



NAMIBIA TRAINING AUTHORITY

STRATEGIC PLAN

2016/17 – 2020/21

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i. FOREWORD BY THE CHAIRPERSON OF THE BOARD OF DIRECTORS

The Namibia Training Authority (NTA) is well on its path towards establishing itself as the national port of call for vocational skills. This is evident from the meaningful progress our organisation has made over the past four years of implementing its rolling five-year Strategic Plan.

Rolling plans allow for revisions and adjustments as a continuous exercise under which the effect of changed circumstances and conditions can be incorporated. As such, this plan continues to define those key activities that are fundamental in responding to the changing needs of our stakeholders. The initiatives and action plans that support them draw upon every area of our work and have been developed in collaboration with employees and stakeholders alike.

Therefore, as a living document, this organisation-wide blueprint for the development of the Vocational Education and Training sector continues to remain a comprehensive enterprise, aimed at securing fundamental change in our current training and service delivery arrangements.

On behalf of the Board, I now introduce the revised version of the Strategic Plan covering the period 2016/17 – 2020/21.

The Board of Directors has confidence in its relevance and applicability, and that it will continue to guide the NTA in transforming into an efficient and well-governed organisation and in the development of a capable and skilled national workforce.

We trust that the sense of purpose this rolling plan has instilled in employees and stakeholders alike will continue to raise the bar and realise the hope of a society empowered by skills.

Working together we can do more and make Namibia a better country, especially for our many unskilled and unemployed countrywomen and men.

Yours in Vocational Education and Training,

Otto Nakasole Shikongo
Chairperson

ii. ACKNOWLEDGEMENT

The NTA Strategic Plan for the period 2016/17 – 2020/21 remains a product of collective input and cooperation from our wide array of stakeholders.

Its development and revision required commitment and support of dedicated people. The NTA would not have been able to develop this document without the personal and professional commitment and support of many individuals, partners and network colleagues. We express our sincere appreciation to all.

Our Board of Directors, under the able leadership of Chairperson, Otto Nakasole Shikongo, made an invaluable contribution during the developmental stages by chartering a strategic path for our organisation for the next five years. We thank you and acknowledge your leadership, support and commitment.

The NTA also acknowledges the leading role the consultancy firm PriceWaterhouseCoopers played in the initial development of this five-year rolling Strategic Plan in 2012, and the excellent work by Maccauvlei Learning Academy, who facilitated its review in March 2014. Their invaluable contributions and our own implementation successes to date have indeed instilled a strong sense of ownership over the Strategic Plan, and all its facets. We are now well prepared to review this rolling plan on an annual basis and ensure its relevance and currency.

Rest assured of our unwavering commitment in establishing a Vocational Education and Training system that provides for the needs of both individuals and communities into the future.

Jerry Raymond Beukes
Acting Chief Executive Officer

iii. ABBREVIATIONS AND ACRONYMS

CBET	Competency-Based Education and Training
GRN	Government of the Republic of Namibia
HPP	Harambee Prosperity Plan
IT	Information Technology
ISC	Industry Skills Committee
KPA	Key Performance Area
M&E	Monitoring and Evaluation
MHETI	Ministry of Higher Education, Training and Innovation
NDP 4	Namibia's Fourth National Development Plan
NPC	National Planning Commission
NTA	Namibia Training Authority
NTF	National Training Fund
NTFC	National Training Fund Council
NTTC	National Trade Testing Centre
NQA	Namibia Qualifications Authority
QIP	Quality Improvement Programme
RPL	Recognition of Prior Learning
SACC	Standards, Assessment and Certification Council
SDP 1	Skills Development Plan 1
SOP	Standard Operating Procedures
SSP	Sector Skills Plan
TA	Technical Author
TWG	Technical Working Group
VET	Vocational Education and Training
VETMIS	Vocational Education and Training Management Information System
VTC	Vocational Training Centre

1. HIGH LEVEL STATEMENTS

1.1 MANDATE

The Vocational Education and Training (VET) Act, Act 1 of 2008, mandates the NTA to achieve an effective and sustainable system of skills formation and establish a stable organisation and management system for Vocational Education and Training.

Another key objective of the VET Act, is the establishment and maintenance of a sustainable partnership between Government, private sector and civil society. As such, the VET Act sets out to:

- Establish the Namibia Training Authority;
- Establish the Board of the Namibia Training Authority and the National Training Fund (NTF);
- Regulate the provision of Vocational Education and Training;
- Provide for the funding of Vocational Education and Training;
- Provide for the appointment of inspectors and designation of quality system auditors;
- Provide for the imposition of the Vocational Education and Training Levy; and
- Provide for incidental matters.

