ZAMBIA QUALIFICATIONS AUTHORITY

2022 ➜ 2026

STRATEGIC
PLAN

Prepared by:

Zambia Qualifications Authority in collaboration

with

Management Development Division

CABINET OFFICE

LUSAKA

CONTENTS

TABLES AND FIGURES

ACRONYMS

8NDP	-	Eighth National Development Plan
ACQF	-	African Continental Qualifications Framework
BSC	-	Balanced Scorecard
CATS	-	Credit Accumulation and Transfer System
COVID-19	-	Coronavirus Disease of 2019
ECZ	-	Examinations Council of Zambia
HEA	-	Higher Education Authority
IA	-	Institutional Assessment
M&E	-	Monitoring and Evaluation
MDD	-	Management Development Division
MoE	-	Ministry of Education
NOS	-	National Occupational Standards
OD	-	Organisational Development
PESTEL	-	Political, Economic, Social, Technological, Environmental and Legal
QMIS	-	Qualifications Management Information System
RPL	-	Recognition of Prior Learning
SADCQF	-	Southern African Development Community Qualifications Framework
SI	-	Statutory Instrument
SMART	-	Specific, Measurable, Attainable, Realistic and Time-bound
SWOT	-	Strengths, Weaknesses, Opportunities and Threats
TEVET	-	Technical Education, Vocational and Entrepreneurship Training
TEVETA	-	Technical Education, Vocational and Entrepreneurship Training Authority
UNESCO	-	United Nations Educational, Scientific and Cultural Organisation
UQP	-	UNESCO Qualifications Passport
USD	-	United States Dollar
ZAQA	-	Zambia Qualifications Authority
ZQF	-	Zambia Qualifications Framework

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WORKING DEFINITIONS

Balanced Scorecard	A planning and performance management tool aimed at translating an organisation's strategic results into a set of organisational performance objectives that in turn are monitored and measured
Monitoring and Evaluation	Tracking progress and matching performance against set targets to institute timely corrective action as well as determining impact being made
Strategic Planning	A process through which an organisation determines its strategic direction (vision), identifies strategic goals (strategic results) and objectives in view of its operating environment
Strategic Plan	An operational framework providing strategic direction used to communicate the organisation goals and actions needed to achieve those goals
Literature Review	The gathering and evaluation of available information on a given subject or a chosen topic area
Performance Assessment	A systematic process of evaluating an organisation to ascertain its achievements against the set targets in the Strategic Plan or any operational framework being used to execute its mandate within a prescribed period
Government Institution	A Government ministry, department, agency or organ, a statutory body, commission, and a local authority
Stakeholder Analysis	A technique used for identifying all stakeholders for an organisation (primary and secondary) to establish their needs and expectations
Strategic Issues	Major challenges faced by an organisation and require to be resolved for its survival, prosperity, and effectiveness
Core Values	Beliefs or norms that govern the behavior and conduct of staff in the performance of their duties and form the organizational work culture
Strategic Theme	Key areas of focus or pillars of excellence that the organisation must work on to fulfil its mandate during the strategic plan period

Strategic objective	Statement of intent describing continuous improvement an organisation must undertake to achieve the strategic results or goals
Strategic result	A statement describing the desired outcome of a strategic theme having undertaken planned interventions
Measures	Key Performance Indicators (KPIs) intended to assess progress towards the achievement of results
Strategy Map	A graphical representation that shows a logical cause-and-effect relationship among strategic objectives

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FOREWORD

I am pleased to present the Zambia Qualifications Authority (ZAQA) Strategic Plan covering a five year period from 2022 to 2026 which marks a significant milestone in providing strategic policy direction of the Authority. The development process for the 2022-2026 Strategic Plan involved a significant level of reflection and consultation to instil trust and confidence among all stakeholders as we envision *a credible regulator of national qualifications for comparability.* To achieve this vision, for the Authority, this Strategic Plan provides specific strategic direction that serves as an operational framework in meeting stakeholder expectations as we execute our pivotal role of providing strategic oversight on all national qualifications in Zambia.

With improved qualifications management and operational excellence, we shall execute our mandate effectively to ensure globally recognised and comparable qualifications. The Strategic Plan struck the right balance in maintaining what we do well and responding to future requirements and opportunities by ensuring that all the strategic issues related to the Authority's mandate were taken into consideration.

Further, the development of this Strategic Plan involved engagement of various stakeholders to solicit views to ensure stakeholder by-in for successful implementation. We, therefore, look forward to continued support from cooperating partners, the private sector, civil society organisations, the general public and other stakeholders to realise the mandate of the Authority. With this support from all stakeholders, the Authority will remain committed to delivering its mandate of developing and implementing a National Qualifications Framework.

The formulation of this Plan provides a strategic direction to execute the Authority's mandate during the planned period. Therefore, there is need for consented efforts to effectively implement the plan to realise the vision of being *a credible regulator of national qualifications for comparability* throughout the world. With appropriate levels of commitment and support, this Plan will significantly improve the quality of qualifications in Zambia and contribute to national development.

Ann Malata Ononuju (Mrs.)
BOARD CHAIRPERSON

ACKNOWLEDGEMENT

On behalf of the Board, Management and staff of the Zambia Qualifications Authority, I would like to acknowledge with sincere gratitude, the Management Development Division, Cabinet Office for the support and guidance provided to the Authority in the development of the Strategic Plan for the period 2022 to 2026. Their leadership in the development process was both emphatic and inspirational in equal measure.

I am sincerely grateful to the Ministry of Education for policy guidance and support in the development of this Strategic Plan. I would also like to convey my gratitude to my Management team and Staff for working tirelessly during the preparation of this Plan. The importance of teamwork came to test as the institutional knowledge and expertise in each member of staff was called upon and is reflected in this document.

Further, I would like to thank all our stakeholders, individually and collectively, for the support rendered to the Authority over the years. I urge you to continue with the same spirit as we embark on the implementation of the 2022-2026 Strategic Plan. It is my sincere hope that all 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 management of qualifications in Zambia.

Mercy M. Ngoma (Mrs)
ACTING CHIEF EXECUTIVE OFFICER

ZQ Zambia Qualifications Authority

EXECUTIVE SUMMARY

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

The development of the 2022 – 2026 Strategic Plan was necessitated by the need to set a new direction and establish key priorities relating to the mandate of the Authority as stipulated in the Act following the expiry of the 2018 – 2021 Strategic Plan. Further, the Authority aligned its programmes to the Eighth National Development Plan (8NDP) in accordance with the National Planning and Budgeting Act No. 1 of 2020.

The methodology used to come up with the 2022 – 2026 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 the Authority against the 2018 – 2021 Strategic Plan, conducting an internal capability assessment to establish the Authority's distinctive competencies, as well as, analysing the micro and macro-environments. 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 the institutional assessment, the Authority set out a strategic operational framework for the period 2022 – 2026 comprising the vision, mission, core values, strategic themes and results, and strategic objectives.

Vision:

"A credible regulator of national qualifications for comparability".

Through this vision, the Authority will manage and implement a National Qualifications Framework comparable to present-day global standards in line with its legal mandate and regularly update the Qualifications Framework to respond to stakeholder requirements.

Mission:

"To manage the Zambia Qualifications Framework (ZQF) to ensure recognition and comparability of qualifications"

The ZQF is at the focal point of ZAQA's mandate. ZAQA's main objective over the next five years shall be to implement the ZQF to ensure comparability of qualifications.

