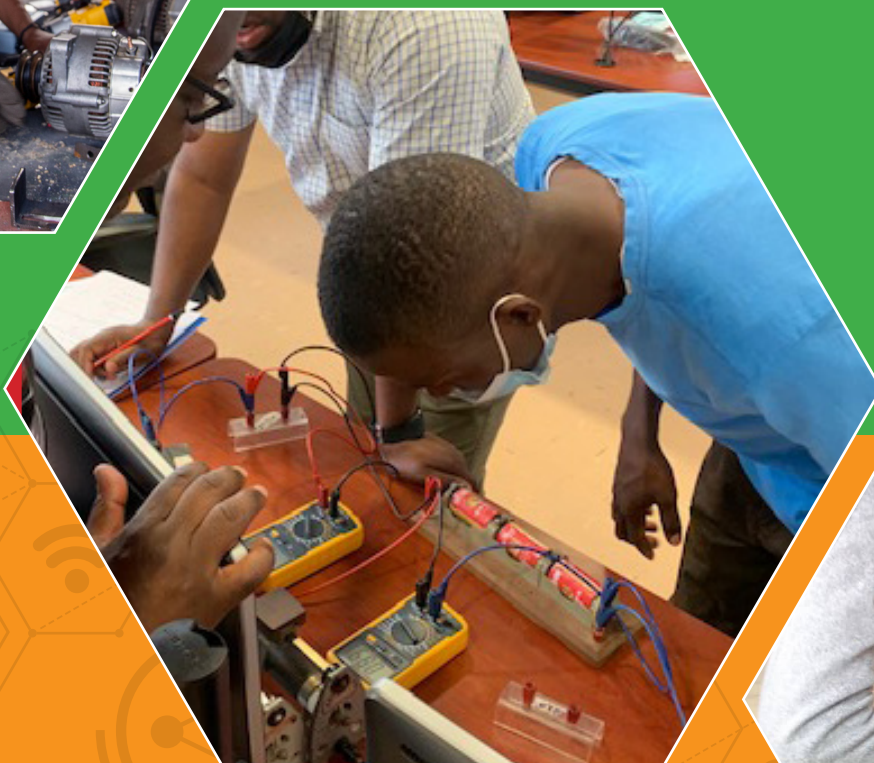GOVERNMENT OF THE
REPUBLIC OF ZAMBIA

NATIONAL ACTION PLAN FOR IMPROVING AND STRENGTHENING THE LABOUR MARKET INFORMATION AND SKILLS ANTICIPATION SYSTEM IN ZAMBIA
(2023 – 2027)

FOREWORD

Zambia's long-term vision espoused in the Vision 2030 is a "prosperous middle-income country by 2030" that assures fully employment for the population. In attainment of this vision, the Government of the Republic of Zambia recognises the need to leverage on the demographic dividend presented by the youth of the country who make up 36 per cent of the country's population. The 2021 labour force survey also shows that out of the working age population of 10,049,191 youth accounted for 6,531,816 (65 percent of which 3,355,155 (51.4 percent) were not in Employment, Education or Training (NEET) while youth outside the NEET accounted for 3,176,661 (48.6 percent). Zambia's youth situation comprises of 3,355,155 youth NEET of which 352,874 are unemployed youth who form part of the labour force.

Currently, over three million youth are not in employment, education or training. This number represents 50 percent of all the youth in the country. Therefore, the Government of the Republic of Zambia under the new Dawn leadership has acknowledged this bottleneck to achieving national development goals and the importance of investing in current and future skills demand in order to contribute towards increasing income resilience and facilitate socio-economic transformation for improved livelihoods.

In view of the foregoing, the Government of Zambia has emphasized the necessity of a reliable and high-quality Labour Market Information and Skills Anticipation System as one of the most important tools for boosting economic competitiveness and supporting social growth. To respond to a fast-changing world of work, you need reliable information about current and future labour market trends and skill shortages. It cannot be overstated how important it is for key stakeholders to be involved in the development, dissemination, and use of labour market information and skills to assist employers, citizens, education and training providers, and other stakeholders in making informed decisions. As a result, a wide range of actors, including government, learners, educators, employees, employers, and trade unions, are called upon to respond positively to this system.
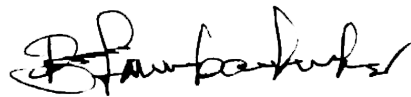
The Ministry of Labour and Social Security in collaboration with the International Labour Organization (ILO) through the Skills Initiative for Africa (SIFA) Programme has supported the strengthening of Zambia's Labour Market Information (LMI) and Skills Anticipation System. This process was preceded was preceded by a Skills Mapping Study to critically understand Zambia's existing data sources/providers, its practices, capacities, and institutional arrangements for LMI and skills anticipation.

The mapping study established, among other things, that Zambia's LMI and Skills Anticipation System had significant weaknesses that hinder it from delivering the expected outcomes, and that the country needed to enhance all aspects of its LMI and skills anticipation system including its coordination and management mechanisms. The situation analysis further established that skills identification and anticipation exercises were not systematically undertaken in the country. The study further revealed that most of the country's universities, training and TEVET institutions rarely perform skills tracer studies to understand their graduates' adsorption in the labour market. Furthermore, It was established that, labour market actors are generally excluded from the processes of analysis and integration of LMI and skill anticipation insights into employment, education and training policies. The analysis also established that the private sector was not

effectively involved in the country's skills development process, which adds to the low rates of graduate absorption in industry.

In view of the above, the Ministry with the support of the ILO-SIFA Programme has developed a National Action Plan for strengthening Zambia's Labour Market Information and Skills Anticipation System. The Action plan will provide a basis for a strategic and systematic process through which labour market actors can identify and prepare to meet future skills needs for the labour Market in Zambia. The Action Plan is one of the interventions by the New Dawn Government to implement short to long term interventions aimed at addressing the challenges posed by youth unemployment, among others.

Finally, the Ministry is proud to present this National Action Plan, which will provide clear pathways and comprehensive initiatives to aid the Government and its partners in delivering much-needed labour market information and skills anticipation.

Hon. Brenda Mwika Tambatamba, MP
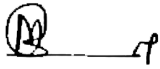MINISTER OF LABOUR AND SOCIAL SECURITY

ACKNOWLEDGEMENTS

This National Action Plan for skills anticipation is a great milestone in contributing towards achieving the Economic Transformation and Job Creation agenda as espoused in the Eighth National Development Plan 2022-2026. The Ministry of Labour and Social Security in collaboration with key stakeholders and cooperating partners is resolved to implement the National Action Plan and contribute towards job creation and skills development in the country.

The Ministry of Labour and Social Security would like to thank members of the multidisciplinary task team that worked tirelessly to facilitate consultations during the development of the National Action Plan. The development of the action plan would not have been possible without the participation and assistance of labour market information actors, including key government Institutions, private sector, organized business, organized labour, and skills development stakeholders, who collectively provided invaluable inputs and data. The Ministry is grateful to all the representatives for their dedication and enthusiastic participation in the development of this Action Plan. Specifically, the following institutions are acknowledged for their valuable contributions towards the development of the National Action Plan, the key ones being the following: Ministry of Technology and Science, Zambia Statistics Agency, University of Zambia, Technical Education, Vocational and Entrepreneurship Training Authority (TEVETA), Tourism Council of Zambia (TCZ), Engineering Institute of Zambia (EIZ), Zambia Federation of Employers (ZFE), Zambia Congress of Trade Unions (ZCTU) and Zambia Manufacturers Association (ZAM).

Finally, the Ministry wishes to express its gratitude and appreciation for the joint technical and financial support of the Skills Initiative for Africa Programme (SIFA), and the International Labour Organization (ILO), led by Ms. Naomy Kanyemba Lintini, which made this initiative possible.

