TEVETA
Technical Education, Vocational and Entrepreneurship Training Authority

STRATEGIC PLAN
2014 - 2016



SKILLS FOR YOUTH EMPOWERMENT

Table of Contents

i Abbreviations.....2

1.0 Introduction.....3

1.1 Institutional Governance 4

1.2 Statutory Role and Functions of TEVETA 4

2.0 Environmental Analysis 4

2.1 External Environment Analysis 4

2.2 Internal Environment Analysis 5

3.0 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis. 6

3.1 Capability Status 7

4.0 2013 – 2015 Strategic Positioning of TEVETA 7

4.1 Vision 7

4.2 Mission Statement 8

4.3 Core Values 8

4.4 Overall Strategic Plan Objective 10

5.0 Strategic Plan Implementation outline 11

6.0 Strategic Management framework 19

6.1 Strategic Management Framework 19

6.2 Organisational Structures 20

7.0 Human Resource requirements 21

8.0 Financing requirements 21

8.1 Assumptions 21

8.2 2013 - 2015 Strategic Plan Financing Estimates Summary 22

9.0 Performance Monitoring and Evaluation 23

9.1 Performance Appraisal 23

9.2 Enterprise Risk Management 22

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Technical Education, Vocational and Entrepreneurship Training Authority

ABBREVIATIONS

ARPL	Assessment and Recognition of Prior Learning
AWPB	Annual Work Plan and Budget
DVET	Directorate of Vocational Education and Training
ICT	Information and Communications Technology
ILO	International Labour Organisation
IVETA	International Vocational Education and Training Association
MSME	Micro, Small and Medium Enterprises
MESVTEE	Ministry of Education, Science, Vocational Training and Early Education
MSTVT	Ministry of Science, Technology and Vocational Training
NER	Net Enrolment Ratio
NQF	National Qualifications Framework
ODFL	Open, Distance and Flexible Learning
PAF	Performance Assessment Framework
RPL	Recognition of Prior Learning
TEVET	Technical Education, Vocational and Entrepreneurship Training
TEVETA	Technical Education, Vocational and Entrepreneurship Training Authority
TQF	TEVET Qualifications Framework
TVET	Technical and Vocational Education and Training

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Technical Education, Vocational and Entrepreneurship Training Authority

1.0 INTRODUCTION

During the official opening of the First Session of the 11th National Assembly the Republican President His Excellence Michael Chilufya Sata asserted among other things that: ***"Government shall concentrate its efforts on skills training and creating self-employment opportunities especially for the youth of our country."***According to the 2012Preliminary Labour Force Survey Report, the youth population*(ie. age group 15 to 34 years)* accounted for about **86%** of the total labour force *(ie. economically active population)* then estimated at 5,845,250; furthermore, extending the age limit to 39 years, Zambian population age group 15 to 39 years, accounted for about **99%** of the labour force population.

While the youth population numbers pointed to a human resource potential for a possible national development and income growth dividend, limited access to tertiary education, that is, Technical Education, Vocational and Entrepreneurship Training (TEVET) as well university education presented and would continue to present severe constraints in translating this youth population dividend potential to drive the revised Sixth National Development Plan whose policy priorities are: ***inclusive growth,job creation,***and ***rural development,*** underpinned by significant capital project investments in:***Agriculture, accelerated infrastructure development, energy, health, education and skills development, water and sanitation***[5]. Although the 2012 Survey Report did not provide statistics on education attainment levels and/or skills training for the labour force population, the figures whenever published are not likely to vary much from those in the 2008 Labour Force Survey Report which had indicated that about 92.8% of the Labour force population then had educational attainment levels of Grade 12 and below; with 11.1% of that population never having been to school; in addition, about 94.1% of the population had no access to formal skills, but had by acquired them through on-the-job training systems. Given that one of the key indicators for youth empowerment is ***"Access to knowledge, information, skills, and a positive value system"***, the foregoing education attainment and non-formal skills training levels point to youth empowerment gaps that have manifested themselves in form of labour and skill shortages in an economy whose real annual GDP growth trend has been in 7% region since 2010.

These gaps therefore require closing if the youth population has to participate and drive national development and innovation and income growth at enterprise, household and central treasury levels as per Government's policy goals.Technical Education, Vocational and Entrepreneurship Training (TEVET) represents a system, tool and vehicle that should facilitate and ensure desired levels of youth empowerment to drive inclusive growth, rural development and job creation.

The Technical Education, Vocational and Entrepreneurship Training Authority (TEVETA) is an institution established under theTEVET Act No. 13 of 1998 and as amended by TEVET (Amendment) Act No. 11 of 2005 with a mandate to regulate, coordinate, and monitor Technical Education, Vocational and Entrepreneurship Training (TEVET) in consultation with stakeholders.This Strategic Plan will therefore be the tool for carrying out this policy and statutory mandate for the period 2014 to 2016. The stakeholder groups who will drive and make this happen are shown in Table 1:

2 www.parliament.gov.am
3 **2012 Preliminary Labour Force Survey Report** (2013), Central Statistics Office - Zambia
4 Youth population age group *(15 to 35 years)* is based on the African Union definition
5 http://www.lusakatimes.com/2013/08/23/government-revises-the-sixth-national-development-plan/
6 2008 Labour Force Survey Report (2010), Ministry of Labour and Social Security and Central Statistics Office - Zambia
7 The Commonwealth Plan of Action for Youth Empowerment 2007 – 2015, Commonwealth Secretariat

Table 1: TEVET Stakeholder groups

1. TEVET Service providers: a) TEVET Career information services; b) TEVET Assessment and certification services c) Training/Instructional services	**2.World of Work stakeholders:** a) Employers; b) Trade Unions; c) Business chambers/Associations; d) Professional associations; e) Sector regulators; f) Entrepreneurs and/or investors;	**3. Public/Communities:** a) TEVET Learners; b) Prospective Learners; c) Parents/Guardians; d) Sponsors; e) Communities; f) NGOs
4. Governance and policy stakeholders: a) Ministry responsible for TEVET; b) Other Government Ministries and statutory institutions; c) Development partners;	**5. TEVETA internal stakeholders:** a) Board members; b) Management; c) Employees; d) Suppliers of Goods & services;	

