



Technical Education, Vocational and Entrepreneurship Training Authority (TEVETA)

2021 – 2026 STRATEGIC PLAN



TABLE OF CONTENTS

ACROI	NYMSiv
FOREV	VORDv
ACKNO	OWLEDGEMENTSvi
	ITIVE SUMMARYvii
1.	INTRODUCTION
2.	ENVIRONMENTAL ANALYSIS
2.1	External Environmental Analysis5
a)	Political/ Policy5
b)	Economic Developments7
c)	Social Developments7
d)	Technological Developments8
e)	Ecological/Environmental9
2.1.3	Internal Analysis13
a)	Strengths13
b)	Weaknesses14
c)	Opportunities15
d)	Threats
2.3	Strategic Elements16
3.	STRATEGIC DIRECTION
3.1.	Vision17
3.2.	Mission Statement
3.3.	Core Values
3.4.	Strategic Themes and Strategic Results18
3.5.	Strategic Objectives, Intended Results, Measures, Targets and Strategies19
4.	ENABLING FACTORS27
4.1.	Pre – Conditions27
4.2.	Assumptions27
5.	STRATEGIC PLAN IMPLEMENTATION28
6.	MONITORING AND EVALUATION29
APPEN	NDIX I: TEVETA 2021 – 2026 BALANCED SCORECARD30

ACRONYMS

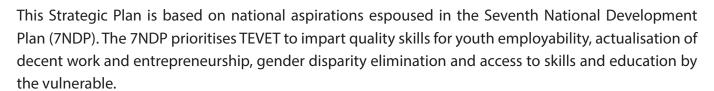
BoZ	-	Bank of Zambia
CPD	-	Continuous Professional Development
COVID-19	-	Coronavirus disease of 2019
HEA	-	Higher Education Authority
LDMS	-	Learner Data Management System
MDD	-	Management Development Division
M and E	-	Monitoring and Evaluation
MoHE	-	Ministry of Higher Education
ICT	-	Information Communications Technology
ODFL	-	Open, Distance and Flexible Learning
PESTEL	-	Political, Economic, Social, Technological, Environmental and Legal
RPL	-	Recognition of Prior Learning
SAGs	-	Skills Advisory Groups
SDF	-	Skills Development Fund
SSVET	-	Secondary School Vocational Education and Training
SSTEP	-	Support to Science and Technology Education Project
SWOT	-	Strength, Weaknesses, Opportunities and Threats
TCZ	-	Teaching Council of Zambia
TEVETA	-	Technical Education, Vocational and Entrepreneurship Training Authority
TEVET	-	Technical Education, Vocational and Entrepreneurship Training
TPMS	-	Training Provider Monitoring System
ZAQA	-	Zambia Qualifications Authority
7NDP	-	Seventh National Development Plan

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.

TEVET empowers citizens, particularly the youth with the relevant skills for personal progression and national development. It inspires citizens to be innovative, entrepreneurial, and technologically proficient.

I am delighted to unveil TEVETA's 2021-2026 Strategic Plan, which provides a road map for competitiveness and improved productivity through value addition and job creation to minimise inequalities among the people.



The Strategic Plan highlights the strategic direction of the Authority in service delivery and programme implementation to satisfy stakeholder needs, as well as supply adequate and skilled labour force.

The thematic areas of this 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.

It is my desire that this Strategic Plan will strengthen skills development provision in the country. The success of the Strategic Plan will require stakeholders to play their role in creating a vibrant and robust TEVET system.

I therefore, wish to implore the TEVETA Board and staff and other stakeholders to effectively play their part in the implementation of this Strategic Plan to realise its objectives.

Kayula Siame

Permanent Secretary

MINISTRY OF HIGHER EDUCATION

ACKNOWLEDGEMENTS

This Strategic Plan is a product of broad consultations and feedback from many stakeholders at various levels. The consultations were made to ensure that the Plan takes on board the aspirations of all stakeholders.

The Core Team appointed to spearhead the development of this Strategic Plan deserves special recognition for the commitment and exemplary effort in reviewing the previous Strategic Plan, engaging stakeholders and identifying strategic issues contained in this Plan. Stakeholders, too many to mention, equally deserve acknowledgment for their valuable contributions towards the development of this Strategic Plan. External stakeholder



engagements and internal consultations instilled a strong sense of ownership of this Strategic Plan and all its critical facets.

We acknowledge inputs obtained from relevant national programmes and agendas where we deduced a sense of direction towards the development of technical and vocational skills for Zambia. These include, inter alia, Zambia Vision 2030 and the 7NDP.

A special thanks goes to the Management Development Division for technical guidance provided throughout the process.

I am confident that this Strategic Plan has provided appropriate strategic direction in the provision of quality TEVET that our country needs to meet its development objectives.

Cleophas Takaiza

Director General

TECHNICAL EDUCATION, VOCATIONAL AND ENTREPRENEURSHIP TRAINING AUTHORITY

EXECUTIVE SUMMARY

The mandate of the Technical Education, Vocational and Entrepreneurship Training Authority (TEVETA) is to regulate, coordinate and monitor Technical Education, Vocational and Entrepreneurship Training (TEVET) in consultation with industry, employers, employees and other stakeholders.

The core functions of TEVETA are contained in the Technical Education, Vocational and Entrepreneurship Training Act No. 13 of 1998 and the Technical Education, Vocational and Entrepreneurship Training (Amendment) Act No. 11 of 2005.

The purpose for this Strategic Plan is to provide an operational framework for the Technical Education, Vocational and Entrepreneurship Training Authority for the period 2021 – 2026.

The methodology used to develop the 2021 – 2026 Strategic Plan involved a two-phased approach comprising of the Institutional Assessment and Organisational Development processes underpinned by the Balanced Scorecard principles. The Institutional Assessment process involved undertaking a Performance Assessment, conducting an internal capability assessment to establish TEVETA's distinctive competencies, as well as, analysing the macro-environment. The McKinsey 7s Model; Lewin's Simple Change Management Model; Objective and Problem Trees; Strength, Weaknesses, Opportunities and Threats (SWOT); and Political, Economic, Social, Technological, Environmental and Legal (PESTEL) Analyses were used in the assessment.