Bornface C. Nalishiwa
Permanent Secretary
MINISTRY OF LABOUR AND SOCIAL SECURITY

CONTENT

LIST OF ACRONYMS

COM	Chambers of Commerce
COMESA	Common Market for Eastern and Southern Africa
CSOs	Civil Society Organisations
EIZ	Engineering Institute of Zambia
EU	European Union
GIZ	Gesellschaft fur International Zusammenar
IJCS	Industrialization and Job Creation Strategy
ILMIS	Integrated Labour Market Information System
ILO	International Labour Organization
IOM	International Organization for Migration
IT	Information Technology
JICA	Japan International Cooperation Agency
LFS	Labour Force Survey
LMI	Labour Market Information
LMIA	Labour Market Information Analysis
LMIS	Labour Market Information System
MCDSS	Ministry of Community Development and Social Services
MCTI	Ministry of Commerce Trade and Industry
MLSS	Ministry of Labour and Social Security
MMMD	Ministry of Mines and Mineral Development
MoE	Ministry of Education
MoFNP	Ministry of Finance and National Planning
MoHA	Ministry of Home Affairs
MoJ	Ministry of Justice
MoTS	Ministry of Technology and Science
MSMED	Ministry of Small and Medium Enterprise Development
MYSA	Ministry of Youth Sport and Art
NAP	National Action Plan
NDP	National Development Plan
NEET	Not in Employment, Education or Training
NELMP	National Employment and Labour Market Policy
NTT	National Task Team
PAC	Policy Analysis Coordination Division
PEES	Public Employment and Exchange Services
PrEAs	Private Employment Agencies
SAC	Skills Advisory Council
SADC	Southern African Development Community
SAGs	Skills Advisory Groups
SDF	Skills Development Fund
SDGs	Sustainable Development Goals
SIFA	Skills Initiative for Africa
STED	Skills for Trade and Economic Diversification
TCLC	Tripartite Consultative Labour Council
TEVET	Technical Education, Vocational and Entrepreneurship Training
TEVETA	Technical Education, Vocational and Entrepreneurship Training Authority
UK AID	United Kingdom Agency for International Development
UNICEF	United Nations Children's' Fund
UNDP	United Nations Development Programme
UNESCO	United Nations Educational Scientific and Cultural Organization

UNIDO	United Nations Industrial Development Organization
UNZA	University of Zambia
USAID	United States Agency for International Development
WB	World Bank
ZACCI	Zambia Chamber of Commerce and Industry
ZAM	Zambia Association of Manufacturers
ZamStats	Zambia Statistical Agency
ZCTU	Zambia Congress of Trade Unions
ZDA	Zambia Development Agency
ZFE	Zambia Federation of Employers
ZNFU	Zambia National Farmers' Union

BACKGROUND

1

1.1 OVERVIEW OF THE MACROECONOMIC AND SOCIAL CONTEXT

The Republic of Zambia envisions to being a "Prosperous Middle Income Country by the year 2030". In so doing, national planning has been directed towards earning middle income status. Over the years, Zambia has made significant economic strides having recorded an average economic growth rate of 7% in the early years of the millennium, and saw Zambia being upgraded to lower middle income status by the World Bank in 2012. Despite this positive economic outlook, Zambia's Human Development Index was at 0.584, ranking 146 of 189 in the 2019 (2020 Human Development Report).

Zambia's economic performance has been driven by commodity prices such as copper making it highly susceptible to global occurrences. Economic growth has declined from 3.8 percent growth rate in 2016 to 1.4 percent in 2019 and -3 percent in 2020, before a rise to 1% growth in 2021.[1] The country is facing slower growth due to several challenges: including low copper prices, power outages, tight liquidity and indebtedness. On the other hand, poverty levels remain high with 54.4 percent of the population living below the poverty line; of this population, 76.6 percent live in rural areas and 23.4 percent in urban areas.

In an attempt to get the economy back on track, the Ministry of Finance launched an Economic Recovery Plan in 2020, aimed at achieving real Gross Domestic Product growth of 3 percent by 2022 on account of improved hydro-electric power generation and improved copper exports supported by enhanced revenue collection to ensure a more sustainable fiscal position. Further, to improve productivity, the Government of the Republic of Zambia aims at improving the country's production capacity, by reviving the manufacturing sector and increasing agricultural output. To do so, Government intends to undertake a skills audit to determine the country's human capital development needs in a bid to increase skills utilisation and minimising skills mismatches.

An analysis of the Labour market in the Zambian economy raises two pertinent issues, in the form of rural-urban and gender dynamics. In as much as the country's labour force has recorded significant improvements in the provision of employment in the formal sector, employment remains a challenge to national development recorded at 13.8% in the 2020 Labour Force Survey, with a male unemployment rate of 11.9 percent and 16.4 percent for females. The number of persons in the working age population 15-64 years was estimated at 9,905,071 in 2020. The labour force accounted for 3,465,526, of which 2,988,379 were employed, with formal employment accounting for 783,422 and 2,204,956 in informal employment.

Of the working age population, 6,380,144 persons were in the youth category (aged 15 – 35 years). The youth labour force accounted for 1,888,692 in 2020. Youth unemployment stood at 19.9 percent, with more female youths unemployed (22.7 percent), compared to males (17.6 percent). Of the youth in the labour force 1,513,667persons were employed, with the majority (47 percent) working in the informal economy; 32 percent in the formal economy and 21 percent in the household sector. In 2020, the number of youth not in employment, education or training (NEET) was estimated at 3,371,542 persons, representing 52.8 percent of all youth. This shows that over half of the youth were NEET, demonstrating the importance of skills development and skills anticipation to enhance youth employability. This huge youth demographic, high youth unemployment rate and NEETs pose a critical developmental challenge for the country. Despite the existing data, the Labour Market Information System (LMIS) is unable to provide reliable and accurate skills information for planning when needed. The high unemployment levels especially amongst the youth have heightened the need for the country to enact skills development and labour market strategies and programmes that will help Zambia actualise positive labour market outcomes.

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[1]ZamStats

2 CONCEPTUAL UNDERSTANDING OF LABOUR MARKET INFORMATION AND SKILLS ANTICIPATION

Labour market information systems (LMIS) provide a basis for the design, implementation, monitoring and evaluation of employment, labour and skills development policies that are better focused and targeted. Effective and well-integrated labour market information and skills anticipation systems contribute to reduction in the transaction costs of labour markets as they help overcome incomplete information of labour market agents. The International Labour Organization provides the following conceptual definitions of labour market information systems; labour market information; and skills anticipation:
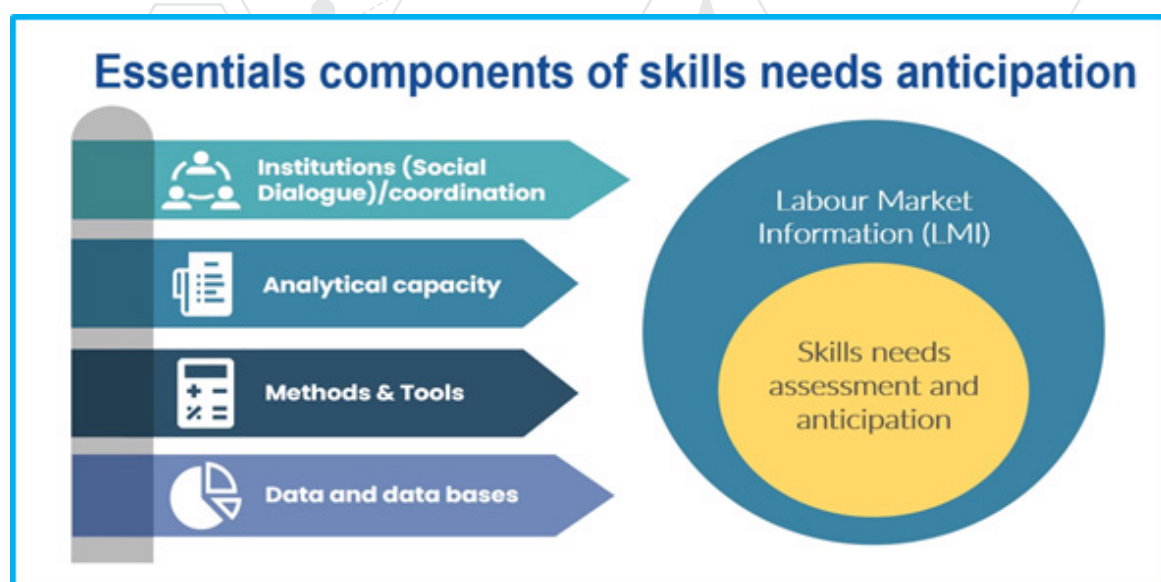
Labour Market Information System "a set of institutional arrangements, procedures and mechanisms by which a country can assure that all relevant labour market information is collected, shared, and channelled to applicable institutions to be analysed and processed into labour market matching and policy planning processes".

Labour Market Information is "Statistical and non-statistical information concerning labour market actors and their environment, as well as information concerning labour market institutions, policies and regulations that serves the needs of users and has been collected through the application of accepted methodologies and practice to the largest possible extent."

Skills Anticipation is "a strategic and systematic process through which labour market actors identify and prepare to meet future skills needs." It comprises and can be achieved through forecasts and foresights

It is important to note that the a skills anticipation system is an integral part and subset of of the Country's Labour market information system whose core elements or components include the following: data and databases; methods and tools; analytical capacity; and institutional arrangements, dialogue and coordination mechanisms, as illustrated in the diagram below.

