

The background image shows a modern building with large glass windows and a palm tree in the foreground. A blue semi-transparent rectangle is overlaid on the left side of the image, containing the text 'ANNUAL REPORT 2024'.

ANNUAL REPORT 2024



ANNUAL REPORT 2024

Excellence | Integrity | Teamwork | Confidentiality

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Indo Zambia Bank
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Our Independent Auditors

Mark Daniels Chartered Accountants
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Lusaka, Zambia

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ACRONYMS AND ABBREVIATIONS

ACQF	African Continental Qualifications Framework
AGM	Annual General Meeting
CATS	Credit Accumulation and Transfer System
CEO	Chief Executive Officer
CoL	Commonwealth of Learning
HEA	Higher Education Authority
ICT	Information Communications Technology
NQF	National Qualifications Framework
NOS	National Occupational Standards
QMIS	Qualifications Management Information System
RPL	Recognition of Prior Learning
SADC	Southern African Development Community
SADCQF	Southern Africa Development Community Qualifications Framework
SADC TCCA	Southern African Development Community Technical Committee on Certification and Accreditation
TEVETA	Technical Education, Vocational and Entrepreneurship Training Authority
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UQP	UNESCO Qualifications Passport
ZAQA	Zambia Qualifications Authority
ZQF	Zambia Qualifications Framework



Mission & Vision

**Vision:**

“A credible regulator of national qualifications for comparability.”

**Mission:**

“To manage the Zambia Qualifications Framework (ZQF) and ensure recognition and comparability of qualifications.”

OUR CORE VALUES

**Excellence:**

We provide superior and meritorious services beyond our clients' expectations.

**Integrity:**

We put the obligations of the Authority above one's personal interests and conduct ourselves in a manner that is beyond reproach.

**Teamwork:**

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.

**Confidentiality:**

We are trustworthy by not revealing or disclosing privileged information to unauthorised persons.



ZAQA women pose for a photo to celebrate women's month.



ZAQA holds meeting with FQM Trident Ltd to discuss new ZAQA Act No. 8 of 2024.



ZAQA celebrated Zambia's 60th Independence Anniversary



ZAQA Staff pose for a photo at the exhibition held at the Showgrounds to commemorate Teachers Day

THE BOARD OF DIRECTORS

of the Zambia Qualifications Authority.



Dr John Chileshe
Acting Board Chairperson
(Civil Society)



Mr. William Nyundu
Ministry of Education



Mrs. Jacqueline C.M Chikwama
(Zambia Institute of Human
Resource Management)



Mr. Zechariah Luhanga
(Ministry of Labour and
Social Security)



Ms Precious M. Lisulo
(Ministry of science and
Technology)



Mr. William Ngoma
(Zambia Air Services
Training Institute)



Prof. Boniface Namangala
(Public Universities)



Mr. Anthony Bwembya
(Zambia Institute of Chartered
Accountants)



Prof. Kasonde Bowa
(Private Universities)

ZAQA MANAGEMENT

The Authority's Management at the end of 2024 was made up of the following members:



Mrs. Mercy M. Ngoma
Director General



Mr. Fidelis Cheelo
Director - Technical Services



Mr. Ronald Chulu
Director – Finance & ICT



Mr. Conrad Simatimbe
Manager ICT



Mrs Stella Z. C Akalemwa
Manager - Verification Services



Mr. Jericho Kashiya
Manager - Standards and Inspections



Mr Preston Mukofu
Manager – Human Capital Strategy & Administration



Mr Aaron Tembo
Legal Counsel and Board Secretary

BOARD CHAIRPERSON'S STATEMENT



It is my pleasure, on behalf of the Zambia Qualifications Authority Board of Directors to present the Annual Report for the year ended 31st December 2024.

In the year under review, the Authority's operations were anchored on the 2022-2026 Strategic Plan as well as its Annual Workplans and Budgets. The Plan sets out the direction and establishes key priorities in relation to the mandate of the Authority as provided in the Zambia Qualifications Authority Act No. 8 of 2024. Further, the Authority aligned its programmes to the Eighth National Development Plan for the period 2022-2026.

During the implementation of programmes and activities in 2024, the Authority remained focused on excellence in the management of qualifications. This entailed ensuring that qualifications in Zambia continued to be globally recognised and internationally comparable. The Authority also placed emphasis on operational excellence, with a view to delivering quality services to its clients and the general public. Across all these priority areas, the Board continued to provide strategic oversight.

The enhancement of the quality of the qualifications being issued in Zambia and the effective management of the Zambia Qualifications Framework require collaboration with key stakeholders. I am glad to note that in the year under review, the Authority continued to work constructively with appropriate authorities, awarding bodies, professional bodies, academia, and industry. In particular, during the year, in collaboration with stakeholders, the Authority was able to develop several more National Occupational Standards, pertaining to key sectors in the Eighth National Development Plan.

It is also gratifying to note that the number of local awarding bodies submitting leaner achievement records continued to increase in 2024. This made the verification process of local qualifications easier hence reducing the turnaround time.

During the year, the Authority undertook various strategic programmes and activities aimed at improving the recognition of Zambian qualifications. Cognisant of the role the Authority plays in the development and implementation of a national qualifications framework, the Authority continued key stakeholder engagements aimed at improving the recognition of qualifications, such as participation in the development of the African Continental Qualifications Framework, participation in meetings organised in the implementation of the SADC Qualifications Framework and engagements on the implementation of the UNESCO Qualifications Passport Project which is aimed at recognising qualifications of refugees and forcibly displaced persons.

The results achieved by the Authority in the year under review were due, in large measure, to the policy direction and support rendered by the Ministry of Education, for which we are grateful. In particular, through the Ministry's support, the Authority was able to receive the 2024 budgeted funding in full.

In the year under review and with support of the Ministry of Education, the Zambia Qualifications Authority Act No. 8 of 2024 was enacted to repeal and replace the Zambia Qualifications Authority Act No 13 of 2011. The new Act has strengthened the Authority's legal framework and clarified the mandate and functions of the Authority in order to manage perceived overlaps with other institutions.

I also wish to express appreciation to the Management and staff for their conscientious dedication to duty and resourcefulness, thus enabling the results achieved during the year.

The Authority continued to encounter challenges in the implementation of its activities. Of great concern, is the inertia by appropriate authorities in submitting qualifications, in their sub-frameworks, for registration by the Authority. This not only undermines the work of the Authority, but poses a risk to the nation, in that external stakeholders may start to question the quality of Zambian qualifications if they do not appear on our list of registered qualifications. I am glad to note that Management is actively engaging with the appropriate authorities to ensure adherence to the law.

The tenure of the Board ended in July 2023; however, in line with Section 12 (5) of the ZAQA Act, the Minister of Education, Hon. Douglas Syakalima MP, extended the tenure of the Board. With the new ZAQA Act No 8 of

of 2024 having been enacted, the tenure of the Board expired due to the operation of Section 45(2) (Savings and Transitional Provisions) of the ZAQA Act which states that, "A person who immediately before the commencement of this Act held office as a member of the former Authority shall continue to hold office as a member for a period of six months after which the Minister shall appoint the members of the Board in accordance with this Act".

In this regard, the tenure of the Board expired on 16th February 2025, which was six months after the new Act came into effect.

In conclusion, I wish to thank all stakeholders for the continued patience, support, and feedback. I wish to assure you all of our continued commitment to improving the international recognition of Zambia's qualifications, and to ensure that we have an appropriately qualified and skilled workforce that will effectively contribute to national development.



Dr. John Chileshe
ACTING BOARD CHAIRPERSON

CHIEF EXECUTIVE OFFICER'S REPORT



Introduction

The Zambia Qualifications Authority (ZAQA) is a statutory body under the Ministry of Education. The Authority was established by the repealed Zambia Qualifications Authority Act No. 13 of 2011 and continues to exist under the Zambia Qualifications Authority Act No 8 of 2024. The overarching mandate of the Authority is to develop, oversee and maintain a national qualifications framework for Zambia. The detailed functions of the Authority are outlined in Section 5(1) of the ZAQA Act. The Authority is also guided by Statutory Instrument (SI) No. 4 of 2018 on Accreditation, Validation and Evaluation of Qualifications.

