

Tevet Managers' Operations Manual

A QUICK GUIDE

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CHAPTER 1 INTRODUCTION

1.1 Background

The Government of the Republic of Zambia in 1997 formulated a strategy paper with the main objective of providing strategies for implementing the new policy on Technical Education, Vocational and Entrepreneurship Training (TEVET). The document also provides an Action Plan for implementing the necessary reforms.

TEVETA as the implementing agency of government in Technical Education and Vocational Training is charged among other responsibilities to promote efficient, effective and equitable TEVET delivery through support services to Training Providers.

1.2 Purpose of the TEVET Managers' Operations Manual

The purpose of this Manual is to provide guidance and information to any person intending to offer technical education, vocational and entrepreneurship training. The manual is a working document that has been developed with the assistance of institutional heads of Institutions. The manual is intended to assist management of training institutions together with their staff effectively perform their duties so as to achieve the objectives that they set themselves.

The Manual is intended to make Institutional managers reflect on what contribution their graduates make to the development of the country. It is envisioned that the Tevet system and TEVET graduates must make a contribution to:

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) Socio-economic equity and empowerment;
g) Trade expansion underpinned by modern and appropriate technology driven industrialization;
h) Climate change impact resilience and adaptation;

Specifically however, the Principals/Directors will be the overall in charge of their institutions responsible for:

(a) Interpreting Government policies and in turn the policies of their Boards so as to be able to formulate policies that are in line with current strategic direction of government;
(b) Acting as the Secretaries of the management Boards where they exist;
(c) Ensuring efficient and accountable administration of institutions;
(d) Providing executive responsibility for running the organizations business whilst the Boards are responsible for the leadership of the Boards ensuring its effectiveness on all aspects of its role;

(e) Exercising reasonable care, skill and diligence.This means the care, skill and diligence that would be exercised by a reasonably diligent person with the general knowledge, skill and experience that may be reasonably expected of a Principal in relation to the Learning institution;
(f) Acting in a way that they consider to be in good faith, would be most likely Promote the success of the Organization for the benefit of its members as a whole;
(g) Creating a philosophy of quality in all the activities of the institutions;
(h) Managing the resources of the institutions prudently following clear procurement guidelines in a very transparent manner;
(i) All matters relating to the proper running of their institutions;
(j) Acting in a way that must avoid a situation in which he has, or can have a direct or; and
(k) A Principal/Director of an Institution must in accordance within the rules and regulations of their institutions.

1.0 POLICY

Policies of an organization are the rules and guidelines that ensure consistency and compliance with the strategic direction of the Organization. Policies lay out the rules under which an Organization will operate. Policies address **what** the Policy is, **when** the Policy is used and **why** the Policy is required. It is important that Principals support and implement Board policies and priorities so that they could:

1.1.1 Correctly interpret and translate Government policy directives.This means that Principals:

1.1.1.1 Should be aware of existing relevant policies (e.g. Tevet Policy and TEVET Act No. 13 of 1998, The Zambia Qualifications Authority Act No. 13 of 2011 and the Strategy Paper for Tevet in Zambia, 1977)

1.1.1.2 Zambian Labour Laws (e.g. Employment Act cap 268; Industrial and labour Relations Act Cap 269, etc.)

1.1.1.3 Should be proactive in the acquisition of relevant policies

1.1.1.4 Should be conversant with the relevant policies

1.1.1.5 Should be able to implement relevant policies, and building successful institutions.

1.1.2 Governance

Governance is the system by which Organizations are directed and controlled. Principals should be aware that Boards of directors are responsible for the governance of their organizations. The responsibilities of Boards include setting the Organization's strategic aims, providing the leadership to put them into effect, monitoring the management of the institutions and reporting to the owners (Government & others) on their stewardship. The Board tries to ensure that the interests of the owners are well served.

