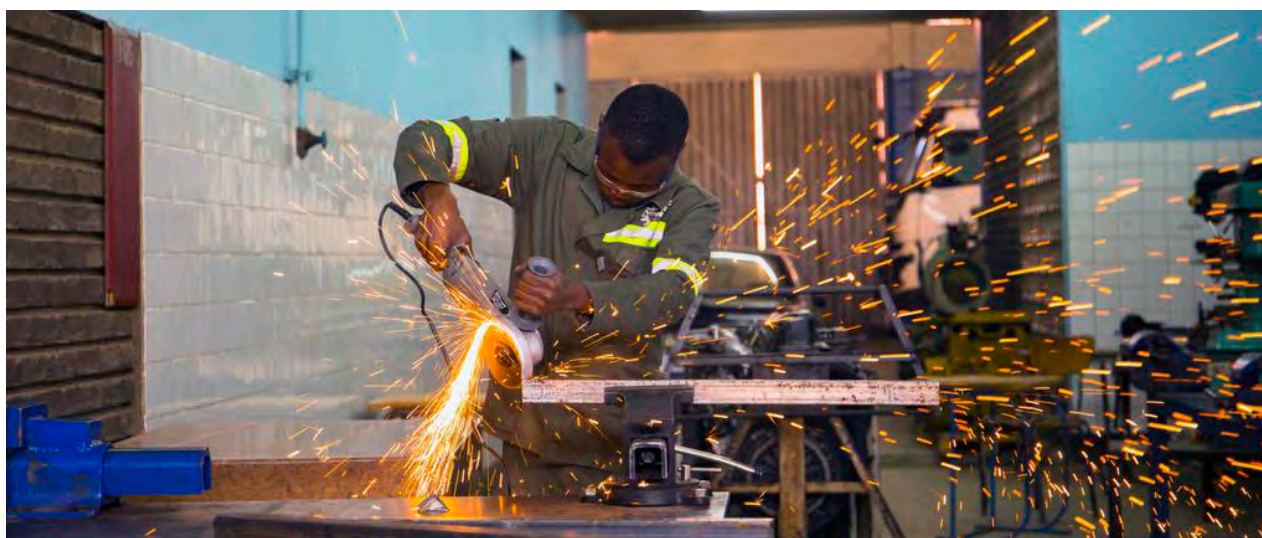
[1] The World Bank, UNESCO and ILO (2023). Building Better Formal TVET Systems: Principles and Practice in Low- and Middle-Income Countries. Washington D.C., Paris, Geneva: The World Bank, UNESCO, and ILO.

gaps also offer an opportunity for lifelong learning strategies to navigate the future of work. These dynamics necessitate proactive and adaptive approaches from TEVETA to ensure its continued relevance and effectiveness in equipping citizens with future job-ready skills.

Other key global trends affecting Zambia's TEVET include rapid advancement of digitalisation and ICT integration in commerce and trade; the growing global emphasis on the green economy and sustainability; the changing nature of work, which demands new and evolving skillsets alongside a commitment to lifelong learning; the increasing globalisation and its effects on markets, supply chains, and competencies. Further, there is an increased focus on entrepreneurship as a vital pathway for economic participation, liberation and innovation for the youth.

2.2   National Development Priorities

Zambia has several policies and national development priorities that the revision of the TEVETA Strategic Plan considered to make it responsive and relevant to the national development agenda. Some of the priorities and sector included:

1) Agriculture - the drive for mechanisation of the agriculture sector coupled with smart irrigation initiatives to treble production and productivity such as ten million tonnes of maize, one million tonnes of wheat, six million heads of cattle and one million tonnes of soya beans

2) Mining - the national strategic target of three million tonnes of copper production and strategic minerals development requires a competent labour force that TEVET should prioritise given the dominant role of the sector in contributing to national Gross Domestic Product (GDP) and export income.

3) Energy – the repositioning of the energy sector by the drive to have a reliable and sustainable national energy mix with particular emphasis on renewable energy is the other drive to the revision of the Strategic Plan. The off-grid energy national agenda requires rapid development of relevant energy skills to meet the sector's needs and to reduce load shedding.

4) Manufacturing – the national effort to value-added investment to commodities produced in the country has increased the demand for a labour force with practical competences for increased productivity in the sector to 15% by 2026 and 25% by 2031. Developing relevant manufacturing skills by the TEVET sector is key to meet these national aspirations.

5) Construction – the surge in the infrastructure, commercial and residential development leveraging on Public Private Partnership has increased the demand for a competent labour force that can provide adequate housing and industrial infrastructure, which resonates with the national aspirations.

6) Information Technology – the drive to increase digital literacy and digitalise operations of organisations to achieve high levels of efficiency and productivity is one of the drivers of demand for a relevant TEVET in the country.

7) Tourism -   the promotion of local tourism and initiatives to enhance international tourism in the Tourism Master Plan and other tourism initiatives are adding to the demand for a responsive TEVET sector. The country's desire to increase tourist inflow and tourist retention requires a workforce that meets the sector's skills needs.

8) Transport and Logistics – the aspiration to develop smart transport corridors and digital proof-of-delivery systems that support mining, agriculture, tourism, manufacturing, and other key economic

sectors demand TEVET repositioning. TEVET should thus develop a relevant workforce with practical, entrepreneurial and digital skills in the dynamic transport and logistics sector.

The Revised Strategic Plan is, therefore, aligning with these national aspirations to ensure the country has critical and relevant skills for productivity, job and wealth creation.

2.3 Repositioning of TEVETA

TEVETA is repositioning itself in a climate of the economic and TEVET sector transformational agenda. The Revised Strategic Plan leverages and aligns itself to the Eighth National Development Plan, Vision 2030, the New Dawn Government aspirations, and the Ministry of Technology and Science policies and programmes. Further, demand for skills driven by emerging legal requirements in the delivery of TEVET, regulatory and policy changes by the New Dawn Government informed the revision of the Strategic Plan. The Authority's repositioning strategies seek to address Human Resources Development (HRD) challenges in TEVET to produce graduates with skills that respond to the needs of a highly competitive and dynamic industry. The Revised Strategic Plan optimises lessons from countries that successfully branded TEVET to attract students and investment by focusing on its relevance to industry needs, promoting the development of practical competencies, and showcasing its value in the job market. Key elements of TEVET in countries like Morocco, Algeria and Zimbabwe among others, are strong partnerships, industry involvement in curriculum development, training delivery and high employability of sector graduates, which create a positive public image[2]. These countries have positioned TEVET as a first-choice career pathway by integrating classroom learning with hands-on apprenticeships in real businesses. Zimbabwe has gone further to develop a National Qualification Framework with a TEVET pathway that demonstrates clear career pathways up to Level 10. These approaches showcase tangible benefits of TEVET to wealth and job creation, provision of higher learning opportunities and employability satisfaction by industry founded on practical training through workshop practice and apprenticeships to adequately prepare students for the world of work.

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[2] AUDA-NEPAD (2024). Skilling Africa's Informal Sector for Growth. https://aspyee.org/blog/skilling-africas-informal-sector-growth.

