Zambia
Qualifications
Authority

Zambia Qualifications Authority

Strategic Plan
2019-2021

You Learn, We Standardize

REGISTERED OFFICE

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"A credible and efficient regulator of national qualifications for local and international comparability".

Prepared in Collaboration with Management Development Division,
Cabinet Office
Lusaka

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ACRONYMS AND ABBREVIATIONS

7NDP	Seventh National Development Plan
ECZ	Examinations Council of Zambia
GRZ	Government of the Republic of Zambia
IA	Institutional Assessment
IEC	Information, Education and Communication
M & E	Monitoring and Evaluation
MDD	Management Development Division
MIS	Management Information System
MOHE	Ministry of Higher Education
NIPA	National Institute of Public Administration
NOS	National Occupational Standards
NQF	National Qualifications Framework
NIPA	National Institute of Public Administration
OD	Organisation Development
PESTEL	Political, Economical, Sociological, Technological, Environmental and Legal
RPL	Recognition of Prior Learning
SADCQF	SADC Qualifications Framework
SI	Statutory Instrument
TCZ	Teaching Council of Zambia
ZAQA	Zambia Qualifications Authority
ZQF	Zambia Qualifications Framework
QMIS	Qualifications Management Information System

FOREWORD

I am pleased to present the Zambia Qualifications Authority Strategic Plan covering a three-year period from 2019 to 2021 which marks a significant milestone in providing strategic policy direction to the Authority

The preparation process for the Strategic Plan 2019-2021 required a significant level of reflection and consultation to instil trust and confidence among all stakeholders as we envision a credible and efficient regulator of national qualifications for local and international comparability. To achieve this vision, the Ministry will give specific strategic direction and serve as a platform in meeting stakeholder expectations as we enhance our pivotal role of providing strategic oversight on all national qualifications.

We look forward to continued support from, Cooperating Partners, the private sector, NGOs, the general public and all stakeholders to realise the mandate of the Authority. With this support, the Authority will remain committed to delivering its mandate of 'Developing and implementing a National Qualifications Framework.'

The Strategic Plan 2019 – 2021 presents an excellent avenue for shared service provision by the Authority. With improved internal business processes, enhanced institutional capacity, positive work culture and quality service delivery, we shall bolster and communicate a positive corporate image to effectively execute our mandate. We have no doubt that, the Plan has struck the right balance in maintaining what we do well and responding to future requirements and opportunities.

The publication of this Strategic Plan only signals the first step in a long journey of its implementation and I am pleased to ensure its successful implementation. With appropriate levels of commitment and support, this Plan will significantly improve the quality of qualifications in Zambia and significantly contribute to national development.

Hon. Eng. Dr. Brian Mushimba M.P
MINISTER OF HIGHER EDUCATION

ACKNOWLEDGEMENTS

On behalf of Management and staff, I would like to acknowledge with sincere gratitude, Management Development Division for the support and guidance given to the Authority in the development of the Strategic Plan for the Zambia Qualifications Authority for the period 2019 to 2021. Your leadership in the process was both emphatic and inspirational in equal measure, about the need for the Authority to turnaround its performance and the way it does business.

I would like to convey my gratitude to my Management team and staff for working tirelessly during the preparation of this document. The importance of teamwork came to fruition as the institutional knowledge and expertise in each staff member was called upon and is reflected in this document.

I would also like to acknowledge the policy guidance and support given to the Authority by the Ministry of Higher Education since the inception of the Authority.

Further, I would like to thank all stakeholders, individually and collectively, for the support rendered to the ZAQA over the years. I urge them to continue with the same spirit as we embark on the implementation of the 2019-2021 Strategic Plan. It is my sincere hope that other stakeholders will buy into the Plan and support the Authority in order to achieve all its objectives in line with the mandate as stipulated in the ZAQA Act No. 13 of 2011.

Finally, it is my hope that this Strategic Plan will provide a solid foundation in fulfilling the people's expectations with regard to the quality of qualifications in Zambia.

Mirriam M. A Chiyaba (Mrs)
DIRECTOR AND CHIEF EXECUTIVE OFFICER

EXECUTIVE SUMMARY

The Zambia Qualifications Authority (ZAQA) is a statutory body under the Ministry of Higher Education, established under the ZAQA Act No. 13 of 2011. The Authority was established to develop and implement the National Qualifications Framework, register and accredit qualifications and ensure that standards and registered qualifications are internationally comparable. ZAQA is also guided by Statutory Instrument No. 4 of 2018 (The Zambia Qualifications (Accreditation, Validation and Evaluation of Qualifications) Regulations).

The development of the 2019 - 2021 Strategic Plan was necessitated by the need to set a new direction and establish key priorities relating to the mandate of Zambia Qualifications Authority as stipulated in the Act.

The methodology employed to come up with the 2019 – 2021 Strategic Plan involved a two-phased approach constituting the Institutional Assessment and Organisational Development underpinned by the Balanced Scorecard principles. The Institutional Assessment involved assessing the performance of ZAQA from its inception in 2015, conducting an internal capability assessment to establish the Authority's distinctive competencies, as well as, analysing the macro-environment. The McKinsey 7s Model, Lewin's Simple Change Management Model, Objective and Problem Trees, SWOT and PESTEL Analyses were used to undertake the assessment.

Based on these analyses, ZAQA has set out a strategic operational framework for the period 2019- 2021 comprising the following:

Vision: *"A credible and efficient regulator of national qualifications for local and international comparability".*

To realise the vision, ZAQA has identified two areas of focus and their related strategic results as follows:

(a) Qualifications Accreditation and Validation Excellence resulting in Globally recognised qualifications; and

(b) Service Excellence resulting in satisfied clients and a positive corporate image.

To ensure that the ZAQA performs in the two thematic areas, it has set for itself a Mission, which *is "To ensure local and international recognition of qualifications"*

In executing this mission, ZAQA has committed to observing the following Core Values, namely; *Professionalism, Transparency, Excellence, Confidentiality, Integrity and Team Work*.

The following strategies will be deployed to improve service delivery: -

a) Strengthen the mechanism for accreditation and validation of qualifications;

b) Strengthen the legal framework;

c) Develop and implement a Communication Strategy;

d) Develop and implement a stakeholder collaboration mechanism;

e) Develop and implement audit guidelines;

f) Develop and implement a Service Delivery Charter;

g) Develop and change management programme;

h) Develop and implement a comprehensive performance and reward system;

i) Review and operationalize the organization structure;

j) Develop and implement a Continuing Professional Development Plan;

k) Develop and implement an infrastructure Development Plan;

l) Develop, automate and integrate management systems;

m) Strengthen internal financial controls;

n)   Develop and implement a Monitoring & Evaluation Framework; and

o)   Develop and implement a Resource Mobilisation Strategy.

To facilitate implementation, the Strategic Plan will be translated into a three (3) year Implementation (Operational) Plans, broken down into Annual, Departmental and Individual work plans and costed accordingly. Further, to ensure successful implementation and realise the desired impact, the Plan will be monitored continuously, progress reports prepared monthly, quarterly and annually, and necessary interventions undertaken. There will also be mid and terminal reviews to establish the full extent of the Strategic Plan implementation and the impact, if any.

1.0 INTRODUCTION

1.1 Statutory Mandate

The Zambia Qualifications Authority is a statutory body under the Ministry of Higher Education, established under the ZAQA Act No. 13 of 2011. The Authority was established to develop and implement a national qualifications framework, register and accredit qualifications and ensure that standards and registered qualifications are internationally comparable. ZAQA is also guided by the Zambia Qualifications (Accreditation, Validation and Evaluation of Qualifications) Regulations as provided in SI No. 4 of 2018.

