EXAMINATIONS COUNCIL
OF ZAMBIA

STRATEGIC PLAN
2021 – 2025

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Appendix 1: ORGANISATIONAL STRUCTURE OF ECZ

Appendix 2: ECZ BALANCED SCORECARD

ACRONYMS, TERMS AND ABBREVIATIONS

7NDP	Seventh National Development Plan
AEAA	Association for Educational Assessment in Africa
AU	African Union
BSC	Balanced Scorecard
CAT 5	Category 5
CAT 6	Category 6
CCTV	Closed Circuit Television
CESA 16-25	Continental Education Strategy for Africa (2016-2025)
COBIT	Control Objects for Information and Related Technology
CSE	Comprehensive Sexuality Education
ECZ	Examinations Council of Zambia
EGMA	Early Grade Mathematics Assessment
EGRA	Early Grade Reading Assessment
FAIM	Family of Applications in Information Management
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
GENP	General Education National Policy
HEA	Higher Education Authority
IAEA	International Association for Educational Assessment
IIA/OD	Integrated Institutional Assessment/Organisational Development
ICT	Information and Communication Technology
ITIL	Information Technology Infrastructure Library
LAN	Local Area Network
M&E	Monitoring and Evaluation
MDD	Management Development Division
MNDP	Ministry of National Development Planning
MoGE	Ministry of General Education
MoHE	Ministry of Higher Education
NAS	National Assessment Survey
PAC	Parliamentary Accounts Committee
PESTEL	Political, Economic, Social, Technological, Environmental, Legal
PISA-D	Programme for International Student Assessment (for Development)
PPP	Private-Public Partnership
SAAEA	Southern African Association for Educational Assessment
SACMEQ	Southern and Eastern Africa Consortium for Monitoring Educational Quality
SADC	Southern African Development Community

SBA	School Based Assessment
SDG 4	Sustainable Development Goal number 4
SP	Strategic Plan
SWOT	Strengths, Weaknesses, Opportunities and Threats
SZI	Smart Zambia Institute
TEVETA	Technical Education, Vocational and Entrepreneurship Training Authority
TCZ	Teaching Council of Zambia
TSC	Teaching Service Commission
UN	United Nations
WAN	Wide Area Network
ZAQA	Zambia Qualifications Authority
ZEEP	Zambia Education Enhancement Project
ZSA	Zambia Statistics Agency

DEFINITIONS

Stakeholders	Stakeholders are Corporates, Organisations, Institutions and individuals who have interest or whose actions directly or indirectly affect the existence, operations and growth of the Examinations Council of Zambia (ECZ).
Client	A person or organisation using the services of ECZ.
Strategic Themes	These are Key Result Areas (KRAs) of the Council. They are the pillars of excellence.
Strategic Goals	These are the continuous improvements that should be made to accomplish the strategic results, the mission and, ultimately, the vision, taking into account the four (4) perspectives, namely; organisation capacity, internal processes, financial stewardship and stakeholder satisfaction.
Corporate Values	These are beliefs or norms shared by the staff and stakeholders that will govern the behaviour and conduct of staff in the performance of their duties thereby, forming part of the Council's positive organisational work culture in order to live up to the expectations of its clients and stakeholders.
Pre-Conditions	These are critical success factors that are within the Council's control and that need to be in place for effective implementation of the Strategic Plan.
Assumptions	These are factors that are crucial to the successful implementation of the Strategic Plan but which are largely outside the control of the ECZ.
Learner	A person undergoing instructions and includes a pupil in primary and secondary school and a student in higher education institutions.
Balanced Scorecard	Is a strategic management performance system used to identify, improve and control various internal functions of the organisation and their resulting external outcomes.

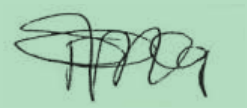
FOREWORD

I am pleased to present the Examinations Council of Zambia (ECZ) Strategic Plan covering a five-year period from 2021 to 2025, which is a significant milestone in providing a strategic policy direction to the Council and stakeholders.

The preparation process for the Strategic Plan 2021-2025, which builds on the gains of the preceding 2016-2020 Strategic Plan, required a significant level of reflection and consultation to instill trust and confidence among all stakeholders. In order to achieve the vision of this strategic plan, the Council will give specific strategic direction to meet stakeholder expectations as we enhance our pivotal role of setting and conducting examinations and award certificates to successful candidates at school and tertiary levels. The Council will also provide oversight on finances and broaden the resource envelop from traditional and non-traditional sources of funding within the framework of the 7th National Development Plan (7NDP).

While we pledge to do our best, we shall also count on the unwavering support of all stakeholders to enhance operational efficiency, conduct our business in a transparent manner and subject ourselves to public scrutiny in line with the principles of corporate governance. This Strategic Plan presents an excellent avenue for shared service provision by the Council, Management and Staff. With improved internal business processes, positive work culture and quality service delivery we shall re-enforce and communicate a positive corporate image and gain client confidence and support necessary to effectively execute our mandate.

The Council wishes to highly commend Staff and Management for anchoring all ECZ operational procedures on a solid Strategic Plan, which will strategically respond to dynamic educational assessment demands. I would like to thank all stakeholders for their contribution to the development of this Plan. I am confident that this Strategic Plan will strike a balance between maintaining what we do well and responding to future requirements and opportunities. The publication and launch of this Strategic Plan is just the beginning of a long journey of its implementation and the Council pledges to oversee its successful implementation.



Professor Frank P. Tailoka
Council Chairperson
Examinations Council of Zambia

ACKNOWLEDGMENTS

The formulation of the 2021-2025 Strategic Plan (SP) and Balanced Scorecard (BSC) for the Examinations Council of Zambia (ECZ) was through a consultative process involving stakeholders and clients. ECZ is very grateful for the support rendered by all stakeholders towards the review and development processes of the SP and BSC. Management Development Division (MDD) of Cabinet Office, Ministry of National Development Planning (MNDP) and Smart Zambia Institute (SZI), deserve special commendation for their input during the preparation of the SP and BSC. Our acknowledgements would be incomplete if I left out the Ministry of General Education as an all-weather parent always providing policy direction as well as material and financial support.

Finally, I wish to thank all members of staff at the Council and in particular the Strategic Plan Co-ordinating Committee, under the leadership of Mr. A M Kaliminwa, for their dedication to the preparation of the documents. It is my hope that the SP and BSC will serve as a blueprint for the execution of ECZ programmes during the period 2021 to 2025 and ultimately contribute to the realisation of the development outcomes espoused by the 7NDP.

Dr. Michael M Chilala

Director

Examinations Council of Zambia

EXECUTIVE SUMMARY

The Examinations Council of Zambia (ECZ) is a statutory institution established by an Act of Parliament number 15 of 1983, Chapter 137 of the Laws of the Republic of Zambia and as amended in 1994 whereby the Chairperson of the Council was to be appointed by the Minister of General Education instead of being the Vice Chancellor of the University of Zambia. The main function of ECZ is to set and conduct examinations and award certificates to successful candidates at school and tertiary levels. The development of the 2021-2025 ECZ Strategic Plan was prompted by the need for a document that should be used to communicate and clarify the organisations goals, the actions needed to achieve those goals and all of the other critical elements developed during the planning exercise. This Strategic Plan and BSC were developed using an Integrated Institutional Assessment, Organisation Development and Balanced Scorecard (IIA/OD - BSC) strategic planning process. The SP and BSC respond to the aspirations of the 7NDP, Education Act, and General Education National Policy (GENP) and ECZ Act.

The SP and BSC give the strategic direction and operational framework for ECZ for the next five (5) years. The Plan sets out a Vision of **"An Educational Assessment Body of Excellence". To realize the Vision, ECZ commits itself to the Mission Statement: "Efficiently and innovatively conduct educational assessments and award certificates of comparable international standards"**.

In order to achieve its mission and ultimately, its vision, ECZ will in the next five years focus on five thematic areas. These are;

1. Research and Development
2. Assessment Development and Administration
3. Institutional Capacity
4. Operational Efficiency
5. Corporate Image

For ECZ to effectively deliver on its mandate, the Council has set for itself ten (10) Strategic Goals. These are:

1. Enhance research and consultancy to service the ECZ and stakeholders
2. Align assessments to the demands of local and international education systems
3. Enhance security in the development and management of assessments
4. Develop and enhance physical and ICT infrastructure
5. Strengthen corporate governance
6. Attain financial sustainability
7. Enhance Human Capital
8. Enhance automation of internal processes and operations
9. Enhance quality assurance
10. Strengthen communication and public relations

During the implementation of this SP and BSC, ECZ pledges to uphold five (5) corporate values which are **Professionalism, Integrity, Accountability, Innovativeness and Team work**.