1.2 The Principals at institutions will be directly accountable to the board for all activities of the institution, and shall report to the board and the respective committees of the board as requested from time to time by the Chairperson of the board and Chairpersons of the board committees. The board's expectations of the Principal should be clearly articulated.The Principal should be empowered to act and not always require the board's permission but the board should be kept informed. In practical terms, a board exists indefinitely though its members can change.The Principal has a finite existence.

1.2.1 Serve as Secretary to the Board, specifically:

1.2.1.1 Support the operations and administration of the Board by advising and informing the Board of Directors, interfacing between the Board and staff. Bring the decisions to be made by the board and board committees and other matters of importance to the board's and board committees 'attention in a timely manner.

1.2.1.2 Carry out the wishes of the Board which has a long term perspective and should be primarily concerned with policy whilst the Principal has operational responsibilities that focus on issues on a day to day basis while also having a long term view.

1.2.1.3 Set board and board committee agendas and provide timely and relevant information to the board and board committees so as to enable the board and board committees to effectively discharge their obligations. It is important to ensure that board meetings are focused on key strategic issues in terms of achieving organizational mission, the revenues that are required and how the board can help.

1.2.1.4 Ensure that all minutes of the Board meetings are maintained. The minutes will normally include the time, location, members that were present during the meeting, what was discussed, any reports that were presented and motions made.

1.2.1.5 Provide advice and resources to the Board on topics such as governance issues etc. This will assist them in fulfilling their fiduciary duties.

1.2.1.6 Prepare quarterly and annual reports

A healthy Principal-Board relationship is one grounded in mutual respect, honest and open dialogue, a willingness to disagree, and mutual support.

1.2.2 Negotiate to achieve beneficial outcomes for the institution and in doing so have regard (amongst other matters) to-

1.2.2.1 The likely consequences of any decision in the long term;

1.2.2.2 The interests of the Organizations' employees;

1.2.2.3 The need to foster the Organizations business relationships with customers, suppliers and others;

1.2.2.4 The impact of the Organization's operations on the community and the environment;

1.2.2.5 The desire of the of the organization to maintain a reputation of high standards of business conduct, and;

1.2.2.6 The need to act fairly as between members of the organization.

1.2.3 Carry out any other appropriate duties and responsibilities assigned by the board from time to time.

1.3.1 Legislation

The roles and responsibilities of Principals at institutions will be to ensure compliance with all applicable legal and regulatory requirements. These regulatory and statutory requirements include compliance with the Tevet Act, ZRA Act and NAPSA Act etc.

1.3.2 Administration

The roles and responsibilities Principals at Institutions will be to make the important decisions of the institution. As the chief administrator, the Principal is at the top level. The key functions are organizing and planning.

1.3.3 External relations management

1.3.3.1 Serve as the spokesperson for institution, communicate and promote positive relationships with the customers and external stakeholders including financial institutions, local communities where the institution operates, regulators, legislators and non-governmental organizations;

1.3.3.2 Identify and in an ethical and responsible manner, develop and leverage senior political and business relationships supporting the attainment of the goals of the institution and

1.3.3.3 Represent the institution in TEVET associations to advance interests of the institution.

2 MANAGEMENT

2.3.0 Management

The roles and responsibilities of Principals at institutions will be to oversee operations of the institution, implement plans, and manage human, financial and physical resources of the institution. The Principal provides organisational direction and leadership and fosters efficient and effective management.

2.3.1 Monitors performance and controls implementation of approved Strategic Plan to ensure efficiency and effectiveness

2.3.1.1 Implement approved strategic plan
2.3.1.2 Monitor performance of strategic and business plans
2.3.1.3 Control implementation
2.3.1.4 Review performance and implementation of strategic and business plans

2.3.2 Ensure efficient and effective management of day-to-day operations of all functional units of the organization so as to meet set performance targets

2.3.2.1 **Planning**: Deciding what needs to happen in the future (today, next week, next year etc.)
2.3.2.2 **Organizing:** implementing pattern of relationships among workers, making optimum use of resources required to enable the successful carrying out of plans.
2.3.2.3 **Staffing**: people are needed to teach learners and

perform other tasks and get work done in institutions.