Based on these analyses, TEVETA has set out a strategic operational framework for the period 2021 – 2026 comprising the following:

Vision

"A dynamic, credible and reliable regulator for technical education, vocational and entrepreneurship training"

Mission Statement

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



To realise the vision, the Authority has identified three (3) thematic areas of focus and their related strategic results as follows:

a) Operational Excellence.

The intended result of this thematic area is effective and efficient service delivery.

b) Stakeholder Collaboration.

The intended result of this thematic area is effective programme implementation resulting into satisfied stakeholders.

c) TEVET Regulatory Service Excellence.

This thematic area's intended result is adequate and skilled labour force.

In executing the mission, the Authority has committed to observing the following Core Values:

Core Values TEVETA upholds:	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		

The Authority has developed a number of strategies to improve service delivery. The following are some of the strategies that will be used for effective and efficient service delivery:

- a) Scale up training quality assurance activities / inspections of training institutions;
- b) Enhance the implementation of the training providers support plan;
- c) Enhance accreditation processes;
- d) Review TEVET minimum training standards;
- e) Enhance sensitisation on minimum training standards;
- f) Enhance the TEVET curriculum development, implementation and review strategy;
- g) Enhance TEVET assessments and examinations processes;
- h) Develop and implement a capacity building master plan for assessors and examiners;
- i) Enhance promotion of different learning modes;

- j) Develop and continuously review the TEVET Fund manual/systems to enhance efficient and effectiveness of the Fund;
- k) Develop and implement stakeholder management plan;
- I) Review and implement the communication strategy;
- m) Develop mechanisms for determining awareness and satisfaction levels;
- n) Develop and implement a resource mobilisation strategy/improve financial base;
- o) Strengthen internal controls;
- p) Develop and implement a client service charter;
- q) Enhance the TEVET Legislative Framework;
- r) Develop, automate, integrate and re-engineer requisite systems;
- s) Develop and implement a comprehensive training and development plan;
- t) Review the performance management system;
- u) Review and operationalise the organisation structure;
- v) Develop and implement a staff welfare programme;
- w) Develop and implement an infrastructure development and maintenance plan; and
- x) Strengthen adherence to the annual procurement plans.

Once the next National Development Plan is approved, a review will be undertaken to align the Strategic Plan to the priorities in the new Plan. The review will also assess progress made, challenges faced, effectiveness of the strategies provided in the Plan and propose interventions to ensure attainment of set targets for the remaining plan period. At the end of the plan period, a final review will be undertaken to establish the extent of the Strategic Plan implementation and its impact.





1. INTRODUCTION

1.1 Background

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 mandate of TEVETA is 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:

- a) administer and manage the Technical Education, Vocational and Entrepreneurship Training Fund;
- b) advise the Minister on the development of quality human resources in Zambia through the technical education, vocational and entrepreneurship training;
- c) regulate and advise institutions established or registered under this Act;
- d) regulate and coordinate apprenticeship and trade testing systems;
- e) facilitate the provision of technical consultancy to institutions established or registered under this Act;
- f) facilitate the development of technical capacity in institutions established or registered under this Act;
- g) develop national curricula in consultation with stakeholders;
- h) set minimum standards and qualifications for any occupation, skill, technology or trade in accordance with trends in the industry;
- i) provide guidelines for the development of institutional curricula;
- j) accredit local and foreign examinations to be taken by persons attending courses at an institution established or registered under this Act;

- k) regulate and conduct national examinations and assessments relating to technical education vocational and entrepreneurship training;
- charge and collect fees in respect of examinations and assessments undertaken under this Act;
- m) award certificates to persons who succeeded in examinations and assessments undertaken under this Act;
- n) approve curricula and standards of certificates in institutions established or registered under this Act;
- o) register institutions;
- p) cancel registration of an institution established under this Act;
- q) collect, manage and disseminate labour market information relating to technical education, vocational and entrepreneurship training;
- r) initiate, monitor and evaluate development programmes for continued advancement of technical, vocational and entrepreneurship training;
- s) determine the equivalences of local and foreign examinations;
- t) accredit and register trainers, examiners and assessors;
- u) 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; and
 - ii. mobilise financial and material resources for the provision of technical education, vocational and entrepreneurship training; and
- v) 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:

- i) a representative of a federation of trade unions,
- ii) a representative of the Zambia Association of Chambers of Commerce and Industry,
- iii) one representative from a University established under the University Act,
- iv) a representative from a federation of employers' organisation,
- v) a representative of the Zambia Chamber for Small and Medium Business Association,

- vi a representative of a research and development institution established under the Science and Technology Act,
- vii) a representative of religious organizations involved in providing technical education, vocational and entrepreneurship training,
- viii) a representative of the Ministry responsible for technical education, vocational and entrepreneurship training,
- ix) a representative of the Ministry responsible for labour,
- x) a representative of the Ministry responsible for education, and
- xi) one other person.

1.4 Management and Operational Structure of TEVETA

The Authority is headed by the Director General assisted by four divisional directors. The following are the divisions and their functions:

- *Training Standards:* responsible for monitoring and enforcing of quality standards in the provision of TEVET.
- *Development:* responsible for setting occupational standards, developing/reviewing national curricula, learning materials development and promoting increased access to TEVET.
- *Assessments and Certification:* responsible for the conduct and administration of TEVET Examinations and Assessments to learners in registered institutions.
- *Finance and Administration:* is responsible for finance and administration, human resources and TEVET Fund management as well as information technology.

1.5 Rationale for Developing the 2021 – 2026 Strategic Plan

The political, social, economic, policy and legal changes in the Authority's operating environment necessitated the development of the 2021 – 2026 Strategic Plan. Some key policy changes include the formulation and launch of the Vision 2030, 7NDP, TEVET and Higher Education Policies of 2019 as well as the Skills Development Levy Act No. 46 of 2016. The Plan therefore, provides an operational framework for TEVETA which takes on board the priorities of the country for the period 2021 – 2026. The Plan outlines the strategic intent of the Authority which will guide the application of resources and implementation of programmes.