2.4 Current Strategic Plan 2021 – 2024 Key Achievements

The implementation of the current Strategic Plan from 2021 -2024 resulted in key achievements and brought to light some problematic areas. The key achievements are highlighted below:

1) **Policy and guideline development/review** - Numerous guidelines and policies have been developed and reviewed, indicating a focus on standardisation and improvement. These include Examinations and Assessments Guidelines, Continuous Assessment Administration and Management policy, Recognition of Prior Learning (RPL) guidelines and RPL Accreditation Guidelines, Curriculum Development and Review Guidelines, Entrepreneurship Incubation Centre Establishment and Management Guidelines, Institutional Enterprises Establishment and Operationalisation Guidelines. Others are the Research Agenda for TEVET and Centre of Excellence (CoE) Guidelines.

2) **Increased security** - Heightened security measures for examination processes by establishing an Examination and Assessment Security Committee at Governance and institutional levels were achieved in the period under review. These measures have led to the printing and delivery of examinations with the Zambia Police Services.

3) **Improved efficiency** - Introduction of online services for students have eased capturing and processing of student data. The Learner Data Management System (LDMS) provides for enrolment and registration of students online, publishing of results and certification. These initiatives have reduced paperwork and improved the cost of doing business.

4) **Technological advancement** - Significant strides in utilising technology for examination processing, verification, and data management are the other achieved milestones. The Learner Data Management System (LDMS), Training Provider Support System (TPMS) and Certification System have been developed as part of the digital aspirations of the Authority. The TPMS provides for registration of training institutions and accreditation of trainers, assessors and examiners online thus minimising the cost of doing business.

However, the areas that need attention are:

1) **Staffing and capacity gaps**: Consistent shortages of experienced personnel across divisions, inadequate specialised expertise in key areas like competency-based curriculum development and assessment, inadequacies in staff capacities, especially in competency-based education and training and information technology (IT) skills.

2) **Systemic and technological deficiencies**: outdated or non-existent digital systems for crucial processes (like inspection, accreditation, examination management, labour market information system), lack of automation and integration of existing systems and inadequate IT infrastructure and resources.

3) **Regulatory and policy challenges** - outdated or missing legal frameworks and guidelines, delays in policy approvals and implementation and inconsistencies in applying existing regulations.

4) **Resource constraints**: limited funding and financial resources, inadequate physical resources (such as transport, office space, equipment), and difficulty in resource mobilisation.

5) **Infrastructure development delays and deficits** - delays in infrastructure development, and lack of adequate facilities, especially for examination and assessment processes.

6) **Stakeholder engagement and communication** – ineffectively engaging with stakeholders, gaps in communication strategies and implementation and delayed drafting and approval of the client service charter.

7) **Process and efficiency issues** – some processes such as the setting of assessment items and development of question papers have remained manual despite digitalisation of other systems. The development of a Question Item Bank system is a long-term solution to manual assessment instrument development and addressing inefficiencies in some processes. Non-availability of Standard Operating Procedures (SOPs), and ineffective performance management systems are standing blocks to process efficiencies.

3 Strategic Analysis

The strategic analysis covers external and internal strategic analysis. The external strategic analysis is covered by the Political, Economic, Social, Technological and Legal (PESTEL) and Stakeholder Analysis. The internal analysis is covered by SWOT analysis.

3.1 External Strategic Analysis

The PESTEL is a framework commonly used to highlight and offer insights into the political, economic, social, technological, environmental and legal trends that may have influences on the development of TEVET in Zambia. The TEVET sector has not been immune to several trends that have influenced the socio-economic situation of the country. Since the launch of the 2021 -2026 Strategic Plan, Zambia witnessed a peaceful change in power, which ushered in the new Government. The new Government prioritised economic transformation and financial reforms. Inspired by its Party Manifesto, the new Government revised the Eighth National Development Plan with an emphasis on private sector development facilitated by significant investment in education and skills development through channelling of financial resources, prominent among them is the enhanced Constituency Development Fund (CDF), Skills Development Levy and national debt restructuring.

3.1.1   PESTEL analysis

The summarised PESTEL Analysis conducted for the TEVET sector in Zambia is presented below:

PESTEL FRAMEWORK

Table 1: PESTLE Framework

FOCUS	TRENDS	IMPACT
Political	Political stability in Zambia is favourable for long-term planning in the TEVET sector. Priority placed on the rule of law and ambitious economic and financial reforms by the New Dawn government are key wins for the country.	Political stability, rule of law, comprehensive policy reform will attract domestic and international investment. Investment demands for a skilled workforce.
Economic	The Zambian economy is experiencing stable growth and is projected to register economic growth over the coming years, which is beneficial for TEVET uptake. Economic growth will be driven by the rebounding of the mining, agriculture, and energy sectors and growth in the IT and construction sectors resulting in an increased demand for skilled human resources. According to the World Bank, the growth rate estimated was 2.4% in 2024, exceeding projections mainly due to the stronger rebound in mining, with copper production growing by 12% in 2024 for the first time in three years[3]. In addition, investment in the key sectors on mining is on the upswing, coupled with investment in the mechanisation of agriculture and renewable energy spurred by positive policy changes. With the initiatives to support the growth of micro, small and medium enterprises (MSMEs), employment opportunities and wealth creation will revolve around this segment of the private sector. The depreciation of the Zambian currency coupled with the severe drought are key factors in the inflationary pressures resulting in elevated interest rates. There is increased financing of the TEVET sector through increased student bursaries, TEVET fund and the Constituency Development Fund.	The growth of the economy, leveraging on the key sectors of agriculture, mining, manufacturing, tourism and energy will boost the labour market demand for skilled workers in the country. The copper production increased by 12% in 2024 and beyond required continuing supply of relevant skills for increased and sustained productivity. There will also be increased demand for training in entrepreneurship and Business Development Services (BDS) to meet the skills gap among the MSMEs. Partnership and collaboration with industry and other relevant stakeholders will be drivers of labour market responsive training delivery and assessment in TEVET. With increased interest rates and inflation, access to affordable financing will be a challenge for TEVET institutions. Student enrolment in schools, trades institutes, TEVET colleges and universities will witness an exponential growth, which demands change management in the TEVET sector

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[3] World Bank (2024). Macroeconomic Developments and Outlook. https://www.worldbank.org/en/country/zambia/overview

Social	The high unemployment rate among TEVET graduates is an indicator that the TEVET training delivery system is ineffective and unresponsive to industry workplace skills requirements. Gender disparities in TEVET enrolment point to limited access challenge for females in many fields of learning. Poverty levels are still significantly high especially among the rural population.	The demand for relevance of the TEVET programmes will keep rising. The curriculum for most courses needs to be revised and aligned to industry needs implying a closer partnership with industry across all fields of learning. Accessibility to TEVET by girls and young women, and rural based young people will be prioritised. Alternative career paths for graduates like pursuing the practice of entrepreneurship will continue gaining traction.
Technological	Technological advancements are rapidly changing the competencies required in the workforce. Artificial Intelligence (AI) Strategy of 2024 and National Digital Transformation Strategy of 2023 are among key documents in supporting personalised learning paths, Virtual reality and Augmented Reality to support practical training in an environment of inadequate learning equipment, and increased automation of administration task.	TEVET institutions are obliged to adapt new technologies (such as-learning, virtual laboratories) conditional upon adequate funding by the government, cooperating partners and private sector. More collaboration between TEVET institutions and technology companies will be a necessity to bridge skills gaps in both trainers and TEVET graduates.
Environmental	Zambia is experiencing the negative impacts of climate change through a severe drought with unpleasant experiences of energy and food security. Climate change is a potential risk factor for the TEVET sector that may have negative impact of floods and droughts. The drought experienced under the 2023/2024 hit the agriculture sector hard with maize production dropping to 53.6% due to the loss of more than two million hectares of maize and 3.5 million people losing access to safe drinking water.[4]	Climate-smart training programmes will be essential to contribute to climate change mitigation measures that create resilience and adaptability. Training programmes will be required to incorporate climate smart technologies, green competencies, ecotourism and greening attributes.
Legal	The TEVET Act is under review to respond to the national priorities. Additionally, the Zambian government is repealing the Apprenticeship Act of 1945 and replacing it with the Work-Based Learning Act, which is yet to be tabled before parliament. The Government, since 2021, has also made or amended laws to introduce economic reforms by making changes to the tax regime, mining, energy, IT, agriculture and other sectors to improve the business environment, tax administration, debt restructuring and public private partnership and public procurement to mention a few.	The legal and policy reforms will contribute to creating a favourable investment climate that stimulate investment flows in various sectors that will drive the demand and supply of relevant skills in country. TEVET should be thus aligned to these reforms to ensure consistent supply of a competent and competitive workforce.