Core Values

The Authority is guided by four core values to effectively and efficiently execute the Strategic Plan. The four core values are: Excellence, Integrity, Teamwork and Confidentiality.

Strategic themes and strategic results

The Authority has identified two strategic themes and their related strategic results as focus areas in the execution of the mandate in the next five years. The strategic themes and their corresponding strategic results are:

a. *Qualifications Management Excellence* resulting in *globally recognised and comparable qualifications; and*

b. *Operational Excellence* resulting in *high quality services.*

Strategic Objectives

The following strategic objectives will be deployed to fulfill ZAQA's mandate:

1.   Improve management of the qualifications framework;

2.   Enhance uptake of occupational standards;

3.   Improve financial resource mobilisation and management;

4.   Enhance customer services;

5.   Improve management systems;

6.   Improve human resource; and

7.   Improve institutional infrastructure.

This Strategic Plan will be operationalised using a five year Implementation Plan. The Implementation Plan will consist of costed annual activities that will be implemented by respective departments and individual staff. The Strategic Plan will be monitored regularly and monthly, quarterly and annual progress reports shall be prepared to provide necessary interventions for improvement. In addition, mid and terminal reviews shall be carried out to establish the extent of the Strategic Plan implementation and its impact.

Staff at tourism expo.

1. INTRODUCTION

1.1. BACKGROUND

The Zambia Qualifications Authority is a statutory body established by the Zambia Qualifications Authority 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. The Authority is also guided by the Zambia Qualifications (Accreditation, Validation, and Evaluation of Qualifications) Regulations as provided in Statutory Instrument (SI) No. 4 of 2018.

1.2. MANDATE

The Zambia Qualifications Authority Act No. 13 of 2011 mandates the Authority to develop and manage the Zambia Qualifications Framework (ZQF) to ensure national and international recognition and comparability of qualifications.

1.3. PORTFOLIO 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.

1.4.   OPERATIONAL STRUCTURE

The Zambia Qualifications Authority's organisational management and operational structure comprises a Board of Directors appointed by the Minister, which provides policy direction. The Chief Executive Officer who is responsible for the day-to-day operations heads the Authority. The Chief Executive Officer's office consists of the Legal Counsel/ Board Secretary, Internal Audit, Information Education and Communication, and Procurement.

The Chief Executive Officer is deputised by two Directors responsible for Technical and Corporate Services Directorates. The Technical Directorate has two sections namely: Qualifications Services and Standards and Quality Assurance, while the Corporate Services Directorate has three sections, and these are Human Resource and Administration, Information and Communication Technology, and Finance.

1.5.   RATIONALE FOR DEVELOPING THE 2022–2026 STRATEGIC PLAN

The development of the 2022 – 2026 Strategic Plan was necessitated by the need to set a new direction and establish key priorities relating to the mandate of ZAQA following the expiry of the previous Strategic Plan. This Strategic Plan is also aligned to the Eighth National Development Plan (8NDP) in accordance with the National Planning and Budgeting Act No.1 of 2020. Further, the Strategic Plan will aid the Authority in formulating strategies that will enable it execute its mandate effectively.

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2. METHODOLOGY

The 2022 -2026 Strategic Plan was developed with technical support from the Management Development Division, Cabinet Office using an Integrated Strategic Planning process. The process had two phases, namely Institutional Assessment (IA) and Organization Development (OD) The process incorporated the principles of the Balanced Scorecard.

The Institutional Assessment involved conducting an assessment of the Authority's performance against the previous strategic plan, literature review of policies and legal documents with implication in the execution of the ZAQA mandate. An institutional capability was also conducted to examine internal and external environment to establish ZAQA's distinctive competencies, and ascertain the external macro environments development, which may affect the execution of the mandate. The models and tools applied included the McKinsey 7S Model, Lewin's Simple Change Management Model, Objective and Problem Trees, Strength, Weaknesses, Opportunities and Threats (SWOT), and Political, Economic, Social, Technological, Environment and Legal (PESTEL) Analyses.

Further, stakeholder analysis and engagements were undertaken. During the analysis, all the stakeholders were mapped and representative samples selected for engagements. The groups were separately engaged as clients, board members, management staff and other stakeholders (individuals/institutions not receiving a service from ZAQA but may be affected by its decisions). The purpose of the engagements was to solicit for information on the current and future outlook of the Authority as well as suggest areas of focus to enhance the execution of the mandate.

The Organisation Development involved determining the strategic direction of ZAQA for the next five years. Information collected from the IA was used to determine the strategic direction which involved formulating the Vision, Mission, Core Values, Strategic Themes, Strategic Results, Strategic Objectives, Intended Results, Measures, Targets and Strategies (Initiatives). The Strategic Plan was later validated by various stakeholders and approved by the Board and cleared by Management Development Division at Cabinet Office.

3. STAKEHOLDER AND CLIENT ANALYSIS

3.1. PRIMARY STAKEHOLDERS

An analysis of the primary stakeholders or clients revealed the major needs that ZAQA should be addressing to their full satisfaction as presented in Table 1**.**

Table 1: Clients and their needs

No.	Clients	Needs
1	Awarding Bodies	• Registration and accreditation of qualifications • Zambia Qualifications Framework Level Descriptors • Guidelines on Recognition of Prior Learning • Guidelines on Credit Accumulation and Transfer System (CATS) • Guidelines on the Determination of National Occupational Standards
2	Individual clients	• Verification and evaluation of qualifications • Information on accredited qualifications • Information on accredited or recognised foreign awarding bodies • Zambia Qualifications Framework Level Descriptors

3.2. SECONDARY STAKEHOLDERS

An analysis of secondary stakeholders revealed the type of stakeholders and their interests as presented in Table 2.

Table 2: Stakeholders and their Interests

No.	Stakeholder	Interests
1	Government Ministries and Institutions	• Effective implementation of policies and legislation on the ZQF • Collaboration in the harmonisation of legislation related to the ZQF • Timely verification and evaluation of qualifications • Provision of quality assured qualifications • Collaboration in the development of NOS • Timely preparation of annual reports • Prudent management of resources
2	Appropriate Authorities	• Timely registration and accreditation of qualifications on the ZQF • Guidelines on the Registration and Accreditation of qualifications • Policy and criteria for assessment, recognition of CATS and RPL • ZQF level descriptors • Information about international practice in the development and management of the ZQF
3	Professional Bodies	• Timely verification and evaluation of qualifications • Timely registration and accreditation of qualifications • Clear guidelines and policy on the ZQF • Guidelines on the Determination of NOS • ZQF level descriptors
4	Industry	• Timely verification and evaluation of qualifications • Information on registered and accredited qualifications • Guidelines on the Determination of NOS • Availability of NOS • Policy and criteria for assessment • Recognition of Prior Learning
5	General Public	• Timely verification and evaluation of qualifications • Information on registered and accredited qualifications on the ZQF • Information on accredited foreign awarding bodies • Information on ZAQA services
6	Foreign Qualification Authorities	• Collaboration in verification and evaluation of qualifications • Information on registered and accredited qualifications on the ZQF • ZQF level descriptors
7	Foreign Embassies in Zambia	Timely verification and evaluation of qualifications
8	Cooperating Partners	• Adherence to the Southern African Development Community Qualifications Framework (SADCQF) • Effective implementation of the ZAQA Act No.13 of 2011 • Benchmarking and sharing of best practices • Adherence to the African Continental Qualifications Framework (ACQF) • Collaboration in the efficient and effective implementation of the United Nations Education, Scientific and Cultural Organisation (UNESCO) Qualifications Passport (UQP) project • Prudent utilisation of project funds • Implementation of the employability guidelines

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No.	Stakeholder	Interests
9	Civil Society Organisations	• Information on registered and accredited qualifications on the ZQF • Information sharing on the ZAQA services and operations • Availability of NOS
10	Media Houses	• Timely and accurate information on ZAQA's mandate and services

3.3. ENVIRONMENTAL ANALYSIS

An environmental analysis was conducted to identify the internal and external factors that could affect the Authority's performance. The analysis considered the Authority's internal strengths and weaknesses and how they could affect the ability to handle external threats and opportunities.