1.2 MISSION

To regulate and facilitate the sustainable delivery of quality Vocational Education and Training to the benefit of stakeholders.

1.3 VISION

To be the national port of call for Vocational Education and Training skills.

1.4 CORE VALUES

To guide organisational behaviour in the execution of the Strategic and Business Plans, we will strive to uphold the following core values to direct the work of the organisation:

Values	Rationale
R esponsiveness	We will provide frank, impartial and timely feedback to the Government, stakeholders and partners.
A ccountability	We will work towards clear objectives in a transparent manner and accept responsibility for decisions and actions.
I ntegrity	We will be honest, open and transparent in our dealings, using power responsibly while striving to earn and sustain a high level of public trust.
S ervice Delivery	We will be focused and geared towards high levels of service delivery.
E xcellence	We will meet our mandate and deliver services in a manner that reflects a high level of excellence.
In the above sequence, the first letter in each of these core values spell the acronym RAISE , which in turn translates into an organisationwide objective to RAISE the bar as far as the delivery of Vocational Education and Training is concerned.	

2. STRATEGIC CONTEXT

Namibia's Vision 2030 anticipates the transformation of the Namibian economy into an industrialised and knowledge-based economy. Moreover, it challenges the country to implement an efficient and effective Vocational Education and Training (VET) system that is able to equip the youth with the necessary skills required by the labour market.

The NTA is tasked with the responsibility of establishing an efficient, effective and sustainable VET system aligned with the current and future skills needs of the labour market. The lack of adequate skills has been identified as a major obstacle to business development and growth for small, medium and large firms in Namibia. Therefore, the NTA seeks to ensure access, equity and quality in VET within the country and facilitate mobility of VET graduates in the SADC region and beyond.

Namibia risks being dominated in the global and regional economic environment due to persisting high unemployment rates. Observations can be made into the structure and performance of the Namibian economy, pointing towards the importance of the development and maintenance of an efficient VET system to unlock a trained, skilled, efficient, and qualified workforce that lies therein, hence employment creation and economic growth.

The Fourth National Development Plan (NDP4) is the Namibian Government's fourth five-year plan (2012/13 - 2016/17) to achieve its development objectives set forth in Vision 2030. NDP4 highlights that "Vocational Education and Training needs strengthening and expansion to better serve the current and emerging needs of skilled human resources in the country".

Accordingly, NDP4 requires increasing the immediate and long-term supply of skilled labour to alleviate the country's skills needs. This will be realised, *inter alia* by:

- Increasing the provision of opportunities in VET;
- Linking VET to priority areas of agriculture, tourism, logistics and manufacturing;
- Increasing the provision of VET;
- Providing adequate equipment and infrastructure;
- Upgrading educators' qualifications;

- Introducing competency-based education and training; and
- Certifying acquired skills in the informal sector.

Complementary to NDP4, Dr. Hage Geingob, President of the Republic of Namibia, launched the Harambee Prosperity Plan (HPP), a four year (2016/17-2019/20) targeted Action Plan in April 2016. HPP seeks to accelerate development in clearly defined priority areas, which lay the basis for attaining prosperity in Namibia. Under the Social Progression pillar of HPP, VET is identified and promoted as the backbone for economic development. The goals and desired outcomes are to be achieved, *inter alia*, by:

- Vocational Education Training Expansion;
- Recognition of Prior Learning;
- Improving quality of VET provision;
- Improving the image of VET;
- Apprenticeship and funding;
- Training of Trainers; and
- Implementing mechanisms to speed up the re-imbursment of levy-paying employers who train their employees.

3. STAKEHOLDERS

The NTA conducts its core business in collaboration with a number of key stakeholders as follows:



4. A VOCATIONAL EDUCATION AND TRAINING STRATEGY FOR THE FUTURE

This Strategic Plan includes the following six strategic initiatives aimed at continuing the path of progress towards realising the objectives of Vision 2030, particularly the specific objectives related to VET:

1. Alignment of the NTA's organisational structure to its strategic objectives;
2. Development of systems to ensure sufficient and sustainable funding and disbursement to ensure quality Vocational Education and Training;
3. Effective regulatory framework in line with the VET Act;
4. Quality training and services in line with all identified needs of industry;
5. Continued development of infrastructure to support the administration of the VET Levy; and
6. Effective stakeholder identification and engagement on identified needs.