Zambia Qualifications Framework

ZQF Level	General Education		Trades and Occupations	Higher Education
10				Doctorate Degree
9				Master's Degree
8				Post-Graduate Diploma
7				Bachelor's Degree (Honours) Bachelor's Degree (Ordinary)
6			Diploma	
5			Level 5 Certificate	
4			Level 4 Certificate	
3			Level 3 Certificate	
2	B	Senior Secondary Education Certificate (Grade 12)		
	A	Junior Secondary Education Certificate (Grade 9)		
1	Primary Education Certificate (Grade 7)			
Quality Assurance	Quality Assurance Bodies established by Acts of Parliament in Zambia			
Qualifications	The Zambia Qualifications Authority (ZAQA Act No.13 of 2011)			

Zambia Qualifications Authority
Finsbury Park Ground Floor Kabwe Roundabout

The Zambia Qualifications Framework

1.2 Specific Functions

The specific functions of the Authority are defined in Section 9 (1) of the Act as follows: -

a)   develop, oversee and maintain a national qualification framework for Zambia;

b)   develop and implement policy and criteria, after consultation with the appropriate authority, for the development, accreditation and publication of qualifications and part qualifications, which shall include the following requirements:

i)   the relevant sub-framework shall be identified on any document relating to the accreditation and publication of a qualification or part-qualification; and

ii)   each sub-framework shall have a distinct nomenclature for its qualification types which is appropriate to the relevant sub-framework and consistent with international practice;

c)   accredit a qualification or part-qualification recommended by an appropriate authority if it meets the relevant criteria;

d)   develop policy and criteria after consultation with the appropriate authorities for assessment, recognition of prior learning and credit accumulation and transfer;

e)   develop the content of level descriptors for each level of the Framework and reach agreement on the content with the appropriate authorities;

f)   publish the agreed level descriptors in the Gazette and ensure that the levels remain current and appropriate;

g)   ensure that standards and accredited qualifications are internationally comparable;

h)   determine national standards for any occupation;

i)   recognise and validate competencies for purposes of certification obtained outside the formal education and training systems;

j)   recognise and validate competencies for purposes of certification obtained outside the country;

k)   collaborate with its international counterparts on all matters of mutual interest concerning qualification frameworks;

l)   keep a database of learning achievements in Zambia;

m)   advise the Minister on matters pertaining to the Framework; and

n)   do all such things as are necessary or conducive for the achievement of the purposes of this Act.

1.3   Management and Operational Structure

The Zambia Qualifications Authority organisational management and operational structure comprises of a Board of Directors, appointed by the Ministry of Higher Education, who provide policy direction; a Director and Chief Executive Officer for strategic direction; and two Assistant Directors who are responsible for day to day operations in Technical and Corporate Services matters.   In terms of geographical coverage, ZAQA is only present in Lusaka.

EXECUTIVE MANAGEMENT

Mrs. Mirriam M.A Chiyaba
Director & Chief Executive Officer

Mr. Cleophas Takaiza
Assistant Director – Technical

Mrs. Mercy M. Ngoma
Assistant Director – Corporate Services

1.4 Strategic Operational Linkages

In carrying out its functions, ZAQA collaborates with various stakeholders, from Cooperating Partners, Central Government, Civil Society, Professional Bodies, Awarding Bodies and Statutory Bodies. The main areas of collaboration include world referencing of qualifications; validation and evaluation of qualifications; implementation of the ZAQA Act; accreditation of qualifications; Zambia Qualifications Framework Level Descriptors; Recognition of Prior Learning and National Occupational Standards.

1.5 Rationale and Methodology for Developing the 2019 – 2021 Strategic Plan

The development of the 2019 - 2021 Strategic Plan was necessitated by the need to set a new direction and establish key priorities relating to the mandate of ZAQA as stated in the Zambia Qualifications Authority Act No. 13 of 2011 and the Seventh National Development Plan (7NDP).

A Core Team, representing all the Departments and Units of ZAQA was constituted to assess the management operations of ZAQA from its creation in 2015 and to develop the 2019-2021 Strategy and the Balanced Scorecard.

A two pronged approach constituting the Institutional Assessment (IA) on one hand and Organisational Development (OD) on the other and underpinned by the Balanced Scorecard principles, was adopted in the auditing of ZAQA operations and formulation of the 2019 – 2021 Strategic Plan. The IA involved assessing the internal capabilities of ZAQA in terms of Mandate; operational arrangements; institutional arrangements; operational linkages; organisation structure; management systems / Styles; inventory of staff establishment; human resources qualifications; moveable assets (vehicles); fixed assets; and office equipment and furniture. In addition, both internal and external stakeholders were engaged for their feedback on the performance of ZAQA and suggestions for improvement. Further, various tools such as, the McKinsey 7s Model, Lewin's Simple Change Management Model, Objective and Problem Trees, SWOT and PESTEL Analyses were used to establish ZAQA's distinctive competencies as well as analysing the macro-environment in which ZAQA has been operating since 2015.

The information collected facilitated the determination of the strategic direction for ZAQA for the period 2019 to 2021 in terms of Vision, Core Values, Strategic Themes, Strategic Results, Mission, Strategic Objectives, Intended results, Units of Measurement, Key Performance Indicators (Targets) and Strategies (Initiatives).

ZAQA staff during the Strategic Plan Development Process

ZAQA's Strategic Plan Development Team

2.0 ENVIRONMENTAL ANALYSIS

2.1 External Environmental Analysis

The external analysis of ZAQA focused on the Political, Economic, Social, Technological, Environmental and Legal (PESTEL) developments that had or may have an impact on the operations of the Authority as outlined below.

a)   *Political*

i.   *Launch of the Seventh National Development Plan (7NDP)*

The Zambia Qualifications Authority has identified a number of areas that relate to its mandate in the 7NDP. These are drawn from Pillars 1 and 4 of the 7NDP, relating to Economic Diversification and Job Creation and enhancing human development respectively. Specifically, ZAQA will play a critical role in realising strategies relating to improving labour productivity, promoting entrepreneurship skills training and development, enhancing access to skills training and continuous review of the curriculum.

ZAQA will therefore undertake the following measures to optimise the provisions in the 7NDP:-

- Engage industry to ensure the development of National Occupational Standards (NOS);

- Engage appropriate authorities to utilize National Occupational Standards in the design and development of curricular;

- Develop and implement strategies to combat fraudulent qualifications through validation and evaluation of qualifications for existing and prospective employees to determine authenticity and recognition;

- Develop and implement a mechanism to ensure that only quality assured qualifications are registered on the Zambia Qualifications Framework; and

- Promote the development and implementation of Recognition for Prior Learning policies.

b)   *Social*

i.   *Increase in the number of misrepresented qualifications reported*

There has been an increase in the number of fraudulent qualifications reported from zero in 2016 to Seven Hundred and Thirty-Three (733) in 2017 in line with a survey conducted by The Teaching Council of Zambia in collaboration with Zambia Qualifications Authority (ZAQA) and the Examinations Council of Zambia (ECZ). Further, ZAQA recorded twenty-six (26) additional fraudulent qualifications from inception in 2015 to December 2017. The increase in the number of fraudulent qualifications has put pressure on ZAQA to enhance its capacity in validation.

To counter this threat, ZAQA   will undertake the following measures: -

- Develop and implement a staff and institutional capacity building programme;

- Develop and implement an Information Education and Communication (IEC) Strategy; and

- Strengthen collaboration with key stakeholders through the development of stakeholder engagement mechanisms.

c) Technological

i. Advancements in Technology

The use of advanced technology such as online platform for validation of qualifications, procurement and financial management has, to a greater extent, improved operational efficiency of ZAQA. The Authority will optimise the advanced technology by undertaking the following: -

- Develop guidelines on the technology utilisation;

- Build capacity of staff to utilise the technology; and

- Engage SMART Zambia Institute for technical support.
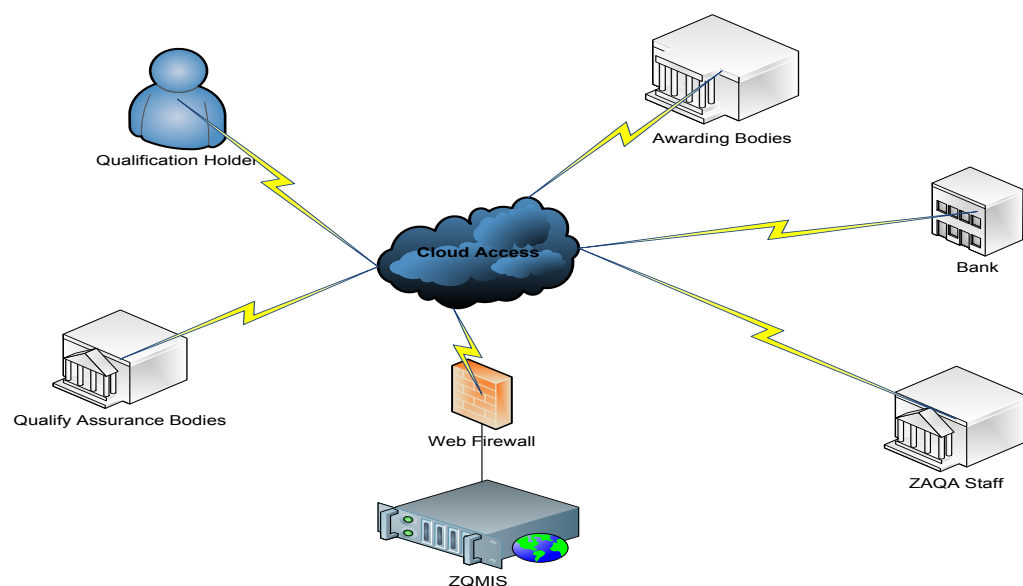
QMIS System Design and Interface

The use of advanced technology is, however, threatened by cyber-attacks, inadequate funding and interrupted service provision such as internet, electricity and technical support.