2.3.2.4 Managing group performance (facilitation)

2.3.2.5 Planning and allocating resources (decision-making)

2.3.2.6 Coordinating interdependent groups (collaboration)

2.3.2.7 Monitoring the business environment (scanning)

2.3.3 The Principals should take the lead to manage risk proactively, efficiently and effectively by:

2.3.3.1 Aligning risk appetite and strategy, considering the Organization's risk appetite in evaluating strategic alternatives, setting related objectives, and developing mechanisms to manage related risks;

2.3.3.2 Enhancing risk response decisions- Enterprise risk management provides the rigor to identify and select among alternative risk responses- risk avoidance, reduction, sharing and acceptance;

2.3.3.3 Reducing operational surprises and losses- Entities gain enhanced capability to identify potential events and establish responses, reducing surprises and associated costs or losses;

2.3.3.4 Identifying and managing multiple and cross-enterprise risks- Every enterprise faces a myriad of risks affecting different parts of the Organization, and enterprise risk management facilitates effective response to the interrelated impacts, and integrated responses to multiple risks;

2.3.3.5 Seizing opportunities- by considering a full range of potential events, management is positioned to identify and proactively realize opportunities;

2.3.3.6 Improving deployment of capital- Obtaining robust risk information allows management to

effectively assess overall capital needs and enhance capital allocation.

2.3.4 The Principal should Advocate for, and secure the required stakeholder support for organizational and/or operational changes that have potential to significantly improve the performance of the institution

2.3.4.1 Identify key stakeholders
2.3.4.2 Engage stakeholders
2.3.4.3 Demonstrate effective interpersonal skills
2.3.4.4 Advocate and influence change
2.3.4.5 Review and improve performance of the institution

2.3.5 Consistently achieve the required standards of institutional performance in equity of access and participation.The Principal should :

2.3.5.1 Be aware of the required standards of equity of access by students and staff
2.3.5.2 Achieve required standards of performance in equity of access
2.3.5.3 Develop the required standards of equity of access and participation
2.3.5.4 Consider issues such as disability, HIV and Aids, gender and vulnerability

2.3.6 Develop and manage an effective management information system

2.3.6.1 Establish effective information management system in consultation with specialists
2.3.6.2 Identify key data and information required to establish management information system

2.3.7 Leadership One of the key roles of Principals at TEVET institutions is to use all their knowledge, energy and enthusiasm to provide strategic leadership for their subordinates and develop a high-performing institution of learning.

2.2.1 Characteristics of Strategic leadership that leads to high

Performance entails:

2.2.1.1 **Vision, eloquence, and consistency**,

The principal on instructions from the board should give an institution a sense of direction by having a clear and compelling vision where the institution should go, is eloquent enough to communicate the vision to others and consistently articulating the vision until it becomes the culture of the institution. Principals should be able to transform their institutions through their imagination, creativity, insight and will.

2.2.1.2 **Commitment**

Demonstrate commitment to the vision by actions and words. Making wise trade-offs between diversity and unity, between variety and integration and between convergence and divergence.

2.2.1.3 **Being Well Informed**

Developing a network of formal and informal sources about what is going on in the institution. A useful technique is to drop in unannounced. Use informal and unconventional ways to gather

information about the health of the institution. Contribute to effective organizational action by eliminating contradictions and preventing confusions.

2.2.1.4 **Willingness to delegate and empower**
Learn to delegate effectively to avoid being overloaded. Principals should recognize that empowering subordinates to make decisions is a good motivator.

2.2.1.5 **Astute use of power**
Build consensus to get ideas through rather than using authority to force ideas through. Avoid being a dictator but a democratic leader. It is better to use power to create allies who can help the Principal attain preferred strategic objectives. Avoid being corrupted by power by recognizing a tension between power and equality, between hierarchy and participation and between control and autonomy.