Essentials components of skills needs anticipation

- Institutions (Social Dialogue)/coordination
- Analytical capacity
- Methods & Tools
- Data and data bases

Labour Market Information (LMI)

Skills needs assessment and anticipation

3 SITUATION ANALYSIS OF ZAMBIA'S SKILLS ANTICIPATION SYSTEM

The Zambian labour market comprises skills demand side, supply side and intermediary actors that play a key role in the skills anticipation system. A key challenge with the system is the fragmentation and poor coordination of stakeholders and Institution in the labour market, leading to a mismatch between the skills demanded by industry and those supplied by training institutions. This skills mismatch brings about high economic and social costs at the individual, business and government levels, and is both a result and a contributing factor towards structural unemployment. This is manifested in the shortage of skilled workers and high unemployment, even among graduates from skills development programmes.

Understanding the Labour Market Information and Skills Anticipation landscape of a country is critical. A survey (ILO,2020) conducted to map existing data sources/providers, review current practices, capacities and institutional arrangements for LMI and skills anticipation in Zambia and to provide concrete recommendations for improvement of existing systems and structures. The mapping exercise provided an overview of the Zambia LMIS, its data sources, its, capacities and institutional arrangements. The report highlighted strengths and weaknesses of the current system including the fact the country does not have an institutionalized process of anticipating labour market skills needs.

Zambia's labour market information and skills anticipation system has been on an evolutionary growth trajectory, partly stimulated by sustained partnerships that have reactivated regular Labour Force Surveys (LFS) and the launch of Skills Demand Surveys. Despite some of these efforts and establishment of the Skills Advisory Committee and the Skills Development Fund Committee, Government institutions responsible for skills identification and anticipation seldom meet to discuss

whether or not available policies are yielding the desired outcomes. Zambia has no comprehensive labour market information and skills anticipation system to provide reliable and accurate skills information to combat skills mismatches. Zambia lacks a functional labour market information (LMI) information Technology (IT) system or software, but has in place a manual database. In relation to institutional arrangements and procedures that coordinate the collection, processing, storage, retrieval, and dissemination of LMI and skills needs information, there are numerous gaps, causing weak coordination and management of LMI and skills anticipation. Redressing these through urgent policy action is required if Zambia is to achieve its developmental aspirations.

Regarding LMI and skills anticipation governance, findings of the study showed that the challenge for Zambia is not related to provisions in the policy and legal framework, but to limitations in implementation. The study established existence of partnerships among key actors including collaboration on Labour Force and Skills Surveys. The study however highlighted the following gaps: lack of a comprehensive LMIS; lack of a dedicated Integrated Labour Market Information System (ILMIS) Unit; and limited national social dialogue and coordination structures to support a functioning LMI and skills anticipation system. Further, governance was hampered by under-utilization of Vision 2030 as a potential tool for stimulating social dialogue and coordination of LMI and skills anticipation actors; and the lack of an explicit programme or role for the LMI and skills anticipation System in the 7th National Development Plans (NDP).

With regards to data availability, the study showed that despite mismatches between the needs of industry and the skills developed by training institutions, there is an emerging market for LMI and skills anticipation data in the Zambian economy including that from surveys and administrative data. Despite the availability of specialised personnel in the labour market, capacity to effectively process, synthesize and analyse data is still low. The study further established that foundational data from periodic Labour Force Survey (LFS) was available and aligned to international labour statistics standards and that data quality was generally acceptable.

The study findings point to data quality and data storage challenges in the following: limited LMI and skills anticipation data; lack of an institutional coordination framework for communication of data processes; lack of dedicated LMIS data infrastructure (data storage and access); and that the manual for the Labour Market Information Systems database was not fully functional, and focused on producing macro-level employment statistics. Generally, gaps existed between the data collected and that required for effective functioning of a LMI and skills anticipation system. The study established the limited utilisation of skills anticipation data for national planning, programming and policy making as a result of inherent gaps in the LMI and skills anticipation system.

The challenges identified by the mapping study under each element of the LMI and skills anticipation system are listed below:-

- Weak employment, Technical Education, Vocational and Entrepreneurship Training (TEVET), and education policies for skills anticipation

- Weak institutional coordination and dialogue mechanisms

- Limited capacity of key labour market stakeholders to analyse LMI and skills anticipation data

- Weak institutionalisation of processes for anticipating skills

- Limited quantitative and qualitative methods and tools for generation of LMI and skills anticipation data

- Lack of an online LMIS database application

- Limited access to a Labour Market Information Analysis (LMIA) platform providing usable skills anticipation information to LMI users

Developing a National Action Plan (NAP) to provide a road map for strengthening the system is critical as it will provide an opportunity to address the problems identified above through availability of skill needs information. From the employment perspective, the information can be used to update occupational standards and to design apprenticeships, re-training courses and on the job training programmes; within the education sector,

the information can be used to inform curriculum development and set the number of student places at all levels of education, including TEVET programmes; and from the migration perspective, the information can update skills shortage lists and help in identifying fast track candidate for migration with skills that are in high demand.[2]
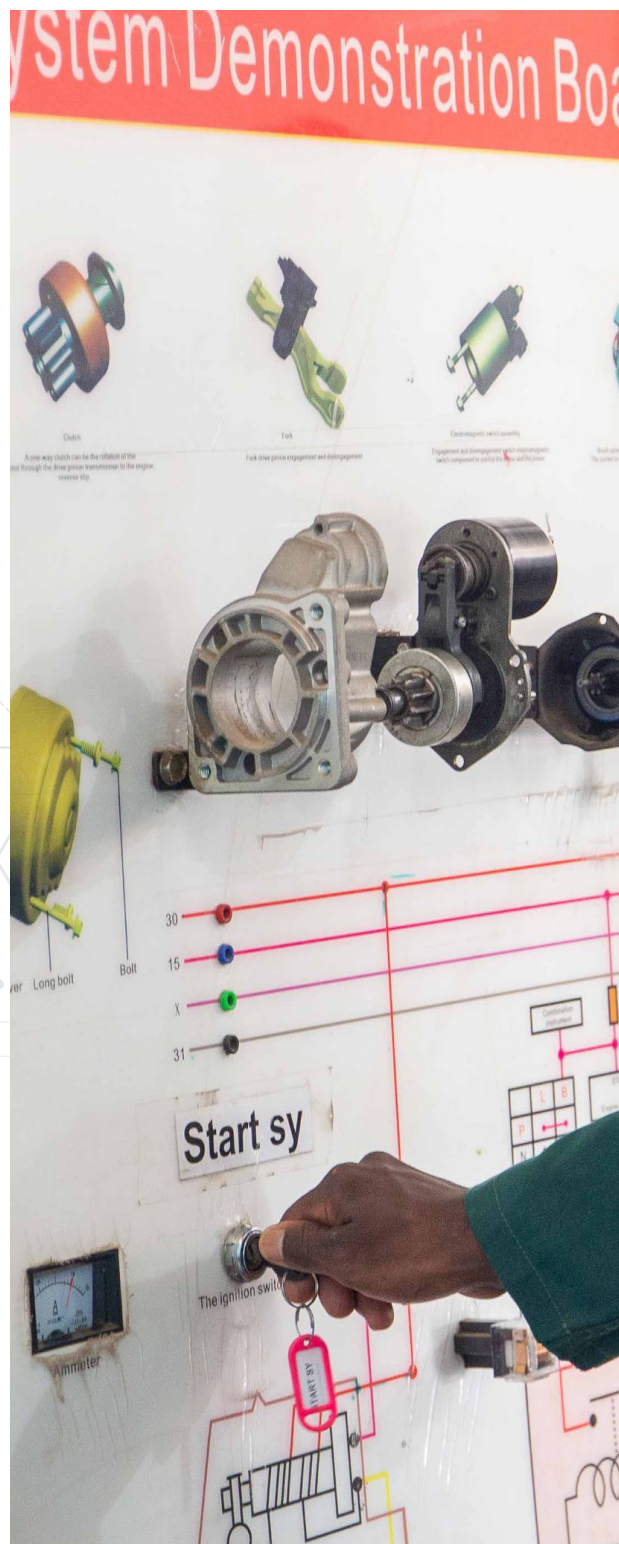
[2]ILO, OECD, 2018: Approaches for Anticipating Skills for the Future of Work.