The Authority will counter these threats by:

- Enhancing the information security system such as Firewalls;
- Prudently utilising the available resources;
- Developing and implementing a resource mobilisation strategy; and
- Developing and implementing a disaster recovery system.

The Director and CEO Mrs. Mirriam Chiyaba shows the Permanent Secretary – Higher Education Mr. Mabvuto Sakala the QMIS while Mrs. Mercy Ngoma - Assistant Director Corporate Services looks on.

d)   *Legal Developments*

i.   *Issuance of Statutory Instrument No 4. of 2018 on Accreditation, and Evaluation of Qualifications*

The 30 days provided for in the SI for the accreditation of qualifications may not be adequate given the processes required to be undertaken. In this regard, ZAQA will enhance its staff, institutional capacity and strengthen collaboration with key stakeholders to meet the minimum requirement of 30 days.

ii.   *Enactment of the Zambia Institute for Tourism and Hospitality Studies Act No. 42 of 2016*

The Zambia Institute for Tourism and Hospitality Studies Act No. 42 of 2016 does not provide for an independent institution to quality assure the learning programmes. This case also applies to the NIPA Act that came into existence before the establishment of ZAQA. By implication, ZAQA undertakes the quality assurance process. This is against the good governance principles of separating the two functions of regulator and quality assurance. In addition, this adds to the work load of ZAQA. The Authority will engage the Ministry of Higher Education to review the ZAQA Act to make it mandatory for institutions to submit qualifications through designated appropriate authorities.

iii.   *Amendment of the Constitution of Zambia in 2016.*

Constitution of Zambia (Amendment) Act No. 2 of 2016 provides for National Values and Principles and for the values and principles of the public service in Articles 8 and 173 respectively. These provisions provide an opportunity for the Authority to promote a positive work culture. In this regard, a change management programme will be developed and implemented to promote a positive work culture in ZAQA.

2.1.1 Clients and Stakeholder Analysis

a) *Clients*

An analysis of the Clients revealed that the major needs that ZAQA should be addressing to their full satisfaction are as follows: -

i) Provision of guidelines on the registration and accreditation of qualifications;

ii) Provision of guidelines on the Recognition of Prior Learning;

iii) Provision of guidelines on the determination of National Occupational Standards;

iv) Validation and evaluation of qualifications;

v) Registration and accreditation of qualifications;

vi) Provision of Zambia Qualifications Framework Level Descriptors;

vii) Provision of guidelines on recognition of appropriate authorities;

viii) Provision of recognised qualifications; and

ix) Aligning National Qualifications to the SADC Qualifications Framework.

b) *Stakeholders*

Regarding stakeholders, the analysis revealed that their major interests / concerns include the following:

a) Collaboration on world referencing of qualifications;

b) Validation and evaluation of qualifications;

c) Implementation of the ZAQA Act;

d) Accreditation of Qualifications;

e) Provision of quality assured qualifications;

f) Provision of Zambia Qualifications Framework Level Descriptors;

g) Provision of guidelines on the Recognition of Prior Learning; and

h) Provision of guidelines on the development of National Occupational Standards.

Participants in the development of National Occupation Standards for the Tourism and Agriculture Sector

2.2 Internal Analysis

This section analyses the internal capability of ZAQA to establish the strengths and weaknesses, if any, and provide for optimisation and /or mitigation measures.

2.2.1 Management Audit

The audit of the internal operations of ZAQA revealed the following challenges: -

a)   Inadequacies in the Zambia Qualifications Framework level descriptors;

b)   Inadequacies in the guidelines for the Registration and Accreditation of Qualifications;

c)   Uncompetitive terms and conditions of service;

d)   Inadequate staffing due to budget constraints;

e)   Inadequate funding;

f)   Lack of appropriate and adequate office space;

g)   Inadequacies in the finance manual;

h)   Inadequate experience in the implementation of qualifications framework;

i)   Inadequate capacity in the human resource function;

j)   Inadequate security features on ZAQA certificates;

k)   Inadequacies in the disciplinary code;

l)   Optional validation and evaluation of qualifications;

m)   Inadequacies in the ZAQA Act;

n)   Inadequacies in Statutory Instrument No 4. of 2018;

o)   Inconsistencies between the Statutory Instrument (SI) and guidelines for the registration and accreditation of qualifications;

2.2.2 Capability Assessment

A further analysis of ZAQA focused on the internal operations of the Authority. The Institutional capability assessment conducted for ZAQA therefore, provided an in-depth analysis of the Authority's status internally. The Internal analysis identified a number of gaps and provided appropriate interventions as input into the preparation for the 2019 – 2021 Strategic Plan and Balanced Scorecard (BSC). Based on the assessment, it was established that the Authority had 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 ZAQA to effectively implement its Plan and Scorecard. Further, a SWOT analysis was conducted. The analysis identified the factors within the Institution in respect of Strengths and Weaknesses that would facilitate or hinder the implementation of the identified interventions. In addition, the analysis identified factors outside ZAQA 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 Authority identified factors within the Institution's control that can facilitate implementation of the proposed interventions to address the identified challenges. The following are the strengths and related optimization measures: -

i)   Supportive leadership and management;

ii)   Availability of staff to implement the strategic plan;

iii)   Availability of financial resources;

iv)   Availability of some operational manuals;

v)   Good rapport with Ministry of Higher Education; and

vi)   Existing internal communication channels.

ZAQA will optimise the identified strengths by: -

i)   Engaging Leadership, Management and Staff on developing, automating and integrating Management Systems and developing and implementing a competence based capacity building programme;

ii)   Prioritising the review and implementation of the organisation structure;

iii)   Prudently utilising the available resources;

iv)   Utilising the available operational manuals in the development and implementation of systems;

v)   Engaging consultants to develop, automate and integrate systems;

vi)   Engaging staff with relevant skills on the development and implementation of a capacity building programme.

b) Weaknesses

Weaknesses are factors within the institution's control that would hinder implementation of the proposed interventions to address the identified challenges. The following are the weaknesses and related mitigation measures that have been identified: -

i)   Staff resistance to change;

ii)   Change of policy direction;

iii)   Inadequate funding;

iv)   Delays in approving the organisation structure;

v)   Interrupted service provision such as internet, electricity, technical support; and

vi)   Institutions offering better conditions.

ZAQA will mitigate the identified weaknesses by: -

i)   Engaging the Ministry on the constitution of a Board;

ii)   Developing and implementing a recruitment plan;

iii)   Engaging management on the prioritisation of the development, automation and integration of systems;

iv)   Developing and implementing a change management programme; and

v)   Developing and implementing a staff retention programme.

c)   *Opportunities*

The assessment also identified factors outside ZAQA that may facilitate implementation of the identified interventions. These factors present opportunities which if optimised, will improve the performance of the Authority. The following are the opportunities and related optimisation measures: -

i)   Support from government;

ii)   Government transformative agenda;

iii)   Prioritisation of infrastructure development in the 7NDP;

iv)   Availability of Consultancy services;

v)   Prioritisation of e-government in the 7NDP;

vi)   Availability of advanced technologies;

vii)   Availability of skills on the labour market; and

viii) Availability of training providers.

The Director and CEO – Mrs. Mirriam Chiyaba with Mr. Fidelis Cheelo Standards Setting Manager during a workshop

ZAQA will optimise these opportunities by: -

i) Engaging government for financial and technical support;

ii) Incorporating new technologies in the systems;

iii) Engaging the Ministry of Higher Education on office accommodation;

iv) Engaging consultants for technical support;

v) Developing and implementing a competence based recruitment plan;

vi) Strengthening utilisation of the existing technology;

vii) Engaging training providers for tailor made programmes; and

viii) Engaging SMART Zambia Institute for technical support.

d) Threats

In addition to the opportunities, there are factors outside the control of the Authority that may negatively affect implementation of the proposed interventions. A number of threats and related mitigation measures were identified as presented below.

i) Inadequate funding;

ii) Delays in approving the revised structure and conditions of service;

iii) Interrupted service provision such as internet, electricity, technical support; and

iv) Institutions offering better conditions of service.

ZAQA will mitigate these threats by: -

i) Regularly updating government on progress on the implementation of programmes;

ii) Prudently utilising the available resources;

iii) Developing and implementing a resource mobilisation strategy;

iv) Engaging the Ministry on the constitution of the Board to facilitate approval of the revised organisation structure and conditions of service;

v) Enhancing the information security system such as Firewalls;

vi) Developing and implementing a disaster recovery system; and

vii) Developing and implementing a staff retention programme.

