REPUBLIC OF ZAMBIA

MINISTRY OF HIGHER EDUCATION

IMPLEMENTATION PLAN FOR THE NATIONAL HIGHER EDUCATION POLICY

June 2019
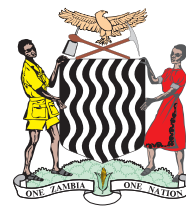
ABBREVIATIONS

CSO	Civil Society Organizations
ECE	Early Childhood Education
EFA	Education for All
ESSP	Education and Skills Sector Plans
FBO	Faith Based Organization
HEA	Higher Education Authority
ILO	International Labour Organization
MOF	Ministry of Finance
MOGE	Ministry of General Education
MOH	Ministry of Health
MOHE	Ministry of Higher Education
MHID	Ministry of Housing and Infrastructure Development
MLSS	Ministry of Labour and Social Security
MNGRA	Ministry of National Guidance and Religious Affairs
NSTC	National Science and Technology Council
TEVETA	Technical Education, Vocational, and Entrepreneurship Training Authority
ZAQA	Zambia Qualification Authority
ZEPIU	Zambia Education Implementation Unit

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FOREWORD

The Implementation Plan has been developed to operationalize the National Policy on Higher Education, which is the main policy document outlining the strategic development direction for the Country for the period 2019-2023. The Implementation Plan (IP), therefore, outlines the specific interventions to be undertaken including the results to be generated in order to achieve increased access to quality higher education which would in turn be a launch pad for economic, social, and technological progress for transformation.

This plan ensures the achievement of medium-term development objectives that will contribute to actualizing Seventh National Development Plan (7NDP), National Long-Term Vision 2030, Africa Agenda 2064 and the Sustainable Development Goal (SDG) Number 4 on Education. As is the case with the 7NDP, the Higher Education and Skills Development Policy implementation plan departs from the sectoral-based planning to an integrated (multi-sectoral) development approach, which recognizes the multi-faceted and interlinked nature of sustainable development and calls for interventions to be tackled simultaneously through a coordinated approach to implement development interventions.

The Implementation Plan has been driven by the Results-Based Management (RBM) approach which provides a clear result linkage of the strategic objectives, measures, activities, and strategies, upon which indicators are developed. Achievement of the Performance Indicators (PIs) will depend on effective implementation of planned programmes and attainment of outcome and output targets of the Plan objectives.

The outline of this Implementation Plan is namely: Policy Objectives and Measures; Operational and Reporting Mechanisms; and Monitoring and Evaluation.

Professor Nkandu Luo, MP
Minister of Higher Education

INTRODUCTION

The National Policy on Higher Education and Skills Development is a major milestone in the education sector as it's the first-ever stand-alone policy for the sector. The actualization of this policy is, therefore, important and will be realized through the application of this Implementation Plan. This Implementation Plan is aimed at fulfilling the Government and its people's aspiration of delivering education in a seamless process for the learner from elementary (Early childhood Education) to tertiary level (University Education) through various models of delivery. Further, the purpose of this plan is to provide a new view of the key milestones and activities involved in implementing the new Higher Education and Skills Development Policy from the perspective of Government and Higher Education Providers (HEPs).This plan will be subject to further development at key stages, to ensure it remains relevant to the changing environment the policy will operate in throughout the implementation period. The new policy implementation Plan will be updated each year and notification will be sent to key stakeholders whenever the plan is revised.

The Implementation Plan outlines a clear linkage of the strategic objectives, measures, activities, and strategies, upon which the performance indicators are developed. The Achievement of these Performance Indicators (PIs) will depend on effective implementation of plan and will ultimately result in the realization of the policy objectives which are premised on enhancing Quality and Relevance, increasing Access and Participation, enhancing Efficiency and Effectiveness, improving Financing and promoting Human Dignity and National Values. The measures outlined in this implementation plan are linked to the following objectives of the policy:

1. To enhance quality and relevance in the provision of Higher Education;
2. To increase access and participation to quality Higher Education;
3. To enhance equity and inclusion in Higher Education;
4. To enhance efficiency and effectiveness of Higher Education;
5. To promote alternative sources for financing Higher Education; and
6. To enhance ethical conduct, discipline, national values and human dignity for both students and staff in Higher Education Institutions.