Included in these initiatives are, inter alia:

- Increasing enrolment and completion rates in VET;
- Decreasing the number of drop-outs in VET;
- Upgrading the qualifications and competencies of VET Trainers;
- Developing an expansion plan for VET;
- Expanding the provision of VET in Namibia to be responsive to economic needs;
- Providing adequate human resources, equipment and infrastructure for VET centres; and
- Ongoing support to the Vocational Training Centres (VTCs) to function on their own under the NTA's supervision.

5. STRATEGY MAP

VISION

To be the national port of call for Vocational Education and Training skills.

MISSION

To regulate and facilitate the sustainable delivery of quality Vocational Education and Training to the benefit of our stakeholders.

ORGANISATIONAL EFFECTIVENESS

- Ensure alignment of organisational structure with strategy
- Improve competence level of and attract additional VTC trainers
- Ensure improved productivity of employees
- Attract and retain competent talent
- Ensure effective corporate governance within the NTA
- Provide appropriate and sufficient infrastructure, facilities and services including rehabilitation and maintenance
- Ensure IT systems support business objectives

FUNDING

- Obtain the required level of funding to meet strategic objectives
- Build and grow strategic partnerships with donors
- Diversify NTA's income

REGULATION

- Ensure effective regulation of VET
- Ensure uniform approach to VET
- Establish and sustain partnerships with local, regional and international statutory agencies or institutions

TRAINING & RELATED SERVICES PROVISION

- Expand the provision of Vocational Education and Training in Namibia
- Legislate and regulate apprenticeship and traineeship schemes
- Transform VTCs into self-reliant entities
- Facilitate entrepreneurship development among VET trainees to ensure self-employment
- Inform decision-making and practices in the VET sector
- Ensure qualification relevance
- Improve the quality of VET provision

ADMINISTRATION OF THE VET LEVY

- Ensure compliance by all levy paying employers
- Ensure NTF is well governed and fully operational
- Disburse funds according to regulations

STAKEHOLDER ENGAGEMENT & COMMUNICATION

- Have informed and supportive stakeholders
- Promote a positive image and brand of the NTA products and services
- Promote VET as a viable career path

VALUES:

Responsiveness, Accountability, Integrity, Service Delivery, Excellence - RAISE

6. KEY FOCUS AREAS

As depicted in the Strategy Map, the following six key focus areas will drive this Strategic Plan over the next five years:

Key Focus Area	Strategic Initiative	Rationale
1. Organisational Effectiveness	An organisational structure aligned with the strategy and populated with competent staff and systems.	<ul style="list-style-type: none"> The NTA is leveraging an opportunity to improve on an existing weakness. The NTA will apply continuous performance management to ensure that staff members perform in accordance with the strategic imperative.
2. Funding	Sufficient and sustainable funding to ensure quality Vocational Education and Training.	<ul style="list-style-type: none"> The NTA is leveraging an existing strength to make the most of an existing opportunity. High-level ministerial support for NTA can be leveraged to optimise opportunities the VET Levy presents as a funding source.
3. Regulation	An effective regulatory framework in line with the VET Act and a continuously improved regulatory framework.	<ul style="list-style-type: none"> Significant resources should be directed towards establishing the regulatory framework, policies, standards, directives and guidelines to ensure VET is well administered and regulated.
4. Training and Related Services Provision	Quality training and services in line with all identified needs of stakeholders and the industry at large through VET providers.	<ul style="list-style-type: none"> The limited resources (infrastructure/equipment/qualified trainers), due to exponential growth, do not put the VET provision network in a strong position to meet this objective. Significant energy and resources will be directed towards developing and expanding the provision of VET in Namibia. This is to be achieved, amongst others, through infrastructure development, programme diversification and up-skilling VET professionals. The NTA also aims to develop an entrepreneurial culture among VET

Key Focus Area	Strategic Initiative	Rationale
		trainees.
5. Administration of the VET Levy	Effective collection and disbursement of VET Levy in accordance with the VET Act.	<ul style="list-style-type: none"> Establish and maintain a sustainable partnership with the Government, private sector and civil society to resource and support the provision of Vocational Education and Training through a VET Levy.
6. Stakeholder Engagement and Communication	Effective stakeholder identification and engagement based on identified needs.	<ul style="list-style-type: none"> The NTA continuously endeavours to be a responsive organisation through effective engagement and communication with key stakeholders.