3.0 STRATEGIC DIRECTION

Having analysed the internal and external environment within which ZAQA is operating, and may be expected to operate in the near future, the Authority has set out an operational framework to guide the execution of its mandate. Specifically, the execution of its mandate will focus on programming, decision-making and resource allocation during the period 2019 – 2021 as follows:

3.1 Vision

> *"A credible and efficient regulator of national qualifications for local and international comparability".*

Through this vision, ZAQA will develop and implement a reliable national qualifications framework to meet international standards within the confines of its legal mandate and regularly update the qualifications framework to respond to stakeholder requirements.

3.2 Core Values

The operations of ZAQA and, more specifically, the conduct and behaviour of the staff for the next three (3) years will be anchored on the following six (6) core values:

a) **Professionalism:** We exhibit competence, commitment, good judgment, conduct and behaviour and promote a positive corporate image in the execution of our duties;

b) **Integrity** – We put the obligations of the Authority above one's personal interests and conduct ourselves in a manner that is beyond reproach;

c) **Transparency**- We are open and communicate effectively in the discharge of our duties;

d) **Team Work** – We cooperate with others and work to the best of our abilities, despite any personal conflict that may arise between individuals to foster unity of purpose;

ZAQA staff during Team Building held at Lake Safari Lodge in Siavonga, in 2017

e) **Excellence** – We provide superior and meritorious services beyond our clients' expectations.

f) **Confidentiality** - We are trustworthy by not revealing or disclosing privileged information to unauthorised persons.

3.3 Strategic Themes and Strategic Results

To realise its vision, the Zambia Qualifications Authority has identified three areas of focus and their related strategic results as follows:

(a) **Qualification accreditation and validation excellence** *resulting in Globally Recognised Qualifications; and*

(b) **Service Excellence** *resulting in satisfied clients and positive corporate image.*

3.3.1 Qualifications Accreditation and Validation Excellence

Under the Theme *Qualifications Accreditation and Validation Excellence*, ZAQA commits itself to improving management of the qualifications framework and enhancing stakeholder collaboration. Focus in this area will result into *Globally Recognised Qualifications.*

3.3.2 Service Excellence

Under Service Excellence, ZAQA will improve its human resource, improve sources and management of financial resources and improve institutional infrastructure. Focus in this area will result in *Satisfied Clients and positive work culture.*

3.4 Mission Statement

To realize the vision and achieve the strategic results, ZAQA commits itself to the following mission statement:

> *"To ensure local and international recognition of qualifications"*

Through this mission statement, ZAQA will put in place mechanisms to ensure that all accredited qualifications are current, relevant and are internationally comparable.

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

In the next three (3) years, the Zambia Qualifications Authority commits to pursuing the following six (6) strategic objectives with their associated intended results, measures, targets and strategies (initiatives):

3.5.1 Strategic Objective 1: Improve management of the qualifications framework

Under the Qualifications Accreditation and Validation Excellence theme, ZAQA will focus on improving the management of the qualifications framework. This will entail, strengthening the mechanism for accreditation and validation of qualifications, strengthening the legal framework and enhancing the Zambia Qualifications Framework. These efforts are aimed at increasing accreditation and validation of qualifications and compliance to set standards.

3.5.2 Strategic Objective 2: Enhance Stakeholder Collaboration

In addition to improving the management of the qualifications framework, ZAQA will need to enhance stakeholder collaboration to attain qualifications accreditation and validation excellence. This will entail developing and implementing stakeholder collaboration mechanisms and a Resource Mobilisation Strategy. This is aimed at increasing stakeholder support.

3.5.3 Strategic Objective 3: Improve Human Resources

Under the Service Excellence theme, the Authority will need to improve human resources capacity. To achieve this, ZAQA will strengthen performance management and reward mechanism and develop and implement a Culture Remodelling Programme. Further, ZAQA will review and operationalize the organization structure and develop and implement a Continuing Professional Development Programme. These efforts are aimed at improving performance and promoting a positive work culture.

ZAQA employees that visited SAQA with some members of staff from the host

Some ZAQA and SAQA staff listening in to a presentation during the study tour

3.5.4 Strategic Objective 4: Enhance Management Systems

In addition to improving human resources under the Service Excellence theme, the Authority will enhance management Systems. To achieve this, ZAQA will develop and implement a Service Delivery Charter and a Communication Strategy and develop, automate and integrate management systems. These efforts are aimed at enhancing the effectiveness and efficiency of service delivery.

3.5.5 Strategic Objective 5: Improve the sources and management of financial resources

Further to enhancing Management Systems, in order to achieve Service Excellence, the Authority will need to improve the sources and management of financial resource. To achieve this, ZAQA will develop and implement a Monitoring & Evaluation Framework and strengthen internal financial controls. These efforts are aimed at improving accountability.

3.5.6 Strategic Objective 6: Improve Institutional Infrastructure

Furthermore, the Authority will improve institutional infrastructure in order to attain Service Excellence. In order to do this, the Authority will develop and implement an Infrastructure Development Plan. This is aimed at improving the working environment.

ZAQA Team visited Quality and Qualifications Ireland in February 2019 with Staff from the Irish Embassy Lusaka and a representative from the Ministry of Higher Education.

Refer to the table below for a detailed log-frame for the Zambia Qualifications Authority. The Balanced Scorecard is at Appendix VI.

Zambia Qualifications Authority: Strategic Themes, Strategic Objectives, Intended Results, Measures, Targets and Strategies (Initiatives)

STRATEGIC THEME 1: Qualification accreditation and validation excellence

STRATEGIC RESULT: Globally recognized qualifications

STRATEGIC OBJECTIVE I: Improve management of the qualifications framework

Intended Result	Measures	Targets	Strategies
Increased accreditation of qualifications	% of qualifications processed within time	95% of received applications for accreditation processed within 30 days	• Strengthen the mechanism for accreditation and validation of qualifications.
Increased validation of qualifications	% of foreign qualifications validated	90% of foreign qualifications received validated within 30 days	• Strengthen the legal framework
	% of local qualifications validated	90% of local qualifications received validated within 14 days	• Enhance Zambia Qualifications Framework.
Increased compliance to set standards	% of Sectors with National occupational standards	90% of Key Priority Sectors with National Occupational Standards by December 2021	
	% of Appropriate Authorities promoting Recognition of Prior Learning	90% of Appropriate Authorities promoting Recognition of Prior Learning by December 2021	
	% of institutions compliant	80% of audited institutions compliant annually	
	% of Quality assurance and awarding bodies incorporating level descriptors in the development of their curriculum/learning programmes	90% of Quality assurance and awarding bodies incorporating level descriptors in the development of their curriculum/learning programmes by December 2021	

STRATEGIC OBJECTIVE II: Enhance stakeholder collaboration

Intended Result	Measures	Targets	Strategies
Increased stakeholder support	% of budget from other sources	25% of budget from other sources (other than GRZ) by 2021	• Develop and implement a stakeholder collaboration mechanism
	% of stakeholder groups providing technical support	50% of stakeholder groups providing technical support by December 2021	• Develop and implement a resource mobilisation strategy

STRATEGIC THEME 2: Service Excellence

STRATEGIC RESULT: Satisfied Clients and positive corporate image

STRATEGIC OBJECTIVE III: Improve human resources

Intended Result	Measures	Targets	Strategies
Improved Performance	% of set targets achieved	80% of staff achieving at least 85% of set targets annually	• Strengthen performance and reward mechanism. • Review and operationalize the organization structure. • Develop and implement a Continuing Professional Development Plan
Positive work culture	% of staff adhering to ZAQA core values	100% adherence to ZAQA core values	• Develop and implement a culture remodelling programme

STRATEGIC OBJECTIVE IV: Enhance management systems

Intended Result	Measures	Targets	Strategies
Effective and Efficient Service Delivery	% of services provided according to the service delivery charter	90% of services provided according to the service delivery charter	• Develop and implement a Communication Strategy • Develop, automate and integrate management systems • Develop and implement a Service Delivery Charter
	% of client satisfaction	85% increase in client satisfaction	

STRATEGIC OBJECTIVE V: Improve the sources and management of financial resources

Intended Result	Measures	Targets	Strategies
Improved accountability	Number of unqualified audit reports	Unqualified audit reports annually	• Strengthen internal financial controls • Develop and implement a Monitoring & Evaluation Framework
	No. of audit queries	Zero Audit queries annually	
	% of programmes conducted against approved budget	95% of programmes conducted within approved budget annually	

STRATEGIC OBJECTIVE VI: Improve institutional infrastructure

Intended Result	Measures	Targets	Strategies
Improved working environment	Acquisition of land for Infrastructure Development	Acquisition of land for infrastructure development by June 2021	Develop and implement an Infrastructure Development Plan
	Approved designs and BOQ	Approved designs and BOQ by December 2021	

4.0 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

These are critical success factors that ZAQA will need to put in place for successful implementation of the Plan.