1.6 Methodology

TEVETA received technical support from the Management Development Division of Cabinet Office to develop a new Strategic Plan. A Core Team representing all the Departments/Units was constituted to assess the capabilities of TEVETA, and to develop the Strategic Plan for the period 2021 to 2026.

A two-pronged approach consisting of the Institutional Assessment (IA) and the Organisational Development (OD) using the Balanced Scorecard principles was applied. The IA involved assessing the internal capability to establish TEVETA's distinctive competencies, as well as, analysing the macro-environment using various tools such as the McKinsey 7s Model, Lewin's Simple Change Management Model, Objective and Problem Trees, Strength, Weaknesses, Opportunities and Threats (SWOT), and Political, Economic, Social, Technological, Environment and Legal (PESTEL) Analyses. In addition, various stakeholders were engaged to solicit for information on the current and future outlook of the TEVETA and to suggest areas of focus to enhance the execution of the Authority's mandate. The views of internal stakeholders (staff) were obtained through one-day engagement sessions for each group which allowed them to freely provide their opinions and building consensus on a number of key issues. The external stakeholders were engaged through questionnaires.

The information collected from the IA facilitated the OD process of determining the strategic direction for TEVETA for the period 2021–2026 in relation to its Vision, Core Values, Strategic Themes, Strategic Results, Mission, Strategic Objectives, Intended results, Measures, Targets and Strategies.

The Plan was validated by various stakeholders and approved by the Board.



2. ENVIRONMENTAL ANALYSIS

2.1 External Environmental Analysis

The analysis of TEVETA's external environment focused on Political, Economic, Social, Technological, Environmental and Legal (PESTEL) developments that had or may have an impact on the operations of the Authority. The analysis also included an analysis of stakeholders' and clients' interests.

2.1.1 PESTEL Analysis

The PESTEL Analysis revealed that Authority was affected by the following developments: -

a) Political/ Policy

i) Introduction of austerity measures by Government in 2018

The introduction of austerity measures resulted in reduced and erratic funding, which negatively affected service delivery in that most of the programmes could not be implemented as planned.

To mitigate erratic funding, TEVETA will develop and implement a resource mobilisation strategy. Public-Private Partnerships will also be enhanced in implementation of programmes.

ii) Approval and launch of the Seventh National Development Plan (7NDP) for 2017 – 2021

The 7NDP, Pillar Four (4) on Enhancing Human Development, Development Outcome number 2 places an emphasis on education and skills development. It has provided an opportunity for effective and efficient delivery on the mandate by emphasising enhancing skills training, private sector participation and continuous review of curricula among others.

To leverage on the provisions of the 7NDP TEVETA will undertake the following: -

- a) Promote the creation of internal quality assurance systems in training institutions to improve quality of TEVET.
- b) Mobilise resources for stakeholder involvement using different platforms such as Sector Advisory Groups in curriculum review and development processes in relation to needs of industry.
- c) Enhance capacity building among training institutions to help them move to higher grades.
- d) Incentivise enrolment of girls in science and technical programmes.

- e) Strengthen collaboration with industry.
- f) Explore delivery of entrepreneurship training as a practical subject, possibly using a tool kit.
- g) Encourage TEVET institutions to set up business enterprises to promote entrepreneurship.
- h) Promote creation of incubation facilities in TEVET institutions to enable students start enterprises.
- i) Create synergies between government agencies that deal with entrepreneurs, and micro, small and medium enterprises.
- j) Prioritise Research and Development (R&D) for empirical evidence-based policy and decision making on TEVET.

iii) Formulation of the Higher Education Policy of 2019

The Higher Education Policy of 2019 establishes a coordinated framework for quality higher education and skills training in the country. The overall objective is to coordinate, regulate and improve higher education and skills training in Zambia.

To optimise the provisions of the Policy, TEVETA will undertake the following: -

- a) Engage Government and other stakeholders on opportunities and incentives for industrial attachments, apprenticeships and internships.
- b) Ensure well-structured continuous professional development (CPD) programmes for teaching staff in TEVET.
- c) Develop learning materials for all the curricula as part of the curriculum development process.
- d) Involve industry in the training process, from curriculum development, training delivery and assessment.
- e) Allocate adequate financing towards timely reviews of curriculum to align it to industry requirements and development of new ones in line with industry demands.
- f) Procure modern training equipment in training institutions based on curriculum specifications.
- g) Engage training institutions on formation of internal quality assurance systems in training institutions to improve the quality of training.
- h) Promote different learning modes to increase access to TEVET.
- i) Develop and implement a mechanism for defined progression of learners from TEVET from lower qualifications to higher ones.

iv) Formulation of the National TEVET policy of 2019

The National TEVET Policy is the vehicle for improved productivity through industrialisation and value addition. The Policy also provides guidance in the technical education vocational

and entrepreneurship training for improved productivity through industrialisation and value addition. The new policy replaces the 1996 TEVET Policy. The old policy was revised in recognition of the fact that for the country to attain the Vision 2030, it needs highly skilled and competent citizens. The revised policy provides for enhanced skills development from trade test certificate to postgraduate.

TEVETA will in collaboration with other stakeholders ensure that skills are developed to facilitate productivity through empowering the population with the skills needed for personal progression and to build a workforce with appropriate competent skills and knowledge for national development.

b) **Economic Developments**

i) Fluctuations in inflation and exchange rates

Fluctuations in inflation and exchange rate have resulted in increased cost of goods and services, thereby affecting programme implementation. The Zambia Statistics Agency data shows that in the past five years, inflation fluctuated from 10.1% in 2015 to 17.9% in 2016. It oscillated from 6.6% in 2016 to 7.5% in 2018 and to 9.2% in 2019. In November 2020, it was at 17.4%. In addition, the Bank of Zambia (BoZ) annual exchange rate data between the Zambia Kwacha (ZMW) and the US Dollar shows that the exchange rate fluctuated from ZMW11.00/USD in 2015 to ZMW21.03/USD by end of November 2020. To mitigate this, TEVETA will rationalise and prioritise the use of the available resources.

c) Social Developments

i) Increased population of learners and increase in demand for skills training opportunities

According to the Zambia Statistics Agency more than 5.5 million of Zambia's 17.9m population are the youth. About 1.4 million of the youth population are unemployed and lack skills for self-employment. The high youth population has created pressure on skills training facilities. This has necessitated re-engineering ways of training delivery. However, the increase in the population of learners has led to reduced compliance to training standards in some training institutions.