The document is structured in nine sections starting with the Introduction, and ending with Performance Monitoring and Evaluation. In between are sections dealing with Analyses of the current situation looking at: external and internal factors defining the context of the operating environment. The strategic direction the Authority and TEVET sector has to pursue in order to realize Government's TEVET policy goals relative to national development priorities. The **"stretch"** Output of the Strategic Plan underpinning planned growth is under Objective 3 dealing with Training Systems development. This Output seeks an **annual enrolment increase for the TEVET sector from an average of 32,000 learners to at least 154,000 learners** *(ie. majority youths)* **by December 2016 through promotion and/or development of at least seven (7) identified training systems while ensuring output of competent graduates".**

The theme: **"Skills for Youth Empowerment"** is designed to ensure that all ideas, efforts and resources are focused on ensuring realization of **the youth population dividend**, and total negation of the *youth population time bomb*.

1.1 Institutional Governance.

TEVETA began its operations in January 2000 following a process of policy reforms that had started in mid-1994. It is governed by a Board appointed by the Minister responsible for TEVET, in accordance with Section 6 (1) of the Technical Education, Vocational and Entrepreneurship Training (Amendment) Act Number 11 of 2005.

1.2 Statutory Role and Functions o f TEVETA

The statutory function of TEVETA is to regulate, coordinate and monitor training in consultation with stakeholders. Details of the specific functions are elaborated in Section 4 of TEVET (Amendment) Act No. 11 of 2005.

2.0 ENVIRONMENTAL ANALYSIS

2.1 External Environment

The pre-dominant feature of the External environment for the Plan, will be within the Policy and political context was flagged to the TEVETA Board by Hon. John T.N. Phiri M.P., the Minister responsible for Education, Science, Vocational Training and Early Education in his address to the 55th Meeting of the TEVETA Board held on 26th July 2012.The Minister posed a question whose sub-elements pointed to development indicators and outcomes whose achievement should ultimately justify why TEVETA and the TEVET system should exist. The question was **"Why TEVET?"**
Below is the full articulation of the Minister's Statement:

*"Why TEVET **if not for:***

a) *employment promotion, income growth and wellbeing of citizens?*
b) *improved productivity, innovation and entrepreneurship?*
c) *infrastructure development and maintenance?*
d) *local value addition of the natural resource endowments?*
e) *good governance, unity and national security?*
f) *social–economic equity and empowerment?*
g) *trade expansion underpinned by modern and appropriate technology driven industrialization?*
h) *climate change impact resilience and adaptation capacity development?"*

In addition, the Honourable Minister also stated the following as Government's Education policy objectives that should guide the work of TEVETA and ultimately this 2014 to 2016 Strategic Plan:

1. **To increase access to, and participation in TEVET.**
2. **To improve quality of the TEVET system and thereby ensure output of competent graduates**
3. **To improve the efficiency and effectiveness of the TEVET system.**
4. **To ensure equity of access, participation, and provision of TEVET.**

Apart from the Political and policy context, the external environment that will define the implementation framework for this Plan will be complemented by dynamic factors associated with the following categories of environmental factors:

1. Political and Government policy context;
2. Economic context;
3. Social context;
4. Technological context;
5. Ecological context – associated with the natural environment;
6. Legal context;

2.2 Internal Analysis

2.2.1 TEVETA Performance Highlights for the period 2010 – 2012.

The 2010 - 2012 Corporate Strategy was essentially translating Government's policy measures on TEVET and built on initiatives that the Government of the Republic of Zambia had undertaken in the TEVET Sector since 2002. The strategy aimed at:

- Improving demand-responsiveness of TEVET
- Improving quality of training
- Equity in the provision of training
- Improving access to training
- Sustain ability of the TEVET system

Achievements of the 2010 -2012 Corporate Strategy included: strengthened quality assurance systems, capacity growth through transfer of TEVET Examination mandate from Examinations Council of Zambia to TEVETA, increased proportion of new and/or updated curricula.

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Technical Education, Vocational and Entrepreneurship Training Authority

3.0 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis.

The Analyses of the External and the Internal Environments yielded a configuration of factors defining the Strengths and Weaknesses of TEVETA contrasted against those factors beyond the control of the Authority defining the Opportunities and Threats. Table 2 provides the summary.

Table 2: SWOT Analysis Summary

Strengths (Internal)	**Weaknesses (Internal)**
• Legal mandate; • Established operational systems; • Qualified and experienced staff; • Culture of teamwork; • Open door policy; • Professionalism; • Promotion of culture of innovativeness; • Activity or task-driven culture.	• More demand for services than available capacity; • Inadequate financing relative to demanded skills and/or TEVET services to support public and private sector growth; • Gaps in documented operational procedures; • No policy on internal quality management systems; • No innovation policy; • Inadequate integration of the ICT system; • High staff turnover; • No maintenance and asset management policy for equipment and facilities.
Opportunities (External)	**Threats (External)**
• Vision 2030 developmental goal and revised Sixth National Development Plan focused on: ***Inclusive growth,job creation*** and ***rural development;*** • Implementation of the Zambia Qualifications Authority Act; • Political and Stakeholder goodwill; • Growing economy; • Growing youth population; • Technological advancements; • Growing entrepreneurial culture; • Demand for recognition of informal/non-formal learning; • Growth in the middle income population;	• Poaching of staff by other employers; • Cybercrime; • Qualification dumping; • Overlaps in regulatory; • Inadequate capital investment in TEVET institutions *(ie. Staff development, equipment and infrastructure)*; • Regulatory capture manifest through un-due influence by special interest group stakeholders

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Technical Education, Vocational and Entrepreneurship Training Authority

3.1 Capability Status

Public funds appropriated by Parliament will constitute the principal financial resource, together with the Government buildings the Authority has occupied since inception. Public funds will be complemented by fee income for regulatory services rendered, as well as some donor funds through development programmes that might be approved by Government during the Plan period.