The successful implementation of the Plan and achievement of the set targets will depend on a number of preconditions and assumptions. The SP will be operationalised through an implementation plan and costed annual departmental work plans. In order to ensure successful implementation and realisation of the desired impact, the implementation of the SP will be monitored continuously through monitoring and evaluation, so as to undertake necessary interventions. At the end of the plan period, a final review will be undertaken to establish the extent to which the SP implementation and its impact will have reached.

1.0
INTRODUCTION

1.1 Background
1.2 ECZ in the context of education
1.3 Rationale
1.4 Governance and Operational Structure
1.5 Methodology

INTRODUCTION

1.1 BACKGROUND

The Examinations Council of Zambia (ECZ) was established by an Act of Parliament Number 15 of 1983, Chapter 137 of the Laws of the Republic of Zambia and as amended in 1994 whereby the Chairperson of the Council was to be appointed by the Minister of General Education instead of being the Vice Chancellor of the University of Zambia. The functions of the ECZ are to:

- Conduct examinations;
- Award certificates or diplomas to candidates who pass examinations conducted by the Council;
- Carry out relevant research in examinations;
- Advise any public institution on the development and use of any system of testing or examining when requested to do so;
- Formulate syllabuses for examinations;
- Promote the international recognition of qualifications conferred by the Council;
- Organise training courses or, arrange for the training of, examiners, markers, supervisors, invigilators and other persons connected with examinations; and
- Invite any person or body either in or outside Zambia to assist the Council in the conduct of examinations.

1.2 ECZ IN THE CONTEXT OF EDUCATION

The mandate of the Ministry of General Education (MoGE) is to formulate and implement Education Policies, set and enforce standards and regulations, license, supervise and provide education and skills development, as well as promote science, technology and innovation education. The provision of general education in terms of access and participation, quality and relevance, equity, efficiency and effectiveness, and financing is guided by the 1996 National Policy on Education, and the Education Act No 23 of 2011. Assessments and examinations are guided by Examinations Council of Zambia Act No. 15 of 1983 and as amended in 1994 whereby the Chairperson of the Council was to be appointed by the Minister of General Education instead of being the Vice Chancellor of the University of Zambia.

ECZ is one of the statutory bodies that perform specialised services to the general public on behalf of the Ministries of General Education and Higher Education and operates according to existing enabling Act. Thus, the ECZ conducts assessments mainly, on behalf of the Ministry of General Education and collaborates with other stakeholders.

All Education policies starting with the 1977 Educational reform to the 2020 National General Education Policy recognise and expect the ECZ to perform assessments at different levels. In line with the 7NDP, ECZ will play a pivotal role to ensure that priority areas for the general education sub-sector which include access and participation, quality and relevance of education, and equity, are realised.

Through this SP, ECZ will further contribute towards the realisation of the aspirations of Vision 2030, especially aspirations number (O) Access for all to good quality basic human necessities such as shelter, titled land, health and education facilities and clothing; number (P) Diversified education curricula that are responsive to the knowledge, values, attitudes and practical skill

needs of individuals and society at large; and number (Q) Regional centre of excellence in health and education.

The Republic of Zambia is a member of the Southern African Development Community (SADC), African Union (AU) and the United Nations (UN). Through these organisations, Zambia is party to a number of international conventions which focus on Education. The ECZ through this SP will help Zambia realise the AU's desire to develop its own benchmarks that take stock of the global goals through Continental Education Strategy for Africa (CESA 16-25), for the period 2016 to 2025. The SP takes cognisance of the African Union Agenda 2063 "The Future We Want," as both a Vision and an Action Plan. ECZ will answer to the call for action to all segments of African society to work together to build a prosperous and united Africa based on shared values and a common destiny without losing focus on global strategy to optimize use of Africa's resources for the benefit of all Africans.

To keep the African dream, ECZ will within the region adhere to the Protocol on Education and Training in SADC. Of utmost importance to ECZ operations is Article 5 Part (d) of SADC protocol on Education and Training which states: "development of national examinations and accreditation systems to move the education systems towards harmonised, equivalent, and eventually standardised certification," and Article 6 Part (a) (iv) "development of national examinations and accreditation systems to move teacher education systems towards equivalent, harmonised and eventually standardised certification."

1.3 RATIONALE

The development of the 2021-2025 ECZ Strategic Plan was necessitated by the need for a document that should be used to communicate and clarify the organisation's goals, the actions needed to achieve these goals and all of the other critical elements developed during the planning exercise. It was also prompted by the coming to an end of the 2016-2020 strategic plan. ECZ, like other institutions needs a document that should establish the direction of the organisation.

1.4 GOVERNANCE AND OPERATIONAL STRUCTURE

1.4.1 Council

The Council is the Supreme Policy making body of the Examinations Council of Zambia. In accordance with the ECZ Act, Chapter 137 of the Laws of Zambia, the Council provides policy oversight and strategic direction to the ECZ. The Council is made of thirteen (13) **members who are appointed by the Minister of General Education.**

1.4.2 Operational Structure

The functions of ECZ are executed through six (6) Departments and four (4) stand-alone Units. The departments include, Administration, Examination Administration, Research and Test Development, Information and Communication Technology, Finance and Accounts and, Certification. The stand-alone Units are Internal Audit, Procurement and Supplies, Public Relations, and Planning.

The head office is in Lusaka where most of the activities are carried out. There are two regional service centres found in Lusaka (Lusaka Province) and Kitwe (Copperbelt Province), and provincial offices in all the other eight provinces.

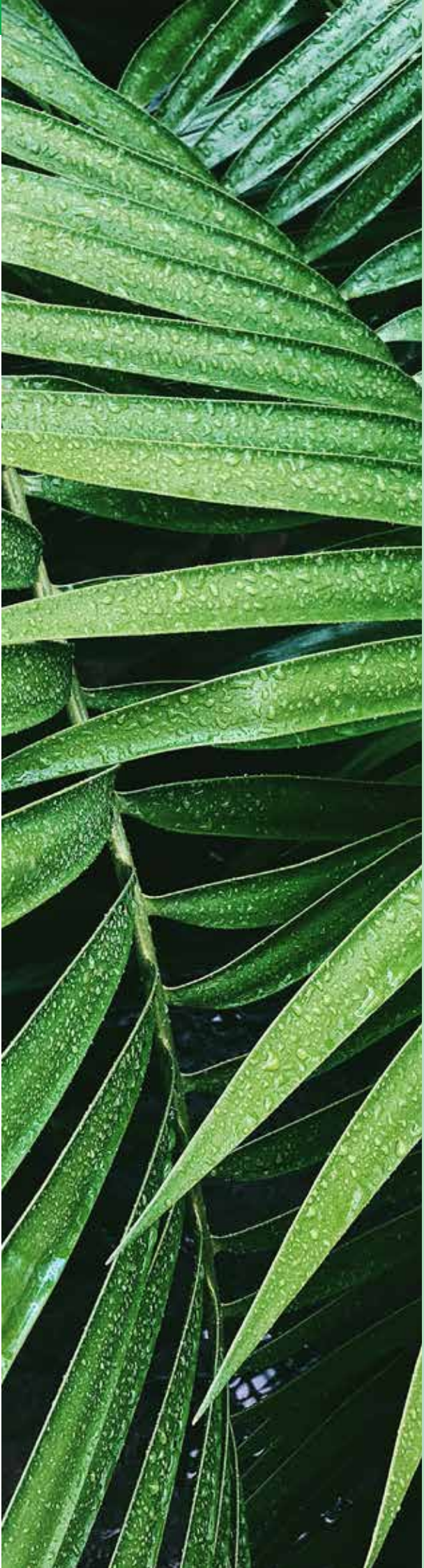
1.4.3 Strategic Operational Linkages

In the execution of its mandate, the Council works with various institutions which include, Parliament, Government ministries and agencies, research and development institutions, higher learning institutions, and industry. At regional level, the Council has linkages with regional bodies such as the Southern African Association for Educational Assessment (SAAEA) and Southern and Eastern African Consortium for Monitoring Education Quality (SACMEQ). At continental and global level, the Council has linkages with multilateral bodies, such as the Association for Educational Assessment in Africa (AEAA) and International Association for Educational Assessment (IAEA).

1.5 METHODOLOGY

The development of this SP was by consultation both within and outside the Examinations Council of Zambia. To ensure that all ECZ employees identified their place and role in the SP, the first stage was soliciting written submissions from all employees through a structured guide. The next stage involved oral submissions from all employees. The SWOT and PESTEL analysis frameworks were used to perform internal and external environmental analyses respectively. The 2021-2025 Strategic Plan Coordinating Committee which was appointed by ECZ Management coordinated all the activities and consolidated both the written and oral submissions.