To respond to the increased demand, TEVETA will enhance its institutional capacity and explore innovative methods of service delivery. Different approaches to increase access to education and training premised on Open Distance and Flexible Learning, Work Based Learning, and Recognition of Prior Learning (RPL) will also be utilised. In addition, the Authority will strengthen its inspectorate function to ensure that the set standards are adhered to by all training providers.

ii) Disease burden

The outbreak of COVID-19 negatively affected service delivery as most of the services could not be delivered physically. The Authority will ensure continued adherence to guidelines by the Ministry of Health to prevent the spread to COVID-19 and other infectious diseases. In addition, the Authority will explore alternative methods of service delivery to avoid disruptions when there are disease outbreaks.

d) Technological Developments

i) Advancement of information communication and technology (ICT)

The advancement in ICT has led to an increased demand for e-services as well as the need to develop and revise curricula to respond to emerging technologies and re-engineer our processes. TEVETA will leverage on advancements in technology by investing in ICT infrastructure, build capacity of staff in the use of ICT and engage SMART Zambia Institute to enhance the use of ICT for effective and efficient service delivery.

e) Ecological/Environmental

i) Climate change effects

Although changes in climate have presented the world with devastating effects such as floods and drought, it has provided an opportunity for TEVETA to develop curriculum on green skills. The Authority will collaborate with relevant stakeholders to develop climate responsive curricula.

f) Legal Developments

i) Constitution (Amendment) Act No. 2 of 2016

The amended Constitution provides for National Values and Principles, and Values and Principles of Public Service in Articles 8 and 173 in the Constitution respectively. The provisions provide an opportunity for TEVETA to promote a positive work culture in the execution of duties.

TEVETA will therefore develop and implement a work culture remodelling programme to ensure inculcation of core values in all members of staff and a positive work culture in the organisation.

ii) Skills Development Levy Act No. 46 of 2016

The Act provides for the imposition, payment and collection of a Skills Development Levy at the rate of 0.5 percent of Gross Emoluments from the private sector whose annual

turnover is above K800, 000. The Act establishes the Skills Development Fund (SDF) as one of the mechanisms to improve efficiency and effectiveness of the TEVET System. The SDF has enhanced the cost sharing of financing TEVET as per the 1996 TEVET Policy.

TEVETA will undertake the following to optimise the provisions of the Act:

- a) Prioritise financing towards infrastructure, human resource development and specialised training in line with the 7NDP.
- b) Ensure SDF financing of curriculum development, evaluation and review also go towards curriculum implementation.
- c) Promote programmes that enhance equitable access to fund.
- d) Engage relevant authorities/stakeholders on issuance of regulations to ensure effective implementation of the provisions of the Act.

2.1.2 Stakeholder and Client Analysis

a) Clients and their needs

An analysis of the clients' needs is presented in the table below:

S/N	Cluster	Needs	
	Training institutions	•	Registration of training institutions
		•	Provision of curricula
		•	Assessments and examinations services
		•	Quality assurance through Inspections
		•	Technical advisory services
		•	Learner certification
		•	Development of training materials
		•	TEVET financing
		•	Accreditation services (examination centres, trainers, assessors, examiners and training programmes)

Employers	Information on Registered institutions
	 Assurance of good standards in TEVET / Skilled labour force
	TEVET qualification Verification services
	 Information on Financing opportunities for skills upgrading (Employer Based In-service Training)
	 Information on available training programmes and qualifications
	Assurance of good training standards
Employees	Recognition of Prior Learning services
	Information on:Skills upgrading opportunities
	- Exemption provisions
	- Modes of learning
	- Registered training institutions
	- Accreditation as trainer/assessor/examiner
Learners	Information services on:
	- Registered training institutions
	- Information on career guidance,
	- progression routes and
	- bursary/scholarship opportunities
	- available programmes/curriculum in TEVET
	Examination and certification related services
	Verification of qualifications
	Recognition of Prior Learning services
	Exemption services
	 Assurance of good standards in TEVET

b) Stakeholders and their interests

Regarding stakeholders, the analysis revealed their major interests/concerns as presented in the table below:

S/N	Cluster	Area of Interest
	Government Ministries and Departments / Institutions	 Information on the Implementation of vocational education in secondary schools Information on performance of TEVET Policy guidance Effective implementation of the TEVETA mandate Prudent Management of financial resources Collaboration on skills development TEVET Financing for youth skills development Collaboration on the development of curriculum and training Collaboration on certification of training programmes
	Professional and quality assurance bodies	 Collaboration on quality assurance in TVET institutions Collaboration in the Development of qualification descriptors Collaboration in the Development of occupational standards Collaboration on implementing skills development programmes Collaboration on the provision of Business Development Services, entrepreneurship training and enterprise development Collaboration in curriculum development

General Public (parents and guardians)	 Assurances of standards in TEVET Provision of information services on: career guidance, training progression routes bursary/scholarship opportunities available training programmes registered training institutions 	
Cooperating partners	 Collaboration on curriculum development/review, assessment and quality assurance Collaboration in capacity building for TEVET Trainers Provision of learner data Reports on Support to Science, Technology and Education Project (SSTEP) financing 	
Media	Collaboration on information dissemination	
Government Agencies	 Provision of information Statistics on skills: Number of TEVET graduates Skill areas/TEVET occupations Enrolments statistics Female participation in TEVET Completion / progression statistics 	

2.1.3 Internal Analysis

This section highlights the past performance and analyses the internal capability of TEVETA.