Available skills to drive implementation of the Strategic Plan will be centred on an existing pool of highly qualified and experienced permanent staff, which will be complemented by out-sourced experts as and when need arises. For new and vacant positions TEVETA will endeavour to recruit and retain top notch professionals in the relevant fields. The Authority will promote and facilitate Continuing Professional Development at corporate and TEVET sector levels.

As a regulator, TEVETA will ultimately realise its Vision, Mission and Strategic Objectives through the plans and activities of registered training institutions, accredited work place training sites, and accredited TEVET professionals comprising: Trainers, Examiners, Assessors of practical skills, training institution managers and administrators. The proposed capacity growth and performance improvement of the TEVET sector will entail an increase in the number and quality of TEVET professionals, institutional managers and professionals, in addition to infrastructure, equipment, and general facilities where learning, training and assessment will take place. Through its statutory TEVET Fund management mandate and advisory role to Government, the Authority will facilitate and/or advocate for establishment of centres of excellence covering the main clusters of the curriculum portfolio associated with the various skills, trades, occupations or professionals underpinning the economic activities of the different sectors making up the Zambian economy.

4.0 2013 – 2015 STRATEGIC POSITIONING OF TEVETA

The 2013 to 2015 Strategic positioning of TEVETA is defined by the Vision, Mission, Values and Strategic Objectives, within the overall and combined context of Vision 2030, the Sixth National Development Plan (SNDP), and Medium Term Expenditure Framework (MTEF). The long-term and primary performance measure of the 2013 to 2015 Strategic Plan will be determined by the proportion of the labour force population accessing TEVET through different training systems or learning pathways, and the number, quality and work readiness of TEVET Graduates being deployed in the Zambian economy and the extent to which their collective inputs provide positive and progressive answers to Government's and other key stakeholders' question of **"Why TEVET?"**.

4.1 VISION

Our Vision for Zambia is:

A World-class Technical Education, Vocational and Entrepreneurship Training (TEVET) System that Drives youth empowerment for National Development.

4.2 MISSION STATEMENT

In support of the Technical Education, Vocational and Entrepreneurship Training (TEVET) Policy of the Government of the Republic of Zambia centred on youth empowerment for National Development, the Technical Education, Vocational and Entrepreneurship Training Authority(TEVETA)will, through regulation, coordination, monitoring, and stakeholder consultation:

1. *Develop and maintain a TEVET system that operates to international best practice and/or world class standards;*
2. *Promote efficient, effective and equitable TEVET delivery through support services to Training Providers;*
3. *Source and optimise the utilisation of resources for TEVET;*
4. *Facilitate improved interactions and communication among TEVET stakeholders;*

4.3 CORE VALUES

We at TEVETA shall adhere to the following fundamental values in the conduct of our functions and in our internal and external relationships:

a) Excellence
b) Team work and stakeholder collaboration
c) Integrity
d) Professionalism
e) Innovativeness

4.4 Overall Strategic Plan Objective

The overall objective of the Strategic Plan will be ***"to promote access to TEVET and facilitate significant growth in annual enrolments and graduation rates by December 2015, while ensuring World class quality, equity and system efficiency and effectiveness"***.

4.4.1 Divisional Strategic Objectives.

The overall Strategic Plan Objective will be executed within the legislative context and prevailing Divisional structures of TEVETA. The Divisional Objectives are as follows:

1. To develop and continuously improve the capacity, efficiency and effectiveness of Training Quality Assurance Systems to ensure the desired quality of TEVET graduates **(Training Standards Division)**
2. To develop and continuously improve the TEVET Assessment and Qualifications system to cater for all Training systems in the context of the National Qualifications Framework.**(Assessment and Qualification Division)**
3. To develop and promote innovative Training Systems in order to increase annual access to and graduation rates from the TEVET system **(Development Division)**
4. To develop and continuously review Curricula and related Qualification Descriptors to ensure relevance and responsiveness to national development **(Development Division)**
5. To promote entrepreneurship and provide support to Training Providers in order to ensure operational efficiency and effectiveness of TEVET delivery; **(Training Standards Division)**
6. To continuously improve the administration and operational efficiencies and effectiveness of TEVETA **(Finance and Administration Division)**
7. To manage the TEVET Fund as an incentive based regulatory instrument for stimulating TEVET sector growth and promoting priority skills for national development.**(Finance and Administration Division)**
8. To develop and implement a TEVET Research, Innovation and Knowledge management system that will foster continuous improvement of the TEVET system. **(Development Division)**
9. To strengthen the Internal Audit and Enterprise Risk Management Systems of TEVETA ; **(Director General's Office)**
10. To continuously enhance the planning and operations of the procurement and supply system of TEVETA . **(Director General's Office)**
11. To promote integration and main streaming of the cross cutting issues in TEVET such as: HIV/AIDS, Gender, Disability, sustainable Environment, Climate Change, and civic competences; **(Development Division & Assessment & Qualifications Division)**

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4.4.2 Key Result Areas or Critical Success Factors

The Key Result Areas or Critical Success factors that will determine the achievement of the overall objective of the Strategic Plan will be at policy/strategic and operational levels. The policy/strategic critical success factors will include the following:

1. TEVET designed and implemented as an integral part of the two tier career Secondary school system; *(**NB.** at least a **Trade Test Level III Certificate or Skills Award equivalent at Grade 9**, and at least a **Trade Test Level I certificate or Skills Award equivalent at Grade 12**)*;
2. Flexible TEVET curriculum frameworks;
3. Increased learning/training pathways for increased access;
4. Improved and easily accessible assessment and certification systems
5. Improved Cost efficiency of public TEVET assets;
6. Economic and psycho-social empowerment of youths *(ie. TEVET graduates)*;