7. KEY STRATEGIC PERFORMANCE AREAS, STRATEGIC OBJECTIVES AND RELATED ACTIONS

7.1 KEY FOCUS AREA 1: ORGANISATIONAL EFFECTIVENESS

Key Performance Areas	Strategic Objective	Related Action
1.1 Skilled and Productive Staff	1.1.1 Ensure alignment of organisational structure with strategy	1.1.1.1 Review organisational structure
		1.1.1.2 Populate organisational structure with the right skills
	1.1.2 Improve competence level of and attract additional VTC trainers	1.1.2.1 Conduct competence assessments for VTC trainers
		1.1.2.2 Up-skill VTC trainers
		1.1.2.3 Attract competent artisans from industry into training
	1.1.3 Ensure improved productivity of employees	1.1.3.1 Implement Performance Management System
		1.1.3.2 Develop and implement annual corporate training plan
		1.1.3.3 Develop and implement annual staff wellness programme
	1.1.4 Attract and retain competent talent	1.1.4.1 Develop Attraction and Retention Policy
		1.1.4.2 Implement the Attraction and Retention Policy
1.2 Governance	1.2.1 Ensure effective corporate governance within the NTA	1.2.1.1 Close out findings on corporate governance proposed by Auditors and Risk Assessments
		1.2.1.2 Ensure organisational compliance to all relevant statutory governance requirements

Key Performance Areas	Strategic Objective	Related Action
		1.2.1.3 Close out audit findings at VTCs that led to qualified audit report
		1.2.1.4 Establish internal audit function
		1.2.1.5 Establish and implement risk management system
1.3 Fit-for-purpose infrastructure and facilities	1.3.1 Provide appropriate and sufficient infrastructure, facilities and services including rehabilitation and maintenance	1.3.1.1 Establish asset management system
		1.3.1.2 Transfer all former state-owned VTC properties and equipment to the NTA
		1.3.1.3 Optimise utilisation of office space at the NTA Head Office
		1.3.1.4 Implement the extension of Head Office building
		1.3.1.5 Implement the expansion of VTC infrastructure as per expansion plan
		1.3.1.6 Re-establish the National Trade Testing Centre (NTTC)
		1.3.1.7 Procure new, replace and standardise VTC training equipment
1.4 Fit-for-purpose IT systems	1.4.1 Ensure IT systems support business objectives	1.4.1.1 Develop and implement an ICT Strategy
		1.4.1.2 Procure a fit-for-purpose IT system

7.1.1 ORGANISATIONAL EFFECTIVENESS – ACTION PLAN

KPA	SO#	Related Actions	Success Indicators	Baseline	Target				
				15/16	16/17	17/18	18/19	19/20	20/21
1.1 Skilled and Pro-ductive staff	1.1.1	Review organisational structure	Organisational structure reviewed	1	1	1	1	1	1
		Populate organizational struc-ture with right skills	# of positions on organisational structure populated	487	514	530	556	584	614
			% of positions on the structure populated	91	96	97	98	98	99
			# of mission critical positions filled	262 (89%)	272 (92%)	297 (92%)	312 (96%)	327 (96%)	343 (97%)
	1.1.2	Conduct competence assess-ments for VTC trainers	# of VTC trainers assessed	141	-	170	-	200	-
		Up-skill VTC trainers	# of VTC trainers up-skilled	73	120	140	160	180	200
		Attract competent artisans from industry into training	Concept for attracting artisans de-veloped	-	1	-	-	-	-
			# of industry artisans attracted into training	-	-	20	40	60	80
	1.1.3	Implement Performance Man-agement System	# of performance agreements signed	416	496	514	556	584	614
		Develop and implement annual corporate training plan	Annual Corporate training plan de-veloped	1	1	1	1	1	1
			% of corporate training plan imple-	50	100	100	100	100	100

KPA	SO#	Related Actions	Success Indicators	Baseline	Target					
				15/16	16/17	17/18	18/19	19/20	20/21	
			mented							
		Develop and implement annual staff wellness programme	Annual Wellness programme developed	1	1	1	1	1	1	
			# of employees who participated in wellness programme	428	436	450	470	496	521	
	1.1.4	Develop Attraction & Retention Policy	Attraction & Retention Policy developed	0	1	-	-	-	-	
		Implement Attraction and Retention Policy	% of total staff turnover	4.8	3	2	2	2	2	
			% of staff turnover for mission critical positions	3.7	3	2	2	1	1	
			# of staff on development programmes	19	30	40	50	60	70	
			# of EXCO staff members on leadership development programmes	3	4	6	6	-	-	
			# of staff on succession planning programme	0	5	10	15	20	25	
1.2 Governance	1.2.1	Close out findings on corporate governance proposed by Auditors and Risk Assessments	% of compliance achieved	72	90	100	100	100	100	
		Ensure organisational compliance to all relevant statutory governance requirements	% of statutory requirements adhered to timeously	90	100	100	100	100	100	