The following are the pre-conditions:

a) **Adequate and qualified human capital**

A fully operational organisation structure with staff that have relevant qualifications, skills and competencies.

b) **Positive work culture among staff**

Staff that will cooperate with others and focus on meeting the needs of clients and interests of stakeholders.

c) **Supportive Board and Management**

The ZAQA Board and Management will provide strategic direction to the Authority and will be committed to realising the strategic vision of the Authority.

d) **Adequate infrastructure**

ZAQA will have sufficient office accommodation, systems and other amenities to facilitate its operations.

e) **Ownership of the Balanced Score Card by all members of staff**

All staff at ZAQA will be committed to implementing the Balanced Scorecard.

4.2. Assumptions

These are critical success factors outside the control of ZAQA that need to be in place for the successful implementation of the Plan.

The following are the assumptions:

a) **Supportive policy and legal framework**

All lacunas in the policy and legal framework will be addressed.

b) **Adequate financial resources**

The Authority will have sufficient financial resources to execute the Strategy.

c) **Stakeholders buy in and support**

Stakeholders will appreciate the role of the Authority and support the implementation of the Strategy.

d) **Leveraging technological advancements**

The Authority will take advantage of new developments in technology to support the implementation of the Strategy.

5.0 STRATEGIC PLAN IMPLEMENTATION

5.1. To operationalise the Strategy, an Implementation (Operational) Plan, broken down into Annual, Departmental and Individual work plans, with SMART targets, schedules of activities and costed accordingly will be developed taking into account the available resources.

5.2. The Office of the Chief Executive Officer will be responsible for the coordination of the development and implementation of the Implementation Plan as well as submission of progress reports to the Board by December every year. The Implementation Plan will be the basis for monitoring and evaluating the performance of ZAQA at three levels, namely, Individual, Departmental, and Institutional levels.

6.0 MONITORING AND EVALUATION

6.1. Monitoring and Evaluation (M&E) of the Strategy 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, Departmental and Institutional levels.

6.2. At individual level, the Performance Management System will be strengthened to be able to monitor and evaluate the performance of staff on a regular basis, bi-annually and annually. With regard to departmental level, monitoring and evaluation of the implementation of the Plans will be done quarterly while at Institutional level, monitoring and evaluation will be done bi-annually (internally) and annually (with stakeholders).

6.3. Accordingly, quarterly and annual progress reports on the implementation of the Plan will be coordinated by the Office of the Chief Executive Officer. The Office will ensure that each Department prepares progress reports and submits to Management for consideration before submitting to the Board. To determine the full extent of Plan implementation, the impact, as well as to inform the preparation of the 2022 -2026 Strategic Plan, mid-term and terminal reviews will be conducted.

APPENDIX I: ZAQA CLIENTS AND THEIR NEEDS

S/N	Cluster	NEEDS
1	**Quality Assurance Bodies**	• Accreditation of qualifications; • Provision of guidelines on the registration and accreditation of qualifications; • Provision of guidelines on the Recognition of Prior Learning; • Provision of guidelines on the Determination of National Occupational Standards;
2	**Awarding Bodies**	• Validation and evaluation of qualifications; • Registration and accreditation of qualifications; • Provision of Zambia Qualifications Framework Level Descriptors; • Provision of guidelines on Recognition of Prior Learning; • Provision of guidelines on recognition of appropriate authorities.
3	**Industry**	• Validation and evaluation of qualifications; • Accreditation of qualifications; • Provision of Zambia Qualifications Framework Level Descriptors; • Provision of guidelines on the Determination of National Occupational Standards.
4	**General Public**	• Validation and evaluation of qualifications; • Accreditation of qualifications; • Provision of Zambia Qualifications Framework Level Descriptors; • Provision of Recognised qualifications;
5	**Foreign Qualification Authorities**	• Validation and evaluation of qualifications; • Accreditation of qualifications; • Provision of Zambia Qualifications Framework Level Descriptors;
6	**Foreign Embassies in Zambia**	• Validation and evaluation of qualifications; • Provision of Zambia Qualifications Framework Level Descriptors.
7	**Cooperating Partners**	• Validation and evaluation of qualifications • Aligning national Qualifications to the SADC Qualification framework

APPENDIX II: ZAQA STAKEHOLDERS AND THEIR INTERESTS

S/N	CLUSTER	INTERESTS
1	**Cooperating Partners**	• Provision of quality assured qualifications; • Validation and evaluation of qualifications.
2	**Central Government**	• Collaboration on validation and evaluation of qualifications; • Provision of quality assured qualifications; • Validation and evaluation of qualifications.
3	**Civil Society**	• Provision of quality assured qualifications; • Validation and evaluation of qualifications.
4	**Professional Bodies**	• Provision of quality assured qualifications • Validation and evaluation of qualifications.
5	**Awarding Bodies**	• Validation and evaluation of qualifications; • Accreditation of Qualifications; • Provision of Zambia Qualifications Framework Level Descriptors; • Provision of Guidelines on the Recognition of Prior Learning.
6	**Trade Unions**	• Provision of quality assured qualifications; • Provision of lists of registered and accredited qualifications; Validation and evaluation of qualifications.
7	**Media**	• Information on registered and accredited Qualifications • Information on Zambia Qualification Framework; • General activities of the Authority; • Information on Fraudulent Qualifications.

Human Resource Personnel Sensitisation Breakfast held in Lusaka at Southern Sun Hotel Thursday, 13th September 2018.

APPENDIX III: SWOT ANALYSIS FOR ZAQA

7S	Strengths	Weaknesses	Opportunities	Threats
STRATEGY	• Supportive leadership and management • Availability of staff to provide input in the process	• Absence of a Board • Inadequate number of staff to effectively implement the strategic Plan	• Support from government • Availability of Consultancy services	• Change of policy direction • Inadequate funding
STRUCTURE	• Supportive leadership and management • Availability of staff to provide input in the process	• Absence of a Board	• Availability of Consultancy services; • Availability of qualified people in the labour market.	Delays in the approval of the structure
SYSTEMS	• Supportive leadership and management; • Availability of staff to provide input in the process; • Availability of some manuals; • Availability of some systems.	• Non prioritisation of the development, automation and integration of system.	• Policy direction to embrace e-government as outlined in the 7NDP; • Availability of advanced technologies; • Availability of consultancy services; • Availability of skills on the labour market.	• Inadequate funding; • Interrupted service provision such as internet, electricity, technical support.
SKILLS	• Support from leadership and Management; • Availability of staff with certain skills to build capacity in other staff.		• Availability of training providers; • Availability of technology.	• Existence of institutions offering better conditions
SHARED VALUES	• Support from leadership and management; • Existence of a programme to inculcate core values.	• Absence of HR staff to coordinate programmes.	• Availability of consultancy services.	
STAFF	• Good rapport; • Supportive leadership and management; • Existing communication channels; • Availability of staff with certain skills to build capacity in other staff; • Support from leadership and Management.	• Resistance to change.	• Availability of training providers.	• Existence of institutions offering better conditions
STYLE OF LEADERSHIP	• Visionary and transformative leadership	• Resistance to change	• Availability of training providers • Government transformative agenda	• Existence of institutions offering better conditions

APPENDIX IV: IMPLEMENTATION PLAN

PREAMBLE

This Implementation Plan relates to Six (6) Strategic Objectives drawn from the Zambia Qualifications Authority Strategic Plan and Balanced Scorecard for the period 2019 to 2021. The strategic objectives are as follows:

i)   Improve management of the qualifications framework;
ii)   Enhance Stakeholder Collaboration;
iii)   Improve Human Resources;
iv)   Enhance Management Systems;
v)   Improve the sources and management of financial resources; and
vi)   Improve Institutional Infrastructure.

The implementation plan shows the activities of each of the strategic objectives. The Implementation Plan has been divided into three (3) categories covering the duration of the Strategic Plan presented as follows:

i)   January – December, 2019;
ii)   January – December, 2020; and
iii)   January – December, 2021;

1.0   SUMMARY OF THE BUDGET

1.1   Summary Budget by Year

Year	Amount (ZMW)
2019	20,429,075.00
2020	26,557,797.50
2021	33,334,227.50
Total	**80,321,100.00**

1.2   Summary Budget by Strategic Theme

A further summarized anticipated expenditure per Strategic Theme is as indicated in the table below: -

STRATEGIC THEME I: *QUALIFICATION ACCREDITATION AND VALIDATION EXCELLENCE*	
Strategic Objective I: Improve Management of the Qualifications Framework	**17,756,000.00**
Strategic Objective II: Enhance Stakeholder Collaborations	**4,848,000.00**
TOTAL FOR STRATEGIC THEME I	**22,654,000.00**
STRATEGIC THEME II: *SERVICE EXCELLENCE*	
Strategic Objective III: Improve Human Resources	**42,992,700.00**
Strategic Objective IV: Enhance Internal Processes and Systems	**8,755,000.00**
Strategic Objective V: Improve Sources and Management of Financial Resources	**2,189,400.00**
Strategic Objective VI: Improve Institutional Infrastructure	**3,730,000.00**
TOTAL FOR STRATEGIC THEME II	**57,667,100.00**
IMPLEMENTATION PLAN TOTAL COST	**80,321,100.00**

2.0 CONCLUSION

This Implementation Plan will serve as a framework to guide the implementation of the 2019 to 2021 ZAQA Strategic Plan and Balanced Scorecard. The Implementation Plan specifies the Key Targets, Strategies to be employed and activities to be undertaken and their related cost estimates. Successful operationalisation of the Implementation Plan will require ZAQA staff to work as a team to achieve the set targets. ZAQA also anticipates continued support from all its stakeholders in the implementation process.