Past Performance

TEVETA's performance during the period 2016-2020 was evaluated based on a self-assessment (internal) conducted by staff of the Authority with technical support from MDD. The rating was based on a 3-Tier rating system, with the respective colour codes as follows:

- Rating 3 Colour Code Green for Above Average performance
- Rating 2 Colour Code Yellow for Average Performance; and
- Rating 1 Colour Code Red for Below Average Performance.

The overall performance of TEVETA was Yellow at 64.41% with a Rating of 2. The performance was attributed to the following enablers:

- (a) Financing interventions through the Support to Science and Technology Education Project (SSTEP) and proceeds from the Skills Development Fund; and
- (b) Capacity building among staff to improve service delivery.

The major constraining factors included the following:

- (a) Inadequate staffing;
- (b) Inadequate financial resources;
- (c) Inappropriate and inadequate working tools and equipment; and
- (d) Loss of some key experienced personnel.

2.1.4 Institutional Capability Assessment

The Institutional Capability Assessment Conducted provided an in-depth analysis of the Institution's current status. The Internal analysis identified a number of gaps, which provided the basis for appropriate interventions as input into the preparation for the 2021 – 2026 Strategic Plan. Based on the assessment, it was established that the Authority faced some challenges in the seven areas relating to the strategy, structure, systems, staff, skills, shared values, and style of leadership and management. The identified challenges will need to be addressed for the Authority to effectively implement its Strategic Plan. Further, a SWOT analysis was conducted. In addition, the analysis identified factors outside TEVETA in respect of Opportunities and Threats that would facilitate or hinder the implementation of the identified interventions. The analysis revealed the following: -

a) Strengths

The following are the strengths that TEVETA has: -

- i) Supportive leadership and management;
- ii) Clearly defined policies and procedures;
- iii) Willingness of staff to learn new things;
- iv) Availability of a staff training and development plan;
- v) Existence of documented core values; and
- vi) Availability of own office accommodation.

The Authority will optimise the identified strengths by:

i) Engaging the leadership and management for the support in implementation of programmes;

- ii) Utilising available policies and procedures during reviews;
- iii) Continuously reviewing and implementing the staff training and development plan;
- iv) Communicating and constantly encouraging staff to demonstrate core values in their duties; and
- v) Enhance visibility through rebranding of the offices.

b) Weaknesses

Despite having the strengths highlighted above, TEVETA identified some weaknesses, which may negatively affect the Authority if not addressed. The weaknesses include the following: -

- i) Absence of a client service charter;
- ii) Inadequate funds for planned activities;
- iii) Inadequate accountability for systems development (SOPs);
- iv) Inadequate number of staff;
- v) Inadequate continuous sensitisation of the core values;
- vi) Non-prioritisation of leadership and management capacity building programme;
- vii) Insufficient security in the management of assessment and certification data;
- viii) Inadequate integration of management information systems;
- ix) Uncompetitive conditions of service;
- x) Inadequate team building activities;
- xi) Incomprehensive resource mobilisation strategy; and
- xii) Turnover of some experienced staff.

The following mitigation measures will be implemented by TEVETA to address the identified weaknesses: -

- i) Develop and implement a Client Service Charter;
- ii) Review mode of staff engagement;
- iii) Assign responsibility for systems development;
- iv) Employ adequate and experienced staff;
- v) Continuous sensitise staff on the core values;
- vi) Prioritise staff capacity building programmes at different levels;
- vii) Strengthen security in management of data;
- viii) Develop and implement staff retention programme; and
- ix) Develop and implement resource mobilisation strategy.

c) Opportunities

The analysis also identified a number of opportunities that TEVETA could leverage from the external environment. The following are some of the opportunities: -

- i) Availability of stakeholder support on the implementation of the strategic plan;
- ii) Availability of Government policies and legal frameworks to deliver on the mandate;
- iii) Availability of technical support;
- iv) Availability of consultants in the development and implementation of competencybased capacity building programmes;
- v) Demand for TEVET skills programmes; and
- vi) Harmonisation of Acts to mitigate conflict in roles.

To leverage on the identified opportunities the following will be undertaken:

- i) Continuous engagement with stakeholders;
- ii) Leverage on policies and legal framework provisions to lobby for support;
- iii) Engage relevant institutions for technical and financial support;
- iv) Engage consultants to implement a competency-based capacity building programme; and
- v) Collaborate with stakeholders on the harmonisation of Acts that create conflicts of roles.

d) Threats

In addition to the opportunities, some threats were identified from the negative developments in the external environment and mitigation measures have been provided. The following are the threats: -

- i) None release of grants;
- ii) Low perception of TEVET;
- iii) Escalating costs of goods and services;
- iv) Continuous technological changes;
- v) Hacking and disruption of the management information system (MIS);
- vi) Non approval of competitive conditions of services and
- vii) Role conflict with other regulatory and professional bodies.

The following are the measures TEVETA will undertake to mitigate the above identified threats: -

- i) Engage the Ministry of Finance (MOF) on timely release of grants;
- ii) Develop and implement a TEVET rebranding strategy;
- iii) Prepare a budget that includes cost escalation of the Authority;
- iv) Develop and implement Continuous Professional Developments (CPDs);
- v) Enhance security on the MIS;
- vi) Engage the Board and Ministry of Higher Education for approval of competitive conditions of service; and
- vii) Engage other regulatory and professional bodies to collaborate in delivery of mandates.

2.1.5 Strategic Elements

Following the External and Environmental Analysis that was conducted, a number of strategic issues affecting operations of TEVETA were highlighted. Based on the strategic issues identified, the following is a summary of the strategic elements:

- i) Robust TEVET quality assurance system;
- ii) Regular curriculum and learning materials development and review system to respond to industry demands;
- iii) Appropriate organisation structure filled with adequate and competent staff;
- iv) Robust integrated management information system for efficient service delivery;
- v) Strong linkages with stakeholders;
- vi) Enhanced stakeholder awareness of TEVETA and its mandate;
- vii) Enhanced collaboration with other regulatory bodies to harmonise mandates;
- viii) Enhanced adherence to core values;
- ix) Improved outputs from the TEVET system;
- x) Effective and efficient administration of examinations and assessments;
- xi) Improved internal and external communication;
- xii) Adequate financial resources for consistent service delivery;
- xiii) Robust M & E mechanism;
- xiv) Strategic leadership for efficient service delivery;
- xv) Decentralised service delivery;
- xvi) Improved image of TEVET careers;
- xvii) Effective and efficient administration of the TEVET Fund;
- xviii) Improved corporate governance; and
- xix) Enhanced quality and access to TEVET

This Plan, therefore, seeks to address the above strategic elements.