Operational level Key Result Areas for TEVETA will be as follows:

1. Training Quality Assurance Systems;
2. TEVET Assessments and Qualifications systems;
3. Labour market responsive Training Systems;
4. industry referenced, Skills Award based modular Curricula;
5. entrepreneurship promotion and Training Provider support;
6. Finance and administration systems;
7. TEVET Fund resource based economic incentives;
8. TEVET Research, Innovation and Knowledge management system
9. Strengthened Internal Audit and Enterprise Risk Management system;
10. Strengthened Procurement Planning and operations system
11. Cross Cutting Issues integration;

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Technical Education, Vocational and Entrepreneurship Training Authority

5.0 STRATEGIC PLAN IMPLEMENTATION OUTLINE

Implementation of this Strategic Plan will be done within Government's Medium Term Expenditure Framework (MTEF). The MTEF policy measure is implemented through use of Activity Based Planning and Budgeting. Annual Work plans and Budget will be developed based on relevant Strategic Plan Objectives, Outputs, Activities, and Quarterly Performance targets. Table 3 provides an outline of the Implementation.

Table 3: Implementation Plan Outline – Key Result Area, Responsible Division, Strategic Objective and Outputs

Objective	Key Result Area/Division responsible	Strategic Objective/Key Result Area	Outputs	Key Performance Indicators		
				2014	2015	2016
1	Training Quality Assurance	To develop and continuously improve the capacity, efficiency and effectiveness of **Training Quality Assurance** Systems to ensure the desired quality of TEVET graduates **(Training Standards Division)**	• All registered institutions inspected regularly per year • Registration and Accreditation applications processed timely and efficiently • TEVET Registration and Accreditation Systems strengthened to cater for all modes of training;	- 60% Institutions inspected at least once per year - 90% applications processed within 90 days of submission - Strengthened registration & accreditation systems ;	-75% Institutions; - 95% of the applications - Statistical based TEVET capacity monitoring system developed and piloted;	-100% registered Institutions inspected -100% of the applications processed;

TEVETA Technical Education, Vocational and Entrepreneurship Training Authority

Objective	Key Result Area/Division responsible	Strategic Objective/Key Result Area	Outputs	- Key Performance Indicators		
				2014	2015	2016
2	Assessments and qualifications	To develop and continuously improve the TEVET **Assessment and Qualifications** system to cater for all Training systems in in the context of the National Qualifications Framework. **(Assessment & Qualifications Division**	• Assessments carried with continuous improvement in Validity, Confidentiality and Reliability of the Assessment system; • An "on-site" RPL/Trade Test Assessment system for work place based training developed and implemented; • TEVET Assessment and certification system for two (2) tier secondary school system developed and implemented; • Assessment & Examination Item and paper Bank system developed and implemented; • Assessment record management, and, administration carried out with continuous improvement in Accuracy, Validity, Confidentiality, security, reliability and efficiency of the system;	90% confidence level • On-site Assessments piloted; • Standards, Guidelines and procedures developed and piloted; • Assessment item & paper Bank system piloted; • 90% Confidence level for Learner Record system	95% Confidence level • Assessors trained; • Assessments conducted • Question bank system launched • 90% Confidence level for Learner Record system • Assessors trained; • Assessments conducted • Question bank system launched • 90% Confidence level for Learner Record system	- 100% Confidence level • Use of Mobile & Steel container based satellite Assessment points piloted;

TEVETA
Technical Education, Vocational and Entrepreneurship Training Authority

Objective	Key Result Area/Division responsible	Strategic Objective	Outputs	Key Performance Indicators		
				2014	2015	2016
3	Training Systems Development	To develop and promote innovative **Training Systems** in order to increase access to TEVET through a variety of learning pathways **(Development Division)**	• TEVET annual enrolment increased to at least 154,000 learners by December 2015 through promotion and/or development of the following training systems: Training Institution, On-the-Job training, Apprenticeship/TEVET Learnership, Open-Distance – Flexible Learning, Recognition of Prior Learning Assessment, TEVET Access training, and Secondary School TEVET; • A TEVET skills competition system to promote open learning, excellence, and informal-to-formal sector migration developed and piloted;	Draft Layman Statutory Instruments for harmonizing TEVET & Apprenticeships Acts -All Training systems promoted in all districts; -Enterprise -TEVET Institution partnership promoted; -Standards, Guidelines and Procedures for Secondary School TEVET developed and disseminated -Standards, Guidelines and Procedures for the national skills competition system developed and piloted;	Standards, Guidelines and Procedures developed and piloted for Training systems promoting: a)Reverse engineering b) value addition; c) TEVET mainstreaming of informal sector Apprenticeships through Skills Competitions; Secure membership of the World Skills Movement to access expert resources for world class TEVET graduate competence standards	Monitor and Evaluate performance improvements