4 MAIN POLICY PRIORITIES

4.1 RECOMMENDATIONS OF THE 2020 STUDY

The mapping study concluded that the gaps inherent in the Zambian Labour Market Information and skills anticipation System , and the weak coordination and management structures have compromised the potential to leverage the system capacity to support effective and responsive skills development. A process that would contribute to the aspired national development agenda to charter Zambia to a middle income status by 2030. Based on the analysis of the key findings, the 2020 situation analysis provided concrete recommendations to address inherent gaps in the LMI and skills anticipation systems in Zambia. Key recommendations included the following:

1. Review and implement policies and legislations to comprehensively address labour market information and skills anticipation

2. Operationalise Skills Advisory Committee to provide national oversight on labour market information and skills anticipation

3. Establish Skills Advisory Groups as data transaction nodes for labour market information and skills anticipation

4. ZamStats to facilitate full implementation of the organisational and operational systems and structures contemplated in ZamStats Act; and harmonisation of labour market information and skills anticipation data in statutory reports required by parliament and/or sector regulators;

5. Introduce a Human Resource Requirements estimate chapter in periodic National Development Plans, complementary to the Financial Resources Requirements chapter;

6. Strengthen and transform the Ministry of Labour and Social Security desk into a fully-fledged unit to improve skills anticipation

7. Establish institutional coordination mechanisms for labour market information and skills anticipation

8. Ministry of Labour and Social Security to establish an MOU to agree on mechanisms for accessing data and regulating information exchange on labour market information and skills anticipation

9. Ministry of Labour and Social Security and key stakeholders to innovatively promote and incentivise labour market information and skills anticipation desks, positions, and/or programmes (multi-stakeholder coordinated decentralised governance system)

10. Develop standardised forms for collecting and processing statistical data on skills anticipation where not unavailable

11. Ministry of Labour and Social Security to facilitate the training of labour market player to systematically collect representative skills anticipation data

12. Strengthen Level 1 (one) analytical capacity (strengthen tracking or monitoring indicators on skills anticipation) of stakeholders and put in place a progressive roadmap for transitioning to higher levels of analytical capacity (analysing relationships and econometric models using quarterly skills anticipation data in the Labour Force Survey)

13. Enhance the analytical capacity of key actors to support design and development of tools; data collection; data analysis; and interpretation for/of labour market information and skills anticipation, specifically training in:
    - Labour market analysis;
    - Indicator construction;
    - General labour economics;
    - Utilisation of Labour Market Information Analysis (LMIA) for job matching; and
    - Key labour statistics

14. Based on user needs, support development of a dissemination schedule and communication strategy in collaboration with the national coordinating unit for labour market information and skills anticipation

15. Ministry of Labour and Social Security to produce quarterly labour market information and skills anticipation Briefs to inform responsive skills development

16. Ministry of Labour and Social Security to link the Labour Market and Skills Anticipation database to Public Employment Exchange Services office to facilitate job matching and registration of job seekers and vacancies

17. Public and private employment agencies establish/design vacancy barometers to balance skills demand and supply (based on information from vacancy announcements)

18. Support Zamstats develop demand side statistics by establishing a business repository of regular skills anticipation needs by economic sectors and occupations

19. Enhance the capacity of Zamstats and Ministry of Labour and Social Security to improve statistics evaluation and quality control mechanism and processes skills anticipation data

20. Public and private employment agencies and other institutions should refine administrative records on labour demand and supply side data on skills anticipation

21. Ministry of Labour and Social Security to partner with training institutions to conduct regular tracer studies in priority/economic growth sectors

22. Upgrade the existing labour market information system database into an online reference data and labour market information and skills anticipation analysis platform

23. Ministry of Labour and Social Security to procure appropriate statistical software to support the labour market information and skills anticipation reference database and tools enabling the processing of microdata and analysis

24. Ministry of Labour and Social Security to update the labour market information and skills anticipation database guided by the needs of producers and users

4.2 PRIORITY POLICY ACTION

The study recommendations above, were ranked and prioritised by the National Task Team (NTT), an inter-ministerial and tripartite-plus Committee established to guide the development of a National Action Plan for on improving and strengthening the labour market information and and skills anticipation system in Zambia. The prioritisation was based on the selecting recommendations that have the highest potential for to improving and strengthening the functioning of of Zambia's LMI and skills anticipation system. For each of the LMI and skills anticipation system elements, the Task Team proposed the following priority actions and interventions to close the gaps in the country's LMI and skills anticipation system:

- Strengthening policies, institutional coordination and social dialogue mechanisms for skills anticipation

- Strengthening capacities of key labour market players to analyse skills anticipation data

- Improving methods and institutionalising tools for skills anticipation

- Improving data quality and data storage for skills anticipation

- These priority actions have been articulated in this national action plan (NAP) for improving and strengthening skills anticipation systems in Zambia.

5 NATIONAL ACTION PLAN ON IMPROVING AND STRENGTHENING ZAMBIA'S LABOUR MARKET INFORMATION AND SKILLS ANTICIPATION SYSTEM

5.1 GOALS OF THE NATIONAL ACTION PLAN

Goal: To establish a comprehensive skills anticipation system that is well integrated in the national labour market information y=system and that effectively anticipates Zambia's current and future skills.

Main Objective: Strengthening Zambia's skills anticipation system in order to ensure more responsive skills responding to emerging labour market needs

5.2 EXPECTED OUTCOMES, OUTPUTS AND KEY ACTIVITIES CLUSTERS

The Action Plan has an implementation period of 5 years, from 2023 to 2027 and is expected to deliver the result areas and interventions listed below. The logical framework in Annex 1 highlights indicators at result level (outcome and output) and key milestones indicating achievement of activities.

Outcome 1 on strengthened policy, institutional coordination and dialogue mechanisms to effectively identify skills to match current and future labour market skills requirements.
Outcome 1 will be achieved through two outputs, namely:
- **Output 1.1:** Key policies including TEVET, Education, NELMP reviewed/revised to provide suitable framework for identification of current and future skills for more responsive labour market needs
- **Output 1.2:** Institutional coordination, governance of skills anticipation and dialogue mechanisms developed

To deliver the outputs above, the Action plan recommends a l focus on activities that seek to strengthen policy, institutional coordination, and dialogue mechanisms to effectively identify skills to match current and future labour market skills requirements. This will be achieved through review and implementation of key policies such as TEVET, Education and the National Employment Labour Market Policy (NELMP). The review of the policies will provide suitable framework for needs identification of the current and future skills for more responsive labour market. The Action Plan will enhance the institutional coordination, governance of skills anticipation and dialogue mechanisms through harmonization of roles and responsibilities of the National Skills Advisory Committee; strengthening the existing Labour Market Information System (LMIS); and strengthening the Skills Advisory Committee and Skills Advisory Groups.

Outcome 2 on improved capacity of key labour market stakeholders to analyse and interpret LMI and skills anticipation data for policy and Strategy development.
Outcome 2 will be achieved through two outputs, namely:
- **Output 2.1:** Supply and demand side labour market stakeholders, policy research institutes and private sector actors trained on skills anticipation and skills matching
- **Output 2.2:** Robust quantitative and qualitative methodologies for anticipating skills analyzed

To deliver the outputs above, the Action Plan focuses on activities that will strengthenthe capacity of key labour market stakeholders to analyse and interpret LMI and skills anticipation data to develop reports informing policy and strategy development. Stakeholders will be trained on how to make sense of data and how to produce skills anticipation reports. This will be achieved through the training of the supply and demand side of the labour market stakeholders in skills anticipation and matching. Stakeholders will be trained in big data and administrative data, as a means of informing

skills responses. Further training of stakeholder on a methodology called Skills for Trade and Economic Diversification (STED) will be conducted for tradeable sectors. Additionally, other robust quantitative and qualitative methodologies and approaches for anticipating skills analysis will be promoted through the generation of various required reports for policy and strategy development. This will be done to ensure stakeholders and members of the public are kept abreast with information on current and future skills, for them to make well informed decisions on policy development, careers and labour related matters. This will require the creation and dissemination of quarterly bulletins and annual policy briefs.

Outcome 3 on enhanced applications of methods for collecting skills anticipation and skills matching data to inform responsive skills supply.
Outcome 3 will be achieved through two outputs, namely:

- **Output 3.1:** Research on skills anticipation and skills matching undertaken periodically (institutionalised)
- **Output 3.2:** Labour market supply and demand side stakeholders trained on generation of skills anticipation and skills mismatch data
- To deliver the outputs above, the Action Plan focuses on activities that will enhance applications of methods for effectively collecting skills anticipation and skills matching data to inform responsive skills supply, facilitated through regular research on skills anticipation and skills match. Interventions will focus on building stakeholders' capacity on how to collect data.

A key intervention is the institutionalisation of methods and tools such as the inclusion of the skills mismatch module in the labour survey, and undertaking other surveys including Skills audit and STED. Additionally, regular tracer studies will be conducted to document career progression of new graduates. The NAP will therefore support capacity building of the supply and demand side stakeholder to generate data for anticipating skills and identifying skills gaps. Employment projection modelling is one such tool to be developed during the implementation of the NAP.