3.4. INTERNAL ASSESSMENT

The internal environmental analysis involved undertaking an internal capability assessment. The McKinsey 7S Model was used to gather targeted information regarding the internal operations of ZAQA and facilitated conducting of a SWOT analysis to establish internal inadequacies and provide interventions to achieve desired outcomes. The McKinsey 7S relates to the seven areas of an organisation namely; Strategy, Structure, Systems, Staff, Skills, Shared Values and Style of Leadership. This model assumes that for an organisation to effectively operate, the seven areas are supposed to be adequate, and demonstrates interdependence and interconnectedness. The SWOT analysis examined the Strengths, Weaknesses, Opportunities and Threats of ZAQA for the effective execution of the Strategic Plan.

Based on the internal analysis, the following were the findings:-

a.   Strategy:

b.   Structure and Staff: The Structure and Staff ZAQA were not adequate for effective execution of its mandate.,

c.   Systems: Most of the systems were automated to facilitate for online services. However, a few systems were not automated and were below the required level.

d.   Skills: Skills of staff were continually being challenged by the dynamic environment.

e.   Shared values: Some members of staff were not living up to the standard of the institutional shared values.

f.   Style of Leadership: The situational type of leadership was predominant

This Strategic Plan has provided strategies that will address the challenges identified.

3.4.1 SWOT Analysis

The identified Strengths, Weaknesses, Opportunities and Threats are presented in Table 3.

Table 3: SWOT Analysis Matrix

	Positive	Negative
	STRENGTHS	**WEAKNESSES**
Internal	1. Availability of staff with knowledge in the Strategic Planning process; 2. Availability of human resource to develop and implement the risk management plan, training policy, and change management programme; 3. Availability of management systems such as, Qualifications Management Information System (QMIS) and Pastel; 4. Availability of an approved organisational structure; and 5. Supportive Board and Management.	1. Inadequate financial resources; 2. Inadequate skilled staff; 3. Staff turnover; and 4. Inadequate operational equipment.
	OPPORTUNITIES	**THREATS**
External	1. Availability of skilled consultants in risk management and systems development; 2. Availability of system hosting services; 3. Political will; 4. Availability of scholarships and training providers; 5. Availability of advanced technologies; and 6. Availability of support from cooperating partners.	1. Dynamic risk environment leading to failure to anticipate some risks; 2. Intermittent internet connectivity; 3. Technological changes and escalating cost of new technology; 4. Cyber security risks; 5. Limitations in the legal framework (overlaps with other statutory bodies); 6. Financial limitations due to austerity measures.

3.5. EXTERNAL ANALYSIS

An analysis of the external environment using PESTEL factors identified a number of developments that affected ZAQA during the previous strategic plan period. Further, the analysis identified developments that could affect the operations of the Authority during implementation of the 2022 – 2026 Strategic Plan. The following developments were identified:

3.5.1 Political/Policy Developments

a. Realignment of ZAQA to the Ministry of Education

The Zambia Qualifications Authority was realigned to the Ministry of Education in accordance with Government Gazette Notice number 1123 of 2021. This was as a result of the abolishment of the Ministry of Higher Education and subsequent establishment of the Ministry of Education. This resulted in better networking and coordination across the sector's statutory entities as all the entities fall under one umbrella.

b. National Higher Education Policy, 2019

The National Higher Education Policy of 2019 provides a framework for managing and financing higher education and skills training to enhance access, quality, relevance, efficiency, equity and inclusiveness in the sub-sector. Further, the policy aims to address overlaps and improve coordination among institutions providing oversight and quality assurance in the provision of Higher Education in Zambia.

Therefore, the Policy streamlined the roles of various institutions in enhancing quality assurance.

Further, the Policy recognises Zambia Qualifications Authority as a key institution in the regulation of qualifications. The Authority, therefore, will strengthen the management and implementation of the ZQF and Level Descriptors.

3.5.2 Economic Developments

a. Unstable macroeconomic conditions

Macroeconomic factors such as high inflation and fluctuating exchange rates negatively affected the operations of ZAQA. In December 2021, the inflation rate was 16.4%[1], while the exchange rate fluctuated between K15.9/USD and K22.68/USD[2] from January to December 2021 resulting in the rise in prices of goods and services. The Authority will therefore strengthen implementing financial controls and adhere to Public Financial Management regulations.

b. Limited Fiscal Space

At the end of September 2021, the public external debt was $14.71 billion[3]. The massive national debt resulted in reduced fiscal space which negatively impacted financing to the Authority.

ZAQA will place an emphasis on the execution of high-impact interventions and strengthen budgetary planning.

3.5.3 Social Development

a. Social Media Use

A rise in the use of social media platforms such as Facebook, Twitter, WhatsApp, and LinkedIn has made it easier for the public to access information about ZAQA services. To optimise this development, the Authority will implement strategies to increase its online presence. While the rising usage of social media platforms is encouraging, the Authority will implement steps to ensure that staff are aware of the risks of misusing the platforms.

b. Disease Burden

The outbreak of the COVID-19 pandemic resulted in the disruption of operations due to restrictions on physical interactions and travel. The Authority will continue to devise new ways of operating and providing services to clients. Further, the Authority will strengthen adherence to health guidelines.

3.5.4 Technological Developments

ZAQA's service delivery has been enhanced by use of cutting-edge technology for validating qualifications, procurement, and financial management. The Authority will continue to build capacity of staff in the use of new technology and engage SMART Zambia Institute for technical support. The Authority is mindful of the cyber security risks such as hacking of systems and exposure to malware which may disrupt operations. Therefore, ZAQA will enhance the information security system and backup.

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1   *Zambia Statistics Agency*
2   *Bank of Zambia*
3   *Zambia Statistics Agency*

3.5.5 Legal Developments

The following legal frameworks will have an impact on the operations of the Authority:

a.   The Higher Education (Amendment) Act No. 23 of 2021

The Higher Education (Amendment) Act No. 23 of 2021 resulted in, among other things, the revision of the categories of higher education institutions, and provided that a higher education institution intending to offer a certificate, diploma or degree training programme shall obtain accreditation of the learning programme from the Higher Education Authority (HEA). Arising from the Amendment Act, all higher education institutions and professional bodies, other than those colleges registered under the Technical Education, Vocational and Entrepreneurship Training (TEVET) Act No. 13 of 1998, shall be required to submit their learning programmes for registration and accreditation as qualifications through the HEA. Therefore, ZAQA will align the process of submission of qualifications for registration and accreditation in line with the provisions of the Higher Education Amendment Act.

b.   The Nurses and Midwives Act No. 10 of 2019

The Nurses and Midwives Act No. 10 of 2019 provides, among other things, for the registration as a specialist, a person who holds a post-graduate qualification in nursing, midwifery or other health related disciplines obtained from a foreign higher education institution whose qualifications are recognised and validated by ZAQA. The Authority will therefore strengthen collaboration with the Nursing and Midwifery Council of Zambia (NMCZ) in the recognition of foreign qualifications.