TEVETA
Technical Education Vocational and Entrepreneurship Training Authority

Objective	Key Result Area/Division responsible	Strategic Objective	Outputs	Key Performance Indicators		
				2014	2015	2016
4	Curriculum Review and Development	To develop and continuously review **TEVET Curricular** to ensure relevance and responsiveness to National Development. **(Development Division)**	• Partnerships with industry, professional bodies, Government agencies and other stakeholders strengthened; • TEVET Curricular evaluated and reviewed as they fall due; *(NB. every 4 or 5 years.)* • All new curricular developed within 6 months of labour market need identification; • TEVET curricula re-designed and re-structured by adopting the "Skills Award" as the holistic learning outcome of a TEVET Curriculum Module; TEVET curricula for two (2) tier secondary school system developed and deployed; • TEVET extra – curricula activities Standards, Guidelines and Procedures to enable enhancement of: character, confidence and personal effectiveness in TEVET graduates developed and implemented; • Curricula to facilitate local contractor, reverse engineering and/or local natural resource value addition capacity enhancement developed;	• 45% curriculum document currency; • 30% of curricula developed within 6 months • Standards, Guidelines and Procedures to promote TEVET Curricula flexibility developed and piloted; • Standards, Guidelines and Procedures for Secondary School TEVET Curricula developed and piloted; • TEVET extra – curricula activities Standards, Guidelines and Procedures Standards, Guidelines and Procedures developed;	• At least 70% curriculum document currency • 60% of curricula developed within 6 months • Flexible TEVET curricula developed and implemented for priority sectors; • Secondary School TEVET Curricula Standards, Guidelines and Procedures piloted; • TEVET extra – curricula activities Standards, Guidelines and Procedures Standards, Guidelines and Procedures piloted; • Curricula for local contractor, reverse engineering and/or natural resource value addition capacity development piloted;	• At least 90% curriculum document currency • 100% of curricula developed in 6 months • Flexible TEVET curricula for priority sectors implementation monitored and evaluated; • Secondary School TEVET Curricula piloting of Standards, Guidelines and Procedures monitored and evaluated; • TEVET extra – curricula activities Standards, Guidelines and Procedures Standards, Guidelines and Procedures piloting monitored and evaluated; • Piloted curricula monitored and evaluated;

TEVETA
Technical Education, Vocational and Entrepreneurship Training Authority

Objective	Key Result Area/Division responsible	Strategic Objective	Outputs	- Key Performance Indicators		
				2014	2015	2016
5	Training Provider Support Services	To **promote entrepreneurship and provide support to Training Providers** in order to ensure operational efficiency and effectiveness of TEVET delivery; **(Training Standards Division)**	• Management and Supervisory skills development system in TEVET developed and implemented. • A "TEVET Centre of Excellence" based in-service technical skills up-grading system for instructional, and administrative staff developed and facilitated; • A system for Continuing Professional Development for trainer, assessor and examiner developed and implemented; • Career and Employment promotion systems in Secondary Schools and TEVET institutions developed and promoted; • A system for entrepreneurship training through Entrepreneurship & Investment Clubs, Business Challenge Competitions, and/or Business incubation services developed and promoted; • An open learning internet portal for online self-directed entrepreneurship learning developed and promoted; Advisory services for training institution management provided	• Training of at least 20% of TEVET Institution management & supervisory staff facilitated; • Standards, Guidelines and procedures for occupational cluster specific TEVET Centers of Excellence developed; • Standards, Guidelines and procedures for Career and Employment promotion systems in Secondary Schools and TEVET institutions developed;	• Training of at least 25% of TEVET Institution management & supervisory staff facilitated; • Occupational cluster specific TEVET Centers of Excellence piloted for at least three (3) occupational clusters; • Career and Employment promotion systems in Secondary Schools and TEVET institutions piloted;	• Training of at least 35% of TEVET Institution management & supervisory staff facilitated; • Institutional management performance monitored and evaluated; • Piloting of Occupational cluster specific TEVET Centers of Excellence piloted for at least three (3) occupational • clusters monitored and evaluated; • Piloting of Career and Employment promotion systems in Secondary Schools and TEVET institutions monitored and evaluated;

10 A **"TEVET Centre of Excellence** – is envisaged to be a specialised institution *(eg. Institute of Technology or Art)* or a Unit within an existing institution, whose **anchor activities** will include**specialised sector specific training programmes for trainers, skills assessors and examiners***(eg. Engineering & technology, visual and performing arts, paramedical, agriculture, forestry, media and journalism, sports, social work, finance and business administration)* complemented by **TEVET Research and Innovation** activities. It is further envisaged that the centersshall act as human capital banks of top notch professionals in specific disciplines, be equipped with near to or leading edge technological equipment systems, and using prevailing best practice operational systems and procedures in the relevant fields. The Centres should also be part of the knowledge based elements for MSME Clusters being contemplated under Government's policy goals for social inclusive growth, rural development and job creation.

Objective	Key Result Area/Division responsible	Strategic Objective	Outputs	Key Performance Indicators		
				2014	2015	2016
6	Finance and Administration **(Finance and Administration Division)**	To continuously improve the **administration and operational efficiencies and effectiveness** of TEVETA, **(Finance and Administration Division)**	• TEVETA Board activities facilitated • Board performance evaluation system developed and implemented; • Financial management systems enhanced and operated efficiently; • Human resource and administration systems enhanced; • National, regional and international relationships and networks promoted; • TEVETA Management Information System improved; • Information, Education and Communication (IEC) Strategy reviewed and implemented • TEVETA Examination Annex constructed, equipped and commissioned;	• Board Meetings; • Board performance piloted; • Financial reports; • 2015 Work plan & Budget; • 2013 Financial Statements; • MIS installed & commissioned; • IEC Strategy reviewed • Relationships & networks active; • Annex construction commenced;	• Board Meetings; • Board performance evaluated; • Financial reports; • 2016 Work plan & Budget; • 2014 Financial Statements; • MIS performance monitored and evaluated; • IEC Strategy monitored & evaluated; • Relationships & networks active; • Annex construction completed;	• Board Meetings; • Board performance evaluated ; • 2017 -19 Strategic Plan developed; • Financial reports; • 2017 Work plan & Budget; • 2015 Financial Statements; • IEC Strategy monitored & evaluated; • Relationships & networks active; • Annex equipped & commissioned;

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Technical Education, Vocational and Entrepreneurship Training Authority