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[4] UNDRR (2024). Climate finance for resilience is a necessity to counter the ongoing drought in Zambia. Geneva 2: UN Office for Disaster Risk Reduction.

3.1.2   Stakeholder analysis

The stakeholder analysis maps the stakeholders and outlines their expectations. Further, the expectations of TEVETA are presented together with opportunities and risks. The key TEVET stakeholders of TEVETA are:

1) Ministry of Technology and Science
2) Students
3) Board, Management and employees
4) Vocational training institutions
5) Key government ministries and agencies
6) Cooperating Partners
7) Industry representatives
8) Employer organisations
9) Social partners (like Labour unions)
10) Financial institutions
11) Media
12) Community members and other stakeholders

Table 2: TEVETA Stakeholder Map

TEVETA Stakeholder Map

Stakeholder	Stakeholder Expectations	TEVETA Expectation	Opportunities	Risks
1) Students	Learners expect access to quality training that leads to meaningful employment, maintain standards that guarantee the value of their qualifications, fair and transparent assessment and certification processes. Publicity of accredited training institutions and courses Provision of and access to quality and hand-on programmes, assessment and certification and Provision of bursaries	Legally registered, competent and accredited training institutions providing skills training for many learners needed by the labour market Enabling access large number of learner candidates to successfully enrol, undertake and complete hands-on trainings	Increased revenue from school fees to adequately fund vocational training institutions. Availability of relevant skills for job and wealth creation across economic sectors	Overcrowding of training facilities, which compromise quality and hands-on training Declining confidence in TEVETA's ability to adequately regulate the quality of skills development in the country
2) Board, Management and Employees	The Board expects a reputable organisation supported by the Government and other key stakeholders in coordinating the supply of relevant and quality skills for national development. Management expects a sustainable and growing public institution that offers effective and efficiency service delivery to the public. In the meantime, employees expect a public institution that thrives on integrity, innovation, accountability, equality, collaboration and teamwork.	TEVETA expects an effective governance and leadership direction for the institution. A professional team competently managing the operations of the institution to meet expectations of stakeholders Employees that are focused on performance that delivers results as articulated in the institution plans	Board members provide a network of experienced, connected and committed representatives from key players in the TEVET sector. Talented and multi-disciplinary team with a drive for public service delivery to the country Flexible, disciplined and focused talent that comprehends the demands on the TEVET sector	Weak institutional governance and management may lead to inefficiencies, measuring of results, and poor decision-making which may impact the effective use of resources and the achievement of strategic goals. Insufficient financial resources can limit TEVETA's capacity to effectively monitor institutions, develop standards, and provide support TEVET programmes not aligning with the rapidly changing demands of the labour market may lead to

					graduates with skills that are not in demand, contributing to high unemployment.

Weak and inadequate enforcement of quality standards and compliance among TEVET institutions. Technological change such as AI can outpace the ability of TEVETA and TEVET institutions to adapt leading to outdated training programmes and employees with low digital literacy.

Inadequate systems for collecting, analysing, and disseminating data on TEVET programmes and labour market needs may hinder evidence-based decision-making and the development of effective policies. |
| 3) | Vocational training institutions | TEVET institutions expect TEVETA to provide clear guidance and support in implementing national standards and regulations, facilitate access to resources and funding for programmes development and improvement and promote collaboration and knowledge sharing among institutions. | Adherence to established standards and regulations, deliver quality training and assessments and generally contribute to the overall development of the TEVET sector.

 Expect proper governance and management of the TEVET institutions. Support start-ups among students and graduates. | Increased focus on supporting the growth of the private sector.

Development of partnerships with industry and other relevant stakeholders in delivery of training.

 Adopting technological advancements, such as digital learning platforms and advanced manufacturing technologies.

Leverage Government and Cooperative Partners' support of skills development in Zambia | TEVET programmes inadequately aligned with the needs of the labour market.

Outdated and insufficient equipment and facilities, inadequate qualified instructors, and non-availability of learning materials.

Negative perception of TEVET institutions as last option for prospective learners. |

			Establish institution enterprises and entrepreneurship development incubators	Integrating entrepreneurship training into TEVET delivery to empower graduates to create their own businesses and contribute to job creation. Providing access to business incubation and mentorship services to support aspiring student and graduate entrepreneurs.	Weak institutional management and governance. Trailing rapid technological change
4)	Key government ministries and agencies	The Government expects TEVETA to contribute to national economic development by ensuring a skilled workforce, effective regulation and monitoring of TEVET institutions to maintain quality standards, align TTVET programmes with national development plans and priorities and promote entrepreneurship and reduce youth unemployment. Industry expects supply of graduates with relevant, up-to-date skills that meet industry needs, collaboration between industry and training institutions and support the development of work-based learning programmes.	Clearly defined legal and policy framework that enables TEVETA to fulfil its functions with adequate financial resources for all its regulatory functions.	Adequate powers provided for Acts and Regulations to perform its regulatory functions.	Slow policy implementation and inadequate monitoring
5)	Cooperating Partners	Market responsive skills supplied by accountable and transparent TEVET institutions with equitable access policies Effective absorption of financial and technical support	Increased targeted financial and technical support for capacity enhancement of TEVETA and training institutions.	Increased funding and technical support to improve TEVETA and TEVET institutions capacity Broadening resource mobilisation.	Poor coordination and duplication of activities Failure to meet compliance with TEVETA strategic plan objectives and time frames.
6)	Industry representatives	Supply of qualified skilled human resources to meet skills needs	Better information on the demand for qualified skilled graduates of TEVET programmes. Support to skills development planning in the country.	Partnership in skills development planning leading to increased relevance of training programmes serving industry needs. Improved labour market information and analysis.	Unwillingness of private sector to engage in skills development

7) Employer organisations	Employers expect graduates with practical, industry-relevant skills that meet current and future labour market demands, soft skills like problem-solving, communication, and teamwork. Expect and need TEVET institutions to collaborate with industry. Partnership in curriculum development, assessment and certification, and quality assurance of TEVET programmes	Increased engagement of the private sector in directing and influencing curriculum and assessment activities.	Development of courses aligned to industry needs. Increased role of industry in summative assessments of learners Demand for skills	Employing immigrants
8) Labour unions	Good employee- employer relations. Good conditions of services Engagement in the governance of the institutions	Enhance commitments to skills development policies and planning	Good employee – employer relationship Improved productivity in the workplace Skilled workers get higher wages	Labour disputes
9) Financial institutions	Banking and financial relations with the TEVET institutions and the graduates	Competitive Financial services	Provision of financial resources	High interest rates Poor access to financial services
10) Media	Quality information and data on decision and results in the TEVET sector Revenue stream for advertisements	Fair and ethical reporting on TEVET Competitive advertisement rates	Utilisation of social media to project a good image	Negative publicity and low-key coverage of TEVET
11) Community members and other stakeholders	Communities especially Ward Development Committees in Zambia expect TEVETA to contribute to local economic development by providing skills training opportunities, promote social inclusion by providing access to training for marginalised groups such as women, youth, and disabled persons, and create opportunities for young people within their local areas	Supply of goods and services	Good perception of TEVETA's role and functions and improve perception of TVET in the community	Poor public perception of TEVET

3.2 Internal assessment of TEVETA

The SWOT analysis tool was used to summarise the strengths, weaknesses, opportunities and threats of institutions.