Outcome 4 on enhanced capacity for effective storage, curation and dissemination of labour market and skills anticipation data.
Outcome 4 will be achieved through two outputs, namely:

- **Output 4.1:** Existing LMIS database application upgraded into an internationally compliant LMI system
- **Output 4.2:** Labour Market Information on current and future skills needs readily accessible and disseminated

To deliver the outputs above, the Action Plan focuses on activities that ensurethat a network of labour market institutions and stakeholders with mutually agreed roles and functions in respect of the production, storage, dissemination and use of labour market information is established. It is envisaged that by the year 2025, a fully functional LMIS will be developed by the Ministry of Labour and Social Security in collaboration with key stakeholders and cooperating partners. The current LMIS database which is being used by the Ministry will be upgraded into a fully functional LMIS in compliance with internationally agreed standards. To achieve this output, the ministry of labour and social security, stakeholders and cooperating partners will undertake various activities that include among others, the securing and use of .STAT LMI technology and upgrading of the existing LMIS database to international standard. The upgraded LMIS database will also contain labour market information on current and future skills needs which will be widely disseminated to all stakeholders on various platforms. This will be done to ensure stakeholders and members of the public are kept abreast with information on current and future skills, for them to make well informed decisions on careers and labour related matters.

NATIONAL ACTION PLAN CONTRIBUTIONS TO STRATEGIC DEVELOPMENT FRAMEWORKS

6

The four outcomes of the Action Plan are linked to the strategic development frameworks highlighted below through the following: the strengthened governance and analytical capacities, coupled with enhanced methods, tools and storage capacity for anticipating future skills will facilitate the identification of relevant skills required in the labour market, and by so doing, inform curriculum development, policy and strategy development contributing to a reduction in skills mismatches in the labour market.

Skills development is a key lever for sustainable development, a vision of inclusive societies in which all citizens have equitable opportunities to access effective and relevant learning throughout the life cycle, delivered through multiple formal, non-formal and informal settings. The Action Plan will contribute to attainment of a number of key Sustainable Development Goals (SDGs), including the ones highlighted here among others. SDG 4 on education includes two targets on skills development, namely target 4.3 (equal access for all women and men to affordable quality technical, vocational and tertiary education), and 4.4 (number of youth and adults who have relevant skills for employment, decent jobs and entrepreneurship). Additionally, target 4.5 addresses the elimination of gender parities in education and ensures equal access to all of education and vocational training for the vulnerable including persons with disabilities. Skills development is also critical for the achievement of target 8.5 (by 2030, achieve full and productive employment and decent work for all women and men, including young people and persons with disabilities, and equal pay for work of equal value. Similarly target 8.6 (by 2020 substantially reduce the proportion of youth not in employment, education or training – NEET) and 8.b (youth employment) are also critical for skills development. Skills development is also crucial for the achievement of SDG 5 (gender equality), as well as SDG target 5.5 (gender disparities in education).

The Vision 2030, is Zambia's primary reference policy document for the medium term national development plans, with the aspiration of Zambia becoming a middle income country by 2030. This policy measure in some way, provides a beacon of reference for the this Action Plan.. The national development plans are tools meant to drive and guide incremental national development progress towards the long term vision, underpinned by effective coordination and collaboration of stakeholders. This Action Plan will therefore contribute towards achieving strategic outcomes of the 8th National Development Plan, which was still under development. Pillar 1 focuses on economic transformation and job creation, with strategies for the promotion of industry relevant skills. Pillar 2 on human and social development provides strategies enhancing access to quality, equitable and inclusive education with particular programmes on industry participation for an improved skilled labour force.

The Zambia Decent Work Country Programme (2020 – 2022), Priority 2, focuses on improving the skills development to increase productivity and employability among youths, addressing skills mismatches by promoting partnerships between industry players and training institutions. The programme also focusses on enhancing data collection and reporting on labour market for improved labour market analysis in key economic sectors, to improve availability of quality data and information to inform policy and decision making. The programme is supporting the development of an LMIS; capacitating end users of LMIS; and linking of the LMIS to the National Strategy for Development of Statistics (NSDS).

Employment creation remains an important factor in the country's economic development aspirations. Hence a number of policies, laws and strategies related to employment, education and technical skills development have been put in place. Understanding current and future labour market demand, and how it this shapes both the need to skill and reskill the current workforce and vocational training for young people, helps to formulate skills development and active labour market policies. Relevant labour market information on current and future skill needs also supports individual decisions and career counselling and vocational guidance services. The laws and policies critical to skills needs anticipation are analysed below:

- **Employment Code Act No. 3 of 2019** - This Act regulates employment and establishes the Skills Advisory Committee (SAC) whose functions contribute to operations of a LMI and skill anticipation system, and include: carrying out surveys and research in expatriate skills required in Zambia; and preparing periodic lists of critical skills. The SAC, therefore provides an opportunity for addressing LMI and skills anticipation in the country.

- **National Employment and Labour Market Policy (NELMP) of 2018** - The NELMP includes an objective on strengthening the LMIS through two policy measures: establishing a functional and robust LMIS within the MLSS; and conducting regular employment and labour related surveys. The accompanying Implementation Plan provides for interventions on data quality, relevance, tools and analytical capacity but does not include interventions related to LMIS governance (institutions and coordination). Since skills anticipation is a sub-set of LMI system and that it also comprises the aforementioned four elements, it can be inferred that despite the lack of governance interventions, skills anticipation is inherently provided for in the NELMP and its implementation plan.

- **National Technical Education, Vocational and Entrepreneurship Training (TEVET) Policy of 2020** - One key tenet of the TEVET policy, was an aspiration to ensure development and deployment of a labour market responsive system by activation of Skills Surveys and Labour Force Surveys.

- **Education Act No.23 of 2011** - This Act provides for enhancing the effectiveness and quality of school education, ensure that the curriculum…is comprehensive, balanced, integrated, diversified and relevant and prepares learners for the opportunities, responsibilities and experiences of adult life"[3]. Although the term skills anticipation is not mentioned,

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[3]Zambia Government, Education Act of 2011.

the foregoing infers so.

- **Higher Education Act No. 4 of 2013** - The Act provides for the establishment, governance and regulation of public and private higher education institutions. The relevant references in the Act to 'quality assurance' and 'quality promotion' can be interpreted to encompass skills anticipation.

- **Industrialization and Job Creation Strategy (IJCS) of 2013** - The IJCS alluded to skill levels in the labour force as a key factor in labour productivity. The IJCS further identifies some challenges on skills availability in the labour market and provides strategies to be implemented to address them. The strategy recommends the implementation of skills anticipation aspects including the establishment of a labour market information system (LMIS) to effectively and efficiently track employment in the country; and the undertaking of comprehensive skills audit in priority sectors.

- **National Investment Promotion Strategy (2018-2022)** - The Strategy envisages interventions and measures that are responsive to the needs of investors and aligned to the broader national objectives of reducing inequality, poverty and creating employment in line with Vision 2030. The foregoing infers availability of requisite skills in the labour force that respond to the skills required by investors in order to spur the aspired outcomes.

- **Labour Migration** - Zambia is also currently considering the development of a standalone Labour Migration Policy or Strategy which will provide guidance on skills sharing and bringing in critical skills required by the labour market. This provides an opportunity for Zambia to integrate skills anticipation aspects in these policies and/or strategies to ensure they are directed towards addressing skills gaps.

The National Action Plan is also aligned to the 2020 Productivity Policy, the Work Based Learning Framework, Internship Policy and Apprenticeship Act, which all inherently provide an opportunity for addressing anticipation and skills matching as industry strives to enhance skills within the work place.

7 ENABLING FACTORS

The successful implementation of the National Action Plan is centred on the following pre-conditions and assumptions:

7.1 PRE-CONDITIONS

Pre-conditions are key enabling factors for successful implementation of the Action Plan. These are factors within the control of the MLSS, and the Ministry should therefore ensure that a conducive environment is created. The following are the pre-conditions:

- Professional and supportive leadership and management;
- Ownership of the NAP by leadership, management and staff;
- Committed and competent staff;
- Availability of a comprehensive implementation plan; and
- Availability of basic tools and equipment

7.2 ASSUMPTIONS

These are critical enabling factors for successful implementation of the Action Plan but outside the control of the MLSS. The following are the assumptions:

- Enabling policy and legal frameworks;
- Stable economic environment;
- Adequate financial resources;
- Effective social dialogue mechanisms;
- Continued stakeholder support and collaboration; and
- Continued political will and support.

8 IMPLEMENTATION, COORDINATION AND DIALOGUE MECHANISMS FOR STRENGTHENING SKILLS ANTICIPATION

Zambia's LMI and skills anticipation stakeholders include both employment and labour governance actors, among others, various government agencies (ministries and regulators), education and training institutions, public and private employment service providers, and employer and worker organizations, each with a specific and unique mandate as indicated in the table in Annex 2 below. Implementation and coordination will be led by the ministry responsible for Labour and Social Security working in collaboration with TEVETA, the Ministry responsible for Education, Zambia Statistical Agency (Zamstats), and the Skills Advisory Committee (SAC).