KPA	SO#	Related Actions	Success Indicators	Baseline	Target				
				15/16	16/17	17/18	18/19	19/20	20/21
		Close out audit findings at VTCs that led to qualified audit report	% of audit recommendations implemented	65	100	100	100	100	100
		Establish Internal Audit function	% of internal audit report recommendations implemented	70	100	100	100	100	100
		Establish and implement risk management function	% of risk management function implemented	70	100	100	100	100	100
1.3 Fit-for- purpose infrastructure and facilities	1.3.1	Establish asset management system	# of stock taking exercises undertaken ¹	15	16	17	18	18	18
		Transfer all former state-owned VTC properties and equipment to the NTA	# of properties and equipment transferred	0	0	2	3	5	7
		Optimise office space at NTA Head Office	# of workstations availed	165	190	215	-	-	-
		Implement the extension of Head Office building	Concept for the expansion of Head Office developed and approved	0	0	1	-	-	-
			% of expansion of Head Office project executed	0	0	0	20	80	100
		Implement expansion of VTC infrastructure as per expansion plan	# of existing VTCs upgraded	2	3	7	7	7	7
			# of new VTCs built	1	1	3	3	3	3

¹ Two stock taking exercises per VTC

KPA	SO#	Related Actions	Success Indicators	Baseline	Target					
				15/16	16/17	17/18	18/19	19/20	20/21	
		Re-establish the NTTC	% of infrastructure upgraded	0	0	50	70	90	100	
		Procure new, replace and standardise VTC training equipment	# of VTCs with training equipment standardised and procured	9	-	10	-	11	-	
			% of obsolete equipment replaced and new standardised training equipment procured as per equipment audit plan	55	65	75	85	90	95	
1.4 Fit-for-purpose IT systems	1.4.1	Develop & implement ICT strategy	ICT strategy developed	0	1	-	-	-	-	
			% of ICT strategy implemented	0	50	100	100	100	100	
		Procure a fit-for-purpose ICT system	Fit-for-purpose ICT system procured	-	1	-	-	-	-	

7.2 KEY FOCUS AREA 2: FUNDING

Key Performance Areas	Strategic Objective	Related Action
2.1 Government funding optimisation	2.1.1 Obtain the required level of funding to meet strategic objectives	2.1.1.1 Ensure adherence to all requirements
		2.1.1.2 State compelling case for each cost driver
		2.1.1.3 Secure state funds to support VET expansion
2.2 Donor funding optimisation	2.2.1 Build and grow strategic partnerships with donors	2.2.1.1 Secure and implement donor funding through NPC and other agencies to support VET expansion
2.3 Other sources of funding	2.3.1 Diversify NTA's income streams	2.3.1.1 Optimise funding from other revenue streams, apart from Government and current donors

7.2.1 FUNDING – STRATEGIC ACTION PLAN

KPA	SO#	Related Actions	Success Indicators	Baseline	Target					
				15/16	16/17	17/18	18/19	19/20	20/21	
2.1 Government funding optimisation	2.1.1	Ensure adherence to all requirements	% of board budget cycle deadlines met	100	100	100	100	100	100	
			% of GRN budget cycle deadlines met	100	100	100	100	100	100	
			% of budget requirements met	100	100	100	100	100	100	
			% of budget execution rate	91	95	95	95	95	95	
			Framework for allocation of GRN funds to Training Providers developed	0	1	-	-	-	-	
		State compelling case for each cost driver	% of compelling cases accepted by GRN/MHETI	80	90	90	90	95	95	
		Secure state funds to support VET expansion	% of funding to support VET expansion secured	-	-	50	60	80	95	
2.2 Donor funding optimisation	2.2.1	Secure and implement donor funding through NPC and other agencies to support VET expansion	# of donor-funded projects secured and implemented with direct alignment to VET expansion plan	2	3	4	5	5	5	

KPA	SO#	Related Actions	Success Indicators	Baseline	Target					
				15/16	16/17	17/18	18/19	19/20	20/21	
2.3 Other sources of funding	2.3.1	Optimise funding from other revenue streams	% of total operating budget secured through other revenue streams	3.5	4	4.5	4.5	4.5	5	