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4. PERFORMANCE ASSESSMENT

4.1. PERFORMANCE CRITERIA

A performance assessment of ZAQA was conducted to evaluate the Institution's performance against its 2019 – 2021 Strategic Plan. The exercise involved conducting an internal self-assessment and performance rating. The assessment of ZAQA performance against its 2019 – 2021 Strategic Plan was based on the evaluation of each of the Six Strategic Objectives in terms of extent to which the targets were met. The performance was rated using a three level rating criteria as follows:

a.   *Code 1 - Red (0% to 49%)* for below Average Performance.

b.   *Code 2 - Yellow (50% to 79%)* for Average Performance

c.   *Code 3 - Green (80%-100%)* for above Average Performance

4.2. PERFORMANCE RECORD

The overall performance was 75.9% with a rating of 2 representing average performance. The performance against the support objective was 65.7% while the performance against the core objectives was 86.9%. The average performance record by objective is presented in the Table 4:

Table 4: Performance Record
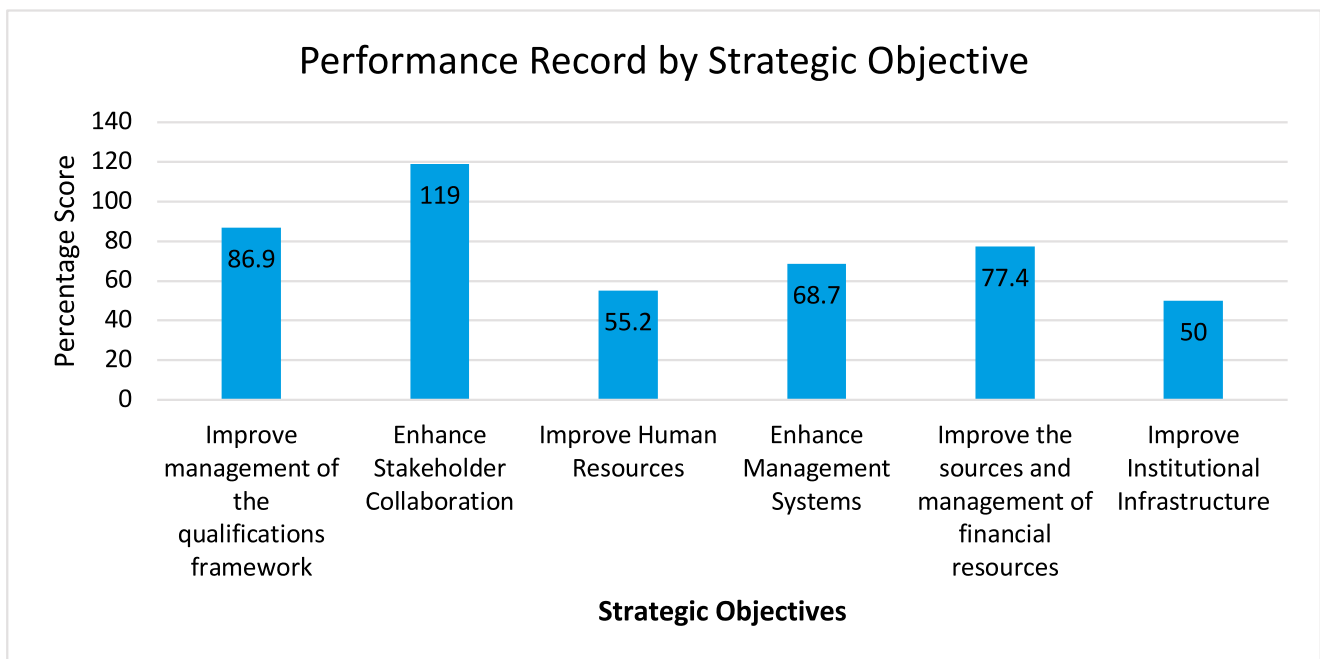
During the strategic plan period, the Authority recorded the following major achievements:

1.   Registered and accredited 410 qualifications on the ZQF;

2.   Validated and evaluated 7,415 qualifications;

3.   Developed National Occupational Standards in the six key priority sectors namely Agriculture, Tourism, Manufacturing, Construction, Mining and Energy;

4.   Audited eight Appropriate Authorities for compliance to ZQF standards;

5.   Recorded unqualified audit reports and

6.   Developed policies and guidelines to support quality assurance mechanisms in appropriate authorities.

The above notwithstanding, the performance of the Authority was affected by the following major factors:

i. Outbreak of the COVID-19 pandemic which negatively affected the operations of the Authority leading to reduced income from ZAQA services and stakeholders offering financial support to the Authority;

ii. Budgetary constraints and delayed funding from the treasury; and

iii. Delays by awarding bodies in responding to verification requests.

iv. The 2022 to 2026 Strategic Plan has provided innovative strategies that will ensure that the above and other challenges are adequately addressed to ensure effective execution of the Authority's mandate.

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5.STRATEGIC DIRECTION

The ZAQA's 2022 -2026 Strategic Plan is anchored on the Eighth National Development Plan (8NDP) which is a blueprint for the country's social-economic development for the period 2022 to 2026. The 8NDP has Four Strategic Development Areas, and these are:

1. Economic Transformation and Job Creation;

2. Human and Social Development;

3. Environmental Sustainability; and

4. Good Governance Environment.

The Authority will contribute to Strategic Development Area number 2 on Human and Social Development whose development outcome is improved education and skills development. The Authority will apply Strategy No. 1 that focuses on enhancing access to quality, equitable and inclusive education.

An analysis of the internal and external environments within which ZAQA operated and may be expected to operate during the 2022 to 2026 strategic plan period reviewed the achievements scored and challenges faced. To effectively contribute to the stated Strategic Development Area, ZAQA has addressed the challenges identified and capitalised on its achievements through this Strategic Plan. The strategic direction, decision-making and programme implementation for the Authority will, therefore be guided by this Plan. The strategic direction is aligned to the Eight National Development Plan (8NDP) in accordance with the National Planning and Budgeting Act No.1 of 2020

5.1. VISION

"A CREDIBLE REGULATOR OF NATIONAL QUALIFICATIONS FOR COMPARABILITY"

Through this vision, the Authority will manage and implement a National Qualifications Framework comparable to present-day global standards in line with its legal mandate. The Framework will regularly be updated to respond to stakeholder requirements.

5.2. MISSION STATEMENT

To realise the vision and achieve the strategic results, the Authority commits itself to the following mission statement: **"To manage the Zambia Qualifications Framework to ensure recognition and comparability of qualifications".**

The ZQF is at the focal point of ZAQA's mandate. ZAQA's objective over the next five years shall be to implement the ZQF to ensure comparability of qualifications.

5.3. CORE VALUES

The operations of ZAQA for the next Five (5) years will be anchored on the following four core values:

    i. **Excellence**: we deliver superior and meritorious services beyond our stakeholders' expectations;

    ii. **Integrity:** we consistently exhibit the highest levels of honesty and uncompromising adherence to strong moral and ethical principles and values in our actions;

    iii. **Teamwork:** we cooperate with one another, regardless of ones background for the attainment of our organisational goals. We also collaborate well with all our stakeholders in the execution of ZAQA's Mandate; and

    iv. **Confidentiality:** we are trustworthy by not revealing or disclosing privileged information to unauthorised persons.

5.4. STRATEGIC THEME AND STRATEGIC RESULTS

To realise its vision, the Zambia Qualifications Authority has identified two key areas of focus and their related strategic results presented in Table 5.