The ministry responsible for Labour and Social Security is mandated to address all matters relating to employment and labour, and is responsible for the enforcement of laws and regulations pertaining to labour in Zambia. The Ministry responsible for education is mandated to increase equitable access to quality, effective and efficient education and skills training. The ministry responsible for Labour and Social security will also works with other government agencies including: ZamStats, mandated to provide timely and credible national statistical information; and TEVETA, responsible for the regulation of the TEVET sector, including curriculum development amongst others.

Based on the foregoing institutional framework and institutional comparative advantage, a number of institutional arrangements relating to LMI and skills anticipation have been sustained through collaborations involving MLSS, ZamStats, TEVETA and the Ministry of Education. These partnerships reactivated regular Labour Force Surveys and the launch of Skills Demand Surveys, critical tools contributing towards the required data for skills anticipation and skills development in general.

Dialogue mechanisms addressing labour market issues provide an opportunity to strengthen labour market information, skills development and skills anticipation. The Tripartite Consultative Labour Council (TCLC), comprised of the ministry responsible for labour and employment, the trade unions and the employers' organisation, is a supreme advisory structure on labour, manpower development and productivity in Zambia. The TCLC chaired by the MLSS, meets twice a year to deliberate on matters relating to labour and employment and therefore provides an opportunity for policy dialogue on skills anticipation issues.

The Skills Advisory Committee (SAC), comprises representation of all LMI and skills anticipation key stakeholders including the Labour Commissioner, as Chairperson; and among others, representatives from: ministry responsible for national planning; ministry responsible for commerce; ministry responsible for science and vocational training; ministry responsible for education; Department of Immigration; representative from federation of employers' organisations; and representative from federation of trade unions. The SAC will be leveraged to support the governance and operations of the LMI and skills anticipation system including: advising the Minister on issues related to employment of citizens and expatriates; carrying out surveys and research on skills required in Zambia; and preparing periodic lists of critical skills i.e. special or scarce academic or professional qualification, standards of education or skills required in Zambia.

The Skills development Fund (SDF) Committee established by Skills Development Levy Act No. 46 of 2016, provides another opportunity to contribute towards addressing skills gaps in Zambia. The Committee comprises the ministry responsible for higher education, ministry responsible for labour and employment, Zambia Federation of Employers (ZFE), Zambia Congress of Trade Unions (ZCTU), Zambia Chamber of Commerce and Industry (ZACCI), Zambia Association of Manufacturers (ZAM) and Chambers of Commerce (COM) among others. The composition of the SDF Committee is however not adequate to accommodate all actors relevant to addressing LMI and skills anticipation issues in the country. Thus, formation of a Technical Working Group with broader representation of labour market actors is required to broaden

representation. The SDF provides an opportunity for financing supply and demand side interventions of the NAP.

One of the best practice social dialogue mechanisms that can be rolled out to effectively implement the NAP is the sectoral Skills Advisory Groups (SAGs). In 2020, the Water Supply and Sanitation Sector established a SAG comprising skills demand and skills supply side stakeholders, with the Secretariat hosted by the sector regulator, the National Water and Sanitation Council (NWASCO). Additionally, the renewable energy sector also has a SAG that supports the identification of skills required in the sector. A replication of SAGs in relevant sectors can help address skills anticipation, development and skills mismatch challenges in the country.

9 MONITORING AND EVALUATION

This Action Plan has an implementation period of 5 years, from 2023 to 2027. The monitoring and evaluation of the Action Plan will be jointly coordinated by the implementing stakeholders led by the Ministry of Labour and Social Security (MLSS). Implementation will be monitored regularly and reports produced quarterly by the MLSS trough the LMIS unit. Joint annual review meetings will be coordinated by the National Task Team and the LMIS as secretariat to assess implementation progress of the National Action Plan against the identified indicators of success shall be held and provide direction to all stakeholders on implementation progress and required adjustments where necessary. A mid-term evaluation will be undertaken by 2024. The final evaluation of the NAP will be undertaken at the end of 2026 by an independent evaluator.

10 RESOURCE MOBILISATION AND FINANCING

The successful execution of this Action Plan will require financial and technical support from the Zambian Treasury, Private Sector stakeholders and from cooperating partners that share the vision of contributing to sustainable social and economic development for Zambia.

Financing of the various activities in the Action Plan will be under the coordination and management of the MLSS. Resources, including financial and non-financial will be contributed by all identified key stakeholders, leveraging on existing resources within the various institutions to support implementation of the Action Plan.

An estimated amount of ZMW36,170,000.00 is required to effectively implement all the activities

outlined the Action Plan. The Action plan is also a resource mobilization document which Government will use to solicit for funding support from private sector and from cooperating partners.. Refer to Annex 1 for the detailed budget.

Annex 1: Work plan for the National Action Plan for Improving and Strengthening Skills Anticipation Systems in Zambia

Outcome 1: Strengthened policy, institutional coordination and dialogue mechanisms to effectively identify skills to match current and future labour market skills requirements
Outcome Indicator(s): Numbers of policies strengthened to address skills current and future labour market skills requirements / needs.

Output 1.1: Key policies including TEVET, Education, NELMP reviewed/revised to provide suitable framework for identification of current and future skills for more responsive labour market needs
Output Indicator(s):
- **Number of policies reviewed/revised to provide suitable framework for identification of current and future skills for more responsive labour market needs**
- **Number of policies revised/revised by 2026 to systematically address aspects of skills anticipation**
- **Number of awareness sessions conducted on new /revised/reviewed policies to provide suitable framework for identification of current and future skills for more responsive labour market needs**

ACTIVITY	MILESTONES	LEAD DEPARTMENT/OFFICE RESPONSIBLE	PARTNER INSTITUITIONS	TIMELINES	BUDGET(ZMW)
Activity 1.1.1: Review and revise the NELMP to address aspects of skills anticipation and skill matching	NELMP revised	MLSS (Department of Planning and Research)	Ministry of Finance and National Planning (Mown), Ministry of Youth Sport and Art (MYSA), Ministry of Community Development and Social Services (MCDSS), Ministry of Home Affairs (MoHA), Ministry of Technology and Science (MoTS), Cabinet Office – Policy Analysis Coordination Division (PAC), private sector, academia and research institutions, ILO, World Bank (WB)	Dec 2023	2,000,000
Activity 1.1.2: Support implementation of the National TEVET policy to address aspects of skills anticipation	Aspects of skills anticipation in the National TEVET Policy of 2020 addressed	MoTS (Department of Vocational Education and Training)	MLSS, Ministry of Education (MOE), MYSA, MCDSS, Ministry of Small and Medium Enterprise Development (MSMED), Ministry of Commerce Trade and Industry (MCTI), Cabinet Office (PAC), private sector, academia and research institutions, ILO, GIZ, Japan International Cooperation Agency (JICA), UNESCO and other cooperating partners	Dec 2026	3,000,000
Activity 1.1.3: Review and revise the Education policy to address aspects of skills anticipation	Education Policy revised	MoE	MLSS, Cabinet Office (PAC), MoTS, private sector, academia and research institutions ILO, UNICEF, UNESCO, USAID, UK AID and other cooperating partners	Dec 2023	765,000
Activity 1.1.4: Review and revise the National Investment Promotion Strategy (2018-2022) to identify the current and future skills requirements for sectors	National Investment Promotion Strategy revised	MCTI	MLSS, MOFNP, MSMED, UNIDO, MoTS, Zambia Development Agency (ZDA), European Union (EU), ILO, UNDP, JICA, private sector, academia and research institutions and other cooperating partners	Dec 2023	765,000
Activity 1.1.5: Review and revise the Industrialization and Job creation strategy to identify skills requirements for priority sectors	Industrialisation and Job Creation Strategy reviewed	MCTI	MSME, UNIDO, MoTS, Zambia Association of Manufacturers (ZAM), ZDA, ZFE, Workers Organisations, Cabinet Office (PAC), private sector, academia and research institutions EU, MoFNP, ILO, COMESA, SADC and other cooperating partners	Sep 2027	3,000,000
Activity 1.1.6: Develop a National Labour Migration Strategy/Policy with a clear focus for the current and future skills requirements for sectors to address aspects of skills anticipation	Labour Migration Strategy/Policy developed	MLSS	MHAIS, UNHCR, Ministry of Foreign Affairs (MoFA), Cabinet office (PAC), workers' and employers' organizations, IOM, ILO and other cooperating partners	Dec 2024	765,000
Activity 1.1.7: Conduct advocacy on inclusion of skills anticipation aspects in relevant policies	Advocacy conducted	MLSS	MoFNP, MYSA, MCDSS, MoHA, MoTS, MCTI, ILO, World Bank (WB), and other cooperating partners	Dec 2023	400,000
Activity 1.1.8: Sensitise labour market actors on policy provisions for skills anticipation for both supply side and demand side policies	Labour market actors sensitised	MLSS	Mown, MYSA, MCDSS, MoHA, MoTS, MCTI, ILO, WB, and other cooperating partners	Dec 2026	400,000
Activity 1.1.9: Formulate a Statutory Instrument to compel training institutions to submit graduates' annual returns and statistics to responsible ministries	Statutory Instrument to compel training institutions to submit graduates' annual returns and statistics formulated	MoTS	Ministry of Justice (MoJ), MLSS, MSMED, MOE, MoYSA, TEVETA, academia, Cooperating partners, CSOs.	Dec 2024	2,000,000
OUTPUT 1.1 SUB-TOTAL					**13,095,000**