The process also received support from the Ministry of National Development Planning (MNDP), and Smart Zambia Institute (SZI). The Management Development Division (MDD), Cabinet Office, provided the necessary guidance on the whole process. Further, ECZ stakeholders were consulted for their valuable input in the development of the SP.



2.0 ENVIRONMENTAL ANALYSIS

2.1 External Environmental Analysis
2.2 Internal Environmental Analysis

ENVIRONMENTAL ANALYSIS

2.1 EXTERNAL ENVIRONMENTAL ANALYSIS

Analysis of the ECZ's external environment was done using PESTEL analysis framework. This was done by focusing on the Political, Economic, Sociocultural, Technological, Environmental and Legal Environment in which the ECZ operates.

2.1.1 Political

The following were found to be conducive for the operations of ECZ:

- Zambia's political stability and liberal Democratic Governance;
- Government Policy on Education;
- Political will by Government to support Education Policies in attainment of Vision 2030;
- Gender Policy on Education;
- Educational Reform of 1977;
- Focus on Learning of 1992;
- Educating Our Future of 1996;
- National General Education Policy of 2020;
- 2011 Education Act.

It was also established that Zambia has a fair record on corruption, labour and environmental law, foreign trade policy, tax policy, and trade restrictions. Furthermore, government has a profound impact on the nation's education system, infrastructure and health regulations. These are all factors that were found to be attractive to the operations of ECZ. Even if examination papers were printed outside the country, they were not subjected to taxes at points of entry. In addition, ECZ has the leeway to export examinations and qualifications to foreign countries.

The political transitions have always been smooth and it is anticipated that this will continue so that the organisation can be confident of implementing the SP without major disturbances. The demand for Grade 12 qualification or its equivalent, especially for those vying for political office is favourable for ECZ operations. The re-entry policy has allowed more girls in schools thereby increasing candidature which in turn may increase financial base. The policy has however, increased the cost of running examinations which ECZ hopes to mitigate by strengthening mechanisms for internal generation of funds.

However, it was also pointed out that should there be any abrupt change in the policies; the environment may pose challenges to the operations of ECZ. For instance, the reduction of Grade 9 external examination and combination fees reduced the revenue base.

2.1.2 Economic

According to the budget speech of 2020, the global economy was projected to contract by 4.9 percent due to the adverse effects of the COVID-19 pandemic. Advanced economies were expected to contract the most by 8.0 percent in 2020 compared to the growth of 1.4 percent in 2019. Emerging markets and developing

economies were forecast to decline by 3.0 percent after growing by 3.7 percent in 2019. In Sub-Saharan Africa, economic activity was projected to contract by 3.2 percent from a positive outturn of 3.1 percent in 2019.

In terms of Domestic Economic Developments, Economic Growth, real GDP growth was projected at negative 4.2 percent in 2020, the first recession since 1998. Almost all the sectors were expected to record negative growth. Disruptions in supply chains and containment measures had had a severe impact on sectors such as tourism, construction, wholesale and retail trade as well as manufacturing.

In addition to the effects of the COVID-19 pandemic, electricity rationing had contributed to the contraction of overall economic activity.

Despite the negative growth in most sectors, the agricultural as well as information and communications technology sectors were projected to register positive growth. The information and communication technology sector was also projected to grow mainly driven by increased demand for data services and mobile money transactions in the wake of the COVID-19 pandemic.

In terms of Budget Performance, execution of the 2020 Budget had been challenging mainly due to the impact of COVID-19 pandemic. This led to underperformance of the economy on account of subdued economic activity.

Due to the fall in revenues and grants and the increase in spending, the fiscal deficit, on a cash basis, was expected to rise to 11.7 percent of GDP by the end of 2020 against the target of 5.5 percent.

Inflation rose to 15.5 percent in August 2020 from 11.7 percent in December 2019. This was mainly driven by the upward adjustment in energy prices, higher food prices and the pass-through from the depreciation of the Kwacha. According Zambia Statistics Agency (ZSA), the annual inflation for December 2020, increased to 19.2 percent.

Though the budget speech was for the 2021 budget, the impact of the Covid-19 may be with us for a long time to come and thus continue to pose a challenge on ECZ operations. However, ECZ Management will put in place prudent financial regulations to mitigate the impact of the unstable financial flow from the government. ECZ will continue engaging government on improving funding and enhance internal finance generation activities to ensure operations are not disrupted.

Some of the identified ways by which ECZ will mitigate the negative effects of the negative economic performance includes introducing Countrywide Banking Network with no need for physical contact hence reducing the cost of ECZ operations. ECZ has huge potential to offer consultancy services on systems in assessment to institutions within and in the sub-region. The environment has allowed and will allow ECZ expansion to offer further services in educational assessment across the country and beyond.

2.1.3 Social cultural

Zambia is characterised by a high Population Growth rate of 2.9 percent and, a young population. This offers growing candidature which in turn will translate into widened financial base for ECZ. For instance, between 2014 and 2019 candidature at Grade 12 level grew by 16.3 percent. The increase in demand for higher education will increase the demand for ECZ qualifications and services such as verification of

results which in turn, will boost financial resources.

The demographic characteristics, norms, customs and values of the population to a large extent are favourable to the operations of ECZ. The council will put in place measures to turn these factors for its benefit. For instance, ECZ will take advantage of the goodwill from traditional leadership in Zambia on education to expand the services.

On the other hand, increase in population will also demand for increase in facilities at ECZ. There will be a challenge associated with storage facilities both at ECZ and far-flung schools. Poor road network especially in rural areas may impede timely distribution of examination materials. Cases of malpractice may lead to loss of confidence in the ECZ examinations by some sections of the public which in turn may lead to candidates opting for alternative qualifications. If the increase in the population of candidature is not matched by economic fees for the ECZ, the costs involved in examination business will make it difficult to realise the goals of the strategic plan. However, ECZ Management will put in place measures to mitigate the negative impact of the aforementioned factors on the operations of the Council.

2.1.4 Technological

Zambia is part of the global community where the use of ICT's is growing and impacting on the commercial and social fabric of communities across the globe. The Government of the Republic of Zambia through the Smart Zambia Institute has made tremendous strides in the area of digital transformation and investments in technology such as shared services. The shared services infrastructure which is a common platform for enhanced communication and collaboration has facilitated access to services such as e-Cabinet, official email addresses and more to all line ministries and the ten-provincial headquarters. The technological advancement spearheaded by the Smart Zambia Programme creates a favourable environment in which ECZ operations can thrive.

The elaborate national ICT infrastructure and its standardisation across the country is a sure recipe for ECZ's growth in the right direction. Further, the readiness by MoGE to invest in examinations and assessment innovations and ICT related systems is beneficial to ECZ operations. Besides, ECZ has embarked on continuous expansion in ICT infrastructure and services to support digital transformation in line with the Smart Zambia Master Plan and the ECZ ICT policy.

With the expansion in the use of ICTs, come ICT risks such as loss of data due to system failure and hacking. However, ECZ will continue investing in ICT security by implanting interventions to curb security incidents. The high initial cost of investing in ICTs may be a challenging factor. Nevertheless, ECZ will put in place measures to mitigate the negative impact on its operations such as leveraging the Government Wide Area Network (GWAN) and the Infratel three (3) tier National Data Centre. Infratel is one of the largest telecommunication infrastructure providers in Zambia that owns and operates more than 1000 telecom towers, Data Centres, a wide range of Cloud Services and a country wide Optic Fibre network which it leverages to provide wholesale telecommunications infrastructure as a service.

2.1.5 Environmental

The ECZ promotes a green organisation culture which is a set of values, symbols, assumptions and artefacts reflected by the obligation or desire of trying to be an

environmentally friendly organisation. Most of ECZ operations are in line with the requirements of Environmental Protection Laws, Waste disposal and Energy consumption laws in Zambia. ECZ is also going to continue with automation of its operations to reduce the negative impact on the environment.

2.1.6 Legal

Legal factors include laws such as discrimination laws, antitrust laws, employment laws, consumer protection laws, copyright and patent laws, and health and safety laws. ECZ operations are in tandem with the laws since ECZ encourages inclusiveness in line with discrimination laws and the HR unit helps ECZ to adhere to relevant laws.

ECZ itself was established by Act of Parliament, and the education policy by MoGE gives ECZ enough backing for its operations. In addition, there are other statutory institutions on which ECZ can leverage.

Besides, there are regional and international protocols to benefit ECZ operations. These include SADC Protocol on Education, SDG 4, CESA 16-25, Agenda 2063 and other Acts on education such as National Qualification Framework. The introduction of mandatory verification of results will lead to reduction or elimination of forged results and increased revenue for ECZ. In addition, the existence of the National Assessment Framework provides a desirable condition for the operations of ECZ.