2.2.1.6 **Emotional intelligence**
To be an effective leader, one needs the psychological attributes of self-awareness (recognize own limitation- moods, emotions, and their effect on others), self-regulation (thinking before acting), Motivation (passion for work and propensity to pursue goals with energy and persistence), Empathy and social skills can help earn loyalty of subordinates.

2.2.1.7 **Strategic Planning** The roles and responsibilities of Principals at institutions will be to set an ambitious vision and goals that stretch the institution and then finding resources and

capabilities necessary to attain the vision and goals:

2.2.1 Develop in consultation with the board, and recommend to the board for adoption, a strategic plan consistent with the vision and values of the institution. This includes:

2.2.1.1 Defining the goals of the Institution

2.2.1.2 Identifying the business opportunities which are consistent with the vision, values and strategic plan of the institution so that the institution has a competitive advantage

2.2.2.3 Setting the tone for the institution so as to promote and foster an ethical and responsible culture that supports the attainment of the institution's strategic and operational objectives

2.2.2.4 Formulating and implementing strategies that span different programmes

2.2.2 Formal strategic planning process will be as follows:

2.2.2.1 **Select the Mission and Goals**

Develop a mission statement which describes what it is that the institution does showing the reason for existence, Vision, which is the desired future state, key values of the institution and statement of major goals.

2.2.2.2 **External Environment Analysis**

Identify strategic opportunities and threats in the external environment that will affect how the institution pursues its mission. External environment include, industry environment and macro environment. The five forces model is a

useful tool to analyze competition in the industry environment.

2.2.2.3 **Internal Environment analysis**
Analyze the strengths and weaknesses of the institution. This is important to pin-point the quantity and quality of distinctive skills at the institution that can provide competitive, advantage.

2.2.2.4 **SWOT analysis**
The reason for this is to generate alternatives given the strengths and weaknesses as well as the opportunities and threats.

2.2.2.5 **Strategy implementation**
Having chosen congruent strategies to achieve competitive advantage and increase performance. The strategies must be implemented under the guidance of the Principal, as he/she is the linchpin in the strategy-making and strategy-implementing process. Strategy implementation may entail designing the best organization structure, culture, and control systems to put a chosen strategy into action.

2.4 Human Resource: The roles and responsibilities Principals at Institutions will be to Develop and maintain an effective organizational structure that reflects operational needs and defines the authority and responsibility of management; and

2.4.1 **Manage the human Resources of the Institution, including;**

2.4.1.1 Succession planning and development

processes for the Principal and other senior management officers;

2.4.1.2 Put in place a management team as required for corporate success, including making recommendations to the board for the appointment of senior management officers;

2.4.1.3 Counsel and monitor the performance of senior management officers;

2.4.1.4 Make recommendations to the board on the salary levels and other benefits of senior management staff and equity-based compensation for employees of the institution;and

2.4.1.5 Ensure the institution implements the necessary human resources policies to attract, retain and motivate employees as required for corporate success.

3 MARKETINGAND BUSINESS DEVELOPMENT

3.3.0 Marketing The roles and responsibilities Principals at institutions will be as follows:

3.3.1 Market the Institution both locally and Internationally

3.3.1.1 **The Principal with his /her marketing professionals should** possess product & services knowledge

3.3.1.2 **The Principal with his /her marketing professionals should** establish a marketing unit

3.3.1.3 **The Principal with his /her marketing professionals should** conduct market research

3.3.1.4 **The Principal with his /her marketing professionals should be** able to analyze &

interpret market research reports

3.3.1.5 **The Principal with his /her marketing professionals should** develop marketing strategies

3.3.1.6 **The Principal with his /her marketing professionals should be** able to implement marketing strategies

3.3.1.7 Be proactive & innovative

3.4.0 Business Management: It is the responsibility of the Principal to:

3.2.1 Prospect and develop new opportunities to expand income base

3.2.1.1 Manage the institution in accordance with the strategic plan adopted by the board and within the limits of the authority delegated to the principal by the board from time to time.