PART VI: IMPLEMENTATION PLAN

POLICY	POLICY MEASURE	ACTIVITIES	INDICATORS	IMPLEMENTATION PLAN					BUDGET (K'000)	IMPLEMENTING INSTITUTION
				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5		
Objective 1: To enhance quality and relevance in the provision of higher education.	1. Facilitate the development and implementation of a Human Resources Development Strategy	1. Undertake skills audit to identify skill gaps	Skills audit report produced		1	1	1	1	2.5	MoHE/MLSS
		2. Develop a HRD Strategy to guide training and placements	National HRD Strategy in place	1	0	0	0	0	0.5	MoHE/MLSS
		3. Align programmes and curricula to skill needs of the country	Number of curricula developed/reviewed	0	200	0	300	300	2.0	MoHE/MLSS
		4. Mainstream climate change into the curricula	Climate change mainstreamed in curricula	0	1	0	0	0		MoHE/HEA/ZAQA/TEVETA
	2. Establish and implement mechanisms for monitoring quality in higher education institutions	1. M&E system developed and operationalised	M&E System in place	0	1	0	0	0	1.0	MoHE/MNDP/Smart Zambia/CSO
		2. Baseline data collected and analysed	Baseline report developed	1	0	0	0	0	0.5	MoHE/MNDP/Smart Zambia/CSO
		3. Higher Education Management Information System in Place	HEMIS in place	0	1	0	0	0	0.5	MoHE/MNDP/Smart Zambia/CSO
	3. Capacity building for universities through Loans Board	1. Undertake institutional skills needs survey / assessment of all public universities	Skills needs survey report developed	1	0	0	0	0	0.5	MoHE/MLSS
		2. Develop a Staff Development Plan for public universities	Staff Development Plan in place	1	0	0	0	0	0.5	MoHE/MLSS/MNDP

POLICY	POLICY MEASURE	ACTIVITIES	INDICATORS	IMPLEMENTATION PLAN					BUDGET (K'000)	IMPLEMENTING INSTITUTION
				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5		
		3. Align Loans and Scholarships at post graduate level to university skill gaps	Number of higher education and skills lecturers supported under the Loans Board	100	100	100	100	100	1000	MoHE/MLSS
	4. Facilitate the provision of teaching and learning materials to public higher education institutions	1. Undertake equipment audit of all public universities to ascertain gaps	Equipment needs report developed	1	0	0	0	0	0.3	MoHE/Universities/HEA
		2. Procure equipment and materials especially in key programmes of the 7NDP	Number of public institutions equipped	0	2	2	2	1	20,000	MoHE/Universities/HEA
		3. Provide enabling environment for private sector partnerships in provision of equipment / materials (through MOUs)	Number of PPPs in place in the provision of higher education equipment	0	0	2	2	2	0.5	MoHE/Universities/HEA /Private Sector
	5. Promote innovation, research and development in higher education	1. Facilitate the establish a research and consultancy protocol in universities that will outline and reward lecturers for research and consultancy	Number of lecturers rewarded for research/consultancy Number of researches/consultancies attracted reward	6	6	6	6	6	0.8	MoHE/Universities/HEA /NSTC
		2. Enhance financing to Institutions for research and innovation	Number of research and publications undertaken in universities	20	20	30	35	40	2,000	MoHE/Universities/HEA /NSTC

POLICY	POLICY MEASURE	ACTIVITIES	INDICATORS	IMPLEMENTATION PLAN					BUDGET (K'000)	IMPLEMENTING INSTITUTION
				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5		
	6. Promote the learning of Science, Technology, Engineering and Mathematics (STEM) in higher education institutions	1. Provide laboratories and training equipment for STEM	Percentage of learners in STEM as a proportion of total number of learners	35%	40%	42%	45%	50%	20,000	MoHE/Universities/HEA /NSTC
		2. Provide incentives and quotas for training in STEM at all levels							1.0	MoHE/Universities /HEA/NSTC
	7. Enhance partnerships between higher education institutions and industry	Facilitate the development and implementation of the Work Based Learning Framework	Number of Industries providing student placement under the WBL Framework	10	10	10	10	10	0.5	MoHE/Universities /HEA/ILO/TEVETA
	8. Enhance partnerships between higher education institutions and research institutes	Support joint research between research institutes and HEIs through the Strategic Research Fund	Number of public HEIs undertaking joint research with Research Institutes	2	2	2	2	2	10.0	MoHE/Universities /HEA/NSTC/private sector
Objective 2: To increase access and participation to quality higher education	1. Facilitate the improvement of infrastructure, including water and sanitation, ability and gender inclusiveness, in the existing higher learning institutions;	1. Rehabilitate lecture theatres in HEIs	Number of HE lecture theatres rehabilitated	1	0	0	0	0	10,000	MoHE/Universities /MHID/ZEPIU
		2. Rehabilitate laboratories in HEIs	Number of HE lecture theatres rehabilitated	0	5	0	0	0	30,000	MoHE/Universities /MHID/ZEPIU
		3. Construct new labs in HEIs	Number of HE laboratories constructed	1	0	0	1	2	40,000	MoHE/Universities /MHID/ZEPIU