7.3 KEY FOCUS AREA 3: REGULATION

Key Performance Areas	Strategic Objective	Related Action
3.1 Regulatory Framework	3.1.1 Ensure effective regulation of VET	3.1.1.1 Develop/review and implement VET regulatory frameworks and systems
		3.1.1.2 Develop and review VET policies
		3.1.1.3 Ensure compliance to all regulatory frameworks and systems
		3.1.1.4 Develop and implement a scheme to incentivise accredited and registered public, private and non-profit training institutions to offer quality courses in scarce skill occupations and for high performance
	3.1.2 Ensure uniform approach to VET	3.1.2.1 Implement CBET reform outcomes and recommendations
		3.1.2.2 Negotiate articulation between vocational education and training programmes and other training programmes
3.2 Regulatory Relationships	3.2.1 Establish and sustain partnerships with local, regional and international statutory agencies or institutions	3.2.1.1 Establish partnerships with relevant regulatory partners, agencies or institutions

7.3.1 REGULATION – STRATEGIC ACTION PLAN

KPA	SO#	Related Actions	Success Indicators	Baseline	Target				
				15/16	16/17	17/18	18/19	19/20	20/21
3.1 Regulatory Frameworks	3.1.1	Develop/review and implement VET regulatory frameworks and systems	# of regulatory frameworks and systems developed	2	4	5	5	5	5
			# of regulatory frameworks and systems reviewed	0	2	0	-	-	-
			# of VET regulatory frameworks & systems implemented	2	4	5	5	5	5
		Develop & review VET policies	# of VET policies reviewed	3	5	7	7	7	8
			# of VET policies developed	0	3	3	3	3	3
		Ensure compliance to all regulatory frameworks and systems	% of registered training providers complying to all regulatory frameworks	90	90	90	90	90	90
			# of training providers registered	48	60	70	80	90	100
		Develop and implement scheme to incentivise accredited and registered public, private and non-profit training institutions to offer quality courses in scarce skill occupations and for high performance	Incentive scheme developed and adopted	0	1	-	-	-	-
			# of training providers benefitting from incentive scheme	0	10	20	30	40	50
		Implement the CBET reform outcomes and recommendations	% of CBET reform recommendations implemented	5	40	60	80	90	100
			# of training providers training on CBET qualifications	28	30	35	40	45	50
		Negotiate articulation between vocational education and training programmes and other training programmes	# of articulation agreements concluded and being implemented	0	2	3	-	-	-

KPA	SO#	Related Actions	Success Indicators	Baseline	Target				
				15/16	16/17	17/18	18/19	19/20	20/21
3.2 Regulatory Relationships	3.2.1	Establish partnerships with relevant regulatory partners, agencies or institutions	# of partnership agreements concluded and being implemented	2	3	4	-	-	5

7.4 KEY FOCUS AREA 4: TRAINING AND RELATED SERVICES PROVISION

Key Performance Areas	Strategic Objective	Related Action
4.1 Develop a VET Training Market	4.1.1 Expand the provision of Vocational Education and Training in Namibia	4.1.1.1 Support SoE providers as recommended in VET expansion pre-feasibility study
		4.1.1.2 Finalise and implement the VET Expansion Plan aligned to the HPP
	4.1.2 Legislate and regulate apprenticeship and traineeship schemes	4.1.2.1 Develop a Policy Framework for Apprenticeship and Traineeship Schemes
		4.1.2.2 Implement Apprenticeship and Traineeship schemes
	4.1.3 Transform VTC into self-reliant entities	4.1.3.1 Develop and implement VTC governance structures
		4.1.3.2 Develop and implement Quality Improvement Programme (QIP) to support VTCs towards higher and industry-acceptable levels of training quality (as per VTC Business/ Strategic Plan)
		4.1.3.3 Establish VTC Performance Management and Evaluation System to support QIP as part of VTC expansion plan
4.2 VET Entrepreneurship Development	4.2.1 Facilitate entrepreneurship development among VET trainees to ensure self-employment	4.2.1.1 Implement entrepreneurship initiatives
		4.2.1.2 Fund, mentor and provide tools and equipment to VET entrepreneurial graduates
4.3 Research in VET	4.3.1 Inform decision-making and practices in the VET sector	4.3.1.1 Build research capacity in the VET sector
		4.3.1.2 Develop & implement a VET Research Strategy
4.4 Training and Skills Development	4.4.1 Ensure qualification relevance	4.4.1.1 Develop/review Sector Skills Plans (SSPs)
		4.4.1.2 Implement priority occupations in high demand aligned to the SSPs and the SDP 1
		4.4.1.3 Develop unit standards and qualifications in accordance with prioritised

