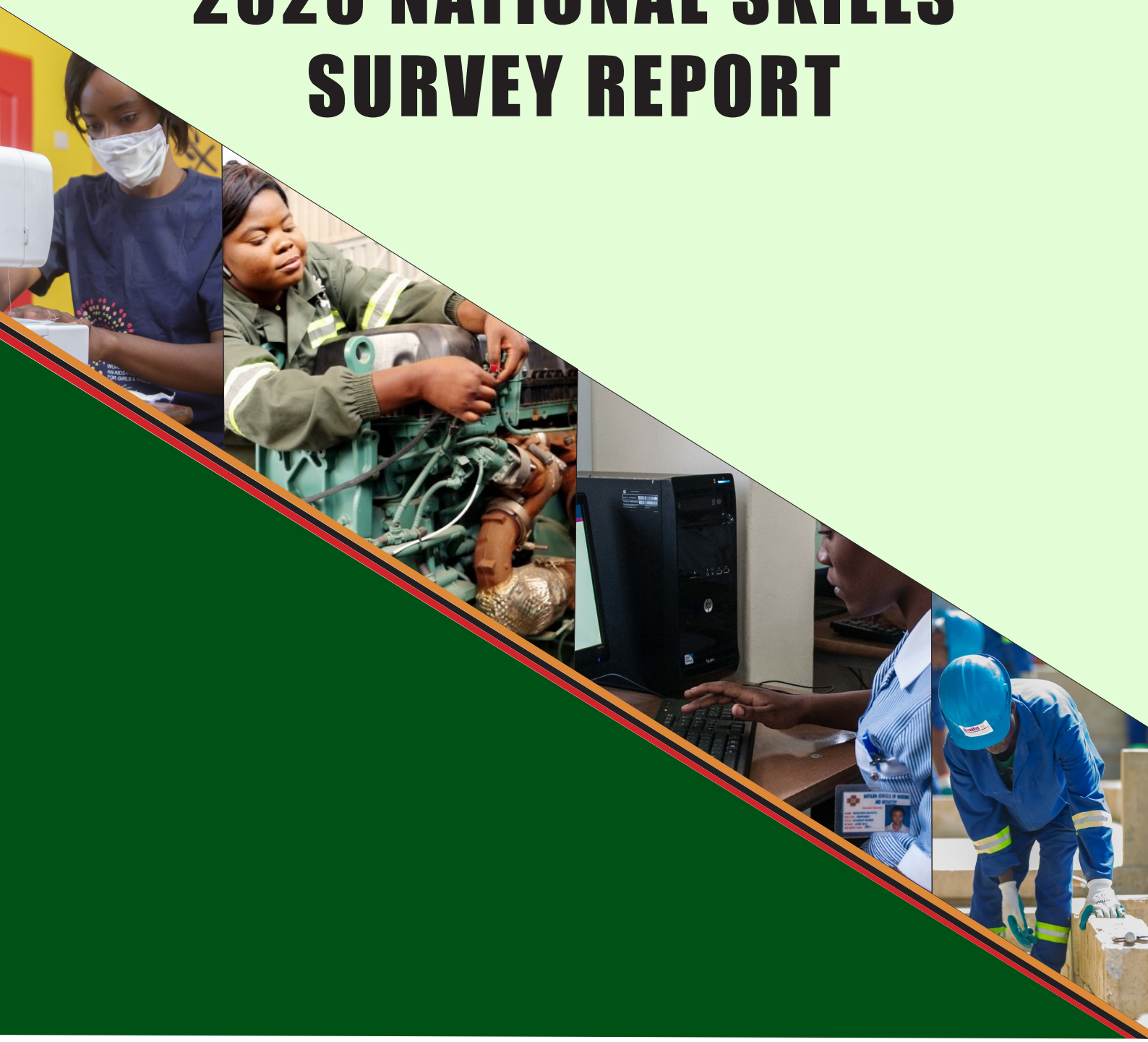
REPUBLIC OF ZAMBIA

2020 NATIONAL SKILLS SURVEY REPORT



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2020
NATIONAL SKILLS SURVEY

April, 2021

Foreword

The Government of Zambia, through support of the Skills Development Fund (SDF) and the International Labour Organisation (ILO), is pleased to release the country's first Skills Survey Report whose findings are based on 2020 National Skills Survey conducted in 2020 by the Zambia Statistics Agency (ZamStats) in collaboration with the Ministry of Higher Education (MHE) and Ministry of Labour and Social Security (MLSS).

The 2020 National Skills Survey is an establishment-based survey whose findings were based on responses of over 29,000 establishments/employers in the country. It was designed to respond, among other things, to the needs of employers who are consistently in dire search for appropriate skills and innovations to enhance their productivity in the fast-changing economy. In addition, it was intended to assess the skills being made available by training institutions in order to determine whether they match with skills being demanded by employers. Furthermore, the survey attempted to provide an insight about the levels and nature of investment in training and development, and the relationship between skills challenges, training activity and business strategy. Over and above, the 2020 National Skills Survey will become the first in a series to be undertaken for planning purposes of subsequent national development plans.

The 2020 National Skills Survey was carried out during the period March to June 2020. Though the data collection exercise was disrupted due to outbreak of COVID-19, it was successfully concluded through adhering to public health measures prescribed by health authorities. All employers in the formal sector with at least one person on the payroll were in scope, and interviews were conducted at an employers' level with the most senior person at the site who had the responsibility for human resource and workplace skills.

Attempts to undertake Skills Audit Survey were made in the past decades whose findings have outlived their usefulness due to changes that have taken place in the labour market. Skills dynamics in Zambia are complex as they are influenced by various factors including diversities in institutions/places of training, duration of training, nationality of workforce and market-driven demands at any given point in time. Therefore, in order to attain optimal desired objectives of skills needs in the country, government has committed itself to carry out skills assessments more regularly for frequency policy reviews at all levels of administration.

FOREWORD AND ACKNOWLEDGEMENT

At present, skills data are not comprehensive either from surveys or administrative records to warrant formulation of appropriate policies. It is in this regard that undertaking the skills survey through a more cost-effective approach that allows national level snapshot indicators to meet the immediate national skills needs was a better option. The report will therefore be integrated into Government policy development processes for effective and well-coordinated policymaking.

We, as Government, would like to express our gratitude to all employers that actively participated in providing information. By making this data available, it is hoped that the results contained in this report and the rich datasets upon which they are based will be useful to policy makers, programme managers, researchers and other data users.

Chanda Kazhiya
Permanent Secretary
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Kayula Siame
Permanent Secretary
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April, 2021

Acknowledgements

Several employers and other single own-account workers contributed to this report by providing the required data for the 2020 National Skills Survey. Provincial staff from Zambia Statistics Agency (ZamStats) and other Government officials assisted in the facilitation of data collection and verification. Other gratitude goes to National Pension Scheme Authority (NAPSA), Zambia Revenue Authority (ZRA) and Zambia Federation of Employers (ZFE) for availing the necessary information for updating the Statistical Business Register (SBR). The Skills Advisory Committee contributed in providing guidance and support in accessing funds from the Skills Development Fund (SDF).

The International Labour Organisation (ILO) provided technical and material support. On behalf of the staff of the ZamStats, I wish to acknowledge, with gratitude, your efforts and contributions without which this report would not have materialized.

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Interim Statistician General
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April, 2021

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Acronyms

7NDP	Seventh National Development Plan
GRZ	Government of the Republic of Zambia
ISCO	International Standard Classification for Occupations
ISIC	International Standard for Industry Classification
ILO	International Labour Organisation
MLSS	Ministry of Labour and Social Security
MoHE	Ministry of Higher Education
NAPSA	National Pension Scheme Authority
TEVET	Technical Education, Vocational and Entrepreneurship Training
TEVETA	Technical Education, Vocational and Entrepreneurship Training Authority
PACRA	Patents and Companies Registration Agency
PPS	Probability Proportional to Size
SDF	Skill Development Fund
STEM	Science, Technology, Engineering and Mathematics
ZQF	Zambia Qualifications Framework
ZRA	Zambia Revenue Authority
ZAMSTATS	Zambia Statistics Agency
ZFE	Zambia Federation of Employers

Executive Summary

A total of 29,628 establishments were enumerated. The private sector accounted for the highest share at 86.5 percent while the local government sector was the lowest at 2.0 percent.

A total of 5,701 establishments had hired first time job seekers from secondary, technical/ vocation and university in the 12 months prior to the survey.

The occupation group which had the most hiring in the last 12 months prior to the survey was the service and sales workers at 26.0 percent. The skilled agricultural, forestry and fishery workers had the lowest hiring at 2.9 percent.

The most cited work preparedness area that was lacking among newly hired workers was the working/life experience or maturity at 41.5 percent. This was followed by the lack of technical or job specific and competence skills at 19.5 percent.

The most cited occupational group in which establishments had challenges in hiring workers was the technicians at 37.7 percent and this was followed by the craft and related trade workers at 27.6 percent. The professional occupation group was least cited at 4.6 percent. The most cited problem during the recruitment process was no or few applicants accounting for 87.1 percent. And the lack of the required qualification or education level accounted for 12.8 percent.

The technical skills required for any occupation was the most cited at 99.7 percent as the skill lacking among applicants.

The industry that reported to have the most skills gaps was the Wholesale and retail trade; repair of motor vehicles and motorcycles at 39.9 percent.

The most cited barrier to provision of training by establishments was lack of funds at 51.4 percent.

From the total establishments, there were 10,083 reported job vacancies at the time of the survey.

The total number of hard-to-fill vacancies was 5,135. The results shows a high concentration of hard-to-fill vacancies in Private sector estimated at 4,468.

Density of hard-to-fill vacancies is a proportion of all hard-to-fill vacancies of all reported vacancies. Density of hard-to-fill vacancies was estimated at 50.9 percent. The results further shows that of the total hard-to-fill vacancies, Managers had the highest percent share at 24.9 percent. Approximately a third (28 percent) of the establishments were considered to have a High Performance Workforce.

In terms of Pay and Other benefits, establishments reported that they offered better pay and benefits across all the classes of workers. Among white collar skilled employees, 82.6 percent of establishments reported that they offer better pay and benefits to their employees while 17.4 percent reported offering worse pay and benefits.

In terms of performance management practices, establishments that reported using "Regular staff meetings" as a performance management practice accounted for 85.6 percent. Staff appraisals and performance reviews and agreeing formal objectives accounted for 48.4 percent and 67.4 percent, respectively.

Key Terminologies

(a) **Anticipation:** Denotes various qualitative and quantitative methods aimed at identifying future skill needs.
(b) **Establishment:** A single physical location where business is conducted or where services or industrial operations are performed (factory, mill, store, hotel, movie theatre, mine, farm, administrative office.
(c) **Enterprise:** An actual registered company, government business enterprise, association, partnership or trust.
(d) **High Performance Working** is a 'general approach to managing organisations that aims to stimulate more effective employee involvement and commitment in order to achieve high levels of performance (Belt and Giles, 2010)'. The 21 HPW practices can be grouped into five 'factors': planning; organisation; skills; rewards; and autonomy. While the practices are distinct, they can build on and reinforce each other. HPW companies are those that practice 14 or more. The group of HPW cusp employers are those that have adopted between 10 and 13 HPW practices. They are a potential target audience for raising the take-up of HWP practices, and encouraging employers to think about their skills needs and responses in a more strategic way. Some of the factors included in the survey are:
(e) **Competency:** The proven or demonstrated individual capacity to use know-how, skills, qualifications or knowledge to meet usual and changing occupation situations and requirements.
(f) **Employability:** Refers to the combination of factors which enable individuals to progress towards or gain employment, to stay in employment and to progress during their career. This includes portable competences and qualifications that increase an individual's capacity to make use of the education and training opportunities available to secure and retain decent work, to progress within an enterprise and between jobs, and to cope with changing technology and labour market conditions.
(g) **Forecasting:** qualitative forecasts produce information on quantitative aspects of future labour markets through statistical projections, econometric models or similar methods. Quantitative forecasts use data about the present and past to estimate future developments. Forecasts may include alternative quantified scenarios based on various assumptions.
(h) **Job:** A set of tasks and duties performed, or meant to be performed, by one person, including for an employer or self-employment.
(i) **Labour market information:** Any information concerning the size and composition of the labour market or any part of the labour market, the way it or any part of it functions, its problems, the opportunities which may be available to it, and the employment-related intentions or aspirations of those who are part of it.
(j) **Labour Market Information system (LMIS):** A set of institutional arrangements, procedures and mechanisms that are designed to produce labour market information.

(k) **Matching:** Matching denotes approaches and actions that aim to increase the employability of the workforce and reduce skill shortages, including filling jobs with qualified job seekers. This term is broader than the job referral or placement.

(l) **Mismatch:** An encompassing term referring to different types of skill gaps and imbalances, such as over-education, under-education, over-qualification, under-qualification, over skilling, skills shortages and surpluses, and skills obsolescence. Skills mismatch can be both qualitative and quantitative, referring both to situations where a person does not meet the job requirements and where there is a shortage or surplus of persons with a specific skill. Skills mismatch can be identified as the individual, employer, sector or economy level.

(m) **Competency:** the proven or demonstrated individual capacity to use know-how, skills, qualifications or knowledge to meet usual and changing occupation situations and requirements.

(n) **Employability:** Refers to the combination of factors which enable individuals to progress towards or gain employment, to stay in employment and to progress during their career. This includes portable competences and qualifications that increase an individual's capacity to make use of the education and training opportunities available to secure and retain decent work, to progress within an enterprise and between jobs, and to cope with changing technology and labour market conditions.

(o) **Labour market information:** Any information concerning the size and composition of the labour market or any part of the labour market, the way it or any part of it functions, its problems, the opportunities which may be available to it, and the employment-related intentions or aspirations of those who are part of it.

(p) **Occupation:** An occupation is defined as a set of jobs whose main tasks and duties are characterised by a high degree of similarity. A person may be associated with an occupation through the main job currently held, a second job or a job previously held.
For the purposes of this survey the occupations will be collected precoded and as given by the respondents. The respondent will be asked about how their workforce fell into each of the nine major standard occupation classification categories (managers, professionals through to elementary occupations). However, where possible the occupations will be given by the respondent and will be coded at analysis.

(q) **Public employment service:** The core functions of public employment services include job search assistance and placement services, collection, analysis and dissemination of labour market information; development and implementation of targeted labour market programmes and services; administration of unemployment insurance benefits, where applicable; and other regulatory services such as oversight of private employment agencies.

(r) **Qualification:** A formal expression of the vocational or professional abilities of a worker which is recognised at international, national or sectoral level. An official record (certificate, diploma) of achievement which recognises successful completion of education or training or satisfactory of performance in a test or examination.

(s) **Skill:** Understood as the ability to carry out mental or manual activity, acquired through

learning and practice, where skill is the overarching term which includes knowledge, competency and experience, as well as the ability to apply these to complete tasks and solve work-related problems.

(t) **Skills** are defined as the innate or learned ability to apply knowledge acquired through experience, study, practice or instruction and to perform the tasks and duties required by the given job.

(u) **Skills shortage:** a quantitative term used to describe a situation in which certain skills are in short supply, for example where the number of job seekers with certain skills is insufficient to fill all available job vacancies.

(v) **Skills gap:** Used as a qualitative term to describe a situation in which the level of skills of the employee or group of employees is lower than that required to perform the job adequately, or the type of skill does not match the job requirements.

(w) **Proficiency:** The idea of the skills gap is anchored in the concept of the employee being fully proficient. A proficient employee is usually defined as someone who is able to do their job to the required level. Proficiency could be changed by the introduction of new technology or promotion to more demanding positions. The survey will measure all those that are not fully proficient as having some skills gaps.

(x) **High-level System of National Account (SNA)/ International Standard Classification of Industry (ISIC) aggregation:** For purposes of reporting, a high level aggregation of 10 categories has been agreed within the updated processes of the SNA. This aggregation reduces the cost of survey implementation. In some sectors, small enterprises account for a large proportion of the overall population. This allows employers to compare themselves to others in terms of training provision or their experience of skills deficiencies, and identify key challenges and opportunities for their sectors. On an individual basis, skills can be identified that might have to be upgraded in the sector and occupation and occupations with specific skills shortages that offer good job opportunities. This is how the identification of skills gaps and labour shortages by level and type of education/ training to contribute to the knowledge generation on future skills needs.

International Classification of Industry (ISIC) Aggregation

No	ISIC, Rev 4 Sections	Description
1	A	Agriculture, forestry and fishing
2	B, C, E	Mining and quarrying and other industry
3	D	Manufacturing
4	F	Construction
5	G, H, I	Wholesale and retail trade, transportation and storage, accommodation and food service activities
6	J	Information and communication
7	L	Real estate activities
8	M, N	Professional, scientific, technical, administration and support services
9	O, P, Q	Public administration, defence, education, human health and social work activities
10	R, S, T, U	Other services

KEY TERMINOLOGIES

(y). **Supply:** Indicators describing what skills are or will be available in the labour market in terms of the number and structure of the labour market. Focus on stock (total labour force) and flows (new labour force- e.g. graduates) can inform about structure and causes of mismatch but only in comparison with the demand side. – Structure of graduates/ population/ labour force by level and field of education and/or by occupation.

(z). **Demand:** Indicators describing which skills are needed, or are likely to be in the future, in the labour market. Can focus on the demand caused by economic trends (expansion demand) or on demand caused by people leaving the labour force (replacement demand). can inform on structure and causes of mismatch but only in comparison with the supply side. Structure of employment by occupation/sector/education attainment. Age structure by sectors/ occupation.

Chapter One: Introduction

2010

Chapter One: Introduction

The 2020 National Skills Survey was conducted by the Zambia Statistical Agency (ZamStats) in collaboration with the Ministry of Labour and Social Security and the Ministry of Higher Education. The survey targeted business establishments in various sectors of the economy. To achieve inclusive growth, there is need for Government to invest much in human capital and skills development and this should be informed by real time data. Therefore, the Skills Survey Report provides relevant information on the nature and type of skills available in the country.

The Zambian labour market has remained attractive as evidenced by increased investments in various sectors of the economy. This is partly due to a conducive policy environment created by Government. To enhance the employment of Zambian citizens, a robust database that would facilitate the tracking of skills available in the country should be developed. In this regard, results from the National Skills Survey will feed into this process and will ensure effective implementation of the provisions under the Employment Code Act No. 3 of 2019 which seek to regulate foreign labour, among other things. The long-term prosperity of the economy will require people who are not only highly skilled, but who have the right skills which are appropriate to the fast-changing economy.

The need for reliable and up-to-date data on the category of skills available in the country cannot be overemphasized. For Zambia to attain the vision of a middle-income economy by 2030, there is need for a holistic skills development plan aimed at empowering the workforce with the necessary skills and knowledge. The National Skills Survey Report presents findings on relevant skills required by workers to enable them perform their work proficiently. The Report further provide information on the skills gaps and skill shortages as well as the skills challenges that employers faced both within their existing workforces and when recruiting during the survey period. Furthermore, the Report establishes the levels of investment committed to various training programmes by establishments.

Objectives Of The Study

The general objective of the survey was to identify the type and nature of skills demanded by industry in comparison with various skills supplied by training institutions.

The specific objectives of the National Skills Survey were to:

(i) Produce statistical data on type of skills and qualifications on demand in relation to their supply in the economy;
(ii) Identify the current skills, skills gaps, anticipated skills shortages, redundancies, skills surpluses, future skills and emerging skills trends in the country;
(iii) Ascertain the causes of skills shortages by sector and by occupational category; and

(iv) Establish a skills database to assist stakeholders to determine skills availability for major investments projects.

Methodology

Target Population and Coverage

The 2020 National Skills Survey covered businesses operating in Zambia excluding those fully owned by the Government of the Republic of Zambia (GRZ) at establishment level. The Skills Survey is a nationwide survey intended to cover formal establishments operating within the boundaries of Zambia on a sample basis. The sample was drawn from the Statistical Business Register which is a compilation of business establishments from Zambia Statistics Agency (ZamStats), Patents and Companies Registration Agency (PACRA) and Zambia Revenue Authority (ZRA).

Survey design

The 2020 National Skills Survey was a cross sectional representative study targeting to cover all establishments in the target population. The study employed a stratified single stage probability design. The survey covered 817 businesses selected from across all provinces of Zambia.

Stratification and Allocation

All Establishments were stratified according to their size and Industry which was based on the International Standard Industrial Classification Revision 4. Further, all establishments were arranged into four (4) categories based on the number of employees they had. An establishment was considered large if it employed 250 or more workers, medium if it employed between 100 and 249 workers, small if it employed between 10 and 99 employees and micro if it employed less than 10, as illustrated in Table 1

Table 1.1: Establishment covered by Size and Industry

Industry	Establishment Size				
	Large	Medium	Small	Micro	Total
Agriculture, forestry and fishing	29	49	56	17	152
Mining and quarrying	17	7	12	12	49
Manufacturing	24	34	103	39	201
Electricity, gas, steam and air conditioning supply	5	0	5	0	10
Water supply; sewerage, waste management and remediation activities	5	10	51	7	73
Construction	7	32	42	15	95
Wholesale and retail trade; repair of motor vehicles and motorcycles	10	20	176	191	397
Transportation and storage	7	5	22	10	44
Accommodation and food service activities	2	15	169	81	267
Information and communication	0	5	12	7	24
Financial and insurance activities	10	5	34	15	64
Real estate activities	0	0	10	24	34
Professional, scientific and technical activities	2	2	10	15	29
Administrative and support service activities	15	10	24	0	49
Education	2	5	159	37	203
Human health and social work activities	7	10	47	10	73
Arts, entertainment and recreation	2	0	15	12	29
Other service activities	2	0	93	110	206
Total	**149**	**208**	**1,040**	**602**	**2,000**

Sample Selection

This survey applied a stratified single stage probability design. Establishments were selected within each strata systematically with Probability Proportional to Size (PPS). The measure of size was based on the number of employees.

Estimation/Weighting

Due to the disproportional allocation of the sample to the different strata, sampling weights were required to ensure actual representativeness of the sample at national level. The sampling probabilities for selecting an establishment were calculated and the weights were equal to the inverse of the probability of selection.

The probability of selecting an establishment was calculated as follows:

$$P_{hi}^{1} = \frac{a_h M_{hi}}{\sum_i M_{hi}}$$

Where:

P_{hi}^{1} = the first selection probability of an Establishment

a_h = the number of establishments selected in stratum h

M_{hi}= the size of the i^{th} Establishment

$\sum_i M_{hi}$ = the total size of stratum h

Chapter Two: Skills Development and Technical Education, Vocational and Entrepreneurship Training (Tevet) In Zambia

Chapter Two: Skills Development and Technical Education, Vocational and Entrepreneurship Training (Tevet) In Zambia

2.0 Introduction

Zambia envisages becoming a prosperous middle income country by 2030. This vision will be achieved through a series of programs spelt out in the Vision 2030 and the Seventh National Development Plan (7NDP) document and future development plans. The Ministry of Higher Education (MoHE) has a critical role to play in achieving the vision 2030 by its contribution to human development.

2.1 Policy, Strategy and Legislation

The main policy frameworks guiding TEVET in Zambia are:

i. Vision 2030

The Vision 2030 recognizes TEVET as an integral part of the Education and Skills Development subsector and its contribution to economic development. The vision for the subsector includes the aim of increasing skill training output by 2percent per annum and increasing equity of access while maintaining internationally recognized and locally validated standards of quality.

ii. Seventh National Development Plan

The Seventh National Development Plan (7NDP) recognizes that achieving diversification in Zambia will require a labour force that has functional skills and qualifications that support the development of practical skills in Science, Technology, Engineering and Mathematics (STEM). TEVET plays an important role in contributing to building human capital that will effectively support economic diversification. There are, however, several constraints that Zambia faces in attaining this objective, some of which include low access to skills training, poor quality of skills training and skills mismatch caused by the peripheral role played by industry in the development and implementation of TEVET curricula.

iii. TEVET Strategy

The Education sector in collaboration with other sectors have employed several strategies to ensure that efforts are working towards attainment of Zambia's Vision 2030. The strategies will also enhance inclusion and participation of all citizens taking into account their age, gender, disability and other factors. In addition, emphasis will be placed on improving the quality and relevance of education.

The following are the strategies that are outlined in the 7NDP:

Strategy 1: Enhance access to quality, equitable and inclusive education
Strategy 2: Enhance access to skills training
Strategy 3: Enhance private sector participation
Strategy 4: Continuous review of curriculum
Strategy 5: Enhance role of science, technology and innovation.

iv. Tevet Legislation

The TEVET Act No. 13 of 1998 and as Amendment Act No. 11 (2005) stipulates the establishment of the Technical Education, Vocational and Entrepreneurship Training Authority (TEVETA) and defines its role and functions. The Act provides for the establishment of Government-run TEVET institutions and outlines their management structure, as well as a regulatory framework for all TEVET providers.

The Skills Development Levy Act No. 46 of 2016 stipulates that the Skills Development Levy monthly contribution is pegged at 0.5 percent of the Gross payroll of the eligible employers in the private sector/ Industry. However, for those whose gross turnover is less than K800,000, exemption is exercised.

2.2 Institutional Framework

The Ministry of Higher Education (MoHE) is responsible for policy formulation and promotion of Technical Education, Vocational and Entrepreneurship Training (TEVET), University Education and Science, Technology and Innovation. The Department of Vocational Education and Training at the Ministry is in charge of:

i. Formulating and providing policy guidelines to training institutions;
ii. Promoting TEVET;
iii. Increasing stakeholder participation in the provision of TEVET; and
iv. Quality assessment of TEVET programmes.

Other Government Ministries providing TEVET include the following:-

i. Ministry of Higher Education (anchors the TEVET Policy);
ii. The Ministry of General Education;
iii. The Ministry of Community Development and Social Services;
iv. The Ministry of Sports, Youth and Child Development;
v. Ministry of Home Affairs;
vi. Ministry of Defence;

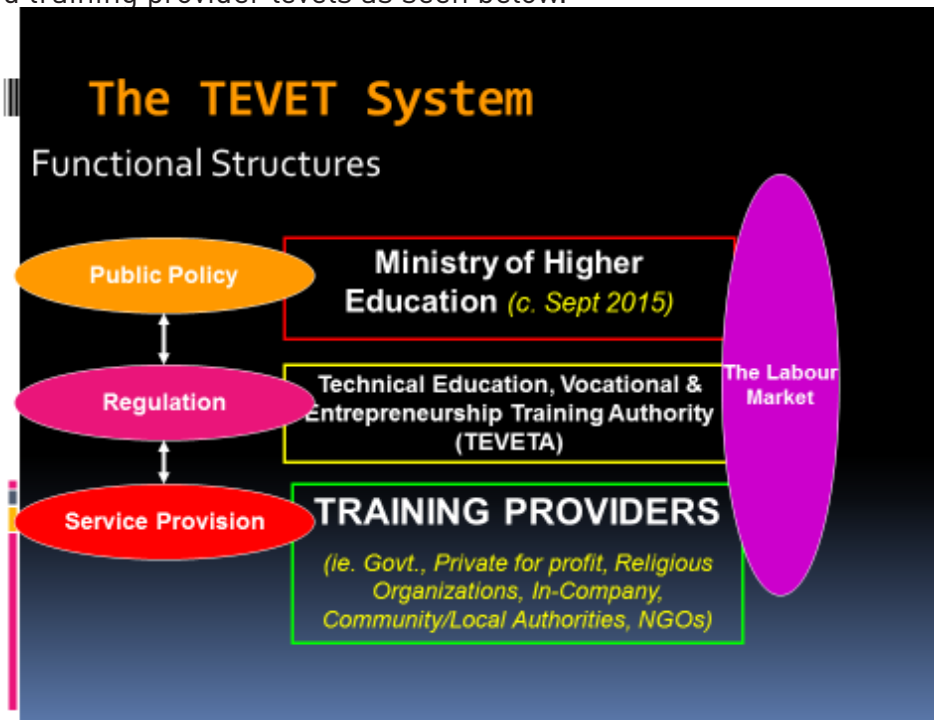
vii. Ministry of Labour and Social Security;
viii. Ministry of Tourism and Arts;
ix. Ministry of Agriculture;
x. Ministry of Commerce Trade and Industry; and
xi. Ministry of Local Government.

TEVET is managed by a number of different Ministries apart from the Ministry of Higher Education. The Ministry of General Education (MoGE) operates schools of continuing education which also offer skills training and academic courses. The Ministry of Community Development and Social Services (MCDSS) is in charge of running rural training centres that offer short-courses in skills development. The Ministry of Sports, Youth and Child Development (MSYCD) runs Skills Training Centers that offer informal skills training. Ministry of Home Affairs through the Zambia Correctional Service has training centres within their facilities and Ministry of Defence through the Zambia National Service has training centres for youths. The Ministry of Local Government provides skills training in governance and business skills.

2.2.1 National Technical Education, Vocational and Entrepreneurship Training Policy

The National Technical Education, Vocational and Entrepreneurship Training (TEVET) Policy (2021-2025) is the main framework for TEVET in Zambia which was developed to address the vision 2030 and the aspirations of the National Development Plan.

According to the Policy, the TEVET system has functional structures at policy formulation, regulation and training provider levels as seen below.



Government implements the following objectives to address the needs of the TEVET sector:

i. To Increase access and participation to TEVET;
ii. To promote quality and relevance of TEVET;
iii. To promote equity at all levels of TEVET;
iv. To promote entrepreneurship development;
v. To promote innovation, research and development in the TEVET system;
vi. To enhance financing mechanisms in the TEVET sector; and
vii. To enhance National values, patriotism and ethical conduct.

Technical Education, Vocational and Entrepreneurship Training Authority (TEVETA) which was established in 2005, is the main body overseeing TEVET implementation in the country. TEVETA accredits and registers TEVET institutions, offers support to TEVET providers, develops curricula and conducts examinations. Through its Training Systems Development Unit, TEVETA oversees five (5) different TEVET delivery models in Zambia:

- Institution-based training;
- Workplace-based training - which includes TEVET Learnership Scheme (dual training System)
- Apprenticeships, Internship, and Recognition of Prior Learning (RPL);
- Open, distance and Flexible Learning (ODFL)
- Secondary School Vocational Education and Training

As set out in the TEVET (Amendment) Act. No. 11 of 2005, the Technical Education, Vocational and Entrepreneurship Training authority (TEVETA) is in charge of accrediting TEVET trainers, assessors, and examiners. The accreditation system is based on a set of minimum training standards outlined by TEVETA. TEVET trainers, assessors and examiners qualify in both professional and teaching qualifications at different TEVET levels as specified in the Zambia Qualifications Framework.

2.3 TEVET Formal, Non-Formal and Informal Systems

2.3.1 Formal TEVET system

Even though primary education is not compulsory, students are expected to start school at the age of seven. The primary level lasts for seven years and is divided into two stages – lower (grades 1-4) and middle basic (grades 5-7). Similarly, secondary education is divided into two levels – upper basic (grades 8-9) and high school (grades 10-12). At the end of high school, students take the School Certificate Examination which grants access to higher education. At higher education level, the following TEVET qualifications can be obtained:

Levels of Qualification

- Trade Test;
- Craft Certificate;
- Technician;
- Technologist/Diploma; and
- Degree transitioning into polytechnic.

Higher education is offered at Universities and specialized Institutes or colleges which offer two-year certificates and three-year diploma programmes. In 2020, there were 44,932 students enrolled in the TEVET Institutions.

2.3.2 Non-formal TEVET System

Non formal TEVET is community-based and is provided by church-run organizations and NGOs. They run training courses for school-drop outs and youths from disadvantaged backgrounds. Furthermore, non-formal training is offered by private TEVET providers and focuses on business and commercial courses, preparatory courses for international qualifications and short-courses on specific skills. Private TEVET providers are demand-driven and mainly located in urban areas.

2.3.3 Informal TEVET System

All TEVET institutions need to be registered with TEVETA in line with the TEVET Act No. 13 of 1998 and as Amendment Act No. 11 of 2005. According to the TEVET Policy (1996), the majority of TEVET training (70 percent) is carried out in an informal way. Since the 1970s, the deteriorating economic situation limited the ability of the labour market to absorb TEVET graduates and school drop-outs which contributed to the growth of informal training and employment.

2.3.4 Significance of Entrepreneurship Development in TEVET

The Government realizes that the current formal sector has limited capacity to create jobs that can absorb all potential job seekers, and especially the many young people who make the transition from education and training to the world of work. This calls for an education system that equips young people with the needed skillsets to either enter a labour market for formal employment opportunities or to become job creators.

Currently, many young people enter the informal economy as an entrepreneurial career path option as opposed to formal employment. It is estimated that about 80 per cent of Zambia's working population is in the informal economy, it must be noted that the informal economy is characterized by poor working conditions and instability. It is for this reason that

the Government introduced a focus on entrepreneurship in the 1996 Technical Education and Vocational Training (TEVT) policy to make it the Technical Education, Vocational and Entrepreneurship Training (TEVET) policy.

Skills training in the TEVET colleges has included entrepreneurship training as compulsory. Entrepreneurship training has also extended to the informal sector training especially marginalized young women who usually face greater challenges in accessing education and training as well as equal opportunities in becoming successful entrepreneurs.

Entrepreneurship can create employment, wealth and reduce poverty. A more systematic and coordinated approach to entrepreneurship education and training can lead to more people being employed who can effectively contribute to national development.

2.3.5 Financing

The TEVET system in Zambia is financed through a variety of sources.

Government provides funding to public TEVET institutions through grants to the relevant Institutions. Funds are used to subsidize training fees and also for costs of training materials. Charities and donors ensure funding for community-based and faith-based TEVET providers.

Those organizations subsidize TEVET training for socio-economically disadvantaged learners.

Training fees are a significant source of funding for both public and private TEVET providers. However, fees charged by private institutions are not regulated while public TEVET institutions need to seek approval for training fees from the corresponding Ministries.

Industry provides funding for enterprise-based training allowing students to train directly at the workplace.

The TEVET Fund which was established under the TEVET (Amendment) Act. No. 11 of 2005, serves as a source of funding for public and private providers. The Government and donors provides funds for the Fund which are consequently awarded to pre-determined training programmes for the institutions.

The Skills Development Levy was established in 2016 under the Act No. 46 of 2016 and came into effect on 1st January, 2017. The main objective of the levy is to provide financial resource for the TEVET sector to help mitigate the inadequate financing of the sector. The monthly contribution is at 0.5percent of the gross payroll of eligible employers in the private sector. This entails that the burden of financing skills training in Zambia is shared by employers apart from the Government, as it is the case around the region and the world over.

2.4. Qualifications Framework

The Zambia Qualifications Framework (ZQF) is the National Qualification Framework for Zambia. It is an integrated system comprising three (3) coordinated qualifications and sub-frameworks, namely General Education, Trades and Occupations (formerly known as the TEVET Framework), and Higher Education. The framework has the flexibility to accommodate diversity and innovation, and to accommodate new qualifications as the need for them arises. The ZQF is further organized into ten (10) qualification levels from Grade 7 Certificate at Level 1 through to Doctoral Degree at Level 10 as shown in Table below. Each level is described by a statement of learning achievement known as a level descriptor.

Qualification descriptors prescribe the learning outcomes of each qualification. The descriptors are competence based and describe learning outcomes in terms of foundational, practical and reflexive competences. They provide clear points of reference at each level, and describe outcomes that cover the great majority of existing qualifications.

ZQF Level	General Education		Trades and Occupations	Higher Education
10				Doctorate Degree
9				Master's Degree
8				Post – Graduate Diploma
				Bachelor's Degree
7				(Honours)
				Bachelor's Degree
				(ordinary)
6			Diploma	
5			Level 5 Certificate	
4			Level 4 Certificate	
3			Level 3 Certificate	
	B	Senior Secondary School Education Certificate (Grade 12)		
2	A	Junior Secondary School Education Certificate (Grade 9)		
1	Primary Education Certificate			
	(Grade 7)			

Chapter Three: Establishment Characteristics

Chapter Three: Establishment Characteristics

3.0 Introduction

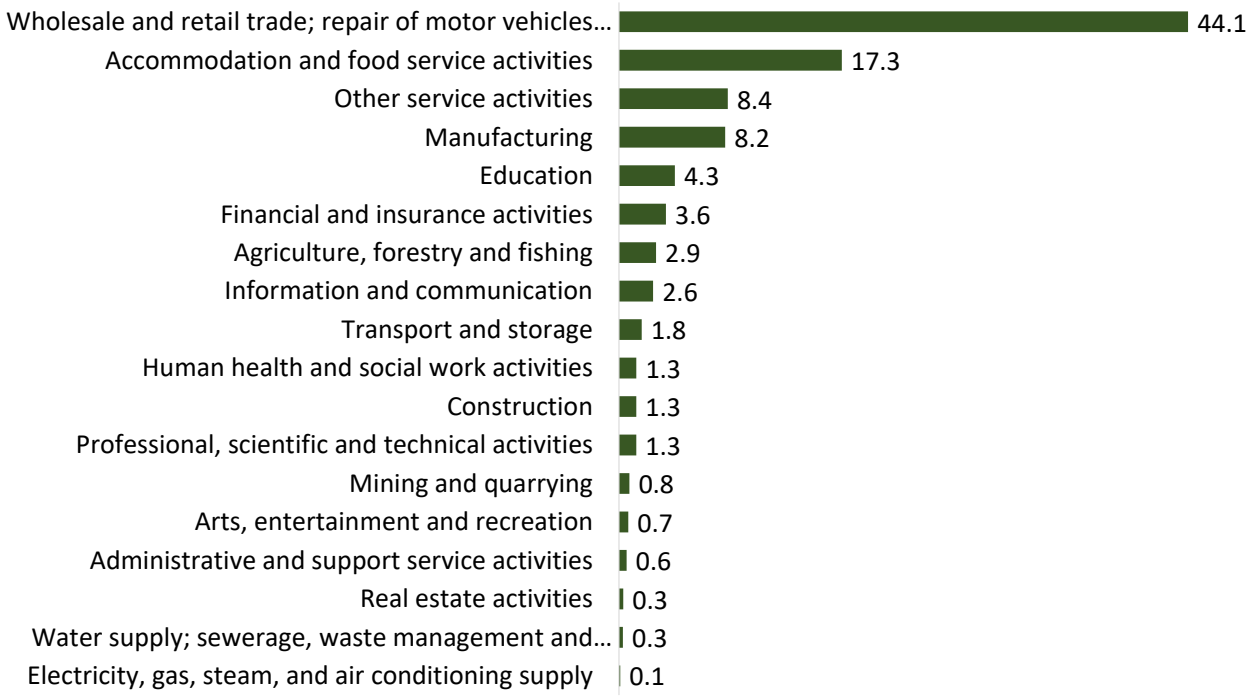
This section presents information/findings on the characteristics of the enterprises/establishments that were selected to participate in the study. The indicators include the industry classification, the legal form of ownership, single unit/branch/head office, institutional sector, ownership, establishment size in terms of small, medium/large and the operation time of the enterprises/establishments.

3.1 Industry

The industry of an establishment can be determined by an establishment's main good produced or service provided.

Figure 3.1 shows the percent distribution of the main economic activity of establishments. The figure shows that wholesale and retail trade, repair of motor vehicles and motorcycles recorded the highest share at 44.1 percent, followed by the Accommodation and food service activities at 17.3 percent. The lowest percentage was recorded in the Electricity, gas, steam, and air conditioning supply industry at 0.1 percent.

Figure 3.1. Percent Distribution of the Main Economic Activity of Establishments, Zambia 2020



3.2 Legal Form of ownership

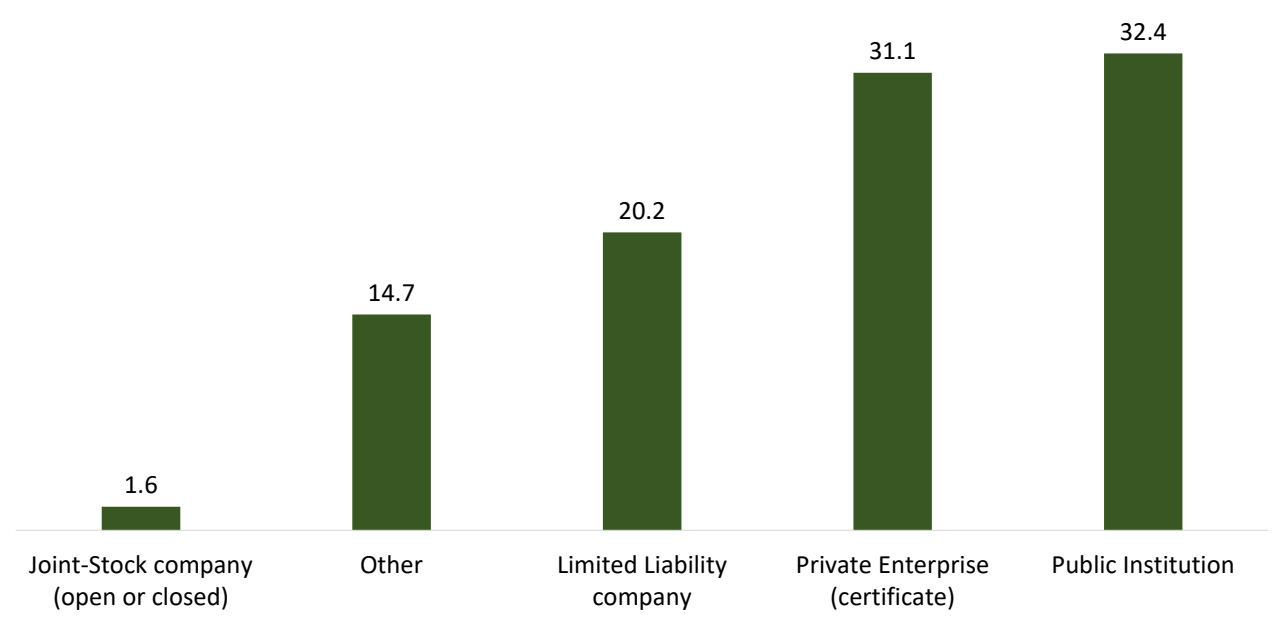
Businesses not only vary in size and industry but also in their ownership. Some are owned by just one person or a small group of people, some are owned by large numbers of shareholders, some are owned by charitable foundations or trusts, and some are even owned by the state.

This section seeks to determine the legal type of registration or incorporation of an establishment with the registration authorities.

Figure 3.2 shows the percentage distribution of type of registration or incorporation of an establishment with a registration authority. The public institutions accounted for the highest share at 32.4 percent of establishments, the Private enterprises accounted for 31.1 percent.

The joint –stock company accounted for the lowest share at 1.6 percent.

Figure 3.2 Percent Distribution of Type of Registration or Incorporation of an Establishment with a Registration Authority, Zambia, 2020.

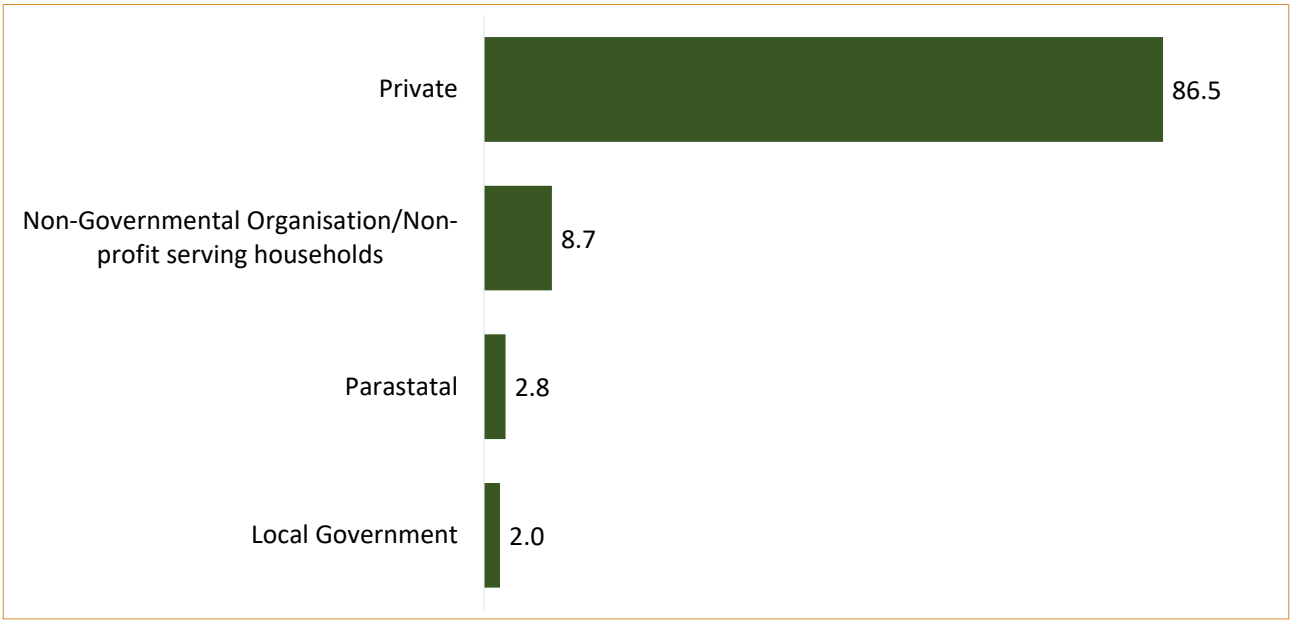


3.3 Institutional Sector

For purposes of this survey, the institutional sector to which an establishment belongs, is local government, parastatal, private (non-financial and financial corporations) and non-governmental organizations or non-profit organizations serving households are regarded as sectors.

Figure 3.3 shows that private sector accounted for the highest percentage at 86.5 percent while the Local government sector was the lowest at 2.0 percent.

Figure 3.3 Percent Distribution of Establishment by Sector, Zambia, 2020



3.4 Establishment Ownership

Establishment ownership determines who has exclusive rights and control over an establishment. Table 3.1 shows the distribution of ownership of establishments. Of the total establishments, ownership by the private accounted for the highest share at 90.6 percent while the Mixed had the lowest share at 2.7 percent.

Table 3.1 Distribution of Ownership of Establishments, Zambia, 2020

Ownership	Number	Percent
Zambian Government (State owned)	892	3.0
Collective	1,075	3.6
Private	26,850	90.6
Mixed	812	2.7
Total	**29,628**	**100.0**

3.5 Establishment Size

The current structure (i.e. all available positions, filled and unfilled) or workforce size of an establishment determines whether an establishment is Large, Medium, Small or Micro to determine the size of establishments.

Table 3.2 shows the number and percentage distribution of establishments by size. The Micro (less than 10 workers) establishments accounted for the highest percentage at 78.0 percent the lowest was the large (250 workers or more) establishments at 1.1 percent of the establishment in the country.

Table 3.2 Distribution of Establishments classification by size, Zambia, 2020

Establishments	Number	Percent
Large (250 workers or more)	313	1.1
Medium (100-249 workers)	403	1.4
Small (10-99 workers)	5,734	19.6
Micro (less than 10 workers)???	22,832	78.0
Total	**29,282**	**100.0**

3.6 Time of Operation of the Establishment

This section shows the period that the establishment operates. This can be during the day, day and night and night only. This is an important variable because it guides in designing relevant skills training programs befitting various operations in the economy.

Figure 3.4 shows the percentage distribution of establishments by time of operation. Of the total number of establishments, 73.2 percent operated during the day while 4.3 percent operated during the night only.

Figure: 3.4 Percentage Distribution of Establishment by Time of Operation, Zambia, 2020

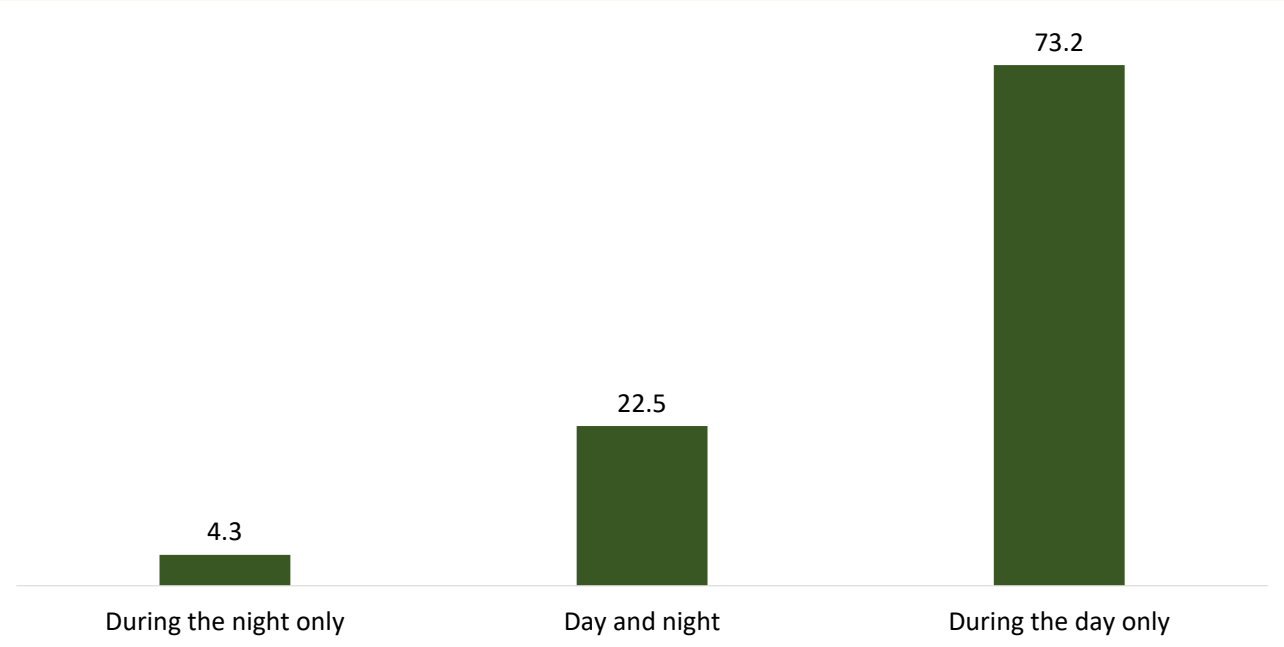


Figure 3.5 shows the percentage distribution of establishments that made any payments (in cash or in kind) to any company or institution for training purposes outside Zambia last year. The private establishments recorded the highest proportion at 53.1 percent followed by the limited liability company at 26.3 percent. The public institution recorded the lowest share at 3.8 percent.

Figure 3.5 Percentage Distribution of Establishments that made any Payments (in cash or in kind) to any Company or Institution for Training purposes outside Zambia last year, Zambia, 2020

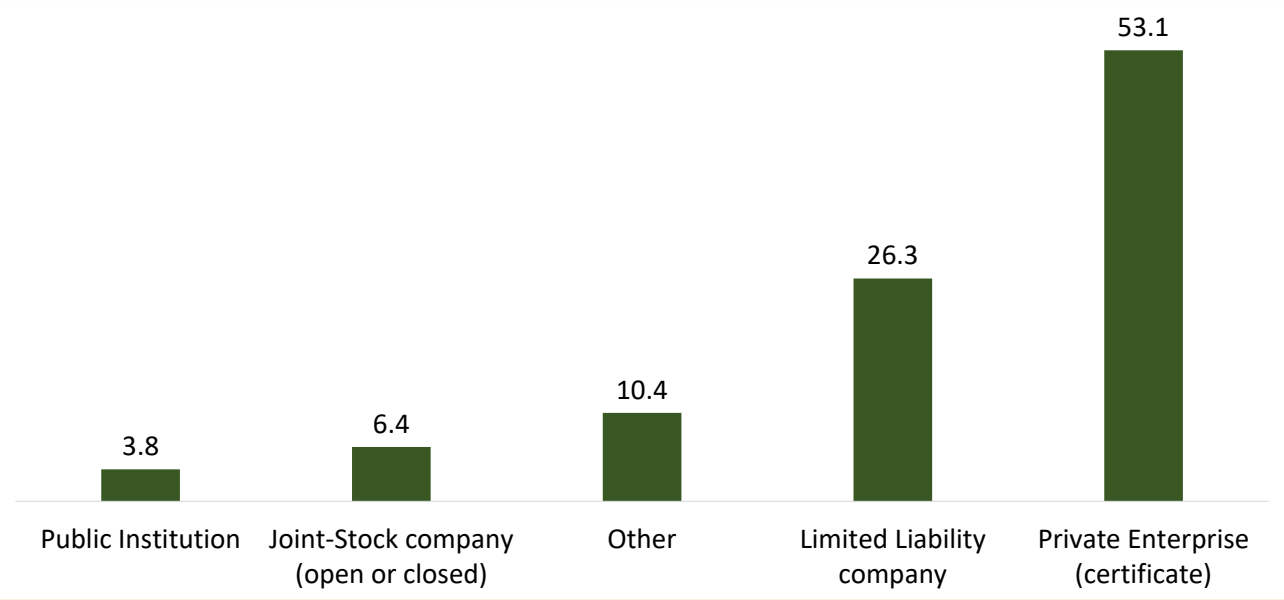
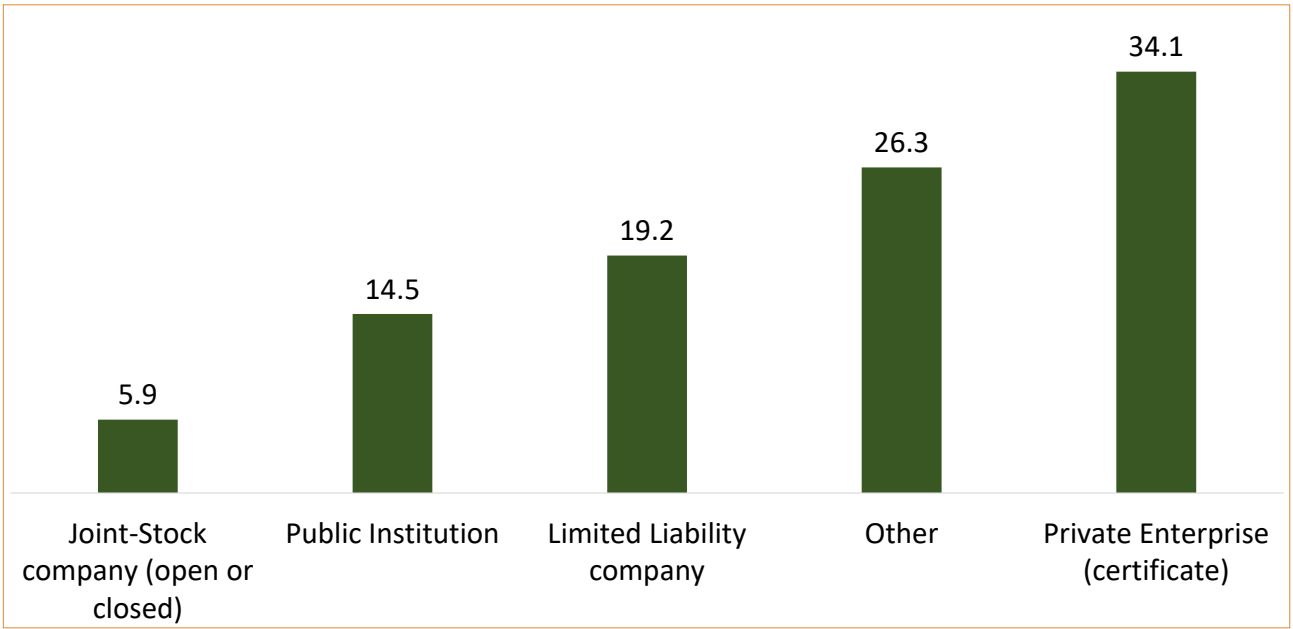


Figure 3.6 shows the percentage distribution of establishments that received any payments (in cash or in kind) to any company or institution for training purposes outside Zambia last year. The private enterprise recorded the highest percentage at 34.1 percent followed by the limited liability company at 26.3 percent. The joint-stock company was the lowest to receive payments at 5.9 percent.

Figure 3.6 the percentage distribution of establishments that received any payments (in cash or in kind) to any company or institution for training purposes outside Zambia in the last year, Zambia, 2020.



Chapter Four: Recruitment

Chapter Four: Recruitment

4.0 Introduction

This section shows information on the profiles of recruitment, applicants' preparedness and difficulties encountered during recruitment by sector, size of establishments and industry.

4.1 Hiring in the Last 12 Months

Table 4.1 shows distribution of establishments that hired first time job seekers in the Last 12 months prior to the survey. A total of 5,701 establishments had hired first time job seekers from secondary, technical/vocation and university in the 12 months prior to the survey. Majority of the establishments that hired first time job seekers were in urban areas at 90.8 percent.

Table 4.1: Distribution of Establishments that hired First time job seekers in the Last 12 months, Zambia, 2020

Region	Number	Percent
Total	**5,701**	**100**
Rural	525	9.2
Urban	5,177	90.8

Figure 4.1 shows the distribution of establishments that hired any first time job seekers in the last 12 months prior to the survey by Institutional sector. The table shows that parastatal sector had a higher percentage of establishments that hired first time job seekers in the last 12 months prior to the survey at 68.7 percent. The sector with a lower proportion of establishments that hired first time job seekers in the last 12 months prior to the survey was the Local Government Sector at 7.9 percent.

Figure 4.1: Percentage Distribution of Establishments that hired any First time job seekers in the Last 12 months by Institutional Sector, Zambia 2020

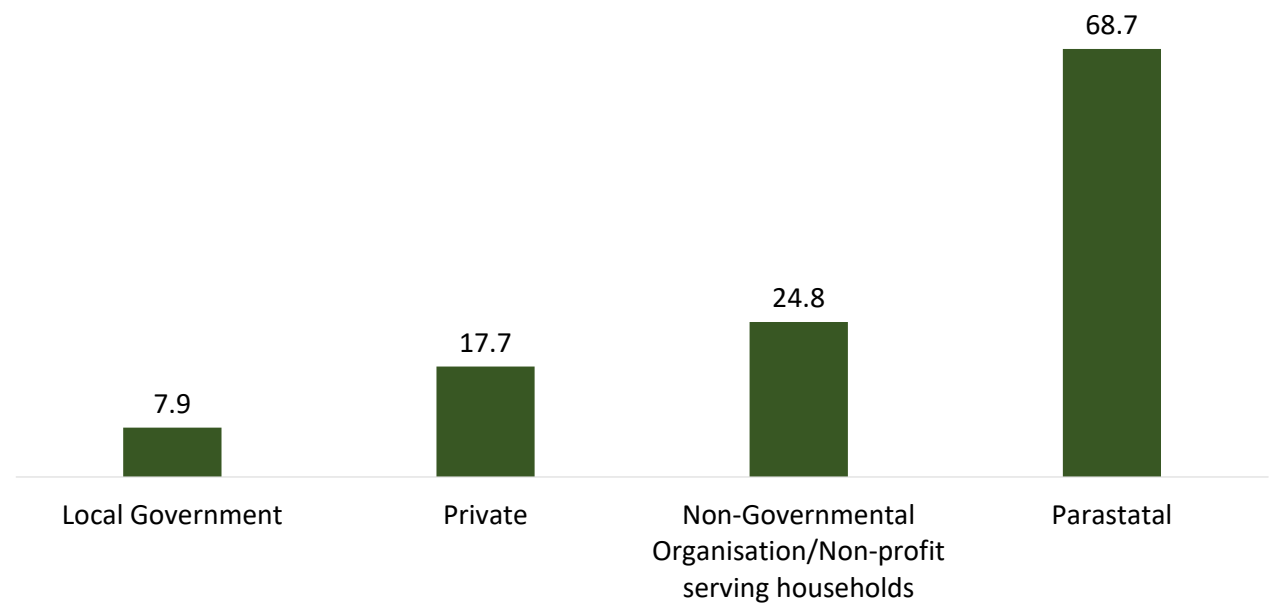


Figure 4.2 shows the percentage distribution of establishments that hired first time job seekers in the Last 12 months prior to the survey by establishment size. The large establishments had a highest proportion of establishments that hired first time job seekers in the last 12 months prior to the survey at 67.7 percent. The micro establishments had a lower proportion of establishments that hired first time job seekers in the last 12 months prior to the survey at 12.8 percent.

Figure 4.2: Percentage Distribution of Establishments that hired any First Time job seekers in the Last 12 months by Establishments Size, Zambia, 2020.

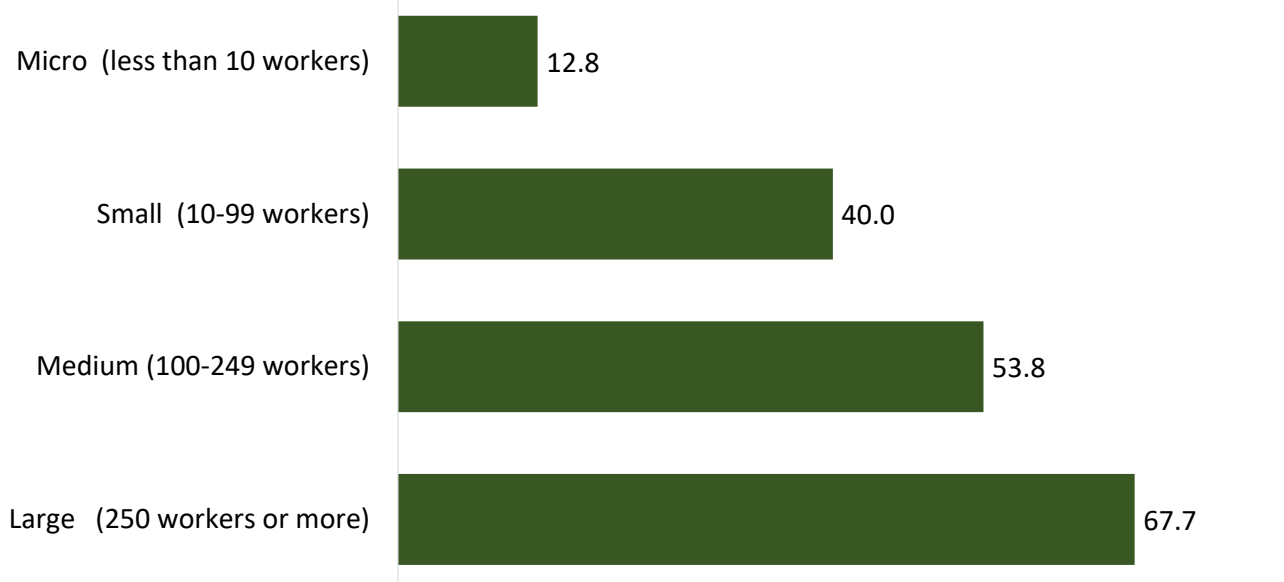
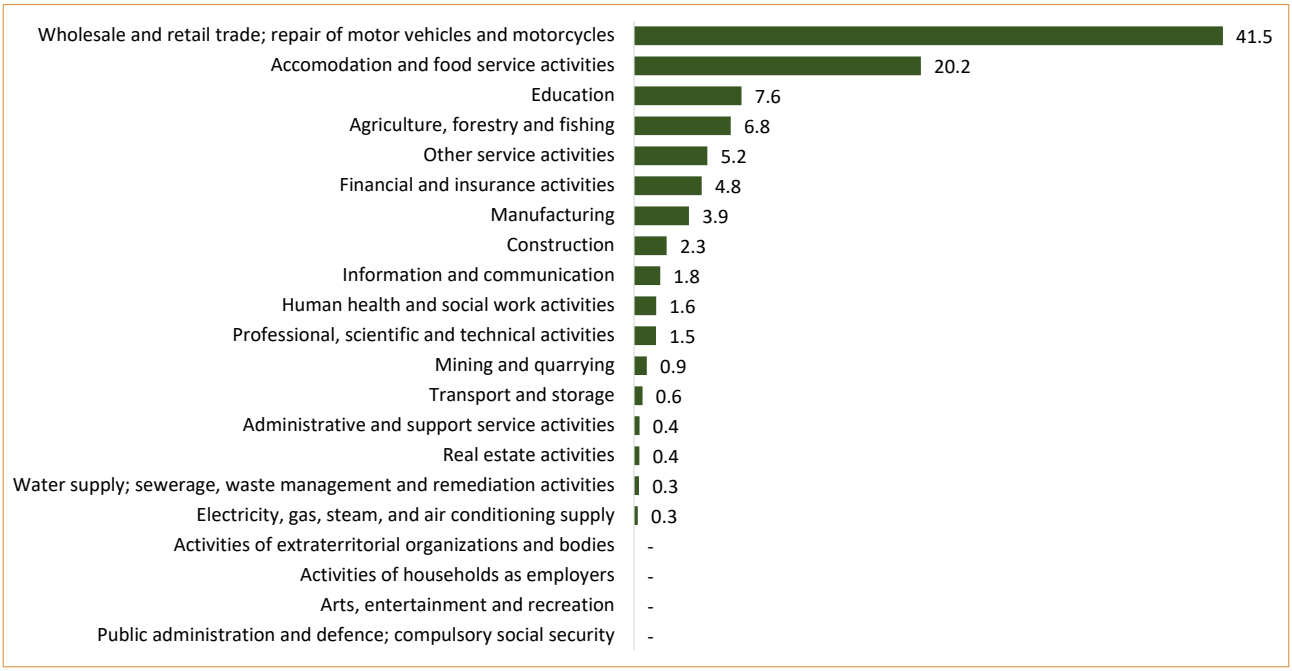


Figure 4.3 shows the percentage distribution of establishments that hired first time job seekers in the last 12 months prior to the survey by industry. The wholesale and retail trade industry had the highest percentage share of establishments that hired first time job seekers in the last 12 months prior to the survey at 41.5 percent, followed by the accommodation and food service industry at 20.2 percent. The water supply and electricity industries had the lowest percentage share of establishments that hired first time job seekers in the last 12 months prior to the survey at 0.3 percent.

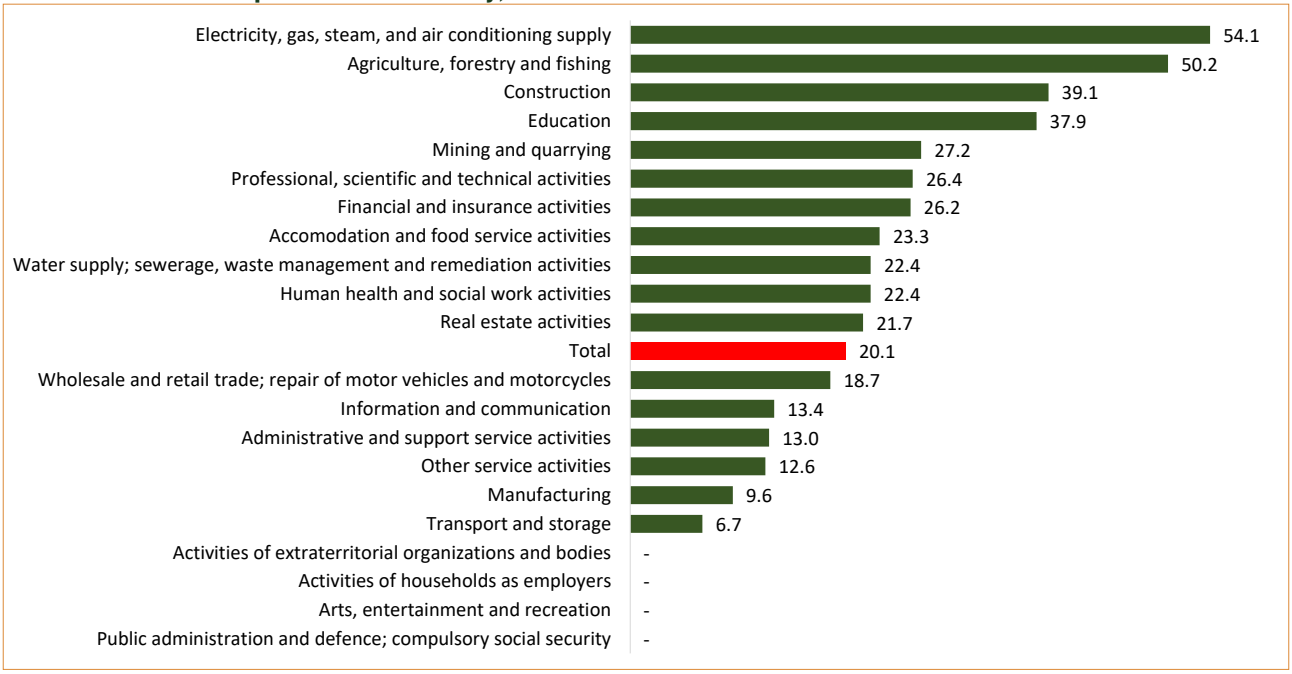
Figure 4.3 Percentage Distribution of Establishments that Hired First time Job Seekers in the Last 12 Months prior to the survey by Industry, Zambia 2020.



4.2 Recruitment Rate

Figure 4.4 shows the recruitment rate for first time job seekers by industry in the last 12 months prior to the survey. At national level, in 2020 the recruitment rate was 20.1 percent. Of the total number of 21 industries, eleven (11) industries had recruitment rates of first time job seekers above the national average. The electricity industry had the highest recruitment rate at 54.1 percent, followed by Agriculture, Forestry and Fishing industry with 50.2 percent. The transport and storage industry had the lowest recruitment rate at 6.7 percent.

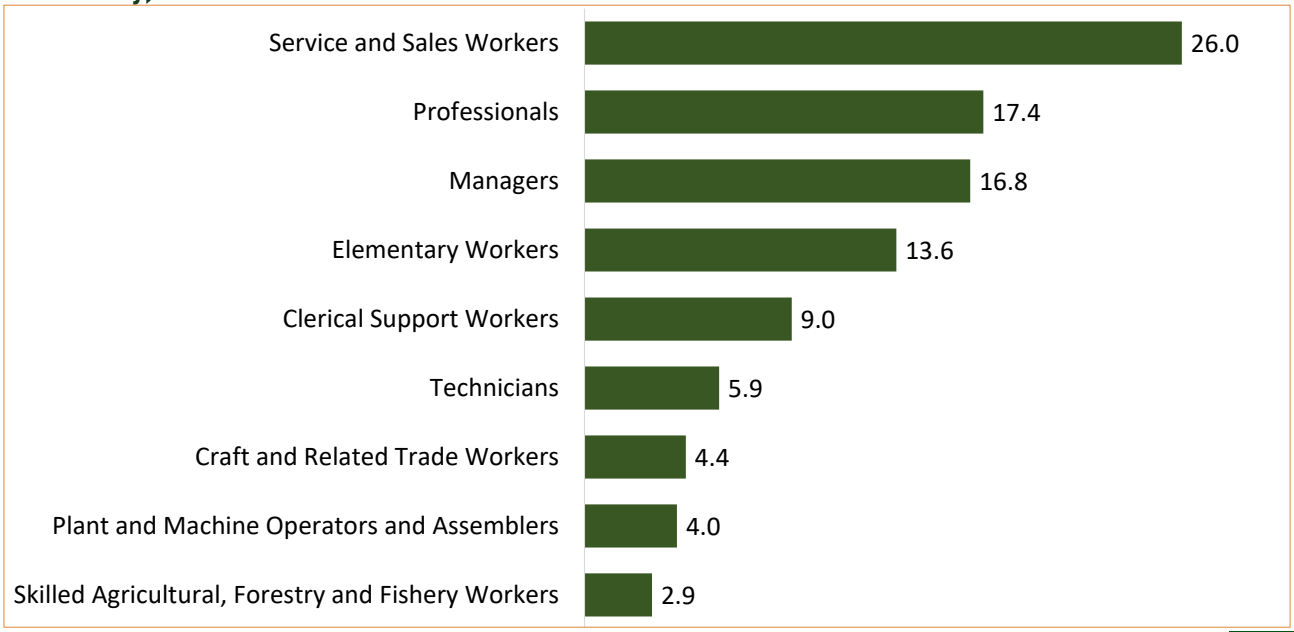
Figure 4.4 Percentage Distribution of Recruitment Rate for First time Job Seekers by Industry in the last 12 Months prior to the survey, Zambia 2020.



4.3 Occupations Hired in Last 12 Months

Figure 4.5 shows the percentage distribution of occupation groups that were hired in the last 12 months prior to the survey. The occupation group which had the most hiring in the last 12 months was the service and sales workers at 26.0 percent. The skilled agricultural, forestry and fishery workers had the lowest hiring in the last 12 months prior to the survey at 2.9 percent.

Figure 4.5: Percentage Distribution of Occupations that were Hired in the Last 12 Months prior to the Survey, Zambia 2020



4.4 Areas lacking in terms of preparedness among Newly Hired Workers

4.4.1 First Time Job Seekers Preparedness for Work

Figure 4.6 shows the percentage distribution of establishments by preparedness for work status among applicants. Of the total establishments that had recruited the first time job seekers, 80.7 percent stated that applicants were prepared for work and 19.3 percent stated that applicants were not prepared for work.

Figure 4.6: Percentage Distribution of Establishments by Preparedness for Work Status among First Time Job Applicants, Zambia 2020.