Table 5: Strategic Themes

Strategic Theme 1		Strategic Theme 2
Strategic Theme	Operational Excellence	Qualifications Management Excellence
Strategic Result	High quality services	globally recognised and comparable qualifications

5.4.1 Qualifications Management Excellence

Under the Theme Qualifications Management Excellence, ZAQA commits itself to improving management of the qualifications framework and enhancing stakeholder collaboration. Focus in this area will result into globally recognised and comparable qualifications.

5.4.2 Operational Excellence

Under Operational Excellence, ZAQA will improve its human resource, financial resource mobilisation and management as well as the institutional infrastructure. Focus in this area will result in high quality services.

5.5. STRATEGIC OBJECTIVES

In the next five years, the Authority commits to pursuing the following seven strategic objectives presented in Table 6

Table 6: Strategic Objectives

Strategic Themes	Strategic Objectives	Description
Qualifications Management Excellence	1. Improve management of the qualifications framework	The ZAQA will focus on improving the management of the qualifications framework. To achieve the objective, the Authority will enhance the validation of qualifications mechanism, enforce the registration and accreditation of learning programs into qualifications, strengthen the legal framework, and enhance the ZQF.
	2. Enhance uptake of occupational standards	Under this objective, the Authority will increase the number of NOS in more sectors. The Authority will also enforce the incorporation of NOS in learning programmes submitted for registration and accreditation as qualifications. The intended result is to improve the relevance of graduate skills and competencies to the needs of industry.
Operational Excellence	3. Improve financial resource mobilisation and management	The Authority will strive to improve its funding sources and enhance financial management. To achieve this, ZAQA will seek to increase its financial base through the implementation of the resource mobilisation strategy, enhanced internal control systems and production of unqualified external audit reports.
	4. Enhance customer services	The Authority will strive to build a positive corporate image by improving its accessibility and visibility. The Authority will seek to reduce customer complaints by adhering to the service delivery charter and increasing awareness of its services to the public.
	5. Improve management systems	The Authority will enhance its management systems through various interventions such as upgrading its ICT infrastructure to enhance its service delivery.
	6. Improve human resource	The Authority will improve its human resource capacity. To achieve this, the ZAQA will review and operationalise its organisational structure, improve employee performance and ensure that employees espouse ZAQA values. The aim of these efforts will be to achieve optimal staffing, positive work culture and high staff performance.
	7. Improve institutional infrastructure	The Authority will improve institutional infrastructure in order to attain operational excellence. Further, ZAQA will construct its office accommodation in order to have a more conducive working environment for its employees.

The detailed Strategic Performance Output Matrix showing the Strategic Objectives and their associated Intended Results, Measures, Targets and Strategies/Initiatives is presented in Table 7.

Table 7: Strategic Performance Output Matrix

1. Strategic Objective: Improve management of the qualifications framework			
Intended Results	**Measures**	**Targets**	**Strategies/Initiatives**
Increased registration and accreditation of qualifications	% of received applications for accreditation processed within the turn-around time	95% of received applications for accreditation processed within 30 working days	• Strengthen the ZAQA legal framework • Review and strengthen implementation of the ZQF • Strengthen research and development • Enhance sensitisation of stakeholders on international practice in the development and management of ZQF • Strengthen monitoring and feedback mechanisms
	% of learning programmes registered and accredited as qualifications on the ZQF	90% of learning programmes registered and accredited as qualifications on the ZQF annually.	
Increased validation and evaluation of qualifications	% of foreign qualifications received validated and evaluated within 30 working days.	90% of foreign qualifications received validated and evaluated within 30 working days.	
	% of local qualifications received validated within working 14 days	90% of local qualifications received validated within 14 working days	
Increased compliance levels to ZQF standards by Appropriate Authorities	% of Appropriate Authorities adhering to the Policy on Assessment, RPL and CATS	100% of Appropriate Authorities adhering to the Policy on Assessment, RPL and CATS by December, 2026	
	% of audited institutions compliant annually	80% of audited institutions compliant to ZQF annually	

2. Strategic Objective: Enhance uptake of occupational standards			
Intended Results	**Measures**	**Targets**	**Strategies/Initiatives**
Increased usage of NOS by Academia and Industry	Number of sectors with NOS	Eleven (11) sectors with NOS by 2026	• Enhance development of occupational standards • Enhance stakeholder sensitisation on the importance of NOS
	% of accredited qualifications incorporating NOS	100% of accredited qualifications incorporating NOS annually	

3. Strategic Objective: Improve financial resource mobilisation and management			
Intended Results	**Measures**	**Targets**	**Strategies/Initiatives**
Increased financial base	% increase in the financial position	50% increase in the financial base by 2026	Enhance financial resource mobilisation
Financial accountability	External audit reports	Unqualified external audit report annually	Strengthen internal financial controls.

4. Strategic Objective: Enhance customer services			
Intended Results	**Measures**	**Targets**	**Strategies/Initiatives**
Positive corporate image	% of received feedback	90% stakeholder positive feedback by 2026	Strengthen implementation of the Communication Strategy.
Increased visibility of ZAQA services	% increase of ZAQA services awareness	90% increase of ZAQA services awareness	

5. Strategic Objective: Improve management systems			
Intended Results	**Measures**	**Targets**	**Strategies/Initiatives**
Increased client satisfaction levels	Client satisfaction index	Client satisfaction index above 0.8 annually	• Strengthen implementation of the Service Delivery Charter • Review and upgrade internal management systems.
Efficient and effective service delivery	% of services delivered according to the Service Delivery Charter	95% of services delivered according to the Service Delivery Charter annually	

6. Strategic Objective: Improve human resource			
Intended Results	**Measures**	**Targets**	**Strategies/Initiatives**
High Staff Performance	% employee set targets attained annually	100% of employee set targets attained annually	• Develop and implement a training plan annually • Strengthen implementation of the Performance Management System
Positive work culture	% of adherence to core values	100% adherence to core values annually	Develop and implement a cultural remodelling program
Optimal staffing	% of positions filled against the staff establishment	95% of positions filled against the staff establishment	Review and operationalise the Organisational Structure.

7. Strategic Objective: Improve institutional infrastructure			
Intended Results	**Measures**	**Targets**	**Strategies/Initiatives**
Improved working Environment	Office accommodation constructed	Office accommodation for ZAQA constructed by 2026	Develop and implement an infrastructure development plan

6. ENABLING FACTORS

The successful implementation of this Strategic Plan is dependent, largely, on existing pre-conditions and assumptions. Pre-conditions are the critical success factors within the control of the Authority that will be necessary to ensure successful implementation of the 2022 to 2026 Strategic Plan. On the other hand, Assumptions are critical success factors outside the control of ZAQA important for the successful implementation of the Strategic Plan. The Pre-conditions and Assumptions are highlighted below.

6.1. PRECONDITIONS

6.1.1 **Adequate, qualified and committed human resource**: A fully operational organisational structure with staff that have relevant qualifications, skills, competencies and dedicated to duty.

6.1.2 **Positive work culture among staff:** Staff that will cooperate with others and focus on meeting the needs of clients and interests of stakeholders.

6.1.3 **Supportive Board and Management:** The ZAQA Board and Management will provide strategic direction to the Authority and will be supportive and committed to realising the strategic vision of the Authority.

6.1.4 **Adequate infrastructure:** ZAQA will have sufficient office accommodation, systems and other amenities to facilitate its operations.