Key Performance Areas	Strategic Objective	Related Action
		industry needs
		4.4.1.4 Implement Recognition of Prior Learning (RPL)
		4.4.1.5 Improve assessment practices
		4.4.1.6 Roll out assessment practices to accredited centres
		4.4.1.7 Conduct tracer studies
4.5 Quality of Training	4.5.1 Improve the quality of VET provision	4.5.1.1 Develop plan for effective curriculum delivery
		4.5.1.2 Implement curriculum delivery plan(improve completion rate)
		4.5.1.3 Support capacity building for VET practitioners

7.4.1 TRAINING AND RELATED SERVICES PROVISION – STRATEGIC ACTION PLAN

KPA	SO#	Related Actions	Success Indicators	Baseline	Target					
				15/16	16/17	17/18	18/19	19/20	20/21	
4.1 Develop a VET Training Market	4.1.1	Support SoE providers as recommended in VET expansion pre-feasibility study	# of SOE providers supported as part of VET expansion plan	3	5	5	5	5	5	
		Develop a national VET Expansion Plan	VET Expansion Plan developed	0	1	-	-	-	-	
		Finalise and implement the VET Expansion Plan aligned to the HPP	% of VET Expansion Plan implemented	10	30	50	70	80	90	
		Develop a Policy Framework for Apprenticeship and Traineeship Schemes	Apprenticeship and traineeship policy framework developed	0	1	-	-	-	-	
		Implement Apprenticeship and Traineeship schemes	# of trainees trained through apprenticeship and traineeship schemes	0	30	200	500	700	1500	
	4.1.2	Develop and Implement VTC governance structures	# of VTC Advisory Committees operational	0	6	7	7	7	7	
		Develop and implement Quality Improvement Programme (QIP) to support VTCs towards higher and	# of VTC QIP developed as part of strategic/ business plans	0	7	-	-	-	-	

KPA	SO#	Related Actions	Success Indicators	Baseline	Target					
				15/16	16/17	17/18	18/19	19/20	20/21	
		industry-acceptable levels of quality training as per VTCs Business/ Strategic Plan	# of VTC QIP implemented	0	7	7	7	7	7	
		Establish VTC Performance Management and Evaluation System to support QIP as part of VTC expansion plan	Performance Management and Evaluation System implemented	0	1	-	-	-	-	
4.2 VET Entrepreneurship Development -	4.2.1	Implement Entrepreneurship initiatives	# of entrepreneurship initiatives attained	2	5	5	5	5	5	
		Fund, mentor and provide tools and equipment to VET entrepreneurial graduates	# of trainees funded, mentored and supported with equipment	0	35	105	150	200	500	
4.3 Research in VET	4.3.1	Build research capacity in the VET sector	# of capacity building initiatives	3	5	7	7	9	11	
		Develop and implement a Research Strategy for VET	Research strategy developed	0	1	-	-	-	-	
			% of Research strategy implemented	10	30	50	80	100	100	
4.4 Training and Skills Development	4.4.1	Develop/review Sector Skills Plans	# of Sectors Skills Plans developed/reviewed	0	0	12	0	0	12	
		Implement priority occupation in high demand aligned to the SSPs and the SDP 1	% of VET skills priorities implemented	100	100	100	100	100	100	
		Implement priorities in the SSPs	# of interventions in response to the SSPs imple-	0	12	12	12	12	12	

KPA	SO#	Related Actions	Success Indicators	Baseline	Target					
				15/16	16/17	17/18	18/19	19/20	20/21	
			mented							
		Develop unit standards and qualifications in accordance with prioritised industry needs	# of existing occupations with qualifications re-viewed	5	9	11	13	15	20	
		Develop unit standards and qualifications in accordance with prioritised industry needs	# of occupations that received new qualifications	7	12	17	22	27	32	
		Implement Recognition of Prior Learning (RPL)	# of candidates certified through RPL	408	2400	2900	3400	3900	4400	
			# of occupations assessed through RPL	8	11	14	17	20	23	
		Improve assessment practices	Turn-around time (months) for issuing certificates	6	4	3	3	3	3	
		Roll out assessment practices to accredited centres	# of accredited training providers capacitated to conduct summative assessment	0	4	6	8	8	10	
		Conduct VET tracer studies	Tracer study framework developed	0	1	-	-	-	-	
			# of tracer studies commissioned	0	1	-	-	1	-	
4.5 Quality of	4.5.1	Implement the curriculum delivery plan	% competence rate (CBET)	48	60	65	68	70	70	