POLICY	POLICY MEASURE	ACTIVITIES	INDICATORS	IMPLEMENTATION PLAN					BUDGET (K'000)	IMPLEMENTING INSTITUTION
				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5		
		4. Construct new hostels in HEIs	Number of HE student hostels constructed	0	0	3,000	3,000	3,600	200,000	MoHE/Universities /MHID/ZEPIU
		5. Rehabilitate water reticulation and sanitation systems	Number of water reticulation and sanitation facilities rehabilitated	1	0	0	0	0		MoHE/Universities /MHID/ZEPIU
		6. Establish infrastructure maintenance system in HEIs	Infrastructure maintenance system in place	1	0	0	0	0		MoHE/Universities /MHID/ZEPIU
	2. Establish new higher education institutions in underserviced areas;	Construct new Technical Universities to enhance professional progression for the skills career pathway	Number of Technical Universities constructed	0	0	1	1	1	200,000	MoHE/Universities /MHID/ZEPIU
	3. Promote the use of alternative modes for delivery of higher education	1. Provide public higher learning institutions with ICT equipment;	Number of public HEIs provided with ICT equipment	0	3	0	3	1	20,000	MoHE/Universities
		2. Build the capacity of lecturers in the delivery of training through alternative modes;	Number of HE lecturers trained in the delivery of training through alternative modes	30	30	0	0	0	0.5	MoHE/Universities /HEA
	4. Promote effective participation of the private sector and other stakeholders in provision of higher education	1. Facilitate the establishment of PPPs in HEIs	Number of PPPs in place	0	0	2	2	2	0.5	MoHE/Universities /HEA/private sector
		2. Encourage partnerships in	Proportion of research activities undertaken in	0	10%	15%	20%	25%	0.5	MoHE/Universities

POLICY	POLICY MEASURE	ACTIVITIES	INDICATORS	IMPLEMENTATION PLAN					BUDGET (K'000)	IMPLEMENTING INSTITUTION
				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5		
		research between private sector and HEIs	partnership with industry							/HEA/private sector
	5. Promote the development of systems that integrate academic instructions and structured hands on practical training	1. Establish Polytechnics to provide progression routes in TEVET	Number of Polytechnics operationalised	0	0	1	0	0		MoHE/Universities /HEA/ZAQA/TEVETA
		2. Establish Technical Universities to enhance hands on training	Number of Technical Universities operationalised	0	0	0	1	0		MoHE/Universities /HEA/ZAQA/TEVETA
Objective 3: To enhance equity and inclusion in higher education	1. Enhance gender balance.	1. Provide quotas to support female learners in admissions	Proportion of female learners admitted through quotas	30%	32%	34%	36%	40%		MoHE/Universities /HEA
		2. Provide quotas to support female learners in Loans and Scholarship support	Proportion of female learners accessing higher education loans and scholarships	35%	40%	42%	45%	50%	0.5	MoHE/Universities /HEA
		3. Provide incentives for female learners in STEM	Proportion of learners in STEM	30%	35%	38%	39%	40%	1.0	MoHE/Universities /HEA
	2. Promote access for Learners with Special Education Needs ,	1. Provide quotas to support differently abled in admissions	Proportion of LSEN accessing HE	10%	10%	10%	10%	10%	1.0	MoHE/Universities /HEA
		2. Provide quotas to	Proportion of LSEN	10%	10%	10%	10%	10%	1.0	MoHE/Universities