Objective	Key Result Area/Division responsible	Strategic Objective	Outputs	- Key Performance Indicators		
				2014	2015	2016
7	TEVET Fund **(Finance and Administration Division)**	To manage the TEVET Fund as an incentive based regulatory instrument for stimulating TEVET sector growth and promoting priority skills for national development.	• TEVET Fund resources mobilized and disbursed to stimulate at least 80% of the planned annual enrolment growth of 122,000 and system responsiveness and/or quality through : a) career planning skills developmentusing Window 3; b) targeted training services for prevailing and/or projected shortages of priority skills and/or labour for the formal sector using Window 1 or 2; c) enable secondary school pupils to access TEVET services sing Window 3; d) mainstreaming MSME/Informal sector on-the-job technical and/or entrepreneurship training using Window 3; e) development of infrastructure, human resources and/or equipping of training facilities using Window 4;	• At least 20% of increased annual TEVET enrolment stimulated through TEVET Fund; • At least 50% secondary school career planning skills outreach; • At least 30% of planned annual enrolment growth;	• At least 30% of increased annual TEVET enrolment stimulated through TEVET Fund; • At least 80% secondary school career planning skills outreach • At least 60% of planned annual enrolment growth;	• At least 20% of increased annual TEVET enrolment stimulated through TEVET Fund; • At least 95% secondary school career planning skills outreach; • At least 80% of planned annual enrolment growth;

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Technical Education, Vocational and Entrepreneurship Training Authority

Objective	Key Result Area/Division responsible	Strategic Objective/Key Result Area	Outputs	- Key Performance Indicators		
				2014	2015	2016
8	TEVET Research, Innovation and Knowledge Management Systems **Development Division)**	To develop and implement a TEVET Research, Innovation and Knowledge management system	• TEVETResearch and Innovation guidelines and procedures developed and implemented;A • TEVET Graduate Demand and Supply Labour market monitoring and analysis system developed and implemented in partnership with the Ministry of Labour and Social Security, industry, professional bodies and other key stakeholders;	• TEVET Research and Innovation guidelines and procedures developed and piloted; • TEVET Graduate Demand and Supply profiles for: Construction, Tourism, Mining, Manufacturing, Agro-processing, & public sector generated;	• TEVETResearch and Innovation capacity developed through local, regional and international research partnerships; • System for three (3) year rolling projections for TEVET Graduate Demand and Supply piloted;	• TEVETResearch and Innovation capacity developed through local, regional and international research partnerships; • System for three (3) year rolling projections for TEVET Graduate Demand and Supply monitored and evaluated;
9	Internal Audit and Enterprise Risk Management **(Director Generals' office)**	To strengthen the Internal Audit and Enterprise •Risk Management Systems	• Internal Audit Systems strengthened. • Enterprise Risk Management systems strengthened.	• 2014 Internal Audit Plan implemented; • 2015 Internal Audit Plan developed; • Enterprise Risk Management system Guidelines and Procedures piloted;	• 2015 Internal Audit Plan implemented; • 2016 Internal Audit Plan developed; • 2015 Enterprise Risk Management plan implemented; • 2016 Enterprise Risk Management plan developed;	• 2016 Internal Audit Plan implemented; • 2017 Internal Audit Plan developed; • 2016 Enterprise Risk Management plan implemented; • 2017 Enterprise Risk Management plan developed;

TEVETA
Technical Education, Vocational and Entrepreneurship Training Authority

Objective	Result Area/Division responsible	Strategic Objective	Outputs	- Key Performance Indicators		
				2014	2015	2016
10	Procurement and Supply **(Director Generals' office)**	To continuously enhance the planning and operations of the procurement and supply system .	• Procurement and Supply system enhanced to meet both corporate and TEVET Fund management needs.	• 2014 Procurement Plan • implemented;2015 Procurement Plan developed;	• 2015 Procurement Plan implemented; • 2016 Procurement Plan developed;	• 2016 Procurement Plan implemented; • 2017 Procurement Plan developed;
11	Cross Cutting Issues **(All Divisions)**	To promote and/or facilitate integration and mainstreaming of the cross cutting issues in TEVET such as: HIV/AIDS, Gender, Disability, sustainable Environment, Climate Change, and civic competences;	• Cross cutting issues such as: HIV/AIDS, Gender, Disability and sustainable environment integrated in Curriculum Development, Quality Assurance, Assessment and Training Systems Development Standards, Guidelines and procedures;	• Standards, Guidelines and procedures developed;	• Implementation of Standards, Guidelines and procedures monitored and evaluated;	