3.0 RECOMMENDATIONS

3.1   All Departments should prepare annual Departmental works plans drawn from the Implementation Plan:

3.2   All members of staff should develop individual work plans drawn from the Departmental work plans in line with their Job Descriptions;

3.3   ZAQA should ensure that all staff are capacity built in relevant areas to effectively perform their duties.

3.4   ZAQA should engage stakeholders for possible areas of support.

DETAILED IMPLEMENTATION PLAN 2019 - 2021

STRATEGIC THEME: Qualification Accreditation and Validation Excellence

STRATEGIC RESULT: Nationally and Internationally recognized qualifications

STRATEGIC OBJECTIVE I: Improve management of the qualifications framework

STRATEGY	INTENDED RESULT	RESPONSIBLE DIV/DEPT	PLAN TARGET	BASELINE 2018	ANNUAL TARGETS 2019	ANNUAL TARGETS 2020	ANNUAL TARGETS 2021	ACTIVITIES	BUDGET (ZMW)
Strengthen the mechanism for accreditation and validation of qualifications	Increased accreditation of qualifications	Technical	95% of received applications for accreditation processed within 30 days.	Received applications processed within 3 months in 2018	95% of received applications for accreditation processed within 30 days.	95% of received applications for accreditation processed within 30 days.	95% of received applications for accreditation processed within 30 days.	Review of the Zambia Qualification Act No. 13 of 2011 by December 2020	1,000,000.00
								Review registration and accreditation guidelines by June 2020	45,000.00
Strengthen the legal framework								Accredit qualifications on the ZQF	6,808,000.00
								Align ZQF to SADCQF by December 2019	250,000.00
Enhance Zambia Qualifications Framework								Targeted sensitizations to Appropriate	200,000.00

Outcome	Target	Target	Target	Target	Target	Activity	Budget
						Authorities annually	
	95% of received qualifications registered within 30 days.	90% of received qualifications registered within 30 days.	Accredited qualifications registered on the ZQF within 90 days	90% of existing qualifications registered on the ZQF		Develop and maintain a database of Experts by December 2019	450,000.00
	95% of received qualifications registered within 30 days.	95% of received qualifications registered within 30 days.				Publish /gazette registered qualifications	350,000.00
Increased validation of Qualifications	90% of foreign qualifications received validated within 30days and 14 days for local qualifications	90% of foreign qualifications received validated within 30days and 14 days for local qualifications	90% of foreign qualifications received validated within 30days and days for local qualifications	90% of foreign qualifications received validated within 30days and 14 days for local qualifications		Validate and Evaluate qualifications	1,640,000.00
						Establish linkages with foreign Accreditation bodies and embassies	498,000.00
						Sensitize Employers and awarding bodies on the validation and evaluation of foreign qualifications	350,000.00

Outcome	Strategy / Activity	Target 2021	Target 2020	Target 2019	Baseline 2018	Key Performance Target	Budget
	Strengthen information sharing between ZAQA and Appropriate Authorities managing the sub-frameworks.	90% of Local qualifications received validate within 14days	90% of Local qualifications received validate within 14days	90% of Local qualifications received validate within 14days	90% of local qualifications received validated within 30days	90% of Local qualifications received validate within 14days	175,000.00
	Promoting the uploading of learner achievement records on QMIS by local awarding bodies by December 2020						500,000.00
	Develop National Occupation Standards for 6 priority sectors namely; Tourism, Agriculture, Mining, Energy, Manufacturing and Construction by December 2021.	90% of Key Priority Sectors with National Occupational Standards by December 2021	70% of Key Priority Sectors with National Occupational Standards by December 2020	30% of Key Priority Sectors with National Occupational Standards by December 2019	0% of Key Priority Sectors with National Occupational Standards in 2018	90% of Key Priority Sectors with National Occupational Standards by December 2021	2,415,000.00
Increased compliance to set standards	Promote implementation						440,000.00

Activity / Budget					
of developed NOS	90% of Quality assurance and awarding bodies incorporating level descriptors in the development of their curriculum/lear ning programmes by December 2021	80% of Quality assurance and awarding bodies incorporating level descriptors in the development of their curriculum/lear ning programmes by December 2020	60% of Quality assurance and awarding bodies incorporating level descriptors in the development of their curriculum/lear ning programmes by December 2019	40% of Quality assurance and awarding bodies incorporating level descriptors in the development of their curriculum/lear ning programmes by December 2018	90% of Quality assurance and awarding bodies incorporating level descriptors in the development of their curriculum/learn ing programmes by December 2021
Review of the ZQF Structure and Level Descriptors by December 2020					
550,000.00					
Promote implementation of RPL by Appropriate Authorities continually	90% of Appropriate Authorities promoting Recognition of Prior Learning by December 2021	70% of Appropriate Authorities promoting Recognition of Prior Learning by December 2020	50% of Appropriate Authorities promoting Recognition of Prior Learning by December 2019	30% Appropriate Authorities promoting Recognition of Prior Learning by December 2018	90% Appropriate Authorities promoting Recognition of Prior Learning by December 2021
350,000.00					
Establish linkages with local and international institutions	90% of Quality assurance and awarding bodies	80% of Quality assurance and awarding bodies incorporating	60% of Quality assurance and awarding bodies	40% of Quality assurance and awarding bodies	90% of Quality assurance and awarding bodies incorporating
200,000.00					

Zambia Qualifications Authority

	Baseline				Activity	Cost
	80% of audited institutions compliant annually	incorporating level descriptors in the development of their curriculum/lear ning programmes by December 2018	incorporating level descriptors in the development of their curriculum/lear ning programmes by December 2019	level descriptors in the development of their curriculum/learn ing programmes by December 2020	incorporating level descriptors in the development of their curriculum/lear ning programmes by December 2021	Develop and implement a Quality Assurance mechanism by June 2020	450,000.00
Technical	80% of audited institutions compliant annually	Not established	80% of audited institutions compliant annually	80% of audited institutions compliant annually	80% of audited institutions compliant annually	Develop recognition audit guidelines by December 2019	65,000.00
						Audit Appropriate Authorities	330,000.00
						Develop guidelines on Credit Accumulation Transfer System (CATS) by June 2020	220,000.00
						Conduct stakeholder	450,000.00

ACTIVITIES	BUDGET (ZMW)
sensitization Activities on CATS	
Develop and implement an operational manual for the technical department by December 2019	20,000.00

Strategic Objective I: Total Cost	**12,381,000.00**

STRATEGIC OBJECTIVE II: Enhance stakeholder collaboration

STRATEGY	INTENDED RESULT	RESPONSIBLE DIV/DEPT	PLAN TARGET	BASELINE 2018	ANNUAL TARGETS 2019	ANNUAL TARGETS 2020	ANNUAL TARGETS 2021	ACTIVITIES	BUDGET (ZMW)
Develop and implement a stakeholder collaboration mechanism	Increased stakeholder support	Corporate Services	25% budget increase from other sources (other than GRZ) by December 2021	1% of income from other sources other than GRZ and ZAQA Services	5% of budget from other sources (other than GRZ)	10% of budget from other sources (other than GRZ)	25% of budget from other sources (other than GRZ)	Conduct a donor scoping exercise by December 2019	150,000.00
Develop and implement a Resource								Develop and implement a stakeholder engagement Plan by June 2020	100,000.00

Mobilisation Strategy		50% of stakeholder groups providing technical support by December 2021	Not established	10% of stakeholder groups providing technical support by December 2019	15% of stakeholder groups providing technical support by December 2020	25% of stakeholder groups providing technical support by December 2021	Enhance stakeholder collaborations with local, regional and international bodies	4,648,000.00
Strategic Objective II: Total Cost								**2,848,000.00**
STRATEGIC THEME TOTAL COST								**15,229,000.00**

| | | | | | | | | sensitization Activities on CATS | 20,000.00 |
| | | | | | | | | Develop and implement an operational manual for the technical department by December 2019 | |