During the year under review, parliament enacted the Zambia Qualifications Authority Act No 8 of 2024 which repealed Act No 13 of 2011. The new Act has continued the existence of the Zambia Qualifications Authority and re-defined its functions; provided for the development and implementation of a National Qualifications Framework; provided for registration of qualifications on the

National Qualifications Framework; provided for verification and evaluation of qualifications; reconstituted the Board of the Zambia Qualifications Authority and re-defined its functions. Notable among the provisions of the new Act is the introduction of mandatory verification and evaluation of qualification for those seeking employment and those enrolling into tertiary education institutions, the mandatory submission of learner achievement records to the Authority by all awarding bodies as well as the introduction of sanctions for non-compliance with the Act.

In November 2024, the Honourable Minister of Education, Douglas Syakalima launched the 2023 Zambia Education Curriculum Framework (ZECF). The Framework is a significant milestone reflecting government's dedication to delivering high-quality inclusive education to all Zambians as it introduces a competence-based approach to learning, restructures educational levels and lays a foundation for the 21st-century skills needed to achieve Zambia's Vision 2030. With the ZECF in place, the Authority commenced the review of the National Qualifications Framework in order to align it with the structural changes contained in the Zambia Education Curriculum Framework. The complete alignment exercise is expected to be completed in 2025.

Operational Overview

The operations of the Authority during the year under review were guided by the 2022 – 2026 Strategic Plan and the Annual Work Plan and Budget, whose focus was on the implementation of the ZQF.

A total of 108 qualifications were registered in 2024 bringing the cumulative number of registered qualifications to 696.

Challenges in registering qualifications included the slow pace at which Awarding Bodies submitted qualifications to the Authority for registration on the NQF. The Authority continued with stakeholder engagement efforts in order to address this identified challenge.

Further, the Authority verified and evaluated a total of 10,722 qualifications in the year under review. A total of 197 non-recognition certificates were issued for misrepresented qualifications. This represented 1.84% of processed qualifications. The Authority continued to experience challenges in verifying and evaluating foreign qualifications, which included delayed responses by awarding bodies to verification requests. To address this challenge, the Authority continued engaging qualification verification agencies and embassies to help with the verification of foreign qualifications. On a positive note, there were notable improvements regarding the submission of learner achievement records to the Authority by local awarding bodies, in compliance with the provisions of the ZAQA Act. This in turn, improved the turn-around time on verification of local qualifications.

Stakeholder Engagements

The Authority continued to engage stakeholders on the mandate of the Authority. Engagements with cooperating partners were also enhanced in the period under review.

Corporate Governance

In the year under review, the tenure of the Board came to an end. However, an extension was granted by the Minister and

as such the Board continued to provide strategic guidance to the Authority in line with Section 12 (5) of the ZAQA Act No. 13 of 2011. The Board of the Authority consisted of eleven members appointed in line with Section 10 (1) of the ZAQA Act No. 13 of 2011. The Board delegated some of its functions to the four Board Committees which included i) Registration and Accreditation Committee ii) Standards Setting Committee iii) Finance, Administration and Human Resources Committee and iv) Audit and Risk Committee. With the new ZAQA Act No 8 of 2024 having been enacted, the tenure of the Board would end on 16th February 2025 in line with the operation of Section 45(2) (Savings and Transitional Provisions) of the ZAQA Act which states that, “A person who immediately before the commencement of this Act held office as a member of the former Authority shall continue to hold office as a member for a period of six months after which the Minister shall appoint the members of the Board in accordance with this Act”.

Financial Performance

In the year under review, the Authority recorded an operating deficit of **ZMW 2,747,888**. Total revenue recorded amounted to ZMW 24,291,332 while expenditure amounted to ZMW 27,039,220. The revenue comprised the full grant for the year amounting to ZMW 16,162,186, funds from user fees for the Authority's services amounting to ZMW 7,591,250 and other revenue amounting to ZMW 537,896.



Mercy M. Ngoma (Mrs)
DIRECTOR GENERAL

1.0 INTRODUCTION

1.1 MANDATE

The mandate of the Zambia Qualifications Authority in line with the Zambia Qualifications Authority Act No. 8 of 2024 is to develop and implement a national qualifications framework. Specific functions of the Authority are to:

- (a) develop, oversee and maintain a National Qualifications Framework;
- (b) develop and implement policy and criteria, in consultation with the appropriate authorities, for the development, registration and publication of qualifications which shall include the following requirements: (i) the relevant sub-framework shall be identified on any document relating to the registration and publication of a qualification; and (ii) each sub-framework shall have a distinct nomenclature for its qualification type which is appropriate to the relevant sub framework and consistent with international practice;
- (c) register a qualification, if that qualification meets the relevant criteria;
- (d) develop policy and criteria in consultation with the appropriate authorities for the recognition of prior learning and credit accumulation and transfer system;
- (e) develop the content of level descriptors for each level of the National Qualifications Framework and agree with the appropriate authorities on the content of the level descriptions;
- (f) publish the agreed level descriptors in the Gazette and ensure that the levels remain current and appropriate;
- (g) ensure that standards and registered qualifications are internationally comparable;
- (h) develop, publish and maintain national occupational standards for occupations in the Republic in consultation with the relevant stakeholders;
- (i) verify a local qualification in consultation with an awarding body;
- (j) verify and evaluate foreign qualifications in consultation with a competent authority in the foreign jurisdiction;
- (k) collaborate with other international institutions or organisations on all matters of mutual interest concerning qualification frameworks;
- (l) establish and maintain a database of learning achievements in the Republic;
- (m) monitor and evaluate compliance of appropriate authorities with the National Qualifications Framework standards;
- (n) inform the appropriate authorities and stakeholders on international practice in the development and management of the National Qualifications Framework;
- (o) conduct assessments on the development and implementation of the National Qualifications Framework, including periodic studies of the impact of the National Qualifications Framework on education, training and employment; and

- (p) advise the Minister on matters relating to the National Qualifications Framework.

The Authority is further guided by the Zambia Qualifications (Accreditation, Validation and Evaluation of Qualifications) Regulations, 2018

2.0 CORPORATE GOVERNANCE STRUCTURES

The Board of Directors of the Authority continued to provide strategic oversight of the Authority during the year 2024.

The list of Board Members and the number of meetings they attended in the year are included in Table 1:

Table 1: Meeting attendance by Board Members

No	Board Member	No. of Scheduled Meetings	No. of Meetings Attended
1.	Dr. John Chileshe	5	5
2.	Professor Kasonde Bowa	5	5
3.	Professor Boniface Namangala	5	2
4.	Mr. Zechariah Luhanga	5	4 proxy
5.	Mrs. Jacqueline C. M Chikwama	5	4
6.	Mr. Anthony Bwembya	5	4
7.	Mr. William Nyundu	5	2
8.	Ms. Precious Lisulo	5	4
9.	Mr. William Ngoma	5	5

The Board has the authority to put in place Board Committees to assist with corporate governance matters in specific areas of operation. Attendance by the Members of the various Committees was as follows:

Table 2: Registration and Accreditation Committee

No	Committee Member	No. of Scheduled Meetings	No. of Meetings Attended
1.	Dr. John Chileshe	6	6
2.	Mrs. Jane Chinkusu (Appointed May 2023)	6	6
3.	Mr. Succeed Mubanga	6	4
4.	Mr. Zechariah Luhanga	6	6 proxy
5.	Mr. William Ngoma	6	6

Table 3: Audit and Risk Committee

No	Committee Member	No. of Scheduled Meetings	No. of Meetings Attended
1.	Mrs. Jacqueline C. M Chikwama	4	4
2.	Mr. Walubita Luwabelwa	4	3
3.	Mr. Thomas Kaunda	4	4
4.	Mr. Elijah Chabu	4	4