POLICY	POLICY MEASURE	ACTIVITIES	INDICATORS	IMPLEMENTATION PLAN					BUDGET (K'000)	IMPLEMENTING INSTITUTION
				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5		
		support LSEN in Loans and Scholarship support	accessing higher education loans and scholarships							/HEA
		3. Provide physical infrastructure friendly to LSEN	Proportion of public HEI with infrastructure friendly to LSEN	50%	60%	65%	70%	75%	10,000	MoHE/Universities /HEA/MHID/ZEPIU
		4. Enhance training of trainers for LSEN	Number of lecturers trained as ToTs in LSEN	0	30	30	0	0	0.8	MoHE/Universities /HEA
	3. Promote training on disease burden prevention to employees and learners	1. Establish public health awareness clubs	Proportion of HEI with public health awareness clubs	50%	60%	65%	70%	75%	0.5	MoHE/Universities /HEA/MoH
		2. Collaborate with Ministry of health to establish youth friendly corners providing sexuality education	Proportion of HEI with youth friendly corners providing sexuality education established	0	10%	15%	20%	30%	0.8	MoHE/Universities /HEA/MoH
		3. Include VCT facility as a condition for accreditation and registration of higher learning institutions	VCT facility included in the tools for accreditation and registration of HEIs	10%	20%	40%	50%	75%	1.0	MoHE/Universities /HEA/MoH
	4. Establish new higher education institutions in underserviced, rural and outlying	1. Construct new Universities in rural and underserviced and outlying areas;	Number of new universities constructed in underserviced areas	0	0	2	3	2	300,000,000	MoHE/Universities /HEA/MHID/ZEPIU

POLICY	POLICY MEASURE	ACTIVITIES	INDICATORS	IMPLEMENTATION PLAN					BUDGET (K'000)	IMPLEMENTING INSTITUTION
				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5		
	areas;									

POLICY	POLICY MEASURE	ACTIVITIES	INDICATORS	IMPLEMENTATION PLAN					BUDGET (K'000)	IMPLEMENTING INSTITUTION
				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5		
		2. Construct additional infrastructure in existing higher learning institutions in underserviced and outlying areas;	Student enrolment capacity created	0	0	3,000	3,000	3,600		MoHE/Universities/ HEA/MHID/ZEPIU

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				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5		
	5. Establish mechanisms for the rural and urban poor, and male and female students to access students loan and scholarships.	1. Increase access to student loans and scholarships	Number of students accessing student loans and scholarships	19,598	35,000	40,000	45,000	50,000	5,000	MoHE/Universities /HEA/HELSB
		2. Introduce quotas in the award of students' loan and scholarships for the rural and urban poor, and female students	Proportion of rural/urban poor learners accessing higher education loans and scholarships	30%	32%	35%	38%	40%	0.5	MoHE/Universities /HEA/HELSB
		3. Establish decentralised centres of the HELSB	Number of centres established	0	0	1	0	1	1,000	MoHE/Universities /HEA/HELSB
		4. Sensitise the rural and urban poor, and female youths on the availability of a higher education loans and scholarships	Number of sensitisation events on the availability of higher education loans and scholarships	2	2	2	2	2		MoHE/Universities /HEA/HELSB
Objective 4: To enhance efficiency and effectiveness of higher education	1. Streamline management systems in higher education;	Review of Higher Education Act	Revised Higher Education Act in place	1	0	0	0	0	1,000	MoHE/Universities /HEA
		Organisational restructuring of public universities	Number of universities restructured	3	3	0	0	0	1.0	MoHE/Universities /HEA
		Harmonisation of Conditions of Service	Conditions of Service for public universities harmonised	100%	0	0	0	0	1.0	MoHE/Universities/ MLSS//HEA

POLICY	POLICY MEASURE	ACTIVITIES	INDICATORS	IMPLEMENTATION PLAN					BUDGET (K'000)	IMPLEMENTING INSTITUTION
				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5		
	2. Enhance budgetary allocation to higher education;	Finance higher education in line with provisions of the SADC protocol on Education and Africa Agenda 2063	Financing for higher education in line with SADC protocol on Education and Africa Agenda 2063 provisions	0	0	33%	33%	33%	0	MoHE/Universities /MoF/HEA
	3. Establish a sustainable financing strategy for public universities	1. Liquidate exiting public university debt	Proportion of existing debt liquidated	33%	33%	33%	0	0	0	MoHE/Universities /MoF/HEA
		2. Undertake diagnostic studies to establish cost of training in HEIs	Financing strategy in place and implemented	1	0	0	0	0	2.0	MoHE/Universities /MoF/HEA
		3. Enhance financing through grants to public universities	Annual grant to public universities equivalent to Institutional Wage Bill	0	0	33%	33%	33%	0	MoHE/Universities /MoF/HEA
		4. Streamline unsustainable pension schemes in universities	Public university pension schemes harmonised	0	0	1	0	0	0	MoHE/Universities /MoF/HEA/MLSS
		5. Harmonise pay structure for public universities for predictability of financing	Pay structure for public universities harmonised	0	0	1	0	0	0	MoHE/Universities /MoF/HEA/MLSS
		6. Form Joint Bargaining Teams for conditions of service to sustain harmonisation	Joint Bargaining Teams in place	1	0	0	0	0	0	MoHE/Universities /MoF/HEA/MLSS
	4. Facilitate the undertaking of	1. Develop research and consultancy protocol	Research and	1	0	0	0	0	0.5	MoHE/Universities/HEA