3. STRATEGIC DIRECTION

Having analysed the internal and external environment within which TEVETA has been and may be expected to operate in the next five (5) years, the Authority has set out an operational framework to guide the execution of its mandate, specifically, its programming, decision-making and resource allocation during the period 2021 – 2026 as follows:

3.1. Vision

TEVETA's Vision is:

"A dynamic, credible and reliable regulator for technical education, vocational and entrepreneurship training"



Our aspiration is to make our services responsive to the needs of our customers through continuous improvements in service delivery. We will, therefore, create a conducive environment that will promote the delivery of quality TEVET.

3.2. Mission Statement

To realise the vision and achieve the strategic results, TEVETA commits itself to the following mission statement:

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



Through this mission, we shall endeavour to develop and implement strategies aimed at enhanced operational excellence, stakeholder collaboration and TEVET regulatory service excellence.

3.3. Core Values

The operations of TEVETA and more specifically, the conduct and behaviour of the staff for the next five (5) years will be anchored on the following five (5) core values:



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 treat all our clients fairly in the execution of our regulatory role		
Teamwork	We value collaborations with stakeholders for the achievement of the common goal		

3.4 Strategic Themes and Strategic Results

To realise its vision, TEVETA has identified three (3) areas of focus or themes as follows:

- a) Operational Excellence to achieve effective and efficient service delivery;
- b) Stakeholder Collaboration for satisfied stakeholders and effective programme implementation;
- c) TEVET Regulatory Service Excellence to have adequate and skilled labour force.

3.4.1 Operational Excellence

The focus is on effective and efficient service delivery by improving accountability in the way we conduct our operations. The thematic focus also emphasises on the productivity of our human resource, timely delivery of services and improved operational processes and procedures.

3.4.2 Stakeholder Collaboration

This theme focuses on satisfied stakeholders and effective programme implementation. This involves enhancing engagements and securing support from all key stakeholders through effective communication and raising awareness of TEVETA's role and mandate in TEVET.

3.4.3 TEVET Regulatory Service Excellence

The focus of this thematic area is to ensure quality TEVET delivery and increased outputs. The Authority aims at driving the TEVET sector towards producing adequate and skilled labour force to meet the developmental objectives of the country. This will be based on standard setting, quality assurance, assessment and certification, and improving the relevance of TEVET to the labour market.

3.5. Strategic Objectives, Intended Results, Measures, Targets and Strategies

In the next five (5) years, TEVETA commits to pursuing six (6) strategic objectives with their associated intended results, measures, targets and strategies (initiatives). The strategic objectives demonstrate the continuous improvements that the Authority will need to make to get the desired results in the areas of focus as follows:

S/N	Strategic	Strategic Objective Description		
	Objective			
1	Improve TEVET regulatory services	To improve quality of TEVET, this objective focuses on reviewing TEVET minimum training standards, scaling up inspections of training institutions, enhancing accreditation processes, enhance entrepreneurship training and development, developing capacity building master plan for trainers/assessors/examiners as well as enhancing implementation of capacity building programmes.		
		 The objective also focuses on strengthening assessment and examination administration processes, developing and implementing curriculum development/review strategy, strengthening M & E of curriculum implementation and enhancing capacity in Research and Development (R&D). The objective further seeks to increase access to skills training through 		
		promotion of different modes of learning, scaling up awareness and capacity building and strengthening M & E on TEVET Fund activities		
2	Enhance collaboration with stakeholders	 The focus under this objective is to develop and implement a stakeholder management plan. The objective also seeks to review and implement the communication 		
		strategy as well as to develop mechanisms for determining awareness and satisfaction levels.		

S/N	Strategic	Strategic Objective Description		
	Objective			
3	Enhance Management and Mobilisation of Financial resources	 The focus under this objective is to ensure that the Authority has adequate funds by developing a resource mobilisation strategy. The objective also seeks to ensure there is increased accountability for public funds. 		
4	Improve operational processes and procedures	 The focus of this objective is to develop and implement a client service charter as well as to review legal and policy frameworks. It also focuses on automating, integrating and re-engineering requisite systems. Implement an Enterprise Risk Management strategy and strengthen internal controls. It also focuses on strengthening adherence to the annual procurement plans. 		
5	Improve human resource	 The objective seeks to develop and implement a comprehensive training and development plan and review the performance management system. It will further focus on reviewing and operationalising the organisation structure as well as developing and implementing a staff welfare programme. 		
6	Improve infrastructure and equipment	 Under this objective, the Authority seeks to invest in appropriate infrastructure and equipment, develop and implement an infrastructure development and maintenance plan. Invest in appropriate infrastructure and equipment. Develop and implement infrastructure and equipment maintenance plan. 		

Strategic Themes, Strategic Results, Strategic Objectives, Intended Results, Measures, Targets and Strategies (Initiatives)

Strategic Theme	Operational Excellence	Stakeholder Collaboration	TEVET Regu- latory Service Excellence	
Strategic Result	Effective and efficient ser- vice delivery	Satisfied stake- holders and effective pro- gramme imple- mentation	Adequate and Skilled Labour Force	
Objectives	Intended Results	Measures	Targets	Strategies
1. Improve TEVET regulatory services	Enhanced compliance levels	Percentage compliance	100% compliance levels by training institutions to minimum training standards attained annually	 Scale up inspections of training institutions. Enhance the training providers support implementation plan. Institutionalise quality assurance systems. Review registration and accreditation processes. Enhance capacity building programmes for training institutions. Review TEVET minimum training standards. Develop and implement a stakeholder feedback mechanism. Facilitate entrepreneurship development and training activities implementation in institutions. Develop a mechanism for evaluating an institutional enterprise and graduate tracer systems. Conduct a survey to determine the impact of entrepreneurship development and training in the TEVET sector.