Table 4: Finance, Administration and Human Resources

No	Committee Member	No. of Scheduled Meetings	No. of Meetings Attended
1.	Mr. Anthony Bwembya	4	4
2.	Mr. Kasonde Mwila (appointed April 2023)	4	4
3.	Mr. Tom Thewo	4	4
4.	Professor Kasonde Bowa	4	2
5.	Mr. Jacob Mkandawire	4	2

Table 5: Standards Setting Committee

No	Committee Member	No. of Scheduled Meetings	No. of Meetings Attended
1.	Mr. William Nyundu	4	4
2.	Ms. Precious Lisulo	4	3
3.	Dr. Micheal Chilala	4	4
4.	Mr. Cleophas Takaiza	4	2
5.	Professor Boniface Namangala	4	4

3.0 OPERATIONAL REVIEW FOR THE YEAR 2024

The Authority continued the implementation of its Strategic Plan for the period 2022 to 2026. In this regard, programmes and activities were anchored on the strategic objectives espoused in the Strategic Plan. In the year 2024, the following milestones were made under each strategic objective:

3.1 STRATEGIC OBJECTIVE 1: IMPROVE MANAGEMENT OF THE QUALIFICATIONS FRAMEWORK

Under this Strategic Objective, the Authority committed to focusing on improving the management of the National Qualifications Framework (NQF). In achieving this objective, the Authority applied various interventions to enhance the verification and evaluation of qualifications, enforce the registration of qualifications and enhance the implementation of the NQF.

3.1.1 Enhance the recognition of Zambian Qualifications

3.1.1.1 Study on the Impact of the National Qualifications Framework

- ✓ During the year under consideration, the Authority conducted a study on the impact of the NQF on education, training and employment in Zambia. The Study revealed that the NQF standardised the quality of education and qualifications levels, Integrated the education system, provided access and mobility of learners within and ultimately improved the quality of education in the country. The Study also demonstrated the need to review the NQF to incorporate qualifications such as Secondary School Advanced Level, Bachelor of Honours Degree which were offered in the country but not recognised on the framework. Further, it revealed the need for more sensitisation of the framework to the general public.

3.1.1.2 International Collaborations

- ✓ In November 2024, the Authority participated in the second meeting of the African Network of National Implementation Structures following its establishment in 2022. The network serves as the operational arm of the Addis Convention Committee by facilitating the exchange of information among the States Parties regarding the recognition and mobility of qualifications and counter fraud measures. Terms of Reference were developed and approved at this engagement.
- ✓ UNESCO, in partnership with the African Union (AU) and the Government of Kenya, hosted a two-day forum titled "Higher Education in Africa: A Driver for Sustainable Development", held in Nairobi, Kenya, in December 2024. 3 The forum contributed to UNESCO's higher

education efforts in Africa, aligning with the African Union's Year of Education 2024 and supporting Agenda 2063 – “The Africa We Want.” Guided by the 2030 Agenda for Sustainable Development. The event highlighted UNESCO's Priority Africa Flagship Programme and marked the 10th anniversary of the Addis Convention, a key framework for recognising higher education qualifications in Africa.

- ✓ The Authority participated in the annual Groningen Declaration Network (GDN) conference, held in San Diego, California, in October 2024. Recognised as a leading global convenor in the Digital Credentialing Ecosystem, the GDN conference serves as a key platform where stakeholders from the global Digital Learner Data Ecosystem convene to network, exchange insights, and showcase advancements in digital credentialing, ongoing pilot projects, and system developments.
- ✓ The African Continental Qualifications Framework (ACQF), in collaboration with the AU, organised the third forum on Recognition of Prior Learning (RPL) for institutions managing National Qualifications Frameworks (NQFs). The Meeting was held in October 2024 in Nairobi, Kenya, and brought together 32 representatives from 20 African countries and four economic regions to train and share best practices in RPL. Participants gained insights into RPL best practices, while countries shared progress on aligning their NQFs with ACQF level descriptors, guidelines, and principles, highlighting ongoing efforts in the referencing process.
- ✓ The ACQF, in collaboration with the AU organised the 4th Continental Forum on Micro-Credentials for institutions managing NQFs. The Meeting was held in November 2024 in Victoria, Seychelles, and gathered 30 participants from 18 African countries and two economic regions to develop a common approach to micro-credentials for better opportunities in Africa. Participants provided insights on the status of micro credentials in their respective countries and the adjustments made to their NQFs to integrate them.
- ✓ ZAQA and SAQA developed a Memorandum of Understanding to facilitate prompt responses to verification requests from both parties and enhance qualifications mobility. The contract has been submitted to Attorney General's Office for clearance before signing.
- ✓ The Authority collaborated with the ACQF II Project to support the review of the National Qualifications Framework (NQF), ensuring alignment with the approved Zambia Education Curriculum Framework and international best practices. By the end of the quarter, a Technical

Working Group, comprising key 5 stakeholders from the education sector, had been established. A meeting was scheduled for January 2025 to review the Zero Draft NQF and its level descriptors.

- ✔ The Authority participated in the Global Academic Integrity Network (GAIN) meeting that was held in October 2024. The meeting was aimed at developing and implementing academic integrity legislation to uphold education quality, credibility, and ethical standards. With rising concerns over plagiarism, contract cheating, and credential fraud, it was agreed that clear legal frameworks were essential to ensure accountability and public trust in qualifications. Romania, Ukraine and the United Kingdom shared their experiences.
- ✔ In November 2024, UNESCO held the 2nd In-Person Technical Advisory Group Meeting in Naivasha, Kenya, which brought together representatives from 8 countries. Zambia was represented by ZAQA, HEA and HELSB. The meeting aimed to review progress since the July 2023 Livingstone meeting, analyse case studies and regional contexts, and share best practices from countries fully implementing the UNESCO Qualifications Passport. It provided an opportunity for DRC, South Sudan, and Togo to learn from Zambia and Uganda's experiences, while Zambia gained insights from Kenya and Uganda on the importance of legislative frameworks for full UQP implementation. Consequently, Zambia was tasked with developing a roadmap to formalize the legal framework for UQP implementation.
- ✔ The Authority took part in virtual training sessions organised by the ACQF II Project during the year. Two webinars were held in November and December, focusing on Monitoring and Evaluation of NQFs: Tools and Indicators. These webinars provided a platform for countries to share experiences and offered learning opportunities.

ZAQA represented by the CEO Mrs Mercy Ngoma attended a SADC Regional Meeting focused on enhancing educational collaboration and qualification recognition hosted by South African Qualifications Authority



3.1.1.7 Local engagements

3.1.1.7.1 Strengthening of the Legal Framework

The Authority has drafted a Statutory Instrument which will be submitted to the Ministry after a Regulatory Impact Assessment is conducted. The Authority, with the assistance of the Business Regulatory Review Agency, completed the Regulatory Impact Assessment form, which will be completed in the first quarter of 2025



ACCA Global Zambia and ZAQA held a meeting to share ACCA's new strategy and discuss potential collaboration opportunities.

3.1.2 Intended results 1: Increased Registration of qualifications.

During the year 2024, the Authority received 216 qualifications for registration on the NQF. The last quarter of the year experienced a sharp rise in the submission of qualifications with 156 qualifications submitted for registration on the NQF. A total of 108 qualifications were registered, 84 were returned to the awarding bodies due to some inadequacies while 1 qualification was carried forward to 2025. As at 31st December 2024, the total number of qualifications registered on the NQF was 696. The Table below presents the breakdown:

Table 6: Number of Qualifications Received and Registered in 2024 compared to 2023

	2024	2023
Brought Forward from previous year	0	7
Qualifications Received	216	86
Qualifications Registered	108	79
Qualifications Rejected	23	0
Qualifications returned to the awarding bodies due to incompleteness	84	14
Pending Registration as at 31 December	1	0

3.1.2.1 Challenges in the Registration of Qualifications

- i) The Authority did not register the annual target of 630 qualifications due to the slow pace at which Appropriate Authorities and Awarding Bodies were submitting qualifications for registration.
- ii) The delayed enactment of the Zambia Qualifications Authority Act No. 8 of 2024 affected the timely submission of qualifications for registration by awarding bodies, as the repealed ZAQA Act No. 13 of 2011 did not provide for penalties for non-submission. Some qualifications submitted for registration did not meet the standards of the NQF.