3.2.1.2 Develop annual objectives and periodic business, capital and operating plans and budgets for the institution, recommend such objectives, plans and budgets to the board for adoption, monitor institution performance relative to the foregoing and provide periodic reports to the board on such performance

3.2.1.3 Ensure the efficient acquisition and allocation of the financial, human and other resources required by the institution to achieve it's strategic goals;

3.2.1.4 Oversee the implementation of effective control,

monitoring performance standards and systems relative to the utilization of all corporate resources;

3.2.2 Optimize supply chain performance

3.2.2.1 **The Principal should be** knowledgeable about supply Chain management;

3.2.2.2 **The Principal should be** able to identify centers of wastage in the supply chain;

3.2.2.3 **The Principal should** apply waste/cost reduction measures and strategies.

3.2.3 Stimulate the development, sharing of new ideas for their potential impact on institutional growth and/or performance

3.2.3.1 **The Principal should be** possess team building skills

3.2.3.2 **The Principal should be** able to create a conducive environment for generation of new ideas and innovations

3.2.3.3 **The Principal should be** receptive to new ideas and innovations

3.2.3.4 **The Principal should be** able to apply change in management techniques

3.2.4 Promote Research and Development

3.2.4.1 **The Principal should** possess knowledge on research and development;

3.2.4.2 **The Principal should** establish a Research & Development unit;

3.2.4.3 The institution under the guidance of the Principal should conduct research and

development;

3.2.4.4 Analyze and interpret research and development findings;

3.2.4.5 Ensure implementation of research and development recommendations.

3.2.5 Promotes linkages with other institutions. The Principal should appreciate the importance developing linkages with other TEVET institutions.

3.2.5.1 **The Principal should** understand the importance of networking & collaboration with other institutions and encourage the practice;

3.2.5.2 The institution should create a database for potential networking partners;

3.2.5.3 Develop strategies for networking

3.2.5.4 **The Principal should** spearhead networking & collaboration

3.2.5.5 Establish myriad of useful networks.

3.2.6 Develop private and public partnership

3.2.6.1 **The Principal should be** knowledgeable about private and public partnership policies;

3.2.6.2 Able to identify appropriate private & public partners;

3.2.6.3 Create synergies with private & public sectors;

3.2.6.4 Apply corporate social responsibility within the communities that they operate from.

4.0 INSTRUCTIONAL MANAGEMENT AND EVALUATION

4.1 Instructional Management.
The Principal should:

4.1.1 Ensure efficient and effective implementation of curricula relative to industry demands by:

4.1.1.1 Ensuring that all programmes have appropriate curricula;
4.1.1.2 Conducting Training Needs Analysis to determine demand for training;
4.1.1.3 Developing (local) curricula for new and demand driven programmes, in their localities;
4.1.1.4 Subjecting all new curricula to approval processes by the appropriate authorities;
4.1.1.5 Providing learning and teaching resources in the implementation of the curricula;
4.1.1.6 Developing a monitoring system;
4.1.1.7 Implementing monitoring tools;
4.1.1.8 Monitoring and evaluating the implementation of the curricula;
4.1.1.9 Creating/enhancing conditions and structures to support effective learning and teaching

4.1.2 Ensure quality and integrity of learning assessment

4.1.2.1 **The Principal should** ensure the development of a learning assessment system minimizes factors that could lead to misinterpretation of results. The three criteria meeting this requirement are reliability, validity, and fairness;
4.1.2.2 **The Principal should ensure the** develop learning assessment tools.
4.1.2.3 Implement learning assessment tools;