2.1.7 Stakeholder Analysis

The Council needs to appreciate and understand the expectations, interests, responsibilities and the roles stakeholders are expected to play for the Council. ECZ also needs to understand how these expectations by stakeholders are likely to be met. Stakeholders are also expected to understand and appreciate ECZ expectations of their roles and responsibilities. Effective management of these expectations will contribute immensely to building a positive corporate image for ECZ.

The following are some stakeholders:

SN	Stakeholder	Stakeholder Interest	ECZ Interest
1	**Parliament**	ECZ provides documents, materials and solutions to their queries	Parliament provides oversight and a conducive political and legal environment
2	**Government**	ECZ takes care of assessment needs	Government provides the conducive political and legal environment
3	**Ministry of General Education**	ECZ provides assessment and certification on behalf of MoGE	MoGE gives policy direction
4	**Zambia Institute for Strategic Management**	ECZ provides assessment documents, data and certifies qualifications	ZISM promotes the generation, dissemination and utilization of strategic management knowledge and skills.
5	**Learners**	ECZ provides assessment, certification and related services	Learners are the main clients for examinations
6	**Examiners**	ECZ provides training, payment for services and conducive environment during their work	Examiners provide services for marking the answer scripts of candidates
7	**Setters**	ECZ provides them with skills through training. ECZ also provides payment for their services	Setters provide a service of item and question paper development
8	**Cooperating and development Partners**	ECZ carries out research on their behalf and provides solutions to their queries and required documents	They provide financial, material and human resource development
9	**The Media**	ECZ provides them with materials for dissemination	The Media helps ECZ disseminate information to the public
10	**Ministry of Higher Education**	ECZ provides assessment and certification on their behalf	Ministry of Higher Education gives policy direction
11	**Non-Governmental Organisations focusing on education**	ECZ provides assessment, documents and data needed in their operations	NGOs focusing on education provide advocacy and knowledge sharing
12	**Teachers**	ECZ provides assessment materials and skills	Teachers prepare the candidates by delivering the curriculum
13	**Teacher Unions**	ECZ gives feedback on the performance of their members	Teacher Unions maintain professionalism among the teachers
14	**Schools**	ECZ provides materials, skills and assessments	Schools are places where learners who are ECZ clients, are prepared
15	**Educational Assessment Associations**	ECZ helps by sharing knowledge with them	Educational Assessment Associations help with recognition of ECZ qualifications
16	**Certifying Bodies**	ECZ helps provide qualifications	Certifying Bodies promote recognition of ECZ qualifications
17	**Examining and Awarding Bodies**	ECZ provides knowledge sharing in either direction	Examining and Awarding Bodies provide recognition of ECZ qualifications.

18	**Research bodies and Institutions**	ECZ provides knowledge sharing in either direction	They Collaborate with ECZ in research and they help sharpen skills in research
19	**Teacher Education Institutions**	ECZ provides assessments and certification.	They provide candidates who are ECZ clients. They also run ECZ examinations
20	**Universities and Colleges**	ECZ certifies their students and provides training in Item writing and marking.	They provide ECZ with teachers who in turn provide services for assessment related activities.
21	**Technical Education Institutions and Skills Centres**	ECZ provides assessments and certification.	They provide candidates who are ECZ clients. They also run ECZ examinations
22	**Parents and General Public**	ECZ provides assessments, certification and other services	They provide ECZ with learners and also provide checks and balances
23	**Corporate World**	ECZ provides information and qualifications for their decision making	They provide various services both financial and material services
24	**Church bodies**	ECZ provides information used for decision making in their operations.	Church bodies provide checks and balances
25	**ZAQA**	ECZ provides the documents needed for Assessment Framework	ZAQA ensures qualifications conferred and certified by ECZ are registered on the Zambia Qualification Framework.
26	**Judiciary**	ECZ verifies documents needed for their operations.	Judiciary provide justice and deter would be wrong doers. They also provide policy guidance in relation to legal matters.
27	**Security Agencies**	ECZ provides the documents needed for their operations	They provide security for ECZ and its products. They also provide policy guidance in relation to legal matters.
28	**Suppliers of examination materials**	ECZ gives them business	They provide materials required to run examinations
29	**Teaching Council of Zambia TCZ**	ECZ provides the documents and other services needed	TCZ authenticates both teaching and academic qualifications conferred by ECZ
30	**Higher Education Authority HEA**	ECZ provides academic qualifications and certifies them	HEA Provides professional guidance and maintenance of standards as well as promoting recognition of ECZ qualifications.
31	**Technical Education Vocational and trepreneurship Training Authority TEVETA**	ECZ provides academic qualifications and certifies them	TEVETA provides professional guidance and maintenance of standards as well as promoting recognition of ECZ qualifications.
32	**Traditional Leaders**	ECZ provides examinations and qualifications to their subjects	• They perform sensitisation of their subjects against Malpractices • They provide checks and balances • They support ECZ fight against malpractices

2.1.8 Client Analysis

2.1.8.1 Learners for examinations

2.1.8.2 Learning Institutions

2.1.8.3 General public for other services

2.2 INTERNAL ENVIRONMENTAL ANALYSIS

2.2.1 Performance Assessment

ECZ achievements for the period 2016-2020

The Strategic Plan Coordinating Committee conducted performance assessment and estimated how much achievement was made on each of the strategic goals in the 2016 – 2020 Strategic Plan.

The percentages were arrived at by assessing what was done and what was not done as listed in the 2016 – 2020 Strategic Plan.

The overall performance achieved was rated at 70%.

The summary is as follows:

SN	Strategies Goal	List of Key Activities Undertaken	Activities not Done	Achieved
1	**Continue to Improve on the Efficiency and Effectiveness in the Management and Conduct of Assessments to meet both Local and International Standards.**	• Conduct Large Scale Assessment at various levels, both Local, Regional and International • Publish/print findings • Conduct Annual Performance Review Meetings • Attend Annual Regional and International Conferences for knowledge sharing • Conduct benchmarking visits • Prepare Guidelines and Procedures • Implement appropriate recommendations • Enhance documentation • Procure information materials (books and journals • Identify and adopt best practices in Library and Information Systems • Install library integrated system (KOHA)	• Develop and implement a cost-effective Capacity Building Plan for Setters and Markers • Engage Ministry of General Education to recruit personnel in the regions • Specialised teachers trained in setting marking and invigilation • Specialised tools and equipment procured	**80%**
2	**Continue to enhance the Institutional Capacity and Capability of ECZ to Effectively and Efficiently discharge its Mandate and functions.**	• Conduct Organisational Structure Review • Train staff at all levels	• Conduct staff competency audits • Develop comprehensive remuneration pay policy • Conduct needs assessments	**65%**
3	**To Review the Legal framework to make examinations malpractices punishable and unattractive.**	• Review the ECZ Act • Organise stakeholder engagement activities. • Organise educational and sensitisation activities • Hold meetings with agencies identified for collaboration	• Create compliance unit and make it operational • Implement monitoring and evaluation mechanisms	**80%**

4	**Undertake and use applied and empirical research findings for evidence-based decision making.**	• Conduct Large Scale Assessment at various levels, both Local, Regional and International • Publish/print findings • Conduct Annual Performance Review Meetings • Attend Annual Regional and International Conferences for knowledge sharing • Conduct benchmarking visits • Prepare Guidelines and Procedures • Implement appropriate recommendations • Enhance documentation • Procure information materials (books and journals • Identify and adopt best practices in Library and Information Systems • Install library integrated system (KOHA)	• Commission evaluation studies • Develop and implement procedures for information dissemination and sharing • Develop a Policy Framework	**85%**
5	**Review and strengthen the implementation of the ECZ service charter within the plan period.**	• Review ECZ Service Charter • Organise educational and sensitisation activities • Develop revised ECZ Service Charter with Benchmarks/ Timelines for units, sections and departments within ECZ	• Set-up Services Delivery Monitoring Team within ECZ to monitor performance • Quarterly Top to Middle Management feedback session conducted by in-house monitoring team • Create a forum to disseminate the findings and elicit feedback.	**70%**
6	**Install and implement an automated records management system at ECZ.**	• Conduct comprehensive data and records audits • Introduce the Automated Records Management system	• Develop handbook and software component for records management at ECZ covering data capture, storage, maintenance and retrieval • Conduct Training for staff on the automated records management system • Monitor and identify user abuse	**40%**