TEVETA
Technical Education, Vocational and Entrepreneurship Training Authority

6.0 STRATEGIC MANAGEMENT FRAMEWORK

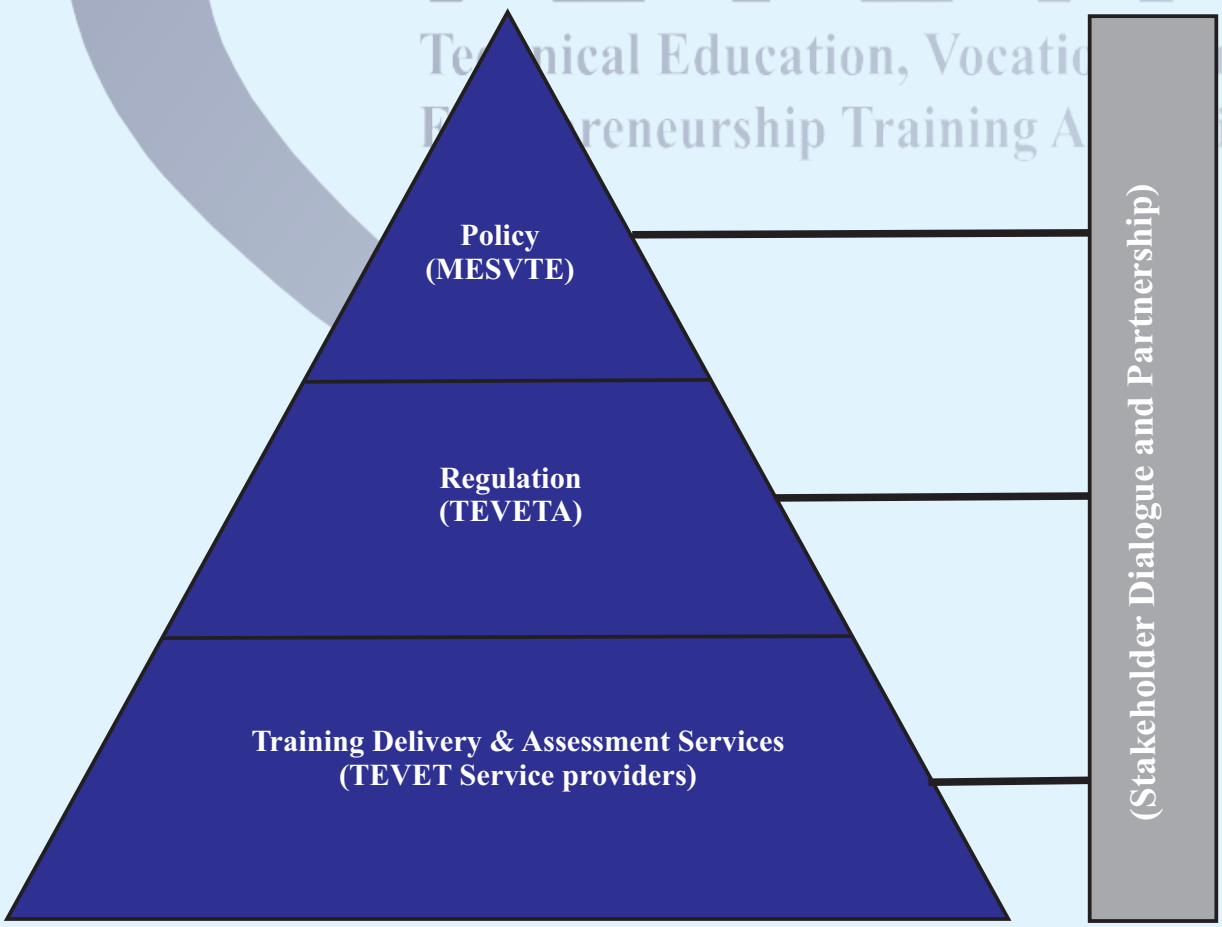
TEVETA's strategic approach for the future is underpinned by:

- A drive to enhance efficiency and effectiveness through fostering an innovation and continuous improvement culture; strengthening the internal quality management system, and introduction of an Enterprise Risk Management system;
- Recruitment of top notch professionals, and sustained development of the capacities of human resources in TEVETA in order to ensure the application of best practices in all Divisions;
- Annual Staff Performance Reviews, linked to respective Strategic Plan Outputs.
- Stakeholder consultation and networking.
- Monitoring trends and pursuing benchmarking opportunities for TEVET "World Class" standards and/or best practices.

6.1 Strategic Management Framework

The management framework is built on the structure of the TEVET system, as illustrated in Figure 1 below.

Figure 1 : Management Framework



TEVETA
Technical Education, Vocational and Entrepreneurship Training Authority

6.2 Organisation and Structure

6.2.1 The Board and Committees

The Board is constituted and functions in line with the provisions of TEVET Act No. 13 of 1998, as read together with TEVET (Amendment) Act No. 11 of 2005. Committees and Sub-Committees of the Board during the Plan period will include the following:

1. Technical Committee

1.1 Sub-Committees:

   a) Occupational Standards and Curriculum;
   b) Registration and Accreditation
   c) Assessment and Qualifications
   d) TEVET Research, Innovation and Knowledge Management

2. Finance and Administration Committee
3. Audit Committee

6.2.2 Management and Operational functions of TEVETA

The Management and Operations of TEVETA will be done through Divisions, Units and the various Jobs comprising the Organisational structure. Four (4) Divisions supervised by the office of the Director General are planned during the 2014 – 2016 Strategic Plan period. The four (4) Divisions, their respective operational Units and related statutory functions will be as shown in Table 3:

Table 3: Management and operational functions of TEVETA

S/n	Division/Office	Unit/Statutory Function	TEVET Act Section 4 Reference Clause(s)
1	Training Standards Division	Training Quality Assurance	(j), (c) (e), (o), (p) (t)
		Training Provider Support services	(d), (f)
2	Assessment and Qualifications Division	Assessment and Qualifications *(**NB.** Three Operational Units)* Learner Data and Record Management	(k), (d), (m), (s)
3	Development Division	Curriculum Development and Review	(i), (d), (n), (g), (h)
		Training Systems Development	(u –(i)), (d), (q), (r)
4	Finance & Administration	Finance Management Human Resources and Administration Management Information System Administration	(a), (f), (l), (u-(i))
		TEVET Fund Management	(a)
5	Director General's Office	Board Secretariat Planning & Performance Management Procurement and Supply Internal Audit &Enterprise Risk Management	(b), (v)

TEVETA
Technical Education, Vocational and Entrepreneurship Training Authority

7.0 HUMAN RESOURCE REQUIREMENTS

The strategic measure of ensuring that the TEVET system drives national development through increased annual enrolment and graduation rates while at the same time ensuring enhanced quality of the learning environment and quality of graduates, requires that TEVETA expands and maintains optimal staff establishment. Table 4 presents a summary of the requirements. The largest area of increase is at Specialist levels where pressure is already being felt. The level in staffing is to grow from an approved establishment of 51 to 85.