3.1.2.2 Strategies to Address the Challenges identified above.

The following strategies were put in place to address the challenges identified above:

- i) Engaged Awarding Bodies on the need to submit qualifications for registration on the NQF and implications of offering qualifications not registered on the NQF after the enactment of the ZAQA Act No. 8 of 2024;
- ii) Orientated awarding bodies on Guidelines and Criteria for Registration of qualifications on the NQF;
- iii) Strengthened the legal framework to compel Awarding Bodies to submit qualifications for registration on the NQF;
- iv) Introduction of sanctions for awarding qualifications that are not registered on the NQF; and
- v) Enforce the provisions of the new Act.



The ZAQA team visited St. Dominic's Major Seminary to discuss key provisions of the new ZAQA Act No. 8 of 2024 and ensure the university's compliance with the regulatory requirements.

3.1.3 Intended results 2: Increased verification and evaluation of qualifications.

In the year 2024, the Authority received a total of 14,757 qualifications for verification and evaluation. A total of 10,722 verifications and evaluations were completed in the year. The verified and evaluated qualifications were distributed as shown in Figure 1

DISTRIBUTION OF VERIFIED AND EVALUATED QUALIFICATIONS

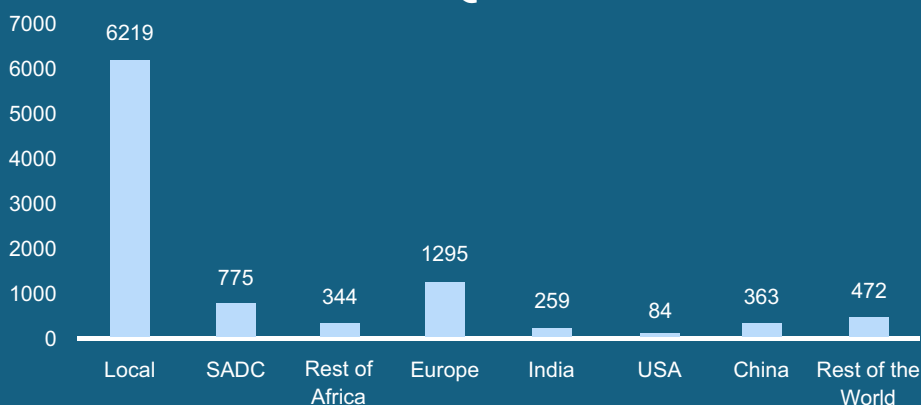


Figure 1: Distribution of verified and evaluated qualifications.

The Authority recorded a total of 197 misrepresented qualifications in the year, representing 1.84% of verified and evaluated qualifications. The misrepresented qualifications were distributed as follows:

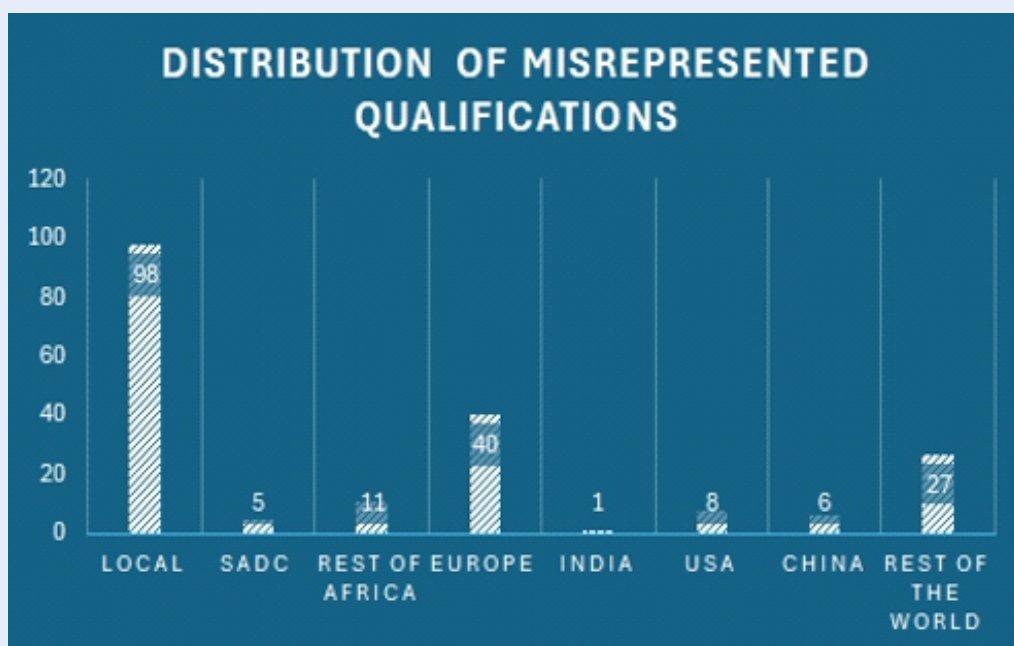


Figure 2: Distribution of misrepresented qualifications

The distribution of received, verified and evaluated, as well as pending qualifications was as represented in Table 7.

Table 7: Number of qualifications received for Verification and Evaluation

	2024	2023
Qualifications Brought Forward from previous year	824	1,001
Qualifications Received	14,757	4,590
Qualifications verified & evaluated	10,722	4,767
Pending as at 31 December	4,859	824

The trend in the verification of qualifications from 2018 to 2024 is indicated in Figure 3.

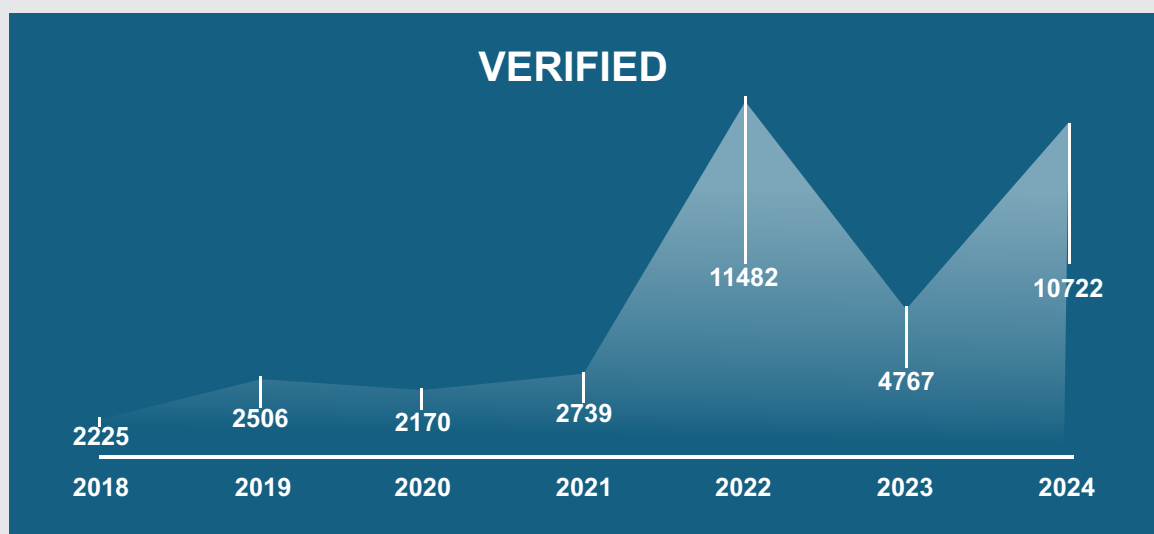


Figure 3: verified qualifications in the last seven (7) years.

The increase in the number of verified and evaluated qualifications in 2024 was attributed to the implementation of the ZAQA Act No. 8 of 2024.

3.1.3.1 Challenges in the verification and evaluation of Qualifications

- i) Inconsistent and partial submission of Learner Achievement Records by some awarding bodies leading to delays in verification of local qualifications.
- ii) Delays in receiving confirmations of awards from some awarding bodies. This contributed to some qualifications being processed beyond the stipulated timeframe.
- iii) The upward adjustment of verification fees by some foreign verification agencies and awarding bodies increased the Authority's verification costs. This was worsened by the high exchange rate of the Kwacha against major convertible currencies.