7	**Develop and implement the online candidate registration and the online results verification system.**	Evaluate existing e-initiatives on candidate registration and result verification • Analyse, design, develop and implement software for online candidate registration and results verification • Annually review certificate security features and implement recommendations • Review and develop strategies for timely processing of examination results.	• Evaluate and implement existing e-marking solutions.	**90%**
8	**Develop and Maintain adequate infrastructure base (both Physical and ICT) for ECZ to expand services countrywide.**	• Undertake comprehensive infrastructure deficit analysis (both physical and ICT) • Undertake comprehensive stock of printing facilities in Zambia and the region and do a cost benefit analysis • Undertake a comprehensive ICT skills gap analysis among staff	• Purchase heavy duty and high-speed printing press and print finishing machines • Prepare infrastructure implementation plan and share with stakeholders • Implement the implementation plan	**50%**
9	**Develop and implement an institutionalised ICT policy and skills acquisition for all staff of ECZ.**	Develop ICT Policy reflective of needs and emerging challenges • Identify all processes within ECZ and evaluate them for possible automation • Develop and implement a comprehensive ICT skills development programme for all staff. • Develop a robust e-platform infrastructure to support services departments to enhance products and services delivery. • Decentralise services of ECZ countrywide	• Procure and install automated systems	**95%**

10	**Ensure financial sustainability of ECZ.**	• Review and implement user fees collection procedures • Review existing expenditure sources and implement an effective expenditure management guidelines • Implement efficient procurement and stores processes • Identify new sources of revenue • Strengthen internal audit capacity and operations during the plan period	• Review and develop a Database and trends for ECZ services • Develop and implement an Enterprise Risk Management Policy • Re-engineer the audit processes and procedures through ICT	**65%**
11	**Enhance the corporate image of ECZ.**	• Rebranding plan and procedures adopted and implemented	• Review and develop a Database and trends for ECZ services • Implement communication and marketing strategy to train staff in customer service	**50%**

2.2.2 Capability Assessment

SWOT Analysis

Strengths (Internal)	Weaknesses (Internal)
• Availability of qualified human resource with experience acquired over years at ECZ • Establishment of ECZ by an Act of Parliament • A pool of trained examiners and setters • Availability of work and storage space • Availability of ICT infrastructure • ICT security and data integrity continuity • Availability of transport • Internal policies • Availability of provincial offices and service centres • Progressing corporate governance *ECZ will continue leveraging on these strengths to continue improving its operations.*	• Non implementation of guidelines for recruitment and retention of setters and markers • Inadequate work and storage space • Rented infrastructure • Lack of communication strategy • Infrastructure with poor accessibility • Lack of organised induction system • Inadequate staffing and processing systems for Tertiary examinations • Inconsistent use of performance management system • Non-durable furniture • Inadequate maintenance of infrastructure • Weak penalties for offenders involved in examination malpractice *To mitigate the negative impact of the aforementioned, ECZ will enhance adherence to internal controls.*
Opportunities (External)	**Threats (External)**
• A stable and supportive government • Youthful population • ECZ's monopoly in assessment in the Zambian primary and secondary school curricular • Increasing demand for qualifications • Continued financial support from government and co-operating partners • Appreciation of education across cultures • Technological advancement • Income generating ventures • Tertiary examinations • Social media • Alertness of communities during examinations • Professionalism exhibited by teachers *ECZ will take advantage of the opportunities to achieve its vision.*	• Inadequate and inconsistent funding • Examination malpractice • Natural disasters like covid-19 • Competition from other awarding bodies • Non adherence to guidelines for administration and management of examinations by stakeholders • Inadequate and insecure storage facilities for examination materials in provinces • Depreciation of the Kwacha • Forgery of certificates • ECZ has limited control over the availability of setters, examiners and item writers • Reliance on printing and manually distributing examination materials • Advent of Social media *ECZ will position itself to counter the negative effects of the threats.*

3.0 STRATEGIC DIRECTION

3.1 Vision
3.2 Thematic areas
3.3 Mission
3.4 Corporate Value
3.5 Strategic Goals
3.6 Strategic Themes, Strategic Goals, Intended Results, Measures, Key Performance Indicators and Strategies (Initiatives)

STRATEGIC DIRECTION

3.1 VISION

"An Educational Assessment Body of Excellence"

3.2 THEMATIC AREAS

3.2.1 Research and Development

3.2.2 Assessment Development and Administration

3.2.3 Institutional Capacity

3.2.4 Operational Efficiency

3.2.5 Corporate Image

3.3 MISSION

"Efficiently and innovatively conduct educational assessments and award certificates of comparable international standards"

3.4 CORPORATE VALUES

- **Professionalism**
  We are qualified, skilled, competent, ethical, courteous and committed.
- **Integrity**
  Our actions, decisions and behaviour reflect the highest ethical and professional standards.
- **Accountability**
  We are accountable to government, stakeholders and our clients.
- **Innovativeness**
  We adapt through creativity, originality and learning
- **Team work**
  We cooperate amongst staff, stakeholders and clients

3.5 STRATEGIC GOALS

3.5.1 Enhance research and consultancy to service the ECZ and stakeholders

This will result in satisfied stakeholders and clients.

3.5.2 Align assessments to the demands of local and international education systems

This will result in sustained recognition of ECZ qualifications

3.5.3 Enhance security in the development and management of assessments

This will result in the credibility of the assessments and qualifications by curbing examination malpractices.

3.5.4 Develop and enhance physical and ICT infrastructure

This will result in improved operational efficiency

3.5.5 Strengthen corporate governance

This will result in improved Corporate Governance

3.5.6 Attain financial sustainability

This will result in financial growth and efficiency

3.5.7 Enhance Human Capital

This will lead to improved operational efficiency

3.5.8 Enhance automation of internal processes and operations

This will result in improved operational efficiency in line with the Smart Zambia Master Plan.

3.5.9 Enhance quality assurance

This will result in reduction of errors and costs in ECZ processes thereby enhancing client satisfaction (improved systems).

3.5.10 Strengthen communication and public relations

This will result in positive perception of ECZ by clients and stakeholders (Positive Corporate image).

3.6 STRATEGIC THEMES, STRATEGIC GOALS, INTENDED RESULTS, MEASURES, KEY PERFORMANCE INDICATORS AND STRATEGIES (INITIATIVES)

STRATEGIC THEME 1: Research and Development					
STRATEGIC RESULT: Satisfied Clients, Stakeholders and ECZ					
STRATEGIC GOAL No. 1: Enhance research and consultancy to service the ECZ and Clients					
INTENDED RESULT	**MEASURES**	**BASELINE**	**TARGET**	**KEY PERFORMANCE INDICATORS (KPIs)**	**STRATEGIES**
Coordinated Consultancies	Number	0	1 per year starting from 2022	Number completed	Develop and implement a Consultancy Policy
Evidence based decision making	No. of research	6	2 per year	No. carried out	Develop and implement a Research Agenda to inform policy and processes

STRATEGIC THEME 2: Assessment development and administration					
STRATEGIC RESULT: Sustained Recognition of ECZ qualifications					
STRATEGIC GOAL No. 2: Align assessments to the demands of local and international education systems					
INTENDED RESULT	**MEASURES**	**BASELINE**	**TARGET**	**KEY PERFORMANCE INDICATORS (KPIs)**	**STRATEGIES**
Improved adherence to examination guidelines	Percentage	80%	100% by 2025	Percentage completed	Monitor the conduct of examinations and assessments
Improved Item bank	Number	0	Number of items that can construct 6 papers per paper	No. of items completed	Implement the electronic item banking system
Increased number of Tertiary institutions	Number	34	80 institutions by 2025	No. institutions attracted	Attract and retain Tertiary Institutions
Improved efficiency in assessment	Percentage	60%	100% completed in 2021	Percentage completed	Review and implement the assessment instruments and guidelines for Teacher Education
Improved efficiency in assessments	Percentage	0%	65% completed by 2025	Percentage completed	Implement e-assessment at all levels
Improved progression	Percentage	0%	100% completed by 2023	Percentage completed	Abolish the Grade 9 examinations,
Improved recognition	Percentage	30%	100% completed by 2025	Percentage completed	Review the O-level examinations
Improved efficiency	Percentage	10%	100% completed by 2023	Percentage completed	Introduce A-level examination
Improved performance	Percentage	0%	100% revised by 2023	Percentage completed	Review the certification standards for the primary leaving examinations to Introduce fail aspect
Improved teaching and learning	Percentage	50%	100% completed by 2025	Percentage completed	Broaden implementation of School Based Assessment

STRATEGIC THEME: 2: Assessment development and administration					
STRATEGIC RESULT: Improved systems and credibility of qualifications					
STRATEGIC GOAL No. 3: Enhance security in the development and management of assessments					
INTENDED RESULT	**MEASURES**	**BASELINE**	**TARGET**	**KEY PERFORMANCE INDICATORS (KPIs)**	**STRATEGIES**
Improved efficiency	Percentage	80%	100% upgrade completed by 2023	Percentage completed	Upgrade On-line Candidate Registration System
Improved security in the development of examinations	Percentage	80%	100% completed by 2025	Percentage completed	Enhance security protocols in the development of examinations
Improved security in the administration of examinations	Percentage	80%	100% completed by 2025	Percentage completed	Enhance security protocols in the administration of examinations