POLICY	POLICY MEASURE	ACTIVITIES	INDICATORS	IMPLEMENTATION PLAN					BUDGET (K'000)	IMPLEMENTING INSTITUTION
				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5		
	Government Research and Consultancy in universities	for rewarding research and publications in HEIs	consultancy protocol in place							/NSTC/private sector
		2. Align financing to research and publications	University financing aligned to research and publications	1	0	0	0	0	0	MoHE/Universities/HEA /NSTC/private sector
	5. Establish effective and transparent systems of accountability	Establish MISs in all HEIs	MIS in place	1	0	0	0	0	1.0	MoHE/Universities
	6. Establish effective M&E systems in the higher education	Establish M&E systems in all HEIs	M&E system in place	1	0	0	0	0	1.0	MoHE/Universities
Objective 5: To promote alternative sources for financing Higher Education	1. Enhance capacity of the Higher Education Students Loans and Scholarships Board loan recovery system;	1. Develop an integrated HEMIS	Proportion of total portfolio of loans recovered	1	0	0	0	0	1.0	MoHE/Universities /HELSB
		2. Develop a ICT based loans recovery system	ICT based loans recovery system in place	1	0	0	0	0	0	MoHE/Universities /HELSB
	2. Establish mechanisms to support establishment of alumni;	1. Develop legislation to regulate alumni;	Legislation in place	0	1	0	0	0	0.5	MoHE/Universities /HEA
	3. Promote research and development at higher	1. Increase funding for R&D to higher education institutions;	Proportion increase in funding for R&D to higher education	10%	10%	10%	10%	10%	0	MoHE/Universities /HEA/MoF/NSTC

POLICY	POLICY MEASURE	ACTIVITIES	INDICATORS	IMPLEMENTATION PLAN					BUDGET (K'000)	IMPLEMENTING INSTITUTION
				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5		
	education;		institutions							
		2. Develop research policy for higher learning institutions;	Research policy in place	1	0	0	0	0	1.0	MoHE/Universities /HEA/MoF/NSTC
	4. Promote innovation in higher education institutions	1. Increase funding for innovation to higher education institutions;	Proportion increase in funding for innovation to higher education institutions	10%	10%	10%	10%	10%		MoHE/Universities /HEA/MoF/NSTC
		2. Develop innovation policy for higher learning institutions;	Policy in place	1	0	0	0	0	0	MoHE/Universities /HEA/MoF/NSTC
Objective 6: To enhance ethical conduct and discipline for both students and staff in Higher Education Institutions	1. Promote ethical and career guidance in institutions of higher learning;	1. Establish ethical and career guidance and counselling centres in institutions of higher learning;	Number of public/private institutions with career guidance and counselling centres	1	1	2	2	1	1.0	MoHE/Universities /HEA/MNGRA
		2. Conduct Training of Trainers in career guidance	Number of trainers trained in career guidance and counselling	30	0	30	0	0	0.5	MoHE/Universities /HEA/MNGRA
	2. Promote ethical and national values in higher education curriculum	1. Mainstream ethical and national values in higher education curriculum; and	Proportion of curricula revised to mainstream ethical and national values	0	0	15%	35%	50%	0.5	MoHE/Universities /HEA/MNGRA
	3. Promote critical thinking and	1. Mainstream critical thinking and problem	Proportion of curricula	0	0	15%	35%	50%	2.0	MoHE/Universities

POLICY	POLICY MEASURE	ACTIVITIES	INDICATORS	IMPLEMENTATION PLAN					BUDGET (K'000)	IMPLEMENTING INSTITUTION
				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5		
	problem solving in higher education	solving in higher education curriculum;	revised to mainstream critical thinking and problem solving							/HEA/MNGRA
	4. Establish clear, timely and transparent disciplinary processes for universities.	1. Abolish existing disciplinary procedures	Existing disciplinary measures abolished through the Act	1	0	0	0	0		MoHE/Universities /HEA
		2. Facilitate the development of effective, clear, timely and transparent disciplinary procedures	New disciplinary measures established	1	0	0	0	0		MoHE/Universities /HEA
		3. Monitor implementation of the disciplinary procedures	Proportion of disciplinary cases applying new measures	100%	100%	100%	100%	100%		MoHE/Universities /HEA