3.1.3.2 Strategies to Address the Challenges

The following strategies were put in place to address the challenges identified in the verification of qualifications:

- i) Sensitised local awarding bodies on the importance of verification of qualifications and submission of Learner Achievement Records.
- ii) Engaged awarding bodies on the need to respond promptly to confirmation requests from the Authority;
- iii) Continued collaboration with the Ministry of Foreign Affairs and International Cooperation, Foreign Embassies, Zambian missions abroad and Qualification Agencies in the verification of foreign qualifications; and
- iv) Sensitisation of stakeholders on the mandatory provisions in the ZAQA Act No 8 of 2024



ZAQA hosted staff from Namibia Qualifications Authority on a benchmarking exercise.

3.1.4 Intended results 3: Increased compliance to set standards.

During the year under review, the Authority conducted the following activities aimed at increasing compliance to set standards.

3.1.4.1 Litigation And Compliance

ZAQA did not record any litigation cases in the year 2024. Therefore, at the end of 2024, there were no active or pending cases in the Courts of Law against ZAQA or commenced by ZAQA.

3.1.4.2 Contract Management

The Authority executed its Contracts in accordance with the Public Procurement Act, the Public Finance Management Act, and other applicable laws.

3.1.4.3 Quality Assurance

The Authority monitored and evaluated the compliance of Appropriate Authorities (Examinations Council of Zambia and the Technical Education, Vocational and Entrepreneurship Training Authority) with the National Qualifications Framework (NQF) standards. The two Appropriate Authorities were found to be compliant with the NQF standards.

3.2 STRATEGIC OBJECTIVE 2: ENHANCE UPTAKE OF OCCUPATIONAL STANDARDS

ZAQA continued to develop National Occupational Standards (NOS) in key priority sectors identified in the Eighth National Development Plan. NOS are Standards specifying the sphere of knowledge, skill/competency and autonomy levels that candidates should attain for effective performance in a specific job. The primary aim of NOS is to ensure that the outcome of the training system responds to industry needs. The Authority developed and published an additional eighteen (18) NOS in the following sectors:

- i) Manufacturing: Food Scientist, Biomedical Scientist, Wood Processing, Technician, Metal Casters, Metal Fabricators and Maintenance Technician.
- ii) Water: Environment and Water Quality Officer, Plant Operator, Sanitation, Scientist, Pit Emptiers, Water Engineer and Lab Technician.
- iii) Transport: Customs Agent, Logistician Transportant, Driver, Safety Inspector and Fire Officer

The Authority endeavoured to enforce the incorporation of NOS in the development of learning programmes that are submitted for registration as qualifications. The intended result is to increase the skills and competencies of graduates in line with industry expectations.



Mrs. Mercy Ngoma – ZAQA CEO
Officiating at the National Occupational
Standards development Meeting for
the Transport and Water Sectors



3.2.1 Challenges Encountered during the year under Review

- 3.2.1.2 Delayed nominations of experts by industry and academia to participate in the NOS Development activities; and
- 3.2.1.3 Inadequate financial resources to develop additional NOS in key sectors identified by the national development plan.

3.2.2 Strategies to Address the Challenges

The following strategies were put in place to address challenges identified:

- 3.2.2.1 Engaged stakeholders on the need to promptly nominate experts to participate in NOS Development activities;
- 3.2.2.2 Lobbying for financial support from cooperating partners through the Ministry of Education: and
- 3.2.2.3 Lobbying the Ministry of Education for the need to increase the operational grant.

3.3 STRATEGIC OBJECTIVE 3: IMPROVE FINANCIAL RESOURCE MOBILIZATION AND MANAGEMENT

Under this Strategic objective, it was expected that the Authority would strive to improve its funding sources and enhance financial management. To achieve this, ZAQA would seek to increase its financial base, enhance internal control systems, and produce unqualified external audit reports. In the year under review, the following were achieved:

3.3.1 Intended Result I: Enhance Financial Accountability

- 3.3.1.1 The Internal Audit function continued to be outsourced to the Acuitas Associates to reduce costs associated with recruitment. The Board approved the continued outsourcing of the Internal Audit function after the contract with HLB Zambia ended.

3.3.1 Intended Result I: Enhance Financial Accountability

3.3.1.1 The Internal Audit function continued to be outsourced to the Acuitas Associates to reduce costs associated with recruitment. The Board approved the continued outsourcing of the Internal Audit function after the contract with HLB Zambia ended.

3.3.1.2 The statutory audit of the 2024 financial statements was conducted by external auditors, Mark Daniels Chartered Accountants. In the opinion of the auditors, the Authority's financial statements represented fairly, the performance of the Authority in 2024.

3.3.2 Intended Result II: Increase Financial Base

The Revenue base of the Authority grew by 19.54% in 2024. This growth was attributed to the increased demand for the Authority's services following the enactment of the new ZAQA Act in August 2024 which introduced the mandatory verification of qualifications for enrolment in tertiary education institutions and for employment purposes. Furthermore, the introduction of offences and fines to Awarding Bodies found offering qualifications that were not registered on the National Qualifications Framework (NQF) contributed to the increase in the submissions of qualifications for registration.

While the government grant remained the same at ZMW16,162,186, revenue from verification of qualifications increased from ZMW3,281,950 in 2023 to ZMW6,421,250 in 2024. Revenue from registration of qualifications increased from ZMW426,000 in 2023 to ZMW1,110,000 in 2024.

The recorded increase in the financial base notwithstanding, the Authority continued to engage the Ministry of Education to increase the grant allocation and to also lobby cooperating partners for support as the Authority was still facing challenges meeting the high costs of ICT infrastructure requirements, providing adequate and conducive office space as well as attracting and retaining key staff.

3.4 STRATEGIC OBJECTIVE 4: ENHANCE CUSTOMER SERVICES

Through this Strategic Objective, ZAQA committed to building a positive corporate image and improving its visibility and accessibility. The Authority also committed to reducing customer complaints and increasing awareness of its services to the general public.

3.4.1 Intended Result 1: Positive corporate image.

The following activities were undertaken to improve corporate image:

3.4.1.1 Branding

- a. The IEC unit coordinated the production of a short video with the ZAQA Staff members that promoted the Women's Month celebration. The video was shared on the Authority's Social Media platforms.
- b. Fliers were designed for all public holidays during the year and shared on social media platforms.

3.4.2 Intended Result 2: Increased visibility of ZAQA Services

In an effort to increase the visibility of the Authority and its services, the following activities were undertaken:

3.4.2.1 Stakeholder Engagements

- ✔ The Authority exhibited and showcased its services at the Teachers' Day Commemorations which were held on October 4th, 2024, in the Lusaka showgrounds under the theme "Valuing Teachers Voices: Towards a New Social Contract for Education". The Minister of Education Hon. Douglas M. Syakalima officiated the Event.
- ✔ The Authority held a Press Briefing to inform the public and various stakeholders about the new clauses of the ZAQA Act No.8 of 2024. The Briefing was live streamed on one of the largest social media Platforms Mwebantu.
- ✔ To publicise the New Act, the Authority engaged the public through various media. The Director General was featured on a radio and television interview with ZNBC while the Director for Technical Services was featured on a live radio show on Money FM.
- ✔ The Authority commenced weekly publication of "Did you know" in the front page of the Daily Mail which focused on informing the Public about the Authority from inception to date as well as on registration of qualifications on the NQF and verification of qualifications.
- ✔ A sensitisation meeting for HEIs and Colleges on the procedures for registering qualifications on the NQF was held at Sarovar Hotel in Lusaka on July 11th, 2024.