Table 3: TEVETA SWOT Matrix

Strengths	Weaknesses
• TEVETA is a public institution grounded in the legal framework of the Republic of Zambia. • The institution is experienced in monitoring and enforcing of quality standards in the provision of TEVET, developing and reviewing national curricula, learning materials development and promoting increased access to TEVET. • The Authority is experienced in conducting and administration of national TEVET examinations and assessments to learners in registered institutions. • The institution has a well-defined governance and management framework. • A versatile TEVETA Board membership is drawn from the public, private and civil society organisations. • Professionally qualified and experienced management and staff • Well-structured policies and procedures to ensure systematic and consistent service delivery.	• Low resources generated from mobilisation activities, • Inability to charge cost reflective service fees to increase income levels • Insufficient human resources in all division for effective service delivery • Inadequate information, communication technology (ICT) resources to fully digitise operations • Ineffective performance management systems to assess staff and institutional performance • Inadequate system and capacity for stakeholder management • Lack of a skills register for skills development prioritisation and investment • Insufficient infrastructure and equipment to ensure smooth operations to meet the institution's mandate
Opportunities	**Threats**
• Conducive legal and policy framework • Supportive bilateral and multilateral organisations • Increased demand for skills in all sectors • Technological advancement related to TEVET skills development	• TEVETA is underfunded • Low perception of TEVET • Low national budgetary allocations for TEVET • Stakeholder dissatisfaction in the quality of services provided by the Authority • Examination malpractices • Lack of Sector Skills Advisory Groups • Inadequate TEVET infrastructure to meet increasing demand for skills • Swan events disruptions to training delivery • Technological advancement related to TEVET skills development

4 Strategic Direction

The strategic direction encompasses the vision, mission, core values, strategic goal and objectives.

4.1 The Vision

TEVETA's Vision is:
"Relevant and quality skills available for sustainable national development"

4.2 The Mission

TEVETA mission is to:
"Regulate and coordinate Technical Education, Vocational and Entrepreneurship Training (TEVET) to ensure the supply of quality and relevant skills to meet industry needs and contribute to economic growth."

4.3 The Core Values

The Core Values are:

Core Values	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 are fair and inclusive in the execution of our regulatory role.
	Collaboration	We value stakeholder engagements to strengthen skills development systems
	Team Building	We value teamwork for effective service leveraging on multidisciplinary talent

4.4 Strategic goal

The strategic goal of TEVETA is to improve access to TEVET and supply of competent TEVET graduates that meet labour market demands in Zambia.

4.5 Strategic objectives

Over the next three years, TEVETA will pursue seven (7) strategic objectives designed to transform the TEVET sector by improving curriculum development, training standards, assessment practices, digital learner information management, resource mobilisation, and marketing, communication, and stakeholder engagement. The strategic objectives are:
  (1) Integrate Competency-Based Education and Training (CBET) in TEVET to increase employability and competitiveness of graduates
  (2) Improve TEVET Regulatory Services to ensure quality, relevance and compliance to national and international standards
  (3) Enhance institutional management and governance systems to improve data accuracy, accessibility and efficiency

(4) Enhance mobilisation and management of resources for TEVET to increase financial resources and accountability

(5) Enhance TEVET Fund management to address labour market needs

(6) Strengthen institutional capacity for optimal staffing and increased performance

(7) Strengthen partnerships with key stakeholders for increased support and TEVET's visibility

4.6 Strategies

The strategies and key activities are outlined in the table below:

Table 4: TEVETA Strategies

Objectives	Strategies	Activities
1.0. Integrate Competency-Based Education and Training (CBET) in TEVET to increase employability and competitiveness of graduates	1.1. Develop a CBET Framework for TEVET 1.2. Conduct CBET Capacity Building in TEVET 1.3. Develop CBET curricula 1.4. Build partnerships with industry on CBET curriculum implementation 1.5. Develop a CBET Assessment System 1.6. Develop a CBET Quality Assurance System	1.1.1. Assess CBET rollout in TEVET 1.1.2. Develop a CBET framework and guidelines 1.1.3. Create awareness of CBET in TEVET \ 1.2.1. Conduct CBET capacity assessment of TEVET 1.2.2. Develop CBET transition plan for TEVET 1.2.3. Establish CBET partnerships 1.2.4. Launch CBET Transition Plan 1.2.5. Train key staff in managing CBET in TEVET 1.2.6. Conduct CBET ToT 1.2.7. Train TEVET trainers, industry coordinators, mentors and assessors on CBET 1.3.1. Conduct mapping of key sectors for CBET 1.3.2. Conduct industry skills need assessment 1.3.3. Develop National Occupation Standards in collaboration with ZAQA 1.4.1. Facilitate establishment of industry skills advisory groups 1.4.2. Develop CBET curriculum in collaboration with industry 1.4.3. Facilitate industry placement for TEVET students 1.5.1. Develop a CBET assessment framework 1.5.2. Development CBET assessment tools 1.5.3. Establish a system for CBET testing centre 1.5.4. Establish an industry recognised CBET certification system 1.5.5. Establish a graduate tracer system 1.6.1. Develop a CBET quality assurance framework and guidelines 1.6.2. Develop CBET quality assurance tools 1.6.3. Conduct CBET quality assurance training for key personnel in TEVET
2.0. Improve TEVET Regulatory Services to ensure quality, relevance and compliance to national and international standards	2.1. Develop a robust TEVET regulatory framework 2.2. Build capacity to attain ISO Certification	2.1.1. Assessment of TEVET regulatory services 2.1.2. Conduct needs assessment for regulatory services 2.1.3. Revise TEVET regulatory framework