6.1.5 **Adequate office equipment and transport:** ZAQA will have sufficient office equipment and motor vehicles to facilitate its operations.

6.1.6 **Ownership of the Strategic Plan by all stakeholders:** All staff at ZAQA will understand the contents of the strategic plan and align the planning, budgeting individual work planning and programme execution to the Plan.

6.1.7 **Risk management:** Stable environmental and climatic conditions, little or no sudden technological, social or political changes and pandemics that can affect fulfilment of the mandate.

6.2. ASSUMPTIONS

6.2.1 **Adequate and timely funding:** Adequate funds to the Authority that will be timely disbursed to enable the Authority fully execute its mandate.

6.2.2 **Supportive policy and legal frameworks:** Availability of policy and legal frameworks to effectively execute the ZAQA mandate.

6.2.3 **Stakeholder buy in and support:** Stakeholders will support implementation of the Strategy.

6.2.4 **Technological advancements:** The available advanced technology will support implementation of the Strategy.

6.2.5 **Stable socio-economic environment:** Stable inflation and exchange rates.

7. IMPLEMENTATION PLAN

This Strategic Plan will be operationalised through a five year Implementation Plan **(Refer to Appendix II – Implementation Plan).** The Implementation Plan consists of costed annual activities that will be implemented by respective departments and individual staff. The Office of the Chief Executive Officer will be responsible for coordinating the implementation of programmes and activities and ensure submission of progress reports to the Board quarterly and annually.

8. RISK MANAGEMENT

To ensure successful implementation of the 2022 to 2026 Strategic Plan, the Authority will develop and implement a Risk Management Framework to identify, assess, manage and control possible events or situations to provide assurance regarding the achievement of objectives. The Authority will implement a rigorous Plan to monitor its operations and environment to swiftly address risks.

The Authority will ensure that Framework is in line with the risk management guidelines for the Public Sector developed by the Ministry of Finance and National Planning.

9. MONITORING AND EVALUATION

Monitoring and Evaluation (M&E) will be vital for the effective implementation of the Strategic Plan and ascertaining its impact. The implementation of the M&E framework shall be enhanced to effectively 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 shall be conducted at individual, departmental and institutional levels quarterly and annually to effectively implement the Strategic Plan.

Further, a midterm review will be undertaken in June 2024 to ascertain the progress made towards attainment of the strategic results. Finally, a terminal review will be undertaken at the end of the Strategic Plan period to determine the full extent of implementation and the overall impact. The terminal review will inform preparation of the next Strategic Plan.

ZAQA staff and representatives From UNESCO working on the UNESCO Qualifications Passport in Meheba.

Zambia Qualifications Authority

Mission	A credible regulator of national qualifications for international comparability
Mission	To manage the Zambia Qualifications Framework to ensure international recognition and comparability of qualifications
Strategic Theme	Operational Excellence · Qualifications Management Excellence
Strategic Results	High quality services · Globally recognised and comparable qualifications

Measures	Targets	Strategies
% of received applications for accreditation processed	95% of received applications for accreditation processed within 30 days	Strengthen the ZAQA legal framework
% of learning programmes registered and accredited as qualifications on the ZQF	90% of learning programmes registered and accredited as qualifications on the ZQF.	Enhance sensitization to stakeholders on international practice
% of foreign qualifications received validated and evaluated within 30 days.	90% of foreign qualifications received validated and evaluated within 30 days.	Strengthen monitoring and feedback mechanisms
% of local qualifications received validated within 14 days	90% of local qualifications received validated within 14 days	Commission a study implementation of the Zambia Qualifications Framework
% of Appropriate Authorities adhering to the Policy on Assessment, RPL and CATS	100% of Appropriate Authorities adhering to the Policy on Assessment, RPL and CATS by December, 2026	Strengthen the implementation of the ZQF
% of audited institutions compliant annually	80% of audited institutions compliant annually	Strengthen the implementation of the service delivery charter
Client satisfaction index	Client satisfaction index above 0.8 attained annually	Strengthen the implementation of the communication strategy
Number of sectors with NOS	Eleven (11) sectors with NOS by 2026	Enhance development of occupational standards
% of accredited qualifications incorporating NOS	100% annually	Enhance stakeholder sensitisation on the importance of NOS
Number of unqualified external audit reports	Unqualified external audit report annually	Strengthen internal financial controls.
% increase in the financial position	50% increase in the financial base by 2026	Strengthen the implementation of the Stakeholder Engagement Plan.
% of received feedback	90% stakeholder positive feedback by 2026	Strengthen implementation of the Communication Strategy.
% increase of service awareness	90% increase of service awareness	Strengthen the implementation of the Service Delivery Charter
% of services delivered according to the Service Delivery Charter	100 % of services delivered according to the Service Delivery Charter annually	Strengthen implementation of the Service Delivery Charter
% employee set targets	100% of employee set targets attained annually	Review and upgrade internal management systems.
% of adherence to core values	100% adherence to core values annually	Develop and implement a training plan
% of positions filled against the staff establishment	95% of positions filled against the staff establishment	Develop and implement a training policy
Office accommodation constructed	Office accommodation for ZAQA constructed by 2026	Strengthen implementation of the performance management system
		Develop and implement a cultural remodelling program
		Review and operationalise the Organisational Structure.
		Develop and implement an infrastructure development plan

STRATEGIC OBJECTIVES AND STRATEGY MAPS

Stakeholder Satisfaction:
- Improve management of the qualifications framework
- Enhance uptake of occupational standards

Stewardship:
- Improve financial Resource Mobilisation and Management

Business Process:
- Enhance Customer Service
- Improve management Systems

Organizational Capacity:
- Improve Institutional Infrastructure
- Enhance Human Resources

CORE VALUES: **INTEGRITY. TEAM WORK. EXCELLENCE. CONFIDENTIALITY**

Strategic Objective 1: Improve Management of the Qualifications Framework

Intended Result	Strategy	Activity	Activity output	Implementing Department/ Section	Year	2022	2023	2024	2025	2026	Total
	Strengthen the ZAQA legal framework	Validate the ZAQA Bill	2 validation meetings of the ZAQA Bill held	Technical services department / Standards and Quality Assurance section	Target	ZAQA draft bill validated					
					Cost	101,560.00					101,560.00
		Consolidate stakeholder comments on the ZAQA Bill	1 consolidation meeting	Technical services department / Standards and Quality Assurance section	Target	Comments on ZAQA Bill submitted to Ministry of Education					
					Cost	78,250.00					78,250.00
		Develop a Statutory Instrument (SI) to address the gaps in the Amended Act	5 meetings	Technical services department / Standards and Quality Assurance section	Target	5 meetings					5 meetings
					Cost	248,322.00	-				248,322.00
Increased registration, verification and evaluation of qualifications		Register qualifications on the ZQF	90% of learning programmes registered as Qualifications on the ZQF	Technical services department /Qualifications Services section	Target	48% qualifications	60% qualifications	70% qualifications	80% qualifications	90% qualifications	90% qualifications
					Cost	2,882,950.00	1,481,833	1,428,611	1,571,472	1,728,620	6,210,536
		Align ZQF to SADCQF	3 National Alignment Committee Meetings	Technical services department / Standards and Quality Assurance section	Target		3 NAC Meetings				3 NAC Meetings
					Cost		97,500.00				97,500.00
		Align ZQF to ACQF	3 ZQF Alignment Meetings to ACQF	Technical services department / Standards and Quality Assurance section	Target		3 ZQF Alignment Meetings				3 ZQF Alignment Meetings to ACQF
					Cost		97,500.00				97,500.00
	Review and Strengthen the implementation of the ZQF	Validate and Evaluate Qualifications	90% of foreign qualifications received validated and evaluated within 60 days.	Technical services department /Qualifications Services section	Target	90% of foreign qualifications received validated and evaluated within 60 days.	90% of foreign qualifications received validated and evaluated within 60 days.	90% of foreign qualifications received validated and evaluated within 60 days.	90% of foreign qualifications received validated and evaluated within 60 days.	90% of foreign qualifications received validated and evaluated within 60 days.	90% of foreign qualifications received validated and evaluated within 30 days.
			90% of local qualifications received within 14 days		Target	90% of local qualifications validated within 14 days	90% of local qualifications received validated within 14 days	90% of local qualifications received validated within 14 days	90% of local qualifications received validated within 14 days	90% of local qualifications received validated within 14 days	90% of local qualifications received validated within 14 days
					Cost	1,302,000	1,231,200.00	1,339,320.00	1,465,452	1,604,520	6,942,492
Increased registration, verification and evaluation of qualifications		Collect learner achievement records from awarding bodies and upload on QMIS	100% of awarding bodies submitting Learner achievement records annually by 2026	Technical services department /Qualifications Services section	Target	60% awarding bodies submitting Learner achievement records for 2022	70% awarding bodies submitting Learner achievement records for 2023	80% awarding bodies submitting Learner achievement records for 2024	90% awarding bodies submitting Learner achievement records for 2025	100% awarding bodies submitting Learner achievement records for 2026	100% awarding bodies submitting Learner achievement records for 2026
					Cost	40,000	40,000				80,000