Strategic Objective I: Total Cost — **12,381,000.00**

STRATEGIC OBJECTIVE II: Enhance stakeholder collaboration

STRATEGY	INTENDED RESULT	RESPONSIBLE DIV/DEPT	PLAN TARGET	BASELINE 2018	ANNUAL TARGETS 2019	2020	2021	ACTIVITIES	BUDGET (ZMW)
Develop and implement a stakeholder collaboration mechanism	Increased stakeholder support	Corporate Services	25% budget increase from other sources (other than GRZ) by December 2021	1% of income from other sources other than GRZ and ZAQA Services	5% of budget from other sources (other than GRZ)	10% of budget from other sources (other than GRZ)	25% of budget from other sources (other than GRZ)	Conduct a donor scoping exercise by December 2019	150,000.00
								Develop and implement a stakeholder engagement Plan by June 2020	100,000.00
Develop and implement a Resource									

			50% of stakeholder groups providing technical support by December 2021	Not established	10% of stakeholder groups providing technical support by December 2019	15% of stakeholder groups providing technical support by December 2020	25% of stakeholder groups providing technical support by December 2021	Enhance stakeholder collaborations with local, regional and international bodies	4,648,000.00
Mobilisation Strategy									

Strategic Objective II: Total Cost	**2,848,000.00**
STRATEGIC THEME TOTAL COST	**15,229,000.00**

STRATEGIC THEME: Service Excellence

STRATEGIC RESULT: Satisfied Clients and positive corporate image

STRATEGIC OBJECTIVE III: Improve Human Resources

STRATEGY	INTENDED RESULT	RESPONSIBLE DEPT	PLAN TARGET	BASELINE	ANNUAL TARGETS			ACTIVITIES	BUDGET (ZMW)
				2018	2019	2020	2021		
Strengthen performance management and reward mechanism.	Improved performance	Corporate Services	80% of staff achieving at least 85% of set targets annually	80% of staff achieving at least 85% of set targets	80% of staff achieving at least 85% of set targets	80% of staff achieving at least 85% of set targets	80% of staff achieving at least 85% of set targets	Review the performance management system by December 2019	45,000.00
								Review the reward system by December 2021	75,000.00

	Activity	Budget
	Integrate performance management system and reward mechanism by December 2021	30,000.00
Review and operationalise the Organisation Structure;	Review organization structure by June 2020	200,000.00
	Conduct job evaluations by December 2020	150,000.00
	Develop and implement recruitment plan of approved structure by December 2021	39,595,700.00
Develop and implement a Continuing Professional Development Plan;	Conduct a training needs assessment by December 2020	50,000.00
	Develop and implement a training policy by December 2020	65,000.00

STRATEGY	INTENDED RESULT		PLAN TARGET			BASELINE 2018	ANNUAL TARGETS			ACTIVITIES	BUDGET (ZMW)
							2019	2020	2021		
Develop and implement a culture remodeling programme	Positive work culture		100% adherence to ZAQA core values annually				100% adherence to ZAQA core values	100% adherence to ZAQA core values	100% adherence to ZAQA core values	Develop and implement a training plan by December 2020	2,532,000.00
										Develop and implement a programme to promote core values among staff by June 2020	250,000.00

Strategic Objective III: Total Cost — **46,992,700.00**

STRATEGIC OBJECTIVE IV: Enhance Management Systems

STRATEGY	INTENDED RESULT	RESPONSI BLE DIV/DEPT	PLAN TARGET	BASELINE 2018	ANNUAL TARGETS			ACTIVITIES	BUDGET (ZMW)
					2019	2020	2021		
Develop and implement a Service Delivery Charter	Effective and Efficient Service Delivery	Corporate Services	85% increase in client satisfaction annually	No mechanism in place to monitor client feedback	85% increase in client satisfaction	85% increase in client satisfaction	85% increase in client satisfaction	Develop and implement a client feedback system by June 2020	250,000.00
								Develop a service delivery charter by June 2020	90,000.00
								Operationalise service delivery	400,000.00

							Budget
Develop, automate and integrate management systems		90% of services provided according to the service delivery charter annually		90% of services provided according to the service delivery charter	90% of services provided according to the service delivery charter	90% of services provided according to the service delivery charter	charter by December 2020
							Evaluate Service Delivery Charter performance by December 2021	50,000.00
			No mechanism in place to monitor client feedback	90% of services provided according to the service delivery charter	90% of services provided according to the service delivery charter	Operationalise the Qualifications Management Information System by December 2019	1,850,000.00
						Develop and implement an ICT training programme for stakeholders by December 2019	150,000.00
						Streamline and automate processes and procedures by June 2020	880,000.00
						Develop and implement an ICT policy by December 2019	50,000.00

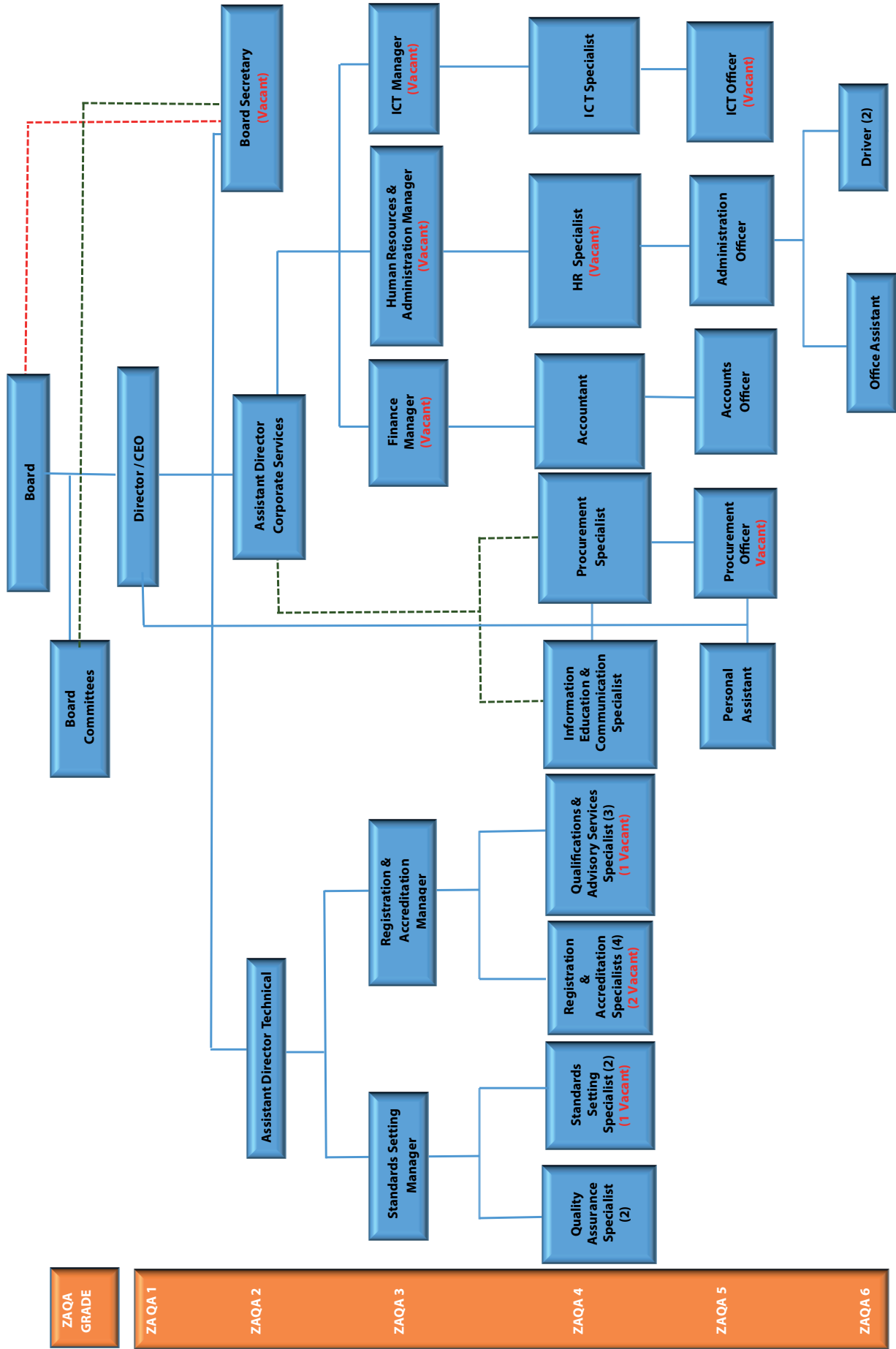| STRATEGY	INTENDED RESULT	RESPONSIBLE DIV/DEPT	PLAN TARGET	BUDGET (ZMW)
Develop and implement a Communication Strategy	Enhanced efficiency	Corporate Services	Develop a communication strategy by December 2019	85,000.00
			Develop promotional materials by March 2020	150,000.00
			Implement / roll out communication strategy by June 2020	4,750,000.00
			Review communication strategy performance by December 2021	50,000.00