	2.3. Provide technical assistance and capacity building to TEVET institutions to support compliance with regulatory requirements 2.4. Improve regulatory services	2.2.1. Conduct institutional assessment on ISO certification 2.2.2. Develop a roadmap for ISO certification 2.2.3. Provide training and support to staff on ISO certification 2.2.4. Develop guidelines on TEVETA ISO certification 2.3.1. Conduct organisation capacity assessment of TEVET institutions 2.3.2. Develop a capacity building plan for TEVET institutions 2.3.3. Support TEVET institutions in capacity enhancement 2.4.1. Provide an enhanced regulatory services package 2.4.2. Develop Standards Operation Procedures (SOPs) 2.4.3. Develop TEVETA's internal QMS capacity 2.4.4. Automate the delivery of regulatory services
3.0. Enhance institutional management and governance systems to improve data accuracy, accessibility and efficiency	3.1. Develop TEVET Information Management System (TIMS) 3.2. Develop an Information Management System Capacity Building and Training 3.3. Develop a TIMS assessment and enhancement framework 3.4. Digitalise TEVET systems and modernise curriculum by integrating fundamentals of ICT	3.1.1. Conduct assessment of stakeholder TEVET information technology needs 3.1.2. Develop TIMS specifications 3.1.3. Develop TIMS platform 3.1.4. Conduct data migration and systems integration 3.1.5. Integrate cyber security measures on TIMS 3.1.6. Utilise cloud storage for data management 3.2.1. Develop user manuals for TIMS 3.2.2. Provide training to personnel and key stakeholders on TIMS 3.2.3. Establish a help desk system 3.4.1. Establish TIMS monitoring system 3.4.2. Conducting regular assessments and audits of TIMS 3.4.3. Identify areas for TIMS upgrade 3.4.4. Develop a TIMS monitoring system 3.4.5. Develop a TEVET Data Repository Information Management System 3.4.6. Develop a Business Continuity Plan, Data Integrity and Disaster Recovery Framework
4.0. Enhance mobilisation and management of resources for TEVET to increase financial resources and accountability	4.1. Develop resource mobilisation structure and framework 4.2. Conduct capacity building in resource mobilisation 4.3. Develop a robust accountability system	4.1.1. Review of the current TEVET resource mobilisation strategy 4.1.2. Establish TEVET Fund Division to spearhead TEVET sector resource mobilisation 4.1.3. Develop a resource mobilisation framework 4.1.4. Develop a resource mobilisation manual (policy and guidelines) 4.2.1. Conduct capacity assessment in resource mobilisation 4.2.2. Develop a resource mobilisation capacity building plan 4.2.3. Conduct training in resource mobilisation for key personnel

		4.2.4.	Benchmarking with regional and international institutions in TEVET resource mobilisation
		4.3.1.	Develop a comprehensive Accountability Framework
		4.3.2.	Develop and Implement Risk-Based Audit Plans.
		4.3.3.	Develop and implement an accountability tracking system
5.0. Enhance TEVET Fund management to address labour market needs	5.1. Build Capacity in the administration and management of the Fund	5.1.1.	Improve stakeholders' collaboration
		5.1.2.	Staff training and support in the management of the Fund
	5.2. Facilitate funding for Investment and Development in TEVET in collaboration with stakeholders	5.1.3.	Review and gazette the TEVET Fund operations manual
		5.1.4.	Facilitate stakeholder's sensitisation and capacity building
	5.3. Facilitate funding for Pre-employment training in collaboration with stakeholders	5.2.1.	Support TEVET sector infrastructure needs
		5.2.2.	Support the supply of TEVET sector training equipment and tools
	5.4. Facilitate funding for Employer Based In-service Training in collaboration with stakeholders	5.2.3.	Support TEVET sector Human Resource Development needs
		5.2.4.	Support TEVET systems development
	5.5. Facilitate funding for Micro, Small and Medium Entreprises (MSME) and Informal Economy Training funding in collaboration with stakeholders	5.3.1.	Support the provision of training programmes in priority economic sectors
		5.3.2.	Provide Apprenticeship Training support in TEVET
		5.3.3.	Provide support for Dual learning in TEVET
		5.3.4.	Support students' industrial attachment and internship
		5.4.1.	Provide support to employers' in-service training programmes
		5.5.1.	Support training programmes that provide survival skills, job and wealth creation for out of school youths
		5.5.2.	Support training programmes that enhance efficiency, quality of product or service and productivity for entrepreneurs
		5.5.3.	Support training programmes that enhance income generating activities in communities
6.0. Strengthen institutional capacity for optimal staffing and increased performance	6.1. Develop and implement a comprehensive training plan	6.1.1.	Conduct Institutional Training Needs Assessment to identify training priorities
		6.1.2.	Develop a comprehensive training plan
	6.2. Review Performance Management System to improve its effectiveness	6.2.1.	Conduct employee satisfaction survey
		6.2.2.	Review and re-engineer human resources strategies
		6.2.3.	Develop a recruitment and retention strategy
	6.3. Review and operationalise the organisation structure	6.3.1.	Review and optimise staffing levels
		6.3.2.	Establish and operationalise Regional Offices
	6.4. Develop and Manage performance improvement plan	6.3.3.	Develop and implement a Client Service Charter
		6.4.1.	Review and implement an Enterprise Risk Management System
	6.5. Develop ICT infrastructure and maintenance plan.	6.4.2.	Strengthen internal controls across institutional processes

		6.4.3. Develop guidelines into regulations for enforceability
		6.4.4. Lobby for development and Issuance of Statutory Instruments
		6.4.5. Strengthen adherence to Annual Procurement Plans
		6.5.1. Develop and implement an integrated Management Information System
		6.5.2. Establish robust cybersecurity protocols and disaster recovery systems.
		6.5.3. Develop a Help Desk for efficient service delivery
7.0. **Strengthen partnerships with key stakeholders for increased support and TEVET's visibility**	7.1. Develop formal partnership with industry 7.2. Develop stakeholders' engagement strategy 7.3. Develop a Marketing Strategy	1.1.1. Review and assess the formal partnership arrangements
		1.1.2. Develop a TEVET partnership framework and guidelines
		1.1.3. Identify and analyse industries in key sectors in Zambia
		1.1.4. Undertake an outreach and engagement with selected key industries
		1.1.5. Establish formal partnerships with Industry players
		1.1.6. Conduct regular reviews of the formal partnerships
		7.2.1. Identify all key organisation, institutions and individuals with a stake in TEVET
		7.2.2. Identify their role interests, concerns and contributions to TEVET
		7.2.3. Undertake a mapping exercise of the stakeholders in TEVET
		7.2.4. Communicate with stakeholders through information sharing on TEVET
		7.2.5. Collaborate with Stakeholders to address concerns and exploit opportunities
		7.3.1. Conduct an analysis of a TEVETA marketing activities
		7.3.2. Revise the TEVETA communication strategy
		7.3.3. Develop the marketing plan for TEVETA
		7.2.6. Review the communication strategy

5 Implementation Plan and Budget

The revised strategic plan is supported by an implementation plan and a financial estimate. Below is the budget summary for the period of the Revised Strategic Plan and the implementation plan outlining key activities, duration, responsibilities, scheduling and estimated cost:

Table 5: Strategic Plan Budget

Objective Number	Objective Narrative	2025 K'000	2026 K'000	2027 K'000
1.	Integrate Competency-Based Training (CBET) in TEVET to increase employability and competitiveness of graduates	4,055	7,298	8,758
2.	Improve TEVET Regulatory Services to ensure quality, relevance and compliance to national and international standards	103,401	186,121	223,346
3.	Enhance institutional management and governance systems to improve data accuracy, accessibility and efficiency	9,425	16,965	20,358
4.	Enhance mobilisation and management of resources for TEVET to increase financial resources and accountability	55,347	66,417	79,700
5.	Enhance TEVET Fund management to address labour market needs	456,000	520,000	580,000
6.	Strengthen institutional capacity for optimal staffing and increased performance	3, 080	3, 850	4, 620
7.	Strengthen partnerships with key stakeholders for increased support and TEVET's visibility	10,554	18,998	22,798
	TOTAL	638,782	815,799	934,960
	GRAND TOTAL			**2,401,091**

1.0. Integrate Competency-Based Education and Training (CBET) in TEVET to increase employability and competitiveness of graduates