STRATEGIC THEME: 3: Institutional Capacity					
STRATEGIC RESULT: Improved operational efficiency					
STRATEGIC GOAL No. 4: Develop and enhance physical and ICT infrastructure					
INTENDED RESULT	**MEASURES**	**BASELINE**	**TARGET**	**KEY PERFORMANCE INDICATORS (KPIs)**	**STRATEGIES**
Increased capacity	Percentage	50%	100% completed by 2025	Percentage completed	Enhance ICT infrastructure
Improved operational efficiency	Number	4	5 more by 2025	Number implemented	Implement e-Services
Improved ICT Security	Number	8	6 additional interventions by 2025	Number of interventions	Strengthen ICT Security
Increased capacity	Percentage	80%	100% completed by 2025	Percentage completed	Expand physical infrastructure
Improved efficiency	Percentage	40%	100% completed by 2025	Percentage completed	Expand printing services
Improved Library services	Percentage	60%	100% by 2025	Percentage completed	Expand library services
Improved Accessibility	Percentage	50%	100% completed by 2025	Percentage completed	Make ECZ accessible
Increased Customer Satisfaction	Percentage	80% 60%	100% completed in 2021 100% by 2025	• Percentage completed • Percentage of customers satisfied	Decentralise services to all provinces

STRATEGIC THEME: 3: Institutional Capacity					
STRATEGIC RESULT: Improved corporate governance					
STRATEGIC GOAL No. 5: Strengthen corporate governance					
INTENDED RESULT	**MEASURES**	**BASELINE**	**TARGET**	**KEY PERFORMANCE INDICATORS (KPIs)**	**STRATEGIES**
Improved adherence to corporate values	Percentage	0%	100% by 2022	Percentage completed	Develop and implement the Code of Ethics
Improved Legal services	Percentage	0%	100% completed by 2023	Percentage completed	Operationalise the Legal unit
Improved Risk Management	Percentage	20%	100% completed by 2022	Percentage completed	Develop and implement Risk Management Framework
Improved adherence to standards, best practices and frameworks	Percentage	60%	100% completed by 2025	Percentage completed	Implement ICT Policy
Improved ECZ legal framework	Percentage	80%	100% completed by 2025	Percentage completed	Strengthen ECZ legal framework
Improved efficiency	Percentage	80%	100% completed in 2021	Percentage completed	Review the organisational structure

STRATEGIC THEME: 3: Institutional Capacity					
STRATEGIC RESULT: Financial growth, efficiency and accountability					
STRATEGIC GOAL No. 6: Attain financial sustainability					
INTENDED RESULT	**MEASURES**	**BASELINE**	**TARGET**	**KEY PERFORMANCE INDICATORS (KPIs)**	**STRATEGIES**
Improved adherence to Financial Regulations	Percentage	80%	100% by 2025	Percentage completed	Implement Financial Regulations
Improved efficiency	Percentage	70%	100% completed by 2025	Percent attained in the use of ICT financial systems	Enhance the use of ICT financial systems
Improved payment system	Percentage	75%	100% by 2025	Percentage of successful transactions	Implement an efficient payment system
Improved revenue collection	Percentage	70%	100% completed by 2025	Percentage of revenue correctly accounted for	Implement effective revenue collection system
Improved debt collection	Percentage	3%	0% debt by 2024	Percentage of total revenue	Implement effective debt collection system
Expanded revenue base	Percentage	70%	100% completed by 2025	Percentage completed	Expand revenue base

STRATEGIC THEME: 3: Institutional Capacity					
STRATEGIC RESULT: Improved operational efficiency					
STRATEGIC GOAL No. 7: Enhance Human Capital					
INTENDED RESULT	**MEASURES**	**BASELINE**	**TARGET**	**KEY PERFORMANCE INDICATORS (KPIs)**	**STRATEGIES**
Improved Staff Training and Development process	Percentage	80%	100% completed in 2021	Percentage completed	Review the Training and Development Policy
Increased Staff skills	Percentage	80%	100% completed by 2025	Proportion of staff capacity built	Implement the Training and Development Policy
Improved staff performance	Percentage	30% 70%	100% completed by 2025	• Percentage of staff appraised annually. • Percentage of completed activities	Enhance Performance Management
Improved recruitment process	Percentage	80%	100% completed in 2021	Percentage completed	Revise the Recruitment Policy
Staff placed in appropriate positions	Percentage	80%	100% completed by 2025	Percentage of staff placed	Implement the Recruitment Policy

STRATEGIC THEME: 4: Operational Efficiency					
STRATEGIC RESULT: Improved operational efficiency					
STRATEGIC GOAL No. 8: Enhance automation of internal processes and operations					
INTENDED RESULT	**MEASURES**	**BASELINE**	**TARGET**	**KEY PERFORMANCE INDICATORS (KPIs)**	**STRATEGIES**
Improved operational efficiency	Number	0	5 completed by 2025	Number of e-self services introduced	Enhance e-self-service innovations
Improved efficiency in submission of Test items	Number	0	Number of items to construct 6 papers per paper by 2023	Number of items submitted	Automate the submission of test items
Improved internal audit processes	Percentage	0%	100% completed by 2023	Percentage of automation completed	Automate internal audit process
Enhanced procurement process	Percentage	10%	100% completed by 2022	Percentage completed	Implement e-procurement
Improved efficiency in handling examination materials	Percentage	0%	100% by 2025	Percentage of automation completed	Automate the system of receiving and dispatching examination materials

STRATEGIC THEME: 4: Operational Efficiency					
STRATEGIC RESULT: Improved systems					
STRATEGIC GOAL No. 9: Enhance quality assurance					
INTENDED RESULT	**MEASURES**	**BASELINE**	**TARGET**	**KEY PERFORMANCE INDICATORS (KPIs)**	**STRATEGIES**
Improved adherence to guidelines	Percentage	80%	100% adherence by 2025	Percentage adhered to quality assurance guidelines	Develop and implement Quality Assurance Guidelines
Improved quality of products and services		80%	100% satisfaction by 2025	Percentage of customers satisfied	
Improved efficiency in processing	Percentage	70%	100% by 2025	Percentage completed	Implement new processing system
Improved service delivery	Percentage	80%	100% completed by 2025	Percentage of adherence	Implement the Service Charter

STRATEGIC THEME: 5: Corporate Image					
STRATEGIC RESULT: Positive corporate image					
STRATEGIC GOAL No. 10: Strengthen communication and public relations					
INTENDED RESULT	**MEASURES**	**BASELINE**	**TARGET**	**KEY PERFORMANCE INDICATORS (KPIs)**	**STRATEGIES**
Improved internal and external communication	Percentage	70%	100% by 2025	Percent implemented	Develop and implement the Communication Policy

4.0
ENABLING FACTORS

4.1 Pre-conditions
4.2 Assumptions

ENABLING FACTORS

The successful implementation of this Strategic Plan depends on actualisation of the following pre-conditions and assumptions:

4.1 PRE-CONDITIONS

Preconditions are those factors which are key to the successful implementation of the Strategic Plan and are within the control of ECZ. Since these factors are within the control of ECZ, they should be actualised to the fullest to realise ECZ vision. The following are the preconditions:

- Council oversight over ECZ activities;
- Supportive ECZ leadership and management;
- Continued professional development for adequate, qualified, competent and committed staff;
- Ownership of the Strategic Plan and the Balanced Scorecard by all staff
- Adequate, efficient and effective operational systems;
- Positive work culture; and
- Availability of a comprehensive implementation plan.

4.2 ASSUMPTIONS

These are critical success factors outside the control of ECZ that should prevail for the successful implementation of the Plan. The following are the assumptions:

- Supportive stakeholders;
- Enabling National General Education Policy and legal framework;
- Stable and favourable economic environment;
- Political Will; and
- Adequate and timely disbursement of financial resources.

5.0 FINANCIAL PROJECTION

5.1 Assumptions Underlying the Financial Projections
5.2 Historical Financial data of ECZ (2016 to 2020)
5.3 Financial Projections for the Planned period 2021-2025

FINANCIAL PROJECTION

Financial projections and resource requirements for the plan period involve the identification and estimation of financial resources that will be required by the Council over the plan period to achieve stated goals and intended deliverables.

5.1 ASSUMPTIONS UNDERLYING THE FINANCIAL PROJECTIONS

5.1.1 **Historical financial data based on 2016** – 2020 Financial statements and the anticipation of reduction in government support to ECZ resulting from the decline in the performance of the economy.

5.1.2 Inflows

a. Government Grant is projected to be constant throughout the plan period from 2021 to 2025.

b. Internally generated funds will increase by 10% in 2021 and 2022, 15% in 2023 and 2024, and 20% in 2025.