- ✔ The Authority aired a 30 second advert on ZNBC Radio 4, Radio Phoenix and Hot Fm to sensitise the public on the mandatory verification of qualifications for the purpose of enrolment into higher education institutions as well as for employment. The advert aired twice a day for 30 days during the news hour between 06:00 – 11:00 hours.
- ✔ The Authority held a sensitisation meeting on its mandate at Hitachi Corporation. The meeting further discussed the verification and evaluation of qualifications for Hitachi staff and prospective employees.
- ✔ The Authority launched the National Occupational Standards for the Construction and Manufacturing sectors. The event was covered by Radio Phoenix and featured as a news item on ZNBC TV 2. The launch was streamed live on the ZAQA Facebook page and YouTube channel. The Story and photos were also shared on all ZAQA social media pages.
- ✔ The Authority participated in the Africa Public Service Day exhibition held at East Park Mall from the 20th - 23rd June 2024 where it showcased its innovative Qualifications Management Information System (QMIS) and other key initiatives. The event was held under the theme "Empowering a Citizen-Centric Public Service for an Inclusive and Thriving 21st Century Africa: A Journey of Lifelong Learning and Technological Transformation".
- ✔ The Authority and the Department of Immigration held talks on how the two institutions would work together to ensure that foreign nationals coming into the Country were holding genuine qualifications. The two institutions agreed to sign a Memorandum of Understanding (MoU) in due course.
- ✔ The Authority publicised on the ZAQA website and all social media platforms the National Occupational Standards (NOS) development Consultative Meeting for the Transport, Water, Energy and Mining Sectors which was held on Friday 28th June, 2024.
- ✔ The Authority also made presentation to the Namibia Qualifications Authority team which visited the Authority on a one-day benchmarking tour on August 20, 2024.
- ✔ The Authority hosted Experts from the Swedish International Development Cooperation Agency (SIDA) to discuss areas of mutual collaboration and partnerships.

- ✔ The Authority held sensitisation meetings with key government institutions involved in the recruitment of government employees on the requirement to verify qualifications before making any recruitments. The institutions were the Public Service Management Division, the Teaching Service Commission, the Local Government Service Commission and the Zambia Federation of Employers.
- ✔ The Authority participated at the Zambia Institute of Human Resource Management (ZIHRM) Convention held in Livingstone from 7th to 8th November 2024. As part of its engagement, the Authority delivered a presentation and interacted with Human Resource Practitioners. An information desk was also set up to facilitate further interaction with HR practitioners and other stakeholders. The convention, themed "HR Transformation: Embracing New Trends," was officiated by the Secretary to the Cabinet, Mr. Patrick Kangwa.
- ✔ The Authority took part in the Teachers' Day Commemorations held on 4th October 2024 under the theme, "Valuing Teachers' Voices: Towards a New Social Contract for Education." This event provided a valuable platform for the Authority to engage with teachers and members of the public on the provisions of the Zambia Qualifications Authority Act No. 8 of 2024. The commemorations were officiated by the Honourable Minister of Education, Mr. Douglas M. Syakalima, M.P.
- ✔ The Authority participated in the Career Expo held at Piazza, East Park Mall, from Thursday, 31st October to Saturday, 2nd November 2024. During the event, the ZAQA team provided valuable information on the accreditation of qualifications, the online verification process, the significance of National Occupational Standards, and key insights into the National Qualifications Framework.
- ✔ The Authority participated in the Zambia Cancer Society Fitness Awareness Event, held on 12th October 2024 at The Piazza, East Park Mall. This event, aimed at promoting cancer awareness and healthy living, provided an excellent platform for the Authority to share valuable information on qualification verification, the registration of qualifications on the National Qualifications Framework, the development of National Occupational Standards, and the Recognition of Prior Learning.
- ✔ On Saturday, 12th October 2024, the Authority was featured on Capital FM 99.7 for a discussion on "Qualifications and Youths." The Authority was represented by the Director of Technical Services.

- ✓ On 10th October 2024, the Authority hosted a delegation from FQM Trident Ltd, who sought to familiarise themselves with the Authority's systems, processes, and procedures in light of the newly enacted ZAQA Act No. 8 of 2024. During the visit, the FQM Trident Ltd team shared insights into their compliance, recruitment, and immigration processes. They also emphasised the importance of collaboration between the two institutions, particularly in ensuring prompt verification of qualifications for both local and expatriate staff when required.
- ✓ The Authority issued a public notice in the Zambia Daily Mail newspaper on the use of the Qualifications Management Information System (QMIS) for submitting applications for verification of qualification. Additionally, a notice was issued to Awarding Bodies on the deadline for submitting qualifications for registration on the National Qualifications Framework.

3.4.2.2 Social Media

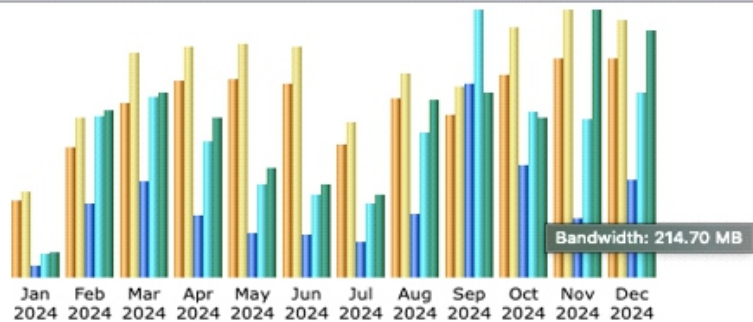
The following were the social media statistics during the year 2024:

Platform	1 st Quarter 2024	2 nd Quarter 2024	3 rd Quarter 2024	4 th Quarter 2024
Facebook	20,225	20,375	Account hacked	116 K followers
Twitter	724 followers	743 followers	753 followers	757 followers
LinkedIn	18,385 followers	19,046 followers	19,469 followers	20,836 followers

Note: On August 29th, 2024, the official Zambia Qualifications Authority (ZAQA) Facebook page was compromised through unauthorized access. Immediate action was taken to notify the Zambia Information and Communications Technology Authority (ZICTA), who subsequently escalated the matter to Meta Platforms, Inc. (Facebook's parent company) for assistance. The Facebook page was successfully restored through expert support provided by ZICTA.

Website Report for 2024

Monthly history



Month	Unique visitors	Number of visits	Pages	Hits	Bandwidth
Jan 2024	153	170	390	759	32.66 MB
Feb 2024	259	316	2,488	5,408	226.13 MB
Mar 2024	347	446	3,206	6,037	250.03 MB
Apr 2024	390	457	2,077	4,565	215.56 MB
May 2024	394	464	1,478	3,098	147.50 MB
Jun 2024	384	459	1,423	2,773	124.30 MB
Jul 2024	263	309	1,178	2,487	111.03 MB
Aug 2024	356	404	2,105	4,876	238.63 MB
Sep 2024	321	378	6,501	8,968	249.42 MB
Oct 2024	401	497	3,753	5,579	214.70 MB
Nov 2024	434	530	1,969	5,298	360.46 MB
Dec 2024	433	511	3,279	6,227	333.72 MB
Total	4,135	4,941	29,847	56,075	2.45 GB



The ZAQA Staff pose for a photo at the Public Service Day exhibition held at the Piazza at East Park in Lusaka

5 STRATEGIC OBJECTIVE 5: IMPROVE MANAGEMENT SYSTEMS

Through this objective, ZAQA committed to ensuring that its services were delivered according to the customer service charter. These efforts were aimed at achieving efficient and effective service delivery. In the period under review, the following activities were undertaken to improve management systems:

- 3.5.1 The Information Communication Technology (ICT) Steering Committee continued to provide oversight on the Authority's ICT matters.
- 3.5.2 The Authority continued to review and update its ICT Risk Register.
- 3.5.3 The Authority acquired advanced disaster recovery equipment to respond to cyber security threats and ensure business continuity.
- 3.5.4 All systems were fully licensed in conformance with the best practice to optimize the operations of the Authority.
- 3.5.5 The Authority in collaboration with the Ministry of Finance initiated the development of a robust Qualifications Management Information System (QMIS).

3.5 STRATEGIC OBJECTIVE 6: IMPROVE HUMAN RESOURCES

In line with Strategic Objective 6, the following activities were undertaken in 2024 in an effort to improve human resources:

3.6.1 Staff Complement

The number of staff at the close of the year was twenty-nine (29), against a staff establishment of thirty-four (34).