STRATEGIES	ACTIVITIES	RESPONSIBILITY	DURATION (MONTHS)	2025 Q1	Q2	Q3	Q4	2026 Q1	Q2	Q3	Q4	2027 Q1	Q2	Q3	Q4	COST (ZMW '000)
Develop a CBET Framework for TEVET	Assess CBET rollout in TEVET	DRD	24					█	█	█	█	█	█	█	█	12, 000
	Develop a CBET framework and guidelines	DRD	6			█										1, 600
	Create awareness of CBET in TEVET	CAC	30			█	█	█	█	█	█	█	█	█	█	950
Conduct CBET Capacity Building in TEVET	Conduct CBET capacity assessment of TEVET	DRD	12			█	█	█	█							1, 800
	Develop CBET Implementation Plan for TEVET	DRD	6				█	█								1, 400
	Establish CBET partnerships	DG	24			█	█	█	█	█	█	█	█	█	█	1, 700
	Launch CBET Implementation Plan	DG	3					█								400
	Train key staff in managing CBET in TEVET	DTS	30			█	█	█	█	█	█	█	█	█	█	9000
	Conduct CBET Trainer of Trainers	DTS	6				█	█								3, 500
	Train TEVET trainers, industry coordinators, mentors and assessors on CBET	DTS	9				█	█	█							3,700
Develop CBET curricula	Conduct mapping of key sectors for CBET	DRD	12					█	█			█	█			884
	Conduct industry skills need assessment	DRD	15					█	█	█		█	█			2, 400
	Develop National Occupation Standards in collaboration with ZAQA	DRD	27					█	█	█	█	█	█	█	█	4, 500
Build partnerships with industry on CBET curriculum implementation	Facilitate establishment of industry skills advisory groups	DRD	27					█	█	█	█	█	█	█	█	3, 100
	Develop CBET curriculum in collaboration with industry	DRD	27					█	█	█	█	█	█	█	█	6, 300
	Facilitate industry placement for TEVET students	DF & DTS	27					█	█	█	█	█	█	█	█	13, 442
Develop a CBET Assessment System	Develop a CBET assessment framework	DAC	6		█	█										585
	Development CBET assessment tools	DAC	9			█	█	█								696
	Establish a system for CBET testing centre	DAC	12					█	█	█	█					5, 200

STRATEGIES	ACTIVITIES	RESPONSIBILITY	DURATION (MONTHS)	COST (ZMW '000)
	Establish an industry recognised CBET certification system	DAC	6	500
	Establish a graduate tracer system	DDR	6	250
Develop a CBET Quality Assurance System	Develop a CBET quality assurance framework and guidelines	DTS	12	115
	Develop CBET quality assurance tools	DTS	12	464
	Conduct CBET quality assurance training for key personnel in TEVET	DTS	12	951

2.0.   Improve TEVET Regulatory Services to ensure quality, relevance and compliance to national and international standards

STRATEGIES	ACTIVITIES	RESPONSIBILITY	DURATION (MONTHS)	2025				2026				2027				COST (ZMW '000)
				1	2	3	4	1	2	3	4	1	2	3	4	
Develop a robust TEVET regulatory framework	Assessment of TEVET regulatory services	DTS	6													394
	Conduct needs assessment for regulatory services	DTS	6													357
	Revise TEVET regulatory framework	DTS	6													436
Build capacity to attain ISO Certification	Conduct institutional assessment on ISO certification	DTS	6													419
	Develop a roadmap for ISO certification	DTS	6													321
	Provide training and support to staff on ISO certification	DTS	18													1,424
	Develop guidelines on TEVETA ISO Certification	DTS	30													214
Provide technical assistance and capacity building to TEVET institutions to support compliance with regulatory requirements	Conduct organisation capacity assessment of TEVET institutions	DTS	6													932
	Develop a capacity building plan for TEVET institutions	DTS	6													1,977
	Support TEVET institutions in capacity enhancement	DTS	33													420
Improve regulatory services	Provide an enhanced regulatory services package	DTS	30													1,056
	Develop Standards Operation Procedures (SOPs)	DTS	12													925
	Develop TEVETA's internal QMS capacity	DTS	30													915
	Automate the delivery of regulatory services	DTS	18													9,406

3.0. Enhance institutional management and governance systems to improve data accuracy, accessibility and efficiency

STRATEGIES	ACTIVITIES	RESPONSIBILITY	DURATION (MONTHS)	2025 Q1	2	3	4	2026 Q1	2	3	4	2027 Q1	2	3	4	COST (ZMW '000)
Develop TEVET Information Management System	Conduct assessment of stakeholder TEVET information technology needs	MIT	3		X											350
	Develop TIMS specifications	MIT	3			X										00
	Develop TIMS platform		12					X	X	X	X					3,500
	Conduct data migration and systems integration	MIT	3							X						500
	Integrate cyber security measures on TIMS	MIT	3								X					1,000
	Utilise cloud storage for data management	MIT	3								X					25
Develop an Information Management System Capacity Building and Training	Develop user manuals for TIMS	MIT	3							X						150
	Provide training to personnel and key stakeholders on TIMS	MHRA	3									X				750
	Establish a help desk system	MIT	3										X			1,500
Develop a TIMS assessment and enhancement framework	Establish TIMS monitoring system	MIT	12					X	X	X	X					
	Conducting regular assessments and audits of TIMS	MIT	15									X	X	X	X	400
	Identify areas for TIMS upgrade	MIT	12									X	X	X		
	Develop a TIMS monitoring system	MIT	15					X	X	X	X					
	Develop a TEVET Data Repository Information Management System	MIT	6										X	X		1,000
	Develop a Business Continuity Plan, Data Integrity and Disaster Recovery Framework	MIT	3			X										250

4.0. Enhance mobilisation and management of resources for TEVET to increase financial resources and accountability

STRATEGIES	ACTIVITIES	RESPONSIBILITY	DURATION (MONTHS)	2025 Q1	2	3	4	2026 Q1	2	3	4	2027 Q1	2	3	4	COST (ZMW '000)
Develop resource mobilisation framework	Review of the current TEVET resource mobilisation strategy	DF	2		X						X					144
	Conduct resource needs assessment	DF	3		X						X					130
	Develop a resource mobilisation framework	MTF	6		X	X					X					652

STRATEGIES	ACTIVITIES	RESPONSIBILITY	DURATION (MONTHS)	2025 / 2026 / 2027	COST (ZMW '000)
	Develop a resource mobilisation manual (policy and guidelines)	MTF	6		328
Conduct capacity building in resource mobilisation	Conduct capacity assessment in resource mobilisation	DF	6		570
	Develop a resource mobilisation capacity building plan	MTF	6		384
	Conduct training in resource mobilisation for key personnel	MHRA	33		1,789
	Benchmarking with regional and international institutions in TEVET resource mobilisation	DF	15		972
Develop a Strong Fundraising Structure and System	Establish TEVET Fund Division to spearhead TEVET sector resource mobilisation	DG	6		3,334
	Develop Standard Operating Procedures (SOPs) for Resource Mobilisation	MTF	4		609