4.1.2.4 Monitor the learning assessment; and
4.1.2.5 Evaluate the learning assessment

4.1.3 Ensure security of academic and staff records.

4.1.3.1 **The Principal should ensure the** development of a secure Management Information System (MIS);
4.1.3.2 Develop operational guidelines to implement MIS
4.1.3.3 Implement the Management Information System
4.1.3.4 Evaluate the Management Information System

4.1.4 Consistently achieve the required standards of institutional performance in quality of learning, access and enrolments

4.1.4.1 **The Principal in conjunction with the board should s**et targets for institutional performance;
4.1.4.2 Develop guidelines for access and enrolments;
4.1.4.3 Ensure the implementation of work plan to meet institutional targets;
4.1.4.4 Monitor and evaluate the system.

4.1.5 Ensure adherence to quality assurance procedures

4.1.5.1 **The Principal should** develop an internal quality assurance system that meets the requirements of the regulator;
4.1.5.2 Establish internal quality assurance inspectors portfolio in the institution;
4.1.5.3 Develop internal operational guidelines to guide the inspectors in their operations;
4.1.5.4 Implement internal quality assurance system;
4.1.5.5 Monitor and evaluate the internal quality assurance system periodically.

4.2 Evaluate learning and teaching:

4.2.1 Ensure adherence to quality assurance procedures

4.2.1.1 Ensure compliance to learning and teaching quality assurance Procedures;
4.2.1.2 Monitor and evaluate the quality of learning and teaching;
4.2.1.3 Implement changes recommended by the review.

4.2.2 Achieve the required standards of institutional performance with regard to training.

4.2.2.1 **The Principal should** set targets for learning and teaching;
4.2.2.2 Ensure the implementation of schemes of work and other professional records;
4.2.2.3 Develop guidelines for access and enrolments to learning and teaching records;
4.2.2.4 Create a learning and teaching self-evaluation system;
4.2.2.5 Implement learning and teaching self-evaluation systems;
4.2.2.6 Monitor and evaluate the training in response to the labour market demand.

4.2.3 Evaluate labour market response to training

4.2.3.1 **The Principal should** develop a trainee tracer system to Inform the institution of the acceptability of graduates, the concerns of employers with regard to their training, how long it takes graduates to get employment and other variables that they may want to know;
4.2.3.2 Implement the tracer system;
4.2.3.3 Carry out labour market survey for selected

cohorts as required;

4.2.3.4 Evaluate results of the labour market and use it to improve their offerings;

4.2.3.5 Review and/or new develop programmes.

5.0. FINANCIAL MANAGEMENT-

5.1 Finance

5.1.1 Ensure timely preparation of budget to present to the Board for approval.

5.1.1.1 **The Principal should have working knowledge of accounting and be able to** demonstrate knowledge of budgeting;

5.1.1.2 **The Principal should** be able to prepare a budget and fully understand its implications;

5.1.1.3 Able to present a budget to the board with confidence and defend it if need be.

5.1.2 Monitors budget performance and effects corrective measures where necessary

5.1.2.1 **The Principal should** demonstrate the ability to track the budget;

5.1.2.2 Apply budget tracking techniques e.g. variance analysis

5.1.2.3 Ensure the development and implementation of the necessary internal controls for the management of the financial resources of the institution;

5.1.2.4 Approve payments sticking to the budget as much as possible and where this is not possible; give plausible reasons for the variance.

5.1.3 Ensure maintenance of up to date financial records

5.1.3.1 **The Principal should** demonstrate knowledge of financial procedures with regards to financial records;
5.1.3.2 Oversee the preparation of financial reports on a regular basis e.g. cash flow statements;
5.1.3.3 Ensure that books of accounts are audited annually;
5.1.3.4 Ensure an accurate and up to-date financial record;
5.1.3.5 Provide security for all accounting documents.

5.1.4 Ensure compliance of reporting standards in accordance with the provision of financial regulations and accounting standards are in place.