Output 1.2: Institutional coordination, governance of skills anticipation and dialogue mechanisms developed
Output Indicator(s):
- **Number of institutional coordination, governance and dialogue strengthened by 2025**
- **Number of institutional coordination mechanisms established and functional by 2027.**

ACTIVITY	MILESTONES	LEAD DEPARTMENT/OFFICE RESPONSIBLE	PARTNER INSTITUITIONS	TIMELINES	BUDGET
Activity 1.2.1: Integrate the coordination and governance of skills anticipation and matching into the roles and responsibilities of the national Skills Advisory Committee – SAC (harmonisation of tasks of National Task Team with the Skills Advisory Committee)	coordination and governance of skills anticipation and matching into the roles and responsibilities of the national Skills Advisory Committee integrated	MLSS	SAC, MoFNP, MYSA, MCDSS,, MoTS, MCTI ILO, WB and other cooperating partners	Sep 2022	240,000
Activity 1.2.2: Revamp/operationalize the existing LMIS in the Ministry of Labour and Social Security for effective coordination and dialogue among players in the labour market and to address skills anticipation needs	LMIS strengthened	MLSS (Department of Planning and Research)	ZAMSTATS, SMART ZAMBIA, MoHAIS, Regional Economic Bodies, TEVETA, ILO, IOM, UNHCR and other cooperating partners	Sep 2027	3,000,000
Activity 1.2.3: Establish/operationalize the Skills Advisory Committee and Skills Advisory Groups to address issues on skills anticipation and skills matching for sector growth.	Skills Advisory Committee strengthened	MLSS	MoFNP, MYSA, MCDSS, MoTS, MCTI, ZFE, ZCTU	Dec 2023	2,000,000
OUTPUT 1.2 SUB-TOTAL					**5,240,000**
OUTCOME 1 TOTAL					**18,335,000**

Outcome 2: Capacity of key labour market stakeholders strengthened to analyse and interpret LMI and skills anticipation data for policy and Strategy development
Outcome Indicator(s): Number of key labour market stakeholders with strengthened analytical capacity

Output 2.1: Supply and demand side labour market stakeholders, policy research institutes and private sector actors trained on skills anticipation and skills matching
Output Indicator(s):
- **Number of supply and demand Labour market stakeholders trained**

ACTIVITY	MILESTONES	LEAD DEPARTMENT/OFFICE RESPONSIBLE	PARTNER INSTITUITIONS	TIMELINES	BUDGET
Activity 2.1.1: Conduct training for supply and demand side Labour market stakeholders including academia, on skills anticipation and skills matching	Labour Market stakeholders Trained	MLSS (Planning and Research)	ILO, MoTS, TEVETA, ZamStats	**Mar 2023**	**455,000**
Activity 2.1.2: Conduct training on the use of big data and administrative data to inform skills responses	Training on big data and administrative data to inform skills responses conducted	ZamStats, MoTS	Cooperating partners (UNIDO, EU, UNDP etc.)	**Apr 2023**	**235,000**
Activity 2.1.3: Conduct training on data analysis and interpretation of labour market data to extract skills needs analysis	Training on data analysis and interpretation of labour market data conducted	ZamStats	Cooperating partners (ILO, UNIDO, EU, UNDP and others)	**May 2023**	**235,000**
Activity 2.1.4: Conduct training on the STED approach in tradable sectors	Training on the STED approach in tradable sectors Conducted	ZamStats	ILO, MLSS, MoCTI, MSMED, MCTI, ZDA, TEVETA, Ministry of Mines, ZAM	**June 2023**	**235,000**
OUTPUT 2.1 SUB-TOTAL					**1,160,000**
Output 2.2: Robust quantitative and qualitative methodologies for anticipating skills analysed **Output Indicator(s):** • **Number of skills anticipation analytical reports generated**					
ACTIVITY	MILESTONES	LEAD DEPARTMENT/OFFICE RESPONSIBLE	PARTNER INSTITUITIONS	TIMELINES	BUDGET
Activity 2.2.1: Generate required information on skills anticipation and skills matching for policy and strategy development	Information on skills anticipation and skills matching generated	MLSS, ZamStats	MoTS, TEVETA, ZFE	**Quarterly**	**235,000**
Activity 2.2.2: Generate skills mismatch report to inform policy.	Reports on skills mismatch generated	MLSS, ZamStats	MoE, MoTS, TEVETA, ZFE, Research Institutes, Academia	**Quarterly**	**235,000**
Activity 2.2.3: Generate skills forecasting per sector and/or other required reports to inform policy.	Reports for skills forecasting per sector generated	MLSS, ZamStats	MoTS, ZFE, TEVETA, Research Institutes, Academia	**First quarter 2023/2025**	**235,000**
Activity 2.2.4: Produce and disseminate an annual Skills Supply and Demand report for every Labour Force Survey conducted	Annual Skills Supply and Demand report produced and disseminated	MLSS (Department of Planning and Research)	Line Ministries, ZAM, ZNFU, ZFE, EIZ, TEVETA, UNZA, ZCTU, ZamStats, Cooperating Partners, and other stakeholders	**Fourth quarter annually - starting 2024**	**1,665,000**
Activity 2.2.5: Produce and disseminate a policy brief on priority skills needs for Zambia	Annual Policy Brief produced and disseminated	MLSS (Department of Planning and Research), MoTS	Line Ministries, ZAM, ZNFU, ZFE, EIZ, TEVETA, UNZA, ZCTU, ZamStats, Cooperating Partners, and other stakeholders	**Fourth quarter annually - starting 2024**	**85,000**
OUTPUT 2.2 SUB-TOTAL					**2,455,000**
OUTCOME 2 TOTAL					**3,615,000**
Outcome 3: Enhanced applications of methods for collecting skills anticipation and skills matching data to inform responsive skills supply **Outcome Indicator(s):** • **Number of skills anticipation methods adopted**					
Output 3.1 Research on skills anticipation and skills matching undertaken periodically (institutionalised) **Output Indicator(s):** • **Number of Research activities undertaken**					
ACTIVITY	MILESTONES	LEAD DEPARTMENT/OFFICE RESPONSIBLE	PARTNER INSTITUITIONS	TIMELINES	BUDGET
Activity 3.1.1: Introduce a skills mismatch module into the Labour Force Survey	Skills mismatch module introduced in the labour force survey	MLSS	ZamStats, MoTS, Workers organisations, Employers Civil Society Organisations (CSOs) and cooperating partners	**Sep, 2022/quarterly**	**1,500,000**
Activity 3.1.2: Review Skills Audit Survey to collect responsive skills anticipation data	Skills Audit Survey assessment report produced	MLSS, MoTS	ZamStats, Workers, Employers CSOs and cooperating partners	**First quarter 2023/2025**	**2,000,000**
Activity 3.1.3: Build capacity of TEVET Entities for conducting regular tracer studies	TEVET institutions trained in the conduct of regular tracer studies	MoTS	MoTS, Workers, Employers CSOs and cooperating partners	**Second quarter 2023/quarterly**	**1,580,000**
Activity 3.1.4: Institutionalise and undertake regular STED surveys with academia and policy research institutes for sectors prioritised in the Eighth National Development Plan	STED surveys in Academia and policy research institutes regularised and institutionalised	MLSS, Academia	ZamStats, MoTS, Workers, Employers, MCTI, Moan, MSMED, MoE, MMMD, CSOs and cooperating partners	**Quarterly - starting 2023**	**267,000**
Activity 3.1.5: Institute the process of developing a summary of priority skills list needed for Zambia's socio-economic growth	priority skills list needed for Zambia's socio-economic growth developed and summarised	MLSS, MoTS	ZamStats, Workers organisations, Employers, Professional bodies, CSOs and cooperating partners	**Third quarter 2022/quarterly**	**499,000**
Activity 3.1.6: Put in place a Vacancy barometers system to balance skills demand & supply based on information from vacancy announcements developed	Vacancy barometers system online portal operationalised (Vacancy Barometer System)[1]	MLSS, MoTS	ZamStats, Workers organisations, Employers, Professional bodies, CSOs and cooperating partners	**Third quarter 2022**	**455,000**
OUTPUT 3.1 SUB-TOTAL					**6,301,000**

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[1] Vacancy Barometer System: This is an instrument that mainly aims to identify short-term (up to 1 year) shortages of qualifications by indicating qualifications in high, medium and low demand.