5.0. Enhance TEVET Fund management to address labour market needs

STRATEGIES	ACTIVITIES	RESPONSIBILITY	DURATION (MONTHS)	2025	2026	2027	COST (ZMW '000)
Build Capacity in the administration and management of the Fund	Enhance stakeholders' collaboration	Manager TEVET Fund	33				16,830
	Staff training and support in the management of the Fund	Manager Human Resources	33				
	Review and gazette the TEVET Fund operations manual	Manager TEVET Fund	6				
	Facilitate stakeholder's sensitisation and capacity building	Manager TEVET Fund					
Facilitate Investment and Development funding in collaboration with stakeholders	Identify and analyse TEVET sectors new infrastructure needs	Manager TEVET Fund	33				190,000
	Identify and analyse TEVET sector green and brownfield infrastructure needs	Manager TEVET Fund	33				48,675
	Identify and analyse TEVET sector training equipment and tools requirements	Manager TEVET Fund	33				75,825
	Identify and analyse TEVET sector Human Resource Development requirements	Manager TEVET Fund	33				76,918

STRATEGIES	ACTIVITIES	RESPONSIBILITY	DURATION (MONTHS)	COST (ZMW '000)
	Identify and analyse green and brownfield TEVET systems requirements	Manager TEVET Fund	33	337,276
Facilitate Pre-employment training funding in collaboration with stakeholders	Identify and support training programmes in priority, scarce and critical skills in all key economic sectors	Manager TEVET Fund	33	398,655
	Provide apprenticeship training support in TEVET	Manager TEVET Fund	33	
	Provide support for Dual learning in TEVET	Manager TEVET Fund	27	
	Provide support for students' industrial attachment and internship	Manager TEVET Fund	27	
Facilitate Employer Based In-service Training funding in collaboration with stakeholders	Provide support for employers' Work-Based Training or Apprenticeship training in workplaces	Manager TEVET Fund	33	167,891
	Provide support for employers' in-service training programmes	Manager TEVET Fund	30	
Facilitate Micro, Small and Medium Entreprises (MSME) and Informal Sector Training funding in collaboration with stakeholders	Identify and support training programmes that provides survival skills, job and wealthy creation for unemployed and out of school youths	Manager TEVET Fund	21	147,595
	Identify and support training programmes that enhance efficiency, quality of product or service and productivity for entrepreneurs'	Manager TEVET Fund	21	
	Identify and support training programmes that enhances income generating activities in communities	Manager TEVET Fund	21	
	Identify and support Informal Apprenticeship Training through Master Crafts Persons (MCPs)	Manager TEVET Fund	21	

6.0. Strengthen institutional capacity for optimal staffing and increased performance

STRATEGIES	ACTIVITIES	RESPONSIBILITY	DURATION (MONTHS)	2025				2026				2027				COST (ZMW '000)
				1	2	3	4	1	2	3	4	1	2	3	4	
Develop and implement a comprehensive training plan	Conduct Institutional Training Needs Assessment to identify training priorities	HRAM	6					▣				▣				300
	Develop a comprehensive training plan	HRAM	6					▣	▣							300

STRATEGIES	ACTIVITIES	RESPONSIBILITY	DURATION (MONTHS)	COST (ZMW '000)
Review the Performance Management System to improve its effectiveness	Conduct employee satisfaction survey	HRAM	3	400
	Develop and manage a performance improvement plan	MHRA	6	250
	Review and re-engineer human resources strategies	HRAM	30	900
Review and operationalise the organisation structure	Review organisation structure to improve institutional performance	HRAM	6	600
	Establish and operationalise Regional Offices	HRAM	15	4, 000
	Review and optimise staffing levels in divisions for institutional improved performance	HRAM	6	500
Improve operational processes and procedures	Develop and implement a Client Service Charter	CAC	6	450
	Review and implement an Enterprise Risk Management System	AI		300
	Strengthen internal controls across institutional processes	AI		00
	Develop guidelines into regulations for enforceability	LM	33	700
	Lobby for development and Issuance of Statutory Instruments	LM	30	400
	Strengthen adherence to Annual Procurement Plans	PM	33	150
Develop ICT infrastructure and maintenance plan.	Identify priority ICT infrastructure	ITM	6	00
	Develop and implement an integrated Management Information System	ITM	30	800
	Establish robust cybersecurity protocols and disaster recovery systems.	ITM	6	500
	Develop a Help Desk for efficient service delivery	ITM	9	1000

7.0.   Strengthen partnerships with key stakeholders for increased support and TEVET's visibility

STRATEGIES	ACTIVITIES	RESPONSIBILITY	DURATION (MONTHS)	2025				2026				2027				COST (ZMW '000)
	Review and assess the formal partnership arrangements	Manager Corporate Affairs	1		�				▮				▮			120
	Develop a TEVET partnership framework and guidelines	Manager Corporate Affairs	6						▮							240

	Activity	Responsible	No.		Cost
Develop formal partnership with industry	Identify and analyse industries in key sectors in Zambia	Manager Corporate Affairs	1		160
	Undertake an outreach and engagement with selected key industries	Manager Corporate Affairs	33		1, 850
	Establish formal partnerships with Industry players	Manager Corporate Affairs	33		330
	Conduct regular reviews of the formal partnerships	Manager Corporate Affairs	3		260
Develop stakeholders' engagement strategy	Identify all key organisation, institutions and individuals with a stake in TEVET	Manager Corporate Affairs	33		60
	Identify their role interests, concerns and contributions to TEVET	Manager Corporate Affairs	33		00
	Undertake a mapping exercise of the stakeholders in TEVET	Manager Corporate Affairs			00
	Communicate with stakeholders through information sharing on TEVET	Manager Corporate Affairs	33		3000
	Collaborate with Stakeholders to address concerns and exploit opportunities	Manager Corporate Affairs	33		960
Develop a Marketing Strategy	Conduct an analysis of a TEVETA marketing activities	Manager Corporate Affairs	3		140
	Revise the TEVETA communication strategy	Manager Corporate Affairs	3		270
	Develop the marketing plan for TEVETA	Manager Corporate Affairs	4		310
	Revise the TEVET brand identity	Manager Corporate Affairs	5		620

6 Performance management

The TEVETA Strategic Plan key results will be tracked and reviewed through a Monitoring and Evaluation (M&E) Framework. Monitoring and evaluation will be an integral part of Strategic Plan implementation. The success of the implementation of the TEVETA Strategic Plan will largely depend on how planned activities and outputs will be effectively monitored and evaluated at various levels. A performance management system will need to be implemented to ensure that results are recorded. The Balanced Scorecard framework will be used. This will allow for the assessment of what has been achieved, suggestions on ways to overcome difficulties, if any, and laying the basis for improved implementation of the Plan. The monitoring and evaluation will be at employee, unit, division, and board levels. Furthermore, public and other stakeholder perception assessment will be conducted twice a year.