5.1.3 Expenses

Expenses cover broad expenditure components namely: Professional Services & Examinations Preparation, Management of Examinations and Personal emoluments. Other expenses excluding personal emoluments are on average projected to increase by 20% each year from 2021 to 2025.

Personal Emoluments projected to increase by 4% each year over the plan period from 2021 – 2025.

5.1.4 Activities without Cost Estimation

Activities without any estimated cost are assumed to be covered by normal Administrative expenses.

5.1.5 Exchange rate used US$= 23 Kwacha

5.1.6 Financial Forecast of Inflows and Outflows

Details of the Projected Financial Inflows and Outflows of the Examinations Council of Zambia based on the actual trends for the period 2016 – 2020 are as shown in the detailed Historical Financial Data.

Note: 2016-2018 based on the Audited accounts, 2019 based on the draft accounts and 2020 based on the projected figures.

The Projected Inflows and Outflows represent the Revenues and Recurrent Expenses for the Council between 2021 and 2025. Being a service provider ECZ is not allowed to charge commercial rates.

Inflows are estimated to increase from ZMW 190,160,791 in 2021 to ZMW 259,323,538 in 2025 representing an increase of 36% over the plan period. Outflows of Recurrent Expenses over the same period are projected to increase by 84% from ZMW 217,726,125 to ZMW 400,106,793 in 2025.

5.2 HISTORICAL FINANCIAL DATA OF ECZ (2016-2020)

INFLOWS	2016	2017	2018	2019	2020	Total
Grant from GRZ	56,813,318.00	73,061,931.00	62,599,575.00	42,913,232.61	65,864,375.00	301,252,431.61
Examination fees	54,085,494.00	94,784,927.00	105,083,010.00	110,787,323.80	93,039,364.10	457,780,118.90
Council Services	6,243,849.00	7,116,674.00	7,973,986.00	16,381,748.00	13,985,581.50	51,701,838.50
TEVET Funding	-	-	-	-	-	-
Other Income	4,553,817.00	5,467,221.00	6,962,585.00	6,110,780.53	5,360,619.00	28,455,022.53
National Assessment Funding	-	-	-	-	-	-
Corporating Partner Funding	6,445,051.00	445,265.00	3,435,940.00	1,156,379.60	5,436,000.00	16,918,635.60
TOTAL	**128,141,529.00**	**180,876,018.00**	**186,055,096.00**	**177,349,464.54**	**183,685,939.60**	**856,108,047.14**
OUTFLOWS						
Professional Services & preparation of Examinations	95,996,826.00	115,406,132.00	140,263,013.00	71,352,471.21	58,403,385.58	481,421,827.79
Management of Examinations	22,535,609.00	31,079,919.00	26,315,718.00	26,720,425.11	25,738,960.50	132,390,631.61
Personnel Emoluments	29,961,204.00	46,691,834.00	39,836,505.00	45,286,261.10	45,641,405.86	207,417,209.96
National Assessment	3,149,591.00	473,787.00	3,188,938.00	-	-	6,812,316.00
Zambia Education Enhancement Project	-	-	3,293,947.00	333,017.86	3,353,364.62	6,980,329.48
TOTAL	**151,643,230.00**	**193,651,672.00**	**212,898,121.00**	**143,692,175.28**	**133,137,116.56**	**835,022,314.84**
Operating Surplus/(Deficit)	**(23,501,701.00)**	**(12,775,654.00)**	**(26,843,025.00)**	**33,657,289.26**	**50,548,823.04**	**21,085,732.30**

5.3 FINANCIAL PROJECTIONS FOR THE PLANNED PERIOD -2021 -2025

		Projected ZMW				
	2021	2022	2023	2024	2025	Total
INFLOWS						
Grant from GRZ	65,864,375.00	65,864,375.00	65,864,375.00	65,864,375.00	65,864,375.00	329,321,875.00
Examination fees	102,330,939.90	114,014,015.22	128,645,194.51	147,222,905.04	154,584,050.29	646,797,104.97
Council Services	16,390,115.28	18,029,126.81	20,733,495.83	23,843,520.20	28,612,224.24	107,608,482.37
Centre renewals	4,080,824.00	4,488,906.40	5,162,242.36	5,936,578.71	7,123,894.46	26,792,445.93
Interest earned	112,483.68	446,435.57	513,400.90	590,411.04	708,493.25	2,371,224.44
Interest on loans	102,257.90	123,732.05	142,291.86	163,635.64	196,362.77	728,280.22
Other Income	1,279,795.00	1,407,774.50	1,618,940.68	1,861,781.78	2,234,138.13	8,402,430.08
National Assessment Funding	-	-	-	-	-	-
Corporating Partner Funding	-	-	-	-	-	-
TOTAL	**190,160,790.76**	**204,374,365.55**	**222,679,941.14**	**245,483,207.41**	**259,323,538.14**	**1,122,021,843.00**
OUTFLOWS						
Professional Services & preparation of Examinations	122,262,288.90	146,714,746.68	176,057,696.02	211,269,235.22	253,523,082.26	909,827,049.08
Management of Examinations	38,622,247.20	46,346,696.64	55,616,035.97	66,739,243.16	80,087,091.79	287,411,314.76
Personnel Emoluments	56,841,588.95	59,115,252.51	61,479,862.61	63,939,057.11	66,496,619.40	307,872,380.58
National Assessment	-	-	-	-	-	-
Zambia Education Enhancement Project	-	-	-	-	-	-
TOTAL	**217,726,125.05**	**252,176,695.83**	**293,153,594.59**	**341,947,535.49**	**400,106,793.45**	**1,505,110,744.42**
Operating Deficit	**(27,565,334.29)**	**(47,802,330.28)**	**(70,473,653.45)**	**(96,464,328.08)**	**(140,783,255.32)**	**(383,088,901.42)**
		Projected USD				
	2021	2022	2023	2024	2025	Total
INFLOWS						
Grant from GRZ	2,863,668.48	2,863,668.48	2,863,668.48	2,863,668.48	2,863,668.48	14,318,342.39
Examination fees	4,449,171.30	4,957,131.10	5,593,269.33	6,400,995.87	6,721,045.66	28,121,613.26
Council Services	712,613.71	783,875.08	901,456.34	1,036,674.79	1,244,009.75	4,678,629.67
Centre renewals	177,427.13	195,169.84	224,445.32	258,112.12	309,734.54	1,164,888.95
Interest earned	4,890.59	19,410.24	22,321.78	25,670.05	30,804.05	103,096.71
Interest on loans	4,446.00	5,379.65	6,186.60	7,114.59	8,537.51	31,664.36
Other Income	55,643.26	61,207.59	70,388.73	80,947.03	97,136.44	365,323.05
National Assessment Funding	-	-	-	-	-	-
Corporating Partner Funding	-	-	-	-	-	-
TOTAL	**8,267,860.47**	**8,885,841.98**	**9,681,736.57**	**10,673,182.93**	**11,274,936.44**	**48,783,558.39**
OUTFLOWS						
Professional Services & preparation of Examinations	5,315,751.69	6,378,902.03	7,654,682.44	9,185,618.92	11,022,742.71	39,557,697.79
Management of Examinations	1,679,228.14	2,015,073.77	2,418,088.52	2,901,706.22	3,482,047.47	12,496,144.12
Personnel Emoluments	2,471,373.43	2,570,228.37	2,673,037.50	2,779,959.00	2,891,157.37	13,385,755.68
National Assessment	-	-	-	-	-	-
Zambia Education Enhancement Project	-	-	-	-	-	-
TOTAL	**9,466,353.26**	**10,964,204.17**	**12,745,808.46**	**14,867,284.15**	**17,395,947.54**	**65,439,597.58**
Operating Deficit	**(1,198,492.80)**	**(2,078,362.19)**	**(3,064,071.89)**	**(4,194,101.22)**	**(6,121,011.10)**	**(16,656,039.19)**

6.0
IMPLEMENTATION PLAN

IMPLEMENTATION PLAN

	2021	2022	2023	2024	2025
RESEARCH AND DEVELOPMENT					
Strategic Goal 1: Enhance Research and Consultancy to service ECZ					
Develop a Consultancy Policy					
Implement the Consultancy Policy					
Develop a Research Agenda					
Conduct research to inform policy and processes					
ASSESSMENT DEVELOPMENT AND ADMINISTRATION					
Strategic Goal 2: Align assessments to the demands of local and international education systems					
Monitor the conduct of examinations and assessments					
Implement the electronic item banking system					
Attract and retain Tertiary Institutions					
Review the assessment instruments and guidelines for Teacher Education					
Implement e-assessment at all levels					
Abolish the Grade 9 examinations,					
Review the O-level examinations					
Introduce A-level examination					
Review the certification standards for the primary leaving examinations to introduce fail aspect					
Broaden implementation of School Based Assessment					
Strategic Goal 3: Enhance Security in the development and management of Assessments					
Upgrade On-line Candidate Registration System					
Enhance security protocols in the development of examinations					
Enhance security protocols in the administration of examinations					
INSTITUTIONAL CAPACITY					
Strategic Goal 4 : Develop and enhance physical and ICT infrastructure					
Enhance ICT infrastructure					
Implement e-services					
Strengthen ICT Security					
Expand physical infrastructure					
Expand printing services					
Expand library services					
Make ECZ accessible					
Decentralise services to all provinces					