Zambia Qualifications Authority

Intended Result	Strategy	Activity	Activity output	Implementing Department/ Section	Year	2022	2023	2024	2025	2026	Total
	Strengthen research and development	Undertake study of the impact of the Framework on education, training and employment	2 studies undertaken on the impact of the Framework on education, training and employment.	Technical services department /Qualifications Services section	Target		1 study undertaken on the impact of the framework on education, training and employment (Baseline)			1 study undertaken on the impact of the framework on education, training and employment (End-line Evaluation)	2 study undertaken on the impact of the framework on education, training and employment
					Cost		200,000.00			500,000	700,000.00
	Enhance sensitisation to stakeholders on international practice in the development and management of ZQF	Coordinate Meetings with Appropriate Authorities	10 Appropriate Authority Coordination Meetings held	Technical services department / Standards and Quality Assurance section	Target	2 Appropriate Authority Coordination Meetings held	2 Appropriate Authority Coordination Meetings held	2 Appropriate Authority Coordination Meetings held	2 Appropriate Authority Coordination Meetings held	2 Appropriate Authority Coordination Meetings held	10 Quality Assurance Coordination Meetings held
					Cost	17,622.00	19,183.00	20,900.00	22,788.60	24,865.96	105,359.56
		Sensitize stakeholders	20 sensitisation meetings	Corporate Services Department	Target	4 sensitisation	4 sensitisation	4 sensitisation	4 sensitisation	4 sensitisation	20 sensitisation
					Cost	254,675.00	280,142.50	308,156.75	338,972.43	372,869.67	1,554,816.34
Increased compliance levels to ZQF standards by Appropriate Authorities	Strengthen monitoring and feedback mechanisms	Conduct Compliance Audits	15 compliance audits conducted at Appropriate Authorities	Technical services department / Standards and Quality Assurance section	Target	3 compliance audits conducted at Appropriate Authorities	3 compliance audits conducted at Appropriate Authorities	3 compliance audits conducted at Appropriate Authorities	3 compliance audits conducted at Appropriate Authorities	3 compliance audits conducted at Appropriate Authorities	15 compliance audits conducted at Appropriate Authorities
					Cost	8,880.00	9,768.00	10,744.80	11,819.28	13,001.21	54,213.29
Sub-Total						4,925,379.00	3,447,358.00	3,096,988.00	3,398,685.40	4,230,875.24	19,099,285.64

Strategic Objective 2: Enhance uptake of occupational standards

Intended Result	Strategy	Activity	Activity output	Implementing Department/ Section	Year	2022	2023	2024	2025	2026	Total
	Enhance development of occupational standards	Stakeholder consultative meetings	5 Consultative Meetings (Water, ICT, health, Education and Transport)	Technical services department / Standards and Quality Assurance section	Target	5 Consultative Meetings					
					Cost	113,750.00					113,750.00
		Drafting of NOS	19 Drafting Workshops	Technical services department / Standards and Quality Assurance section	Target	3 drafting workshops	4 drafting workshops	4 drafting workshops	4 drafting workshops	4 drafting workshops	
					Cost	328,190.00	362,175.00	517,275.00	438,421.50	575,493.60	2,221,555
Increased usage of NOS by Academia and Industry		Validate NOS	19 Validation meetings	Technical services department / Standards and Quality Assurance section	Target	3 validation meetings	4 validation meetings	4 validation meetings	4 validation meetings	4 validation meetings	
					Cost	180,700.00	215,435.00	309,953.60	260,771.50	375,201.20	1,342,061
		Launch NOS	20 launches	Technical services department / Standards and Quality Assurance section	Target	4 launches	4 launches	4 launches	4 launches	4 launches	20 launches
					Cost	900,900.00	534,840.00	676,674.00	643,014.00	814,204.80	3,569,632.80
	Enhance stakeholder sensitisation on the importance of NOS	Sensitise stakeholders	20 sensitisation meetings	Technical services department and Corporate Services Department	Target	4 sensitisation	4 sensitisation	4 sensitisation	4 sensitisation	4 sensitisation	20 sensitisation
					Cost	254,675.00	280,142.50	308,156.75	338,972.43	372,869.67	1,554,816.34
		Publish NOS	20 publications	Technical services department and Corporate Services Department	Target	4 publications	4 publications	4 publications	4 publications	4 publications	20 publications
					Cost	70,000.00	77,000.00	84,700.00	93,170.00	102,487.00	427,357.00
Sub-Total						1,848,215.00	1,469,592.50	1,896,759.35	1,774,349.43	2,240,256.27	9,229,172.54

Zambia Qualifications Authority

Strategic Objective 3: Improve financial resource mobilization and management

Intended Result	Strategy	Activity	Activity output	Implementing Department/Section	Year	2022	2023	2024	2025	2026	Total
		Review and update the financial manual	1 review meeting held	Corporate Services Department	Target				1 review meeting		1 review meeting
					Cost				43,560.00		43,560.00
		Aquire integrated HR and payroll system	Enhance reporting		Target		Integrated HR and payroll system aquired				Integrated HR and payroll system aquired
					Cost		600,000.00	50,000.00	55,000.00	60,500.00	765,500.00
Enhanced financial accountability	Strengthen internal financial controls	Conduct Audits	5 unqualified external audit reports	Corporate Services Department	Target	Zero audit queries per department	Zero audit queries per department	Zero audit queries per department	Zero audit queries per department	Zero audit queries per department	
					Cost	95,100	104,610	115,071	126,578	139,236	580,595
			20 internal audit reports		Target	4 internal audit reports	4 internal audit reports	4 internal audit reports	4 internal audit reports	4 internal audit reports	
					Cost	367,800	404,580	445,038	489,542	538,496	2,245,456
		Conduct staff trainings on general compliance to policies and procedures	2 staff trainings on general compliance to policies and procedures	Corporate Services Department	Target	1 staff training			1 staff training		
					Cost	42,625			51,150		93,775
		Develop an internal audit charter by December 2023	1 Internal audit charter	Corporate Services Department	Target	1 internal audit charter					
					Cost	No Costs					0
		Develop Risk Management policy by 2023	Risk management policy	Corporate Services Department	Target	Risk management policy					
					Cost	No Costs					No Costs
	Enhance financial resource mobilisation	Develop resource mobilisation plan	2 draft meetings of the resource mobilisation plan	Corporate Services Department	Target	2 draft meetings of the resource mobilisation plan					
					Cost	91,000.00					91,000
Increased financial base		Conduct donor scoping exercise	3 donors providing support	Corporate Services Department	Target	Donor scoping exercise	1 donor providing support	1 donor providing support	1 donor providing support		
					Cost	3,600.00					3,600
		Conduct engagement meetings with potential donors	10 engagement meetings	Corporate Services Department	Target	2 stakeholder engagement	2 stakeholder engagement	2 stakeholder engagement	2 stakeholder engagement	2 stakeholder engagement	
					Cost	127,337.50	140,071.25	154,078.38	169,486.21	186,434.83	777,408.17
Sub-Total						727,462.50	1,249,261.25	764,187.38	935,316.11	924,666.72	4,600,893.96