Table 6: TEVETA SP Balanced Score Card

Perceptive	Strategic Objective	Indicators	Target	Measures
Stakeholder (Industry/Graduates)	Integrate Competency-Based Education and Training (CBET) in TEVET to increase employability and competitiveness of graduates	Percentage of TEVET graduates employed within 6 months	50% of TEVET graduates are employed within 6 months	• Develop a CBET Framework for TEVET • Conduct CBET Capacity Building in TEVET • Develop CBET curricula • Build partnerships with industry on CBET curriculum implementation • Develop a CBET Assessment System • Develop a CBET Quality Assurance System
		Percentage of employer satisfaction levels with TEVET graduate	Achieve over 60% employer satisfaction annually	
Regulatory (Quality & Compliance)	Improve TEVET Regulatory Services to ensure quality, relevance, and compliance to national and international standards	Percentage of compliance level annually	Achieve 100% compliance	• Develop a robust TEVET regulatory framework • Build capacity to attain ISO Certification • Provide technical assistance and capacity building to TEVET institutions to support compliance with regulatory requirements • Improve regulatory services
		Percentage of registered training institutions inspected annually	75% of registered institutions inspected	
		Percent of trainers, assessors and examiners accredited annually	100% trainers, assessors and examiners in TEVET accredited annually	
		Percentage of curricula reviewed and updated based on industry standards	20% of curricula reviewed and updated annually	
		Number of new TEVET curricula developed annually	10 new TEVET curricula developed annually	
		Percentage of CBET programme pass rate annually	75% pass rate in CBET programmes	

		Percent of competency among TEVET Graduates	100% competency level among TEVET graduates	
		Percent of capacity to achieve international accreditation	75% capacity to achieve international accreditation developed	
Internal Processes (Information & Efficiency)	Develop a secure and user-friendly TEVET Information Management System (TIMS) to improve data accuracy and accessibility.	Data accuracy rate in TIMS	Achieve over 99.999% data accuracy	• Develop TEVET Information Management System • Develop an Information Management System • Capacity Building and Training • Develop a TIMS assessment and enhancement framework
		User satisfaction level with TIMS	Achieve 75% user satisfaction	
		Reduction in data processing time	50% reduction in processing time	
		Level of accessibility of data by stakeholder	99.999% accessibility anytime	
Resource (Financial & Material)	Enhance mobilisation and management of resources for TEVET to increase financial resources and accountability	Percent increase in TEVET funding from diverse sources	50% increase in the revenue streams	• Develop resource mobilisation framework • Conduct capacity building in resource mobilisation • Develop a Strong Fundraising Structure and System
		Percentage of budgeted funds utilised effectively	75% budgeted funds utilised effectively	
		Percentage of efficiency utilisation of budgeted resources	Over 75% efficiency in budgeted resources utilised	
Growth & Visibility (Partnerships & Marketing)	Strengthen partnerships with key stakeholders for increased support and TEVET's visibility	Number of formal industry partnerships established annually	Four new partnerships established annually	• Develop formal partnership with industry • Develop stakeholders' engagement strategy • Develop a Marketing Strategy
		Percentage of stakeholder participation in TEVET activities	50% of key stakeholders participating in TEVET activities	
		Number of collaborative projects with key stakeholders in a year	5 collaborative projects with key stakeholders annually	
		Percentage of awareness of TEVETA's services	Above 50% level of awareness of TEVETA among key stakeholders	
Financial Stewardship (TEVET Fund Management and Utilisation)	Enhance TEVET Fund management to address labour market needs	Percentage increase in the TEVET Fund per year	10% increase the TEVET Fund per year	• Build Capacity in the administration and management of the Fund • Facilitate Investment and Development funding in collaboration with stakeholders • Facilitate Pre-employment
		Number of capacity building activities have been rolled out on TEVET Fund management	Four capacity building activities on TEVET Fund management annually	
		TEVET Fund Managed by the Operations Manual and Regulations	Updated operations manual and regulations	

		Percentage of funding disbursed to beneficiaries quarterly	75% of funding disbursed to beneficiaries quarterly	training funding in collaboration with stakeholders • Facilitate Employer Based In-service Training funding in collaboration with stakeholders • Facilitate Micro, Small and Medium Entreprises (MSME) and Informal Sector Training funding in collaboration with stakeholders
		Percentage increase of employers accessing employer-based training (EBT) funding by sector	10% increase in the number of employers accessing EBT funding by sector	
		Percentage increase in the number of SME/Informal sector operators accessing funding	10% increase in the number of SME/Informal sector operators accessing funding	
		Percentage increase in the number of professionals benefiting from the TEVET Fund in the TEVET sector	10% increase in the number of professionals benefiting from the TEVET Fund in the TEVET sector	
		Percentage increase in the completion rate in the projects supported by the TEVET Fund	20% increase in the completion rate in the projects supported by the TEVET Fund	
		Percentage increase in the number of TEVET institutions supported in acquiring equipment and tools from the TEVET Fund	10% increase in the number of TEVET institutions supported in acquiring equipment and tools from the TEVET Fund	
		Percentage utilisation of the TEVET Fund per annum	90% utilisation of the TEVET Fund per annually	
		Percentage reduction in the processing time for TEVET Fund's application	50% reduction in the processing time for TEVET Fund's application	
		Percentage of beneficiaries that have utilised the TEVET Fund prudently	90% of beneficiaries have utilised the TEVET Fund prudently	
Institutional Capacity	Strengthen institutional capacity for optimal staffing and increased performance	Percentage performance	100% of staff appraised attaining 80% or above annually	• Review the Performance Management System to improve its effectiveness • Develop and implement a comprehensive training plan
		Percentage of staff satisfaction	90% staff satisfaction level annually	
		Percentage of planned positions filled out annually	100% planned positions filled out annually	• Review and operationalise the organisation structure
			Examination Annex building completed by 2027	

		Number of office spaces for regional offices secured	Two regional offices established and operationalised by 2027	
		Percentage of services offered according to Client Charter	100% of services offered according to Client Charter	• Improve operational processes and procedures
		Percentage of adherence to procurement plan	100% adherence to Procurement Plan annually	
		Number of qualified audit reports	Zero (0) qualified audit reports	
		Percentage of ICT infrastructure developed	80% of ICT infrastructure developed	• Develop ICT infrastructure and maintenance plan.
		Percentage of ICT systems integrated	80% of systems modernised and integrated	

6.1 Monitoring

Monitoring will be conducted continuously during the entire period of implementation. TEVETA management will be required to submit quarterly reports on Targets, Indicators and Activities that they will be required to implement. The focus of monitoring will be to assess the efficiency with which activities, projects and programmes will be implemented and the extent to which Targets and Indicators have realized intended outputs.

6.2 Evaluation

A final evaluation will be conducted in October 2027 in times for a new strategic plan. TEVETA and the major stakeholders will agree on the independent evaluators for the final evaluation. The focus of both evaluations will be to assess the effectiveness of the entire strategic plan and the extent to which the intended outcomes would have been realised.

6.3 Risk Management Framework

An analysis of major risks associated with the implementation of the strategic plan will be conducted annually. The analysis will include the identification of risk events, likelihood of occurrence and their impact, and mitigation measures. A risk management framework and a risk register will be developed separately.

7. Conclusion

This Revised Strategic Plan provides a roadmap for TEVETA to improve access to and enhanced supply of quality Technical Education, Vocational and Entrepreneurship skills that meet labour market demand in Zambia. An internal and external situational analysis resulted in the identification of strengths, weaknesses, opportunities and threats in skills development. The analysis informed the formulation of strategic objectives, actions and key performance indicators and targets that should energise the Authority to transcend to the level that will enable it respond to the emerging global trends and national priorities with the support of a spectrum of industry and relevant stakeholders that includes students, public institutions, industry, development partners and community members. TEVETA commits itself to implementing this Revised Strategic Plan to fulfil its mandate of providing relevant and quality Technical Education, Vocational and Entrepreneurship skills to meet the needs of students, employers and the nation.

A robust monitoring and evaluation framework is included to track organisational performance through regular reviews at Board and Management levels to ensure that TEVETA's Annual Work Plan and Budgets (AWPB) are aligned to its strategic direction and provide a flexibility to new emerging global and national trends. The Board and Management is confident that this Revised Strategic Plan will provide a pathway to a successful future.

Technical, Education, Vocational and Entrepreneurship Training Authority (TEVETA)

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