Objectives	Intended Results	Measures	Targets	Strategies
			100% of the registered training institutions inspected annually	
	Institutions upgraded	Percentage grading	5 institutions upgraded to Centre of Excellence status by 2026	
			10% of Grade 2 institutions upgraded to Grade 1 status by 2026	
			5% of Grade 3 institutions upgraded to Grade 2 status by 2026	
	Enhanced entrepreneur- ship devel- opment and training	Number of graduates' enterprises	300 gradu- ate start-ups enterprises established by 2026	
		Number of institutional enterprises institutions	20 institutional enterprises established in TEVET by 2026	



Objectives	Intended Results	Measures	Targets	Strategies
	Reviewed/ Developed curricula	Number of curricula reviewed	100% of curricula falling due reviewed by 2026	 Review curriculum guidelines. Develop and implement curriculum development and review strategy. Strengthen M & E of curriculum implementation. Optimise world skills standards in curriculum development/reviews. Leverage on world skills standards in assessments and capacity building. Prioritise curricula and learning materials development/review in line with the National Development Plan.
		Number of curricula developed	100% of requested curricula developed annually	National Development Flan.
	Increased skilled work- force	Percentage of TEVET gradu- ates	10% increase in TEVET graduates annually	 Strengthen assessment and examination administration. Develop and implement a capacity building master plan for trainers, assessors and examiners. Develop and implement an orientation programme for revised/new curriculum. Enhance promotion of different learning modes and careers. Enhance capacity in Research and Development (R&D). Promote equality, equitable and inclusive TEVET.
		Percentage pass rate	98% pass rate attained annually	

Objectives	Intended Results	Measures	Targets	Strategies
	Increased access to TEVET Fund	Percentage of registered training institutions accessing TEVET Fund	100% of registered training institutions that apply access TEVET Fund by 2026	 Scale up sensitisation and capacity building. Strengthen M & E Activities.
2. Enhance collaboration with stakeholders	Improved joint pro- gramme im- plementation	Number of joint programmes implemented	Five (5) joint programmes implemented annually	 Develop and implement stakeholder management plan. Review and implement the communication strategy. Develop mechanisms for determining awareness and stakeholder satisfaction levels. Develop and implement a TEVET rebranding strategy.
	Improved stakeholder satisfaction	Percentage of stakeholder satisfaction level	90% stakehold- er satisfaction level attained	3 3,
	Increased awareness levels	Percentage of stakeholder awareness level	90% stakehold- er awareness level attained	
		Number of awareness programmes conducted		
3. Enhance management and mobilisation of financial resources	Increased financial resources	Percentage in- crease in finan- cial resources	Increase revenue base by 5% annually	Develop and implement a resource mobilisation strategy.
	Improved ac- countability	Number of qualified audit reports	Zero (0) qual- ified audit reports	 Adhere to internal controls. Conduct quarterly reviews of management reports.

(Objectives	Intended Results	Measures	Targets	Strategies
4.	Improve operational processes and proce- dures	Improved efficiency and effectiveness	Percentage of Services Of- fered according to Client Ser- vice Charter	100% of services offered according to Client Service Charter	 Develop and implement a client service charter. Lobby for review and strengthening of legal and policy frameworks. Lobby for development of Statutory Instruments. Automate, integrate and re-engineer requisite systems. Review and implement an Enterprise Risk Management System. Strengthen internal controls. Decentralisation of services in SSVET assessment through District Education Board Secretaries (DEBS) and Provincial Education Offices (PEOs).
5.	Improve human resource manage- ment	Improved per- formance	Percentage performance	100% of staff appraised attaining 80% or above annually	 Develop and implement a comprehensive training plan. Review the Performance Management System to improve its effectiveness. Review and operationalise the organisation structure. Manage performance improvement plan.
		Optimal staff- ing levels	Percentage of planned positions filled out	100% of the planned positions filled out annually	
		Increased staff satisfaction levels	Percentage of staff satisfaction levels	 90% staff satisfac- tion level attained annually 	 Develop a recruitment and retention strategy. Conduct employer satisfaction surveys.

Objectives	Intended Results	Measures	Targets	Strategies
6. Improve infrastructure and equipment	Increased service cov- erage	office space Secured	 Examina- tion annex building completed by 2022 	Develop and implement an infrastructure development and maintenance plan.
			 Two (2) regional centres es- tablished by 2026 	
	Conducive working en- vironment	Appropriate tools and equipment procured	 100% adherence to procure-ment plan annually 	Strengthen adherence to annual procurement plans

Refer to Appendix I for TEVETA's Balanced Scorecard.



4. ENABLING FACTORS

The successful implementation of this Strategic Plan is, to a large extent, dependent on the following pre-conditions and assumptions being in place:

4.1. Pre – Conditions

Pre-conditions are the critical success factors that TEVETA will need to put in place to ensure the successful implementation of the 2021 - 2026 Strategic Plan. The following are the pre-conditions:

- i) Ownership and support of the strategic plan by staff to support the implementation of the Strategic Plan,
- ii) Adequate, competent, motivated and committed staff to implement the Strategic Plan,
- iii) Availability of effective and efficient systems to enhance service delivery,
- iv) Supportive leadership throughout the implementation phase of the Strategy,
- v) Adequate infrastructure and equipment for effective and efficient service delivery.

4.2. Assumptions

These are critical success factors outside the control of the Authority that should prevail for the successful implementation of the Plan. The following are the assumptions:

- i) An absence of excessive fluctuations in inflation and exchange rate,
- ii) Adequate and consistent funding,
- iii) Increased funding to the TEVET sector and timely release of operational grants for effective service delivery,
- iv) Supportive stakeholders,
- v) Ensure positive working relationships with all relevant stakeholders in skills development,
- vi) Availability of adequate legal framework Relevant legal provisions to ensure effective delivery on the mandate,
- vii) Stable environmental and climatic conditions Little or no sudden technological, climatic, social or political changes that could disrupt the delivery on the mandate.