Table 4: Strategic Plan Human Resource/Staffing Requirements

Job Category	Salary Scale	Division / Office					
		Development	Training Standards	Assessment & Qualification	Finance & Administration	Director General`s Off	**Total**
Support Staff	TVA7	0	0	0	1	0	2
Support Staff	TVA6	0	0	0	1	0	1
Office / Semi Professional	TVA5	0	0	0	3	0	3
Specialist/ Professional	TVA4	5	4	10	4	2	25
Managers	TVA3	1	0	1	1	1	4
Director	TVA2	0	0	0	0	0	0
Director General	TVA1	0	0	0	0	0	0
TOTAL NEW JOBS:		**6**	**4**	**11**	**10**	**3**	**34**
Approval Current Staff Establishment:							**51**
Total Proposed Staff Establishment							**85**

TEVETA Technical Education, Vocational and Entrepreneurship Training Authority

8.0 FINANCING REQUIREMENTS

8.1 Assumptions

Financing of the 2014 to 2016 Strategic Plan is premised on the following assumptions:

(a) Under the Sixth National Development Plan, the Government of the Republic of Zambia will increase allocations to meet the operational costs of TEVETA, particularly with respect to growth in skills development capacity of the TEVET system to enable it produce the skilled labour pool required by the various sectors and programmes of the Plan. The services provided by TEVETA are essentially for public good and social benefit; the cost of these social services will therefore be met mainly through subventions from the Government of Zambia and statutory fees payable to the Authority.

(b) The financial resources for the TEVET Fund will be in form of an earmarked Government Grant in support of the statutory provisions of a TEVET Fund in the Act 12. Project or Programme based financing opportunities will also be explored especially public infrastructure development projects and Public-Private-NGO Partnerships.

12 The Technical Education, Vocational and Entrepreneurship Training Act Number 13 of 1998 – First Schedule, Part II, Section 9(1), and the Technical Education, Vocational and Entrepreneurship Training (Amendment) Act Number 11 of 2005 – Section 16(b) and (c).

(c) Financing of some of the Programmes closely associated with increasing access to TEVET will be done with resources from the Better Education for Africa's Rise (BEAR) Project in which the Zambian Government has partnered with UNESCO and the Republic of South Korea and other development partners that might come on board.

8.2 2014 - 2016 Strategic Plan Financing Estimates Summary

The cumulative financing requirement to ensure complete and effective implementation of this Strategic Plan is: **ZK 159,910,914** Table 5 which follows provides financing requirements per Strategic Objective per year.

Table 5: Objectives, Outputs and Annual Financing Estimates

Strategic Objective	Baseline 2013 Budget	2014 – 2016 Annual Financing Estimates (ZMW)		
	2013	2014	2015	2016
Objective 1: To develop and continuously improve the Training Quality Assurance Systems and Procedures **(Training Standards Division)**	454, 224	453, 375	489, 240	562, 626
Objective 2: To develop and continuously improve the TEVET Assessment and Qualifications system to cater for all Training systems in the context of the National Qualifications Framework and international best practice.	2,926, 588	4,459, 088	4,764,895	5,479,629
Objective 3: To develop, promote innovative Training Systems that will facilitate a significant increase in annual TEVET access using a variety of learning pathways by December 2015;	646,068	1, 336, 455	1,470, 101	1,690, 616
Objective 4: To develop and continuously review TEVET Curriculum to ensure relevance and responsiveness to national development	962,572	2,404,311	2,644, 740	3,041, 451
Objective 5: To promote entrepreneurship and provide support to Training Providers in order to ensure operational efficiency and effectiveness of TEVET delivery. **(Training Standards Division)**	444, 679	1,193, 647	1,213, 798	1,395, 868
Objective 6: To continuously improve the administration and operational efficiencies and effectiveness of TEVETA, **(Finance & Administration Division)**	16,162,642	24,933,885	27,489,217	31,612,600
Objective 7: To manage the TEVET Fund as an incentive based regulatory instrument for stimulating TEVET sector growth and promoting priority skills for national development. **(Finance & Administration**	2,280,470	10,885,600	15,043,660	17,300, 209
Objective 8: To develop and implement a TEVET Research, Innovation and Knowledge management system that will foster continued advancement of the TEVET system relative to best practice. **(Development Division)**	0	325, 496	351,580	527,370

TEVETA Technical Education, Vocational and Entrepreneurship Training Authority

Strategic Objective	Baseline 2013 Budget	2014 – 2016 Annual Financing Estimates (ZMW)		
	2013	2014	2015	2016
Objective 9: To strengthen the Internal Audit and Enterprise Risk Management Systems **(Director General's office)**	42,400	125,000	140,000	161,000
Objective 10: To continuously enhance the planning and operations of the procurement and supply system. **(Director General's office)**	135,000	620,000	270,000	310,500
Objective 11: To promote and/or facilitate integration and mainstreaming of the cross cutting issues in TEVET such as: HIV/AIDS, Gender, Disability, sustainable Environment, Climate Change, and civic competences;	122,685	181,254	180, 779	207,895
TOTAL FINANCING ESTIMATE PER YEAR	**24,180,328**	**45,957,659**	**53,001,514**	**60,951,741**

9.0 PERFORMANCE MONITORING AND EVALUATION

Performance Monitoring and Evaluation of Strategic Plan implementation will be done by the Board of TEVETA through the Management and Board Committee structures. **"TEVETA Performance"** will be a standing Agenda Item for regular Board meetings. At Board level, planned performance will be measured against Actual performance on a Quarterly basis, while at Management level performance will be monitored monthly. Annual Work Plans and Budgets will be considered and approved by the Board relative to set Strategic Objectives and Outputs.

TEVETA Technical Education, Vocational and Entrepreneurship Training Authority

9.1 Staff Performance Appraisal

Respective Jobs in an operational Division and Unit will have explicit Activities and periodic deliverables contributing to relevant Outputs of the Strategic Plan. The existing Annual Staff Performance Appraisal System will be harmonised accordingly.

9.2 Enterprise Risk Management

Management plans to establish an Enterprise Risk Management system based on international best practice. The Enterprise Risk Management system will be based on an international framework that identifies the following generic categories of risks:

1. Strategic risks
2. Operational risks;
3. Financial risks;
4. Hazard risks

The operational structure will include establishment of an Operations Risk Management Committee, and respective Specialist positions for:Internal Audit, and Enterprise Risk Management.

"Enterprise Risk Management: frameworks, Elements and Integration" (2011) A paper published by the Institute of Management Accountants, New Jersey, USA

TEVETA
Technical Education, Vocational and Entrepreneurship Training Authority

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