Strategic Objective IV: Total Cost — **8,775,000.00**

STRATEGIC OBJECTIVE V: Improve the sources and management of financial resources

STRATEGY	INTENDED RESULT	RESPONSIBLE DIV/DEPT	PLAN TARGET	BASELINE	ANNUAL TARGETS			ACTIVITIES	BUDGET (ZMW)
				2018	2019	2020	2021		
• Strengthen internal				Unqualified audit report				Review and operationalize the	20,000.00

financial controls; • Develop and implement a Monitoring and Evaluation Framework	Improved accountability	Corporate Services	Unqualified audit reports annually	issued by auditors in 2018	Unqualified audit reports	Unqualified audit reports	Unqualified audit reports	finance manual by December 2019	953,400.00
								Enhance the institutional reporting process	
								Conduct General Compliance Monitoring	56,000.00
			Zero audit queries annually	5 audit queries raised by auditors in 2018	Zero audit queries annually	Zero audit queries annually	Zero audit queries annually	Develop an internal audit charter by December 2020	60,000.00
								Conduct Risk & Compliance Audits	200,000.00
			95% of activities conducted within approved budget	98% of activities conducted within approved budget	95% of activities conducted within approved budget	95% of activities conducted within approved budget	95% of activities conducted within approved budget	Develop and operationalize a Monitoring and Evaluation System by June 2020	250,000.00
								Develop and implement a dissemination programme for the strategic plan by December 2019	250,000.00

				Mid-term and final review of strategic plan performance by June 2020			400,000.00
Strategic Objective V: Total Cost							**2,189,400.00**

STRATEGIC OBJECTIVE VI: Improve institutional infrastructure

Develop and Implement an Infrastructure Development Plan	Improved working environment	Corporate Services	Acquisition of land for infrastructure development by June 2021	Formulate an infrastructure development plan by March 2020	-	-	80,000.00
				Procurement and processing of title deeds for land			3,500,000.00
			Approved designs and BOQ by December 2021	Engage consultant to develop plans and BOQ	-	-	150,000.00
Strategic Objective VI: Total Cost							**3,730,000.00**
STRATEGIC THEME TOTAL COST							**80,321,100.00**

Implementation Plan Grand Total Cost = ZMW80, 321,100.00

APPENDIX V: ZAQA CURRENT ORGANISATION STRUCTURE

ZAQA GRADE					
ZAQA 1					
ZAQA 2					
ZAQA 3					
ZAQA 4					
ZAQA 5					
ZAQA 6					

Board

Board Secretary (Vacant)

Board Committees

Director / CEO

Assistant Director Corporate Services

Assistant Director Technical

ICT Manager (Vacant)

ICT Specialist

ICT Officer (Vacant)

Human Resources & Administration Manager (Vacant)

HR Specialist (Vacant)

Administration Officer

Driver (2)

Office Assistant

Finance Manager (Vacant)

Accountant

Accounts Officer

Procurement Specialist

Procurement Officer (Vacant)

Information Education & Communication Specialist

Personal Assistant

Registration & Accreditation Manager

Qualifications & Advisory Services Specialist (3) (1 Vacant)

Registration & Accreditation Specialists (4) (2 Vacant)

Standards Setting Manager

Standards Setting Specialist (2) (1 Vacant)

Quality Assurance Specialist (2)

Zambia Qualifications Authority

APPENDIX VI: ZAMBIA QUALIFICATIONS AUTHORITY 2019 TO 2021 BALANCED SCORECARD

Vision	A credible and efficient regulator of national qualifications for local and international comparability
Values	Professionalism, Transparency, Excellence, Confidentiality, Integrity and Team Work
Strategic Theme	Qualification Accreditation and Validation Excellence · Service Excellence
Strategic Results	Globally Recognised Qualifications · Satisfied Clients and a positive corporate image
Mission	To ensure local and international recognition of qualifications
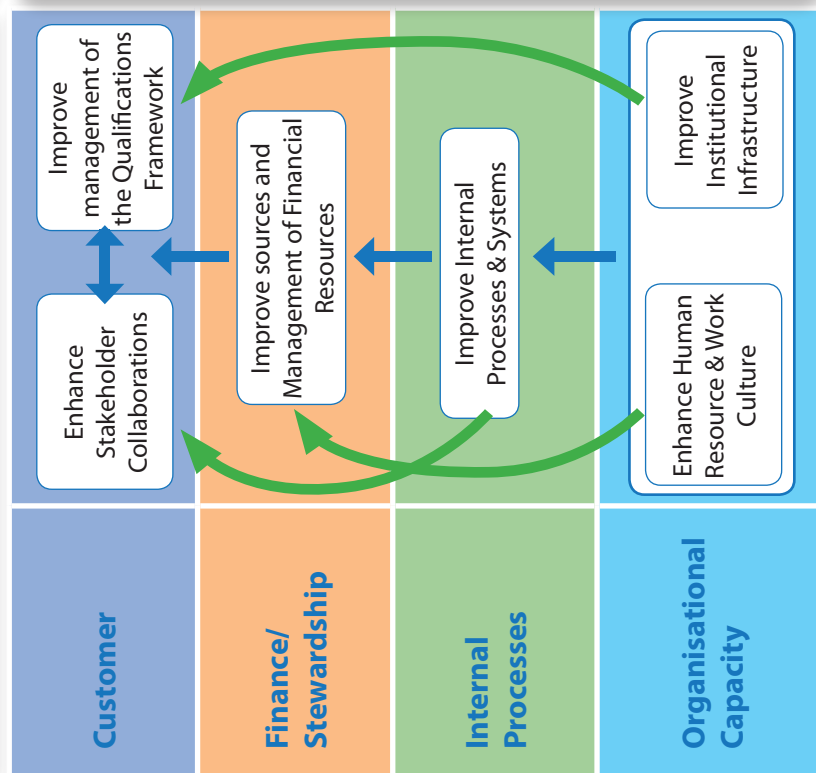
STRATEGIC OBJECTIVES AND STRATEGY MAPS	Measures	Targets	Strategies
Customer — Improve management of the Qualifications Framework; Enhance Stakeholder Collaborations	• % of qualifications processed within time; • % of foreign qualifications validated; • % of local qualifications validated; • % of Sectors National occupational standards; • % of Appropriate Authorities promoting Recognition of Prior Learning;	• 95% of applications for accreditation processed within 30 days; • 90% of applications for validation of foreign qualifications received processed within 30 days; • 90% of applications for validation of local qualifications received processed within 14 days; • 90% of Key Priority Sectors with National Occupational Standards by December 2021; • 90% of Appropriate Authorities promoting Recognition of Prior Learning by December 2021;	• Strengthen the mechanism for accreditation and validation of qualifications; • Strengthen the legal framework; • Enhance the Zambia Qualifications Framework; • Develop and implement a stakeholder collaboration mechanism
Finance/ Stewardship — Improve sources and Management of Financial Resources	• % of Quality assurance and awarding bodies incorporating level descriptors in the development of their curriculum/learning programmes; • % of institution complaints • % of budget from other sources; • % of stakeholder groups providing technical support; • % of set targets achieved	• 90% of audited compliant institutions annually; • 90% of Quality assurance and awarding bodies incorporating level descriptors in the development of their curriculum/learning programmes by December 2021; • 25% of budget from other sources (other than GRZ) by December 2021; • 50% of stakeholder groups providing technical support by December 2021; • 80% of staff achieving at least 85% of set targets annually;	• Develop and implement a Resource Mobilisation Strategy; • Strengthen performance and reward mechanisms; • Review and operationalize the organization structure.
Internal Processes — Improve Internal Processes & Systems	• % of staff adhering to ZAQA core values; • % of activities provided according to the service delivery charter; • % of increase in client satisfaction • Number of unqualified audit reports; • Number of audit queries;	• 100% adherence to ZAQA core values; • 90% of services provided according to the service delivery charter; • 85% increase in client satisfaction; • Unqualified audit reports annually; • Zero Audit queries annually;	• Develop and implement a Continuing Professional Development Plan; • Develop and implement a culture remodelling programme; • Develop and implement a Communication Strategy; • Develop, automate and integrate management systems
Organisational Capacity — Improve Institutional Infrastructure; Enhance Human Resource & Work Culture	• % of programmes conducted in line with approved budget; and • Acquisition of land for infrastructure development and approved BOQs	• 95% of programmes conducted within approved budget annually; • Acquisition of land for infrastructure development by June 2021; and • Approved designs and BOQs by December 2021	• Develop and implement a Service Delivery Charter • Strengthen internal financial controls; • Develop and implement a monitoring and evaluation framework; and • Develop and implement an infrastructure Development Plan.