5. STRATEGIC PLAN IMPLEMENTATION

To operationalise the Strategic Plan, a cost Implementation (Operational) Plan, broken down into annual unit and individual work plans, with SMART targets and schedules of activities will be developed, considering the available resources.

The Finance and Administration Division will be responsible for the development and implementation of the Operational Plan as well as submission of progress reports to Management by December every year. The Operational Plan will be the basis for monitoring and evaluating the performance of TEVETA at Individual, Departmental and Institutional levels.



6. MONITORING AND EVALUATION

Monitoring and Evaluation (M&E) of the Strategic plan will be vital for effective implementation and ascertaining its impact. The M&E Framework will be developed to track progress and evaluate performance against set strategic results, strategic objectives, intended results and targets as well as institute corrective measures timely. The monitoring and evaluation will be done at individual, unit and institutional levels. Accordingly, quarterly and annual progress reports on the implementation of the Plan will be coordinated by the Finance and Administration Division. Each division/unit will ensure that progress reports are prepared and submitted to management for consideration and submission to the Board/Ministry of Higher Education.

At individual level, the Performance Management System will be developed to monitor and evaluate the performance on a continuous basis. With regard to Division and Unit levels, monitoring and evaluation of the implementation of the Plans will be done quarterly while at Institutional level, monitoring and evaluation will be annual. A benchmark against which the M & E will be done should be set.

Once the next National Development Plan is approved, a review will be undertaken to align the Strategic Plan to the priorities in the new Plan. The review will also assess progress made, challenges faced, effectiveness of the strategies provided in the Plan and propose interventions to ensure attainment of set targets for the remaining plan period. At the end of the plan period, a final review will be undertaken to establish the extent of the Strategic Plan implementation and its impact.



Enhance promotion of equality in TEVET Develop and implement curriculum development and review strategy review strategy Strengthen M & E of curriculum implementation Strengthen implementation of assessment and examination Review and operationalise the organisation structure and implement a staff welfare programme Adequate and skilled labour Enhance sensitisation on minimum training standards Illegal training institutions prosecuted Develop capacity building master plan for assessors and satisfaction levels • Develop and implement a resource mobilisation strategy revised new curriculum • Enhance promotion of different learning modes • Scale up sensitzation and capacity building • Strengthen M & E activities • Strengthen M & E activities • Develop and implement stakeholder management plan • Review and implement communication strategut • Review and implement communication strategut • Develop mechanisms for determining awareness and systems - Develop and implement a comprehensive training plan administration guidelines • Enhance deterrent measures for non-compliant training Strengthen internal controls Develop and implement a client service charter Review, legal and oplicy frameworks Review, legal and oplicy frameworks Develop, automate, integrate and re-engineer requisite prosecuting illegal training institutions Develop and implement an orientation programme for maintenance plan Strengthen adherence to the annual procurement plans Scale up inspections of training institutions Enhance the implementation of the training providers um training standards Institutionalisation of quality assurance Review TEVET minimum training standards Enhance capacity building programmes for training Develop and implement a structure development and **TEVET Regulatory Service** · Facilitate development of Statutory Instrument for To regulate and coordinate Technical Education, Vocational and Entrepreneurship Training to ensure supply of skilled labour force. A dynamic, credible and reliable regulator for technical education, vocational and entrepreneurship training Develop and implement a stakeholder feedback Review the performance management system Strategies Enhance sensitisation on minimu Review of curriculum guidelines support plan • Enhance accreditation processes Excellence institutions Effective programme implementation and Satisfied stakeholders 90% stakeholder awareness level attained 100% of staff appraised attaining 80% or Two regional centres established by 2022 10% increase in registered institutions by 100% of requested and initiated curricula 10% increase in institutions upgraded as that apply access TEVET Fund by 2026 100% of the planned positions filled out 5% increase in institutions upgraded as 100% of curricula falling due reviewed 100% of registered training institutions 90% tools and equipment budgeted for 100% of services offered according to Increase revenue base by 5% annually 100% compliance levels to minimum 90% staff satisfaction level attained training standards attained annually 100% of the registered training 10% increase in TEVET graduates 90% stakeholder satisfaction level 5 joint programmes implemented Client Service Charter annually 98% pass rate attained annually Zero (0) qualified audit reports Targets institutions inspected annually APPENDIX I: TEVETA 2021 – 2026 BALANCED SCORECARD developed annually procured annually Grade 2 by 2026 attained by 2026 Grade 1 in 2026 above annually annually annually annually Stakeholder Collaboration offered according to Client programmes implemented Percentage of stakeholder satisfaction level programmes conducted Percentage of stakeholder Number of qualified audit Percentage of registered Percentage performance Percentage of registered accessing TEVET Fund Percentage compliance Percentage increase in Percentage of Services Measures Percentage increase in Percentage of planned Percentage of TEVET Number of awareness Number of curricula Number of curricula equipment procured Percentage pass rate training institutions Percentage grading training institutions financial resources Number of joint awareness level Service Charter Integrity, Innovation, Accountability, Equality, Teamwork registration developed inspected reviewed graduates Enhance collaboration Improve infrastructure with stakeholders STRATEGIC OBJECTIVES AND STRATEGY MAPS and equipment Enhance management and mobilization Improve operational processes and Effective and efficient service delivery of financial resources procedures Operational Excellence Improve TEVET Improve Human regulatory Resource services **Strategic Themes** Strategic Results Organisation Customer Stewardship Mission Values Processes Capacity Finance/ Vision Internal

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

Facebook: https://www.facebook.com/TevetaZambia/Fax: +260 211 251060, Telephone: +260 211 253331-4, 253211

P/B RW 16X, Lusaka, Zambia, Birdcage Walk, Longacres,

Email: teveta@teveta.org.zm WhatsApp: +260954 590783