Strategic Objective 4: Enhance customer services

Zambia Qualifications Authority

Table 1

Intended Result	Strategy	Activity	Activity output	Implementing Department/Section	Year	2022	2023	2024	2025	2026	Total
Increased visibility of ZAQA services		Conduct awareness raising	20 awareness activities conducted	Corporate Services Department	Target	4 initiatives per year	4 initiatives per year	4 initiatives per year	4 initiatives per year	4 initiatives per year	4 initiatives per year
					Cost	781,305.11	1,057,435.62	1,163,179.19	1,279,497.10	1,407,446.81	5,688,863.84
	Strengthen implementation of the communication strategy	Develop and implement stakeholder feedback mechanism	Stakeholder feedback mechanism developed		Target		Stakholder feedback mechanism developed				
Increased client satisfaction levels					Cost		400,000.00				
		conduct Stakeholder surveys	Annual Stakeholder survey report	Corporate Services Department/ Technical Services Department	Target	1 Survey Report Compiled	1 Survey Report Compiled	1 Survey Report Compiled	1 Survey Report Compiled	1 Survey Report Compiled	5 Survey Reports Compiled
					Cost	40,264.92	41,191.41	42,210.55	43,331.61	44,554.77	211,563.26
Sub-Total						821,570.03	1,498,627.04	1,205,389.74	1,322,828.71	1,452,011.58	6,300,427.10

Strategic Objective 5: Improve management systems

Table 2

Intended Result	Strategy	Activity	Activity output	Implementing Department/Section	Year	2022	2023	2024	2025	2026	Total
Increased client satisfaction levels	Strengthen the implementation of the service delivery charter	Sensitisation meetings for ZAQA staff	1 sensitisation meeting with staff on the use of the service charter	Corporate Services Department	Target	1 sensitisation					1 sensitisation meeting
					Cost	63,668.75					63,668.75
		Develop a tracking mechanism for service delivery	Tracking mehanism for service delivery developed and integrated into QMIS		Target			Tracking mehanism for service delivery developed and integrated into QMIS			
Positive corporate image					Cost		750,000.00				750,000.00
		Disseminate the service delivery charter to ZAQA clients	10 dissemination activities	Corporate Services Department	Target	2 dissemination activities	2 dissemination activities	2 dissemination activities	2 dissemination activities	2 dissemination activities	
					Cost	127,338	140,071	154,078	169,486	186,435	777,408
	Review and upgrade internal management system	Incorporation of a case management system on QMIS	Integrated QMIS with case management system	Technical Services/Corporate Services Department	Target		Integrated QMIS with case management system				
Efficient and effective service delivery					Cost		400,000.00				400,000.00
		upgrade data security and backup system	Data security and backup system upgraded		Target		Data security and backup system upgraded				
					Cost		400,000.00				
Sub-Total						191,006.25	1,690,071.25	154,078.38	169,486.21	186,434.83	2,391,076.92

Strategic Objective 6: Improve human resource

Intended Result	Strategy	Activity	Activity output	Implementing Department/Section	Year	2022	2023	2024	2025	2026	Total
	Review training policy	Prepare a comprehensive Training Development Plan	A Comprehensive training development plan prepared	Corporate Services Department	Target	Training and development plan approved					
					Cost	No Costs					
		Conduct trainings	20 trainings conducted		Target	4 trainings	4 trainings	4 trainings	4 trainings	4 trainings	20 Trainings
					Cost	49,897.00	54,685.50	59,952.75	65,746.63	72,119.79	252,504.66
High Staff Performance	Strengthen implementation of the performance management system	Undertake mid-year performance reviews mandatory	5 mid year performance review undertaken	Corporate services department	Target	1 mid year performance review System automated	1 mid year performance review	1 mid year performance review	1 mid year performance review	1 mid year performance review	5 mid year performance review
					Cost	No Costs	No Costs	No Costs	No Costs	No Costs	No Costs
		Automate the performance management system	Performance management system automated		Target	Performance management system automated					
					Cost	120,000					
Positive work culture	Develop and implement a cultural remodeling programme	Develop a cultural remodelling program	Cultural remodeling program	Corporate Services Department	Target	Cultural remodeling program in place					
					Cost	50,000.00					
		Conduct cultural remodelling activities	5 cultural remodelling activities	Corporate Services Department	Target		1 cultural remodeling activity	1 cultural remodeling activity	1 cultural remodeling activity	1 cultural remodeling activity	
					Cost		23,375.00	25,712.50	28,283.75	31,112.13	108,483.38
Optimal staffing	Review and operationalise the organisational structure	Conduct a review and operationalise the organisation structure	Organisation structure reviewed and operationalised	Corporate Services Department	Target	Full implementation of the revised organisation structure	Full implementation of the revised organisation structure	Full implementation of the revised organisation structure	Full implementation of the revised organisation structure	Full implementation of the revised organisation structure	
					Cost	17,963,870.00	19,760,257.00	21,736,282.70	23,909,910.97	26,300,902.07	109,671,222.74
Sub-Total						18,183,767.00	19,838,317.50	21,821,947.95	24,003,941.35	26,404,133.98	110,252,107.77

Strategic Objective 7: Improve institutional infrastructure

Intended Result	Strategy	Activity	Activity output	Implementing Department/Section	Year	2022	2023	2024	2025	2026	Total
Office accommodation for ZAQA constructed and reduction in operational costs.	Develop and implement an infrastructure development plan	Formulate an infrastructure development plan	1 infrastructure development plan	Corporate Services	Target	1 infrastructure development plan					Approved plan
					Cost	No cost					No cost
		Contributions to infrastructure development fund	5 contributions made	Corporate Services	Target	1	1	1	1	1	5 contributions
					Cost	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	10,000,000.00
Sub-total						2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	10,000,000.00
GRAND TOTAL						28,697,399.78	31,193,227.54	30,939,350.79	33,604,607.21	37,438,378.63	161,872,963.94

ZAQA staff Team building activity

ZAQA sensitisation meeting with ZIHRM members.

Stakeholders at the ZQF review for incorporating the Employablity Attributes into Level Descriptors.

GALLERY

ZAQA Strategic plan development team with Management Development Division staff

ZAQA staff at the Zambia International Trade Fair.

ZAQA Featuring on the 14 week series program on Radio Phoenix.

Zambia Qualifications Authority

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