KPA	SO#	Related Actions	Success Indicators	Baseline	Target					
				15/16	16/17	17/18	18/19	19/20	20/21	
Training			% pass rate for modular courses (NTTC)	49	60	65	65	-	-	
		Support capacity building for VET practitioners	# of VET practitioners supported	330	500	600	800	1000	1200	

7.5 KEY FOCUS AREA 5: ADMINISTRATION OF THE VOCATIONAL EDUCATION AND TRAINING LEVY

Key Performance Areas	Strategic Objective	Related Action
5.1 VET Levy Compliance	5.1.1 Ensure compliance of all levy-paying employers	5.1.1.1 Conduct levy inspection audits
5.2 National Training Fund (NTF)	5.2.1 Ensure NTF is well governed and fully operational	5.2.1.1 Develop and implement Standard Operating Procedures (SOPs)
5.3 Levy Disbursement	5.3.1 Disburse funds according to regulations	5.3.1.1 Invest funds in capacity building focused on key priority areas
		5.3.1.2 Disburse funds to employers in accordance with regulations and SOPs

7.5.1 ADMINISTRATION OF THE VET LEVY – STRATEGIC ACTION PLAN

KPA	SO #	Action	Success Indicator	Baseline	Targets					
				15/16	16/17	17/18	18/19	19/20	20/21	
5.1 VET Levy Compliance	5.1.1	Conduct levy inspection audits	Updated list of registered eligible employers	1	1	1	1	1	1	
			% of compliance framework implemented	25	100	100	100	100	100	
			# of Compliance Inspectors appointed	0	4	4	5	5	6	
5.2 National Training Fund (NTF)	5.2.1	Develop and Implement Standard Operating Procedures (SOPs)	# of SOPs developed	2	3	3	4	4	5	
			# of SOPs implemented	2	3	3	3	3	3	
5.3 Levy Disbursement	5.3.1	Invest funds in capacity building focused on key priority areas	% of funds invested in key priority interventions	31	50	75	80	85	90	
			# of trainees funded under key priority interventions	1 500	4 000	4 500	5 000	5 500	10000	
			# of trainees funded from MHETI budget allocation	13 000	14 000	14 000	15 000	15 000	15000	
		Disburse funds to employers in accordance with regulations and SOPs	% of funds disbursed timely to qualifying employers	15	100	100	100	100	100	

7.6 KEY FOCUS AREA 6: STAKEHOLDER ENGAGEMENT AND COMMUNICATION

Key Performance Areas	Strategic Objective	Related Action
6.1 Stakeholder En-gagement	6.1.1 Have informed and supportive stakeholders	6.1.1.1 Implement VET Stakeholder Engagement Strategy
6.2 Public Relations and Communications	6.2.1 Promote a positive image and brand of the NTA, its products and services	6.2.1.1 Implement strategy to promote the NTA and its services (marketing strategy)
6.3 VET Advocacy	6.3.1 Promote VET as a viable career path	6.3.1 .1 Develop and implement Skills Competition Plan as part of VET Advocacy Strategy

7.6.1 STAKEHOLDER ENGAGEMENT AND COMMUNICATION – STRATEGIC ACTION PLAN

KPA	SO #	Action	Success Indicators	Baseline	Targets					
				15/16	16/17	17/18	18/19	19/20	20/21	
6.1 Stakeholder Engagement	6.1.1	Implement VET Stakeholder Engagement Strategy	% of Stakeholder Engagement Strategy implemented	35	50	70	90	100	100	
			Stakeholder Engagement Strategy reviewed	-	-	1	-	-	1	
6.2 Public Relations and Communications	6.2.1	Implement a strategy to promote NTA and its services (marketing strategy)	% of Strategy implemented	80	100	100	100	100	100	
			Strategy reviewed	-	1	-	-	1	-	
6.3 VET Advocacy	6.3.1	Develop & implement a Skills Competition Plan as part of a VET Advocacy Strategy	VET Advocacy Plan developed	1	-	-	-	-	-	
			% of Skills Competition Plan implemented	25	50	75	100	100	100	
			VET Advocacy Strategy reviewed	-	1	1	1	1	1	