3.6.2 Gender Distribution

Out of the twenty- nine members of staff, twelve (12) were female while seventeen (17) were male.

3.6.3 Staff Recruitment and Promotion

A total of five vacant positions were filled in 2024. The Legal Counsel and Board Secretary, Human Resource and Administration officer and two Qualifications Services Officers were recruited externally.

3.6.4 Staff Separations

A total of two employees separated with the Authority during the year under review. These were Legal Counsel and Board Secretary and Human Resource and Administration Officer.

3.6.5 Staff Capacity Development and Sensitisation

In its endeavour to continuously build capacity in the workforce, the Authority organised the following staff trainings in the year:

3.6.5.1 A Management and Leadership Training was organised for management staff in March 2024. The training was facilitated by the National Institution of Public of Administration.

3.6.5.2 KAIZEN Continuous Improvement Training for management staff was conducted in quarters one and two of 2024. The training was facilitated by KAIZEN Training Institute Zambia.

3.6.5.3 A workshop on International Public Sector Accounting Standards (IPSAS) was organised for the Finance Staff in October 2024. The workshop was facilitated by the Association of Chartered Certified Accountants (ACCA) Zambia Office.

3.6.6 Staff Health and Wellness Activities

The Authority organised and held physical fitness activities for all members of staff throughout the year. This included eleven (11) aerobics sessions. Further, ZAQA engaged a mental health specialist to make a presentation on mental health and wellness to all members of staff in October 2024.



ZAQA exhibited at the Zambia Cancer Society Fitness Awareness Event and Her Hon. the Vice President Mrs. Mutale W.K. Nalumango visited our Info Desk.

3.6.7 Annual Team Building

The Authority continued the implementation of programmes to inculcate the ZAQA Core Values. Activities to enhance team cohesion and spirit were conducted.



Mr. Fidelis Cheelo presenting Objects of the ZAQA Bill 2024 at the Review meeting for the ZAQA Act No.13 of 2013

3.5 STRATEGIC OBJECTIVE 6: IMPROVE HUMAN RESOURCES

Through this objective, ZAQA is committed to improving institutional infrastructure in order to attain operational excellence. In order to do this, the Authority planned to upgrade its ICT infrastructure to enhance its service delivery. Further, ZAQA in collaboration with the Higher Education Authority, the Higher Education Loans & Scholarship Board and the Ministry of Education embarked on an infrastructure development project which is intended to provide suitable office space for the three Institutions and the Ministry of Education.

This project when complete will help provide a conducive working environment for ZAQA employees. In addition, during the year under review, the following activities were undertaken:

- 3.7.1 The Mobile Money payment system was integrated with the Qualifications Management Information Systems (QMIS).
- 3.7.2 The QMIS Server was upgraded to respond to the soaring number of system requests;
- 3.7.3 A storage facility for secure data backups was acquired to support and compliment the cybersecurity efforts; and
- 3.7.6 Technical support was rendered to both internal and external system users.

3.8 THE OUTPUT MATRIX - PERFORMANCE AGAINST THE SET TARGETS FOR THE

S/N	SECTION / UNIT	INTENDED RESULT	OUTPUT INDICATORS
01.	Qualifications Services	Increased verification & evaluation of qualifications	Number of applications for verification of local qualifications processed at the end of 2024. % of local qualifications verified within 14 days
02.			Number of applications for verification of foreign qualifications processed at the end of 2024. % of foreign qualifications verified and evaluated within 30 days.
03.	Qualifications Services	Increased Registration of qualifications	Number of applications received for Registration processed at the end of 2024. % of qualifications processed within 30 days
04.			
05.			
06.	Standards and Quality Assurance	Increased compliance to standards	Implementation of the revised ZAQA Act
07.	Standards and Quality Assurance		Implementation of the revised NQF and level descriptors

YEAR UNDER REVIEW.

2024 PERFORMANCE AGAINST TARGET	
2024 PLANNED TARGETS	2024 PERFORMANCE
verify at least 10,000 local applications received for verification by December 2024 90% of local qualifications received verified within 14 days	6,219 local qualifications were verified. 85.2% of the local qualifications verified were processed within 14 days.
Verify and evaluate at least 3500 foreign applications received for validation by December 2024 90% of foreign qualifications received verified and evaluated within 30 days	3,592 foreign qualifications were verified and evaluated. 76.4% of the foreign qualifications verified and evaluated were processed within 30 days.
Register at least 630 qualifications onto the NQF by December 2024 95% of received applications for registration processed within 30 days	108 qualifications were registered on the NQF. 79.5% of the evaluated qualifications were processed within 30 days.
Publish / gazette registered qualifications	The List of qualifications registered on the NQF was published on the ZAQA Website.
Conduct 2 meetings to offer technical support to Appropriate Authorities	Engagement meetings were held between ZAQA and the three Appropriate Authorities.
New ZAQA Act assented by December 2024	The ZAQA Act No. 13 of 2011 was repealed and replaced by ZAQA Act No. 8 of 2024 on 18 th August 2024
Revised NQF structure and level descriptors gazetted by 31 st December, 2024	This activity commenced in November 2024. ZAQA engaged African Continental Qualifications Framework (ACQF) for support in the review of the NQF. The activity will be concluded in 2025 with the support of ACQF.

S/N	SECTION / UNIT	INTENDED RESULT	OUTPUT INDICATORS
08.	Standards and Quality Assurance		Number of appropriate authorities audited. % of institutions compliant
09.	Standards and Quality Assurance		Percentage of National Development Plan key priority sectors with NOS.
10.	Standards and Quality Assurance		Strengthened collaborations Number of regional collaborative agreements

2024 PERFORMANCE AGAINST TARGET

2024 PLANNED TARGETS

2024 PERFORMANCE

3 Monitoring and Evaluation of compliance with NQF Standards by December 2024

100% of institutions audited

Monitoring and evaluation of compliance to NQF Standards was conducted on the following Appropriate Authorities:

- i. ECZ; and
- ii. TEVETA;

The two institutions were audited representing 66.6%.

The HEA requested to reschedule the monitoring and evaluation of

100% of National Development Plan key priority sectors with NOS.

6 NOS developed in each of the key priority sectors.

A set of 6 NOS for the Manufacturing, Water and Transport sectors were approved and published

A consultative meeting was held for the development of addition set of 6 NOS in the Energy, Mining, Water and Information Communication Technology Sectors.

Limited financial resources hampered the development of NOS in all key sectors.

Engage in two regional Collaborative agreements.

Participate in at least

4 collaborative meetings;

2 study tours (validation, NOS);

2 International conferences by December 2024

In July 2024, ZAQA participated in the inception workshop for the development of the African Occupational Standards Framework (AOSF), held in Gaborone, Botswana. This workshop was organized by the African Union Development Agency – New Partnership for Development (AUDA-NEPAD), the Southern African Development Community (SADC) Secretariat, and the International Labour Organisation (ILO). The meeting focused on the need to establish the AOSF.

S/N	SECTION / UNIT	INTENDED RESULT	OUTPUT INDICATORS

2024 PERFORMANCE AGAINST TARGET

2024 PLANNED TARGETS

2024 PERFORMANCE

In August 2024, the Authority participated in the Harmonisation, Quality Assurance, and Accreditation in African Higher Education (HAQAA3) initiative meeting in Mauritius. This meeting brought together key stakeholders from the higher education sector to consult on critical topics addressed by the initiative, including higher education data, credit transfer systems, and quality assurance.

In September 2024, the Authority attended the 6th South African Quality Assurance Network (SAQAN) Conference in Livingstone, organised by the Higher Education Authority (HEA). The conference brought together quality assurance practitioners and researchers from the SADC region and beyond to exchange experiences, best practices, and strategies for fostering a culture of quality assurance in higher education. The planned study tours were not undertaken due to inadequate financial resources

ZAQA participated in the African Continental Qualifications (ACQF) third Forum under the theme: "Recognition of Prior Learning (RPL) for Practitioners." The Forum was held in Nairobi Kenya in October 2024

The Authority also participated in the ACQF fourth Forum which was held in November 2024 in Seychelles under the theme: "Micro credentials for better opportunities".