	2021	2022	2023	2024	2025
Strategic Goal 5: Strengthen Corporate Governance					
Develop a Code of Ethics					
Implement the Code of Ethics					
Operationalise the Legal Unit					
Develop Risk Management Framework					
Implement Risk Management Framework					
Implement ICT Policy					
Strengthen ECZ legal framework					
Review the organisational structure					
Strategic Goal 6: Attain Financial Sustainability					
Implement Financial Regulations					
Enhance the use of ICT financial systems					
Implement an efficient payment system					
Implement effective revenue collection system					
Implement effective debt collection system					
Expand revenue base					
Strategic Goal 7: Enhance Human Capital					
Review the Training and Development Policy					
Implement the Training and Development Policy					
Enhance Performance Management					
Revise the Recruitment Policy					
Implement the Recruitment policy					
OPERATIONAL EFFICIENCY					
Strategic Goal 8: Enhance automation of internal Process and operations					
Enhance e-self-service innovations					
Automate the submission of test items					
Automate internal audit process					
Implement e-procurement					
Automate the system of receiving and dispatching examination materials					
Strategic Goal 9: Enhance quality Assurance					
Develop Quality Assurance Framework					
Implement Quality Assurance Guidelines					
Implement new processing system					
Implement the Service Charter					
CORPORATE IMAGE					
Strategic Goal 10: Strengthen Communication and Public relations					
Develop a Communication Policy					
Implement the Communication Policy					

Note: The plan will be implemented through departmental and units' annual work plans, which will be monitored quarterly.

7.0
MONITORING AND EVALUATION

MONITORING AND EVALUATION

Monitoring and Evaluation (M&E) of the Strategic plan will be an important component to ensure effective implementation and to realise its intended impact. With the Planning Unit in place, the M&E mechanism will be strengthened in order to track progress being made and evaluate the performance of the strategic plan against the strategic goals. Close M&E will ensure that where there is lack of adherence to the goals, reminders and corrective measures are taken timely. It is envisaged that the ECZ Performance Management System will be improved and simplified to monitor and evaluate the implementation of the Strategic Plan. The M&E will be done at both individual and departmental levels.

With the improved Performance Appraisal System, it will be easy to monitor and evaluate the performance of Staff at individual level. At departmental level, the M&E of the Implementation Plan will be done quarterly, while institutional M&E will be done annually, preferably with stakeholders.

The quarterly and annual progress reports on the implementation of the Plan will be coordinated by the Planning Unit which will ensure that departments and units prepare their reports. Consolidated reports will be submitted to Management. Management will ultimately, submit the reports to the Council of ECZ for consideration. A mid-term evaluation will be undertaken in July, 2023 to assess the progress being made towards achieving set goals. Then the final or terminal evaluation will be conducted in 2025 to determine the full extent of Plan implementation and the overall impact. This evaluation will also feed into the preparation of the 2026-2030 Strategic Plan.

8.0
CONCLUSION

CONCLUSION

Examinations Council of Zambia (ECZ) Strategic Plan (SP) and BSC covering a five-year period from 2021 to 2025 is a significant milestone in providing a strategic policy direction. It builds on the 2016-2020 Strategic Plan.

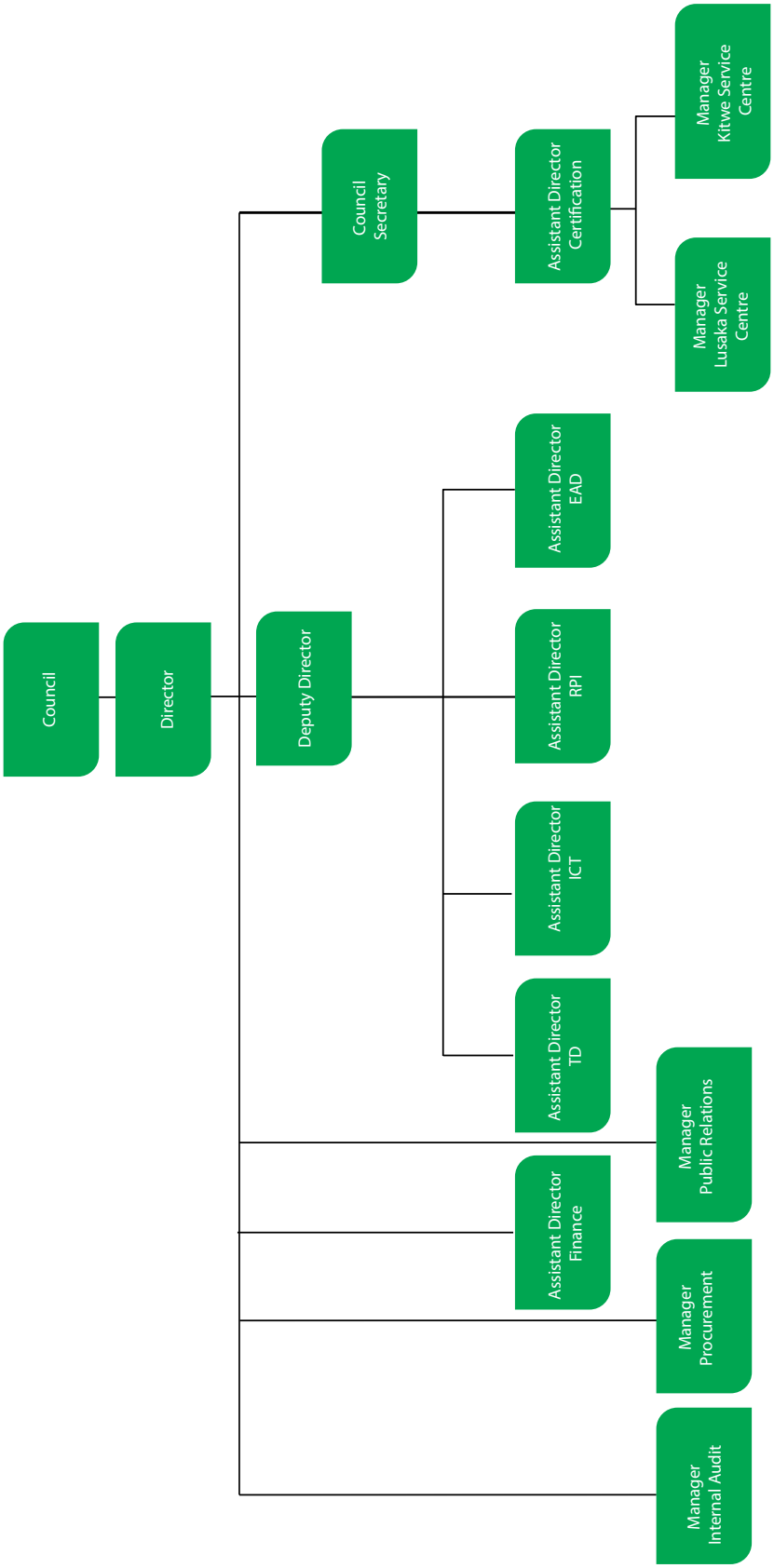
The Plan sets out a Vision of ***"An educational assessment body of excellence"*** and to realize the Vision, ECZ commits itself to the Mission Statement: ***"Efficiently and innovatively conduct educational assessments and award certificates of comparable international standards"***.

During the implementation of this SP and BSC, ECZ pledges to uphold eight (8) corporate values which are **Professionalism, Integrity, Accountability, Innovativeness and Team work**.

While tapping into the 7NDP, Vision 2030, National Policy on Education and the Education Act No 23 of 2011, it also takes care of the regional, continental and global protocols. This Strategic Plan is poised to provide satisfaction to the stakeholders, clients and staff.

APPENDIX 1:

ORGANISATIONAL STRUCTURE OF ECZ



APPENDIX 2:

ECZ BALANCED SCORECARD

ASSISTANT DIRECTOR
INFORMATION
TECHNOLOGY DEPT
ASSISTANT
DIRECTOR
EAD

COUNCIL
SECRETARY

EXAMINATIONS COUNCIL OF ZAMBIA
HEAD OFFICE
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