Output 3.2: Labour market supply and demand side stakeholders trained on generation of skills anticipation and skills mismatch data
Output Indicator(s):
- **Number of trainings on skills anticipation and skills mismatch**
- **Number of stakeholders trained on generation of skills anticipation and mismatch data**

ACTIVITY	MILESTONES	LEAD DEPARTMENT/OFFICE RESPONSIBLE	PARTNER INSTITUITIONS	TIMELINES	BUDGET
Activity 3.2.1: Train supply and demand side labour market stakeholders including academia, policy research institutes and private sector actors to conduct employment projections by sector and occupation based on macroeconomic modelling	Employment projection model developed	MLSS, MoTS	MoFNP, ZamStats, Workers, Employers, MoE, Universities and Research Institutes, Private employment agencies, CSOs and cooperating partners	**Fourth quarter 2022/2024**	455,000
Activity 3.2.2: Train supply and demand side labour market stakeholders including academia, policy research institutes and private sector actors on forecasting and fore-sighting methods	Skills anticipation reports produced	MLSS, MoTS	MoFNP, ZamStats, Workers, Employers, MoE, Universities and Research Institutes, Private employment agencies, CSOs and cooperating partners	**Second quarter 2022/2023**	455,000
OUTPUT 3.2 SUB-TOTAL					**910,000**
OUTCOME 3 TOTAL					**7,221,00**

Outcome 4: Capacity for effective storage, curation and dissemination of labour market and skills anticipation data enhanced
Outcome Indicator(s):
- **Percentage increase in stakeholders accessing information on labour market and skills anticipation from the new labour market information system by December 2025**

Output 4.1: Existing LMIS database application upgraded into an internationally compliant LMI system
Output Indicator(s):
- **LMIS database application upgraded to a fully functional internationally compliant LMI System which is easily accessible by stakeholders by December, 2025**

ACTIVITY	MILESTONES	LEAD DEPARTMENT/OFFICE RESPONSIBLE	PARTNER INSTITUITIONS	TIMELINES	BUDGET
Activity 4.1.1: Engage ILO to secure. STAT LMI technology system	ILO engaged and. STAT LMI technology system secured	MLSS (Department of Planning and Research)	Cooperating Partners, Line Ministries, ZAM, Zambia National Farmers' Union (ZNFU), ZFE, Engineering Institute of Zambia (EIZ), TEVETA, University of Zambia (UNZA), ZCTU, ZamStats and other stakeholders	**First quarter 2023**	256,000
Activity 4.1.2: Upgrade the LMIS database application with appropriate hardware and software	LMIS upgraded with appropriate hardware and software	MLSS (Department of Planning and Research)	Cooperating Partners, Line Ministries, ZAM, ZNFU, ZFE, EIZ, TEVETA, UNZA, ZCTU, ZamStats and other stakeholders	**Third quarter 2023**	3,750,000
Activity 4.1.3: Implement and upload content of. STAT onto the LMIS database application in line with. STAT international Labour market information standards	content of. STAT in line with. STAT international Labour Market information standards uploaded onto the LMIS database application	MLSS (Department of Planning and Research)	Cooperating partners	**Fourth quarter 2023**	195,000
Activity 4.1.4: Create user profiles and access roles on the LMIS database application	User profiles and access roles created on the upgraded LMIS database application	MLSS (Department of Planning and Research)	Cooperating Partners, Line Ministries, ZAM, ZNFU, ZFE, EIZ, TEVETA, UNZA, ZCTU, ZamStats and other stakeholders	**Fourth quarter 2023**	0.00
Activity 4.1.5: Conduct training for effective management of new LMI system	Training for effective management of new LMI system conducted	MLSS (Department of Planning and Research)	Cooperating Partners, Line Ministries, ZAM, ZNFU, ZFE, EIZ, TEVETA, UNZA, ZCTU, ZamStats and other stakeholders	**Fourth quarter 2023**	1,068,000
OUTPUT 4.1 SUB-TOTAL					**5,269,000**

Output 4.2: Labour Market Information on current and future skills needs readily accessible and disseminated
Output Indicator(s):
- **Number of future skill areas identified through analysis of data on labour market information**
- **Percentage increase in stakeholders accessing information on current and future skills needs from the new LMI database application by December, 2025**

ACTIVITY	MILESTONES	LEAD DEPARTMENT/OFFICE RESPONSIBLE	PARTNER INSTITUITIONS	TIMELINES	BUDGET
Activity 4.2.1: Curate skills anticipation data into quarterly bulletins for end users (employers, students and other end users)	Skills anticipation data curated into quarterly bulletins	MLSS (Department of Planning and Research)	Cooperating Partners, Line Ministries, ZAM, ZNFU, ZFE, EIZ, TEVETA, UNZA, ZCTU, ZamStats and other stakeholders.	**First quarter 2024**	640,000
Activity 4.2.2: Hold a skills anticipation market day on jobs for the future for Zambia	Skills anticipation market day held	MLSS (Department of Planning and Research)	Cooperating Partners, Line Ministries, ZAM, ZNFU, ZFE, EIZ, TEVETA, UNZA, ZCTU, ZamStats and other stakeholders.	**Second quarter 2024**	250,000
Activity 4.2.3: Hold an annual skills anticipation information fair/ symposium	Annual skills anticipation information fair/ symposium held	MLSS (Department of Planning and Research)	Cooperating Partners, Line Ministries, ZAM, ZNFU, ZFE, EIZ, TEVETA, UNZA, ZCTU, ZamStats and other stakeholders.	**Third quarter 2024**	850,000
OUTPUT 4.2 SUB-TOTAL					**1,740,000**
OUTCOME 4 TOTAL					**7,009,000**
GRAND TOTAL					**36,170,000**

Annex 2: Key Institutions' Roles in the Implementation of the National Action Plan

Institution	Role
MLSS	• Employment and labour governance • Formulates and coordinates reviews and implementation of employment and labour policies to address labour market needs • To run the LMIS governance system and host the LMIS • Coordinate inclusion of skills anticipation modules into LFS and Skills surveys • Chair and convene the SAC
MoE	• Education and skills governance • Formulates and coordinates reviews and implementation of education policies to address labour market needs • Supports curriculum review for demand responsive skills training efforts
ZamStats	• Provisions of ZamStats Act No. 13 of 2018 has potential to trigger sustained coordination and synergies among LMI and skills anticipation actors (public and private)Mandated as custodian of all national statistical information • Provides timely and credible national statistical information on employment trends and skill needs which can be used for further analysis by other stakeholders • Conducts LFS and Skills Survey • Ensuring data collection methods meet international standards
TEVETA	• Governance of skills development • Regulates, monitors and coordinates technical education, vocational and entrepreneurship training in consultation with 'industry, employers, employees and other labour market stakeholders' • Collects skill supply data through tracer studies for graduates • SDF "Employer Based Training Window" promotes and provides a deliberate and affirmative policy for PPP between TEVETA, Training Institutions and business, which can be used as an opportunity to address skills anticipation gaps

SAC	• Governance and operations of a LMI and skills anticipation system whose role includes:
	   - Carrying out surveys and research for skills required in Zambia;
	   - Preparing periodic lists of critical skills i.e. special or scarce academic or professional qualification, standards of education or skills required in Zambia
	• Provides an opportunity for addressing LMI and skills anticipation in the country.

System Demonstration Board

Clutch

Fork
Fork drive pinion engagement and disengagement

Electromagnetic switch assembly
Engagement and disengagement switch component to control the force and the pinion

Brush string process, for armature rectifier power series. The current is closed direction from the current in the armature coil.

One-way clutch can the rotation of the through drive pinion transmission to the engine, reverse slip.

30

15

X

31

Long bolt

Bolt

Start sy

A
Ammeter

AB 1 INT SY

The ignition switch

Combination instrument

20A

20A

L B

P
N

Engine Star
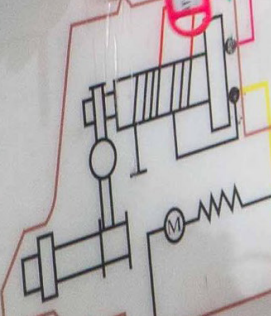
Starter

GOVERNMENT OF THE
REPUBLIC OF ZAMBIA