S/N	SECTION / UNIT	INTENDED RESULT	OUTPUT INDICATORS
11.	Standards and Quality Assurance		Number of local collaborative meetings
12.	Standards and Quality Assurance Standards and Quality Assurance	Improved reporting	M&E Framework Reports
13.	Corporate Services	Improved efficiency	Percentage of learner records uploaded on the QMIS by
14.	Corporate Services	Improved Service Delivery	Develop and implement a service delivery charter QMIS by December 2024.
15.	Corporate Services	Positive Corporate Image	Percentage of adherence to ZAQ Core Values
16.	Corporate Services	Improved human resources	At least 80% of staff achieving 85% of their set targets
17.	Corporate Services	Improved service delivery	
18.	Corporate Services	Improved accountability	Unqualified audit report
19.	Corporate Services		Percentage of activities conducted within approved budget
20.			% budget from other sources
21.	Corporate Services	Improved institutional infrastructure	Staff accommodated

2024 PERFORMANCE AGAINST TARGET

2024 PLANNED TARGETS	2024 PERFORMANCE
Hold at least two collaborative meetings on Quality Assurance with Appropriate Authorities managing the sub-framework by December, 2024	Two Quality Assurance Agencies Coordination Meetings were held in May and November 2024.
Implementation of the M&E Framework	Four M&E Framework Quarterly reports were submitted for the first, second, third and fourth quarters of 2024.
70% of awarding bodies submitting learner achievement records for 2024.	58 out of a total of 110 accredited awarding bodies representing 52% submitted learner achievement records in 2024.
95% of activities conducted in line with the service delivery charter by December 2024	84.5% of services were delivered within the ZAQA Service Delivery Charter.
100% adherence to ZAQA Core Values by all staff in 2024	Based on the performance assessment of staff for 2024, all staff adhered to ZAQA Core values 100%
Develop and implement a staff Training Plan for 2024 by June 2024	A training plan was developed. Implementation was done partially due to financial challenges. 80.91% of Staff achieved 85% of the Targets in 2024
85% implementation of the organization structure by December 2024	As at end of the year, the Authority's establishment was 29 out of 34 (85.3%)
Unqualified audit report by December 2024	The auditors issued an unqualified audit report after audit of the 2024 financial statements.
95% of 2024 activities conducted within approved budget	96% of activities in 2024 were conducted within budget
25% of budget from other sources (other than GRZ)	33% of income in the year 2024 was from other sources other than Government Grant
Secure funds for infrastructure development	Due to budgetary and financial constraints, the Authority was unable to set aside funds for infrastructure development

4.0 RISK MANAGEMENT

The following activities were undertaken in order to mitigate risks in the year under review:

4.2 RISK REGISTER

The Authority developed a Risk Register which identified forty-six risks as indicated

Table 8: Summary of Identified Risks, Risk Values and Colour Codes

Colour Code	Risk Value	Number of Risks Identified
Red	32-50	14
Orange	18-24	13
Yellow	10-16	10
Green	1-8	9

5.0 FINANCE

The following section presents the financial performance of the Authority in the year under review.

5.1 BUDGET PERFORMANCE

The total approved budget for 2024 was ZMW 29,637,476. Of the budgeted amount, the Authority recorded revenue of ZMW 24,291,332 as indicated in Table 9.

Table 9: 2024 Actual Revenue against Budget

Description of Revenue	2024 Budget Performance			
	Actual (ZMW)	Budget (ZMW)	Variance (ZMW)	% Variance
Government funding	16,162,186	16,162,188	(2)	0%
Registration of Qualifications	1,110,000	3,920,000	(2,810,000)	(72%)
Verification and Evaluation of Qualifications	6,481,250	5,150,000	1,331,250	26%
Donor	0	2,552,436	(2,552,436)	-100%
Skills Development Fund	0	1,000,000	(1,000,000)	-100%
Other Income	537,896	852,852	(314,956)	(36%)
Total	24,291,332	29,637,476	(5,346,144)	(18%)

- 5.1.1 The Authority received all the funding allocated from the Treasury in the year under review.
- 5.1.2 The Authority continued to experience challenges in receiving qualifications for registration from Appropriate Authorities hence the number of qualifications targeted for registration could not be achieved. This impacted the revenue anticipated from the registration of qualifications.

Table 10 and Figure 4 show total revenue performance for the last Six (6) years:

Table 10: Revenue Trends for the past 6 years

Year	Actual Revenue	Budgeted Revenue	Variance	% variance
2019	11,196,487.00	20,429,075.00	(9,232,588.00)	(45%)
2020	12,820,765.00	24,178,115.00	(11,357,350.00)	(47%)
2021	19,051,263.00	28,569,892.00	(9,518,629.00)	(33%)
2022	19,554,871.00	29,175,004.00	(9,620,133.00)	(33%)
2023	27,792,108.00	27,926,361.00	(134,253.00)	(0.4%)
2024	24,291,332.00	29,637,476.00	(5,346,144.00)	(18%)

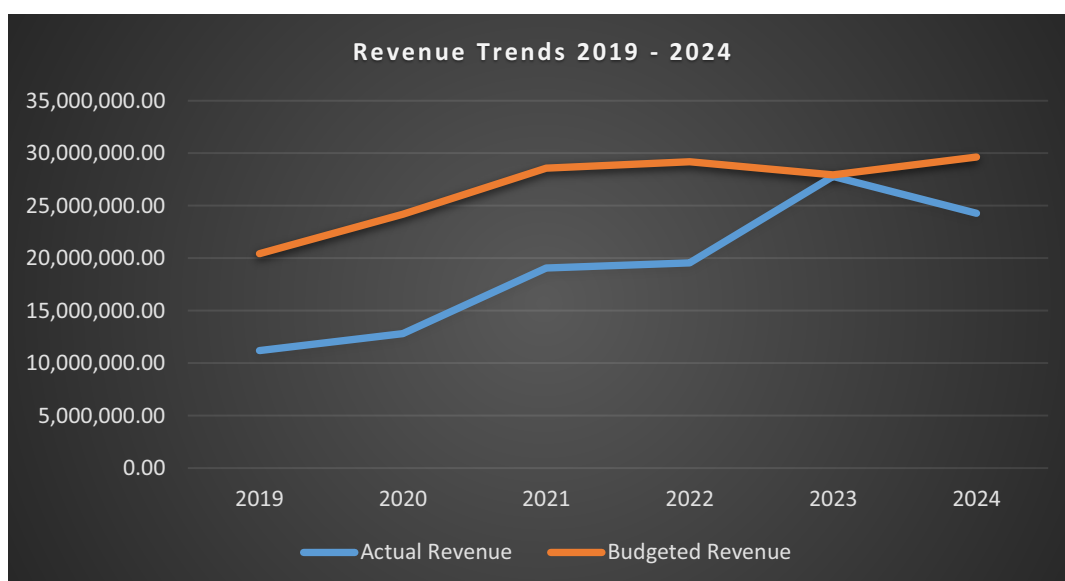


Figure 4: Revenue Trends for the past six years

There has been a slow but steady increase in the revenues of the Authority although budgetary allocations from the Treasury remained the same at ZMW 16,162,188 from 2021 to 2024.

5.2 FINANCIAL PERFORMANCE

The Authority recorded an operating deficit of **ZMW 2,747,888** (2023: surplus of ZMW5,413,088) in the year under review. Total expenditure for the year amounted to **ZMW 27,039,220** (2023: ZMW22,379,020.) of which **ZMW 1,625,342** (2023: ZMW 244,503) related to non-current assets.

A decorative background featuring three overlapping light blue circles of varying sizes. The circles are semi-transparent, allowing the horizontal lines to show through. The lines are thin, dark grey, and evenly spaced, running horizontally across the entire page. The overall aesthetic is clean and modern.



ANNUAL REPORT 2024



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