5.1.4.1 **The Principal should** demonstrate knowledge of financial regulations and standards
5.1.4.2 Comply with financial regulations and standards
5.1.4.3 Facilitate preparation of quality reports for timely submission to appropriate authorities

5.1.4.1 **Ensure compliance with reporting standards in accordance with the legislation in terms of completeness, quality and timeliness**.

5.1.4.2 **The Principal should** demonstrate knowledge about various legislations pertaining to financial reporting;
5.1.4.3 Ensure that legislative requirements are complied with.

5.1.6 Mobilize finances from other sources to support implementation of Strategic and/or Annual Work Plans.

5.1.6.1 **The Principal should** demonstrate knowledge of resource mobilization;
5.1.6.2 Develop a resource mobilization plan;
5.1.6.3 Submit plan for approval to the board;
5.1.6.4 Facilitate implementation of mobilization plan;
5.1.6.5 Monitor and evaluate the implementation of mobilization plan.

5.1.7 Consistently achieve the required standards of institutional performance in sustainable financing.

5.1.7.1 **The Principal should** mobilize resources to meet budgetary requirements;
5.1.7.2 Ensure cost effectiveness;
5.1.7.3 Ensure institutional debts are managed effectively (Debt management).

5.1.8 Ensure development and maintenance of asset register

5.1.8.1 **The Principal should** demonstrate knowledge on asset management;
5.1.8.2 Facilitate the preparation of an asset register;
5.1.8.3 Facilitate the undertaking of an inventory on an annual basis;
5.1.8.4 Prepare report on obsolete assets;
5.1.8.5 Dispose of obsolete assets as per guidelines.

5.1.9 Ensure adherence to effective Internal Controls

5.1.9.1 **The Principal should** be knowledgeable about steps in designing an effective control system;

5.1.9.1.1 Establish standards and targets;
5.1.9.1.2 Create measuring and monitoring systems;
5.1.9.1.3 Compare actual performance to established targets;
5.1.9.1.4 Evaluate results and take corrective action, if necessary.

5.2 Procurement

5.2.1 Ensures separation of duties between Procurement and Stores

5.2.1.1 **The Principal should** create separate positions for Procurement and Stores positions as separate and distinct entities;
5.2.1.2 Develop job description for procurement portfolio;
5.2.1.3 Develop job description for stores portfolio;
5.2.1.3 Recruit for procurement and stores;
5.2.1.4 Provide separate offices and facilities.

5.2.2 Ensure adherence to Zambia Public Procurement Authority

5.2.2.1 T**he Principal should** acquire Zambia Public Procurement Authority guidelines;
5.2.2.2 **The Principal should be** conversant with Zambia Public Procurement Authority guidelines;
5.2.2.3 Establish Institutional procurement Committee headed by the Principal but with two knowledgeable outsiders serving on the committee;
5.2.2.4 Apply the Zambia Public Procurement Authority guidelines;
5.2.2.5 Monitor and evaluate the implementation procurement system, taking care of transparency

and other pillars of procurement.

5.2.3 Ensure procurement of goods and services in a timely manner.

5.2.3.1 **The Principal should** ensure that the procurement professionals prepare a procurement plan based on information from user departments;
5.2.3.2 Develop an internal procurement process and make it known to all members of staff;
5.2.3.3 Implement the procurement plan;
5.2.3.4 Apply internal checks and balances;
5.2.3.5 Monitor and evaluate the procurement of goods and services.

5.3 Stores Management

5.3.1 Ensure adequate stocks are maintained all the time

5.3.1.1 **The Principal should** be knowledgeable about stock levels and should set acceptable minimum stock levels;
5.3.1.2 Facilitate the availability of adequate of storage space;
5.3.1.3 Facilitate maintenance of adequate stock levels;
5.3.1.4 Enforce up to date and accurate record keeping especially with the use of a computer in addition to the bin cards.

5.3.2 Ensures the development and adherence to stores management guidelines

5.3.2.1 **The Principal should** develop a Stores manual;
5.3.2.2 Enforce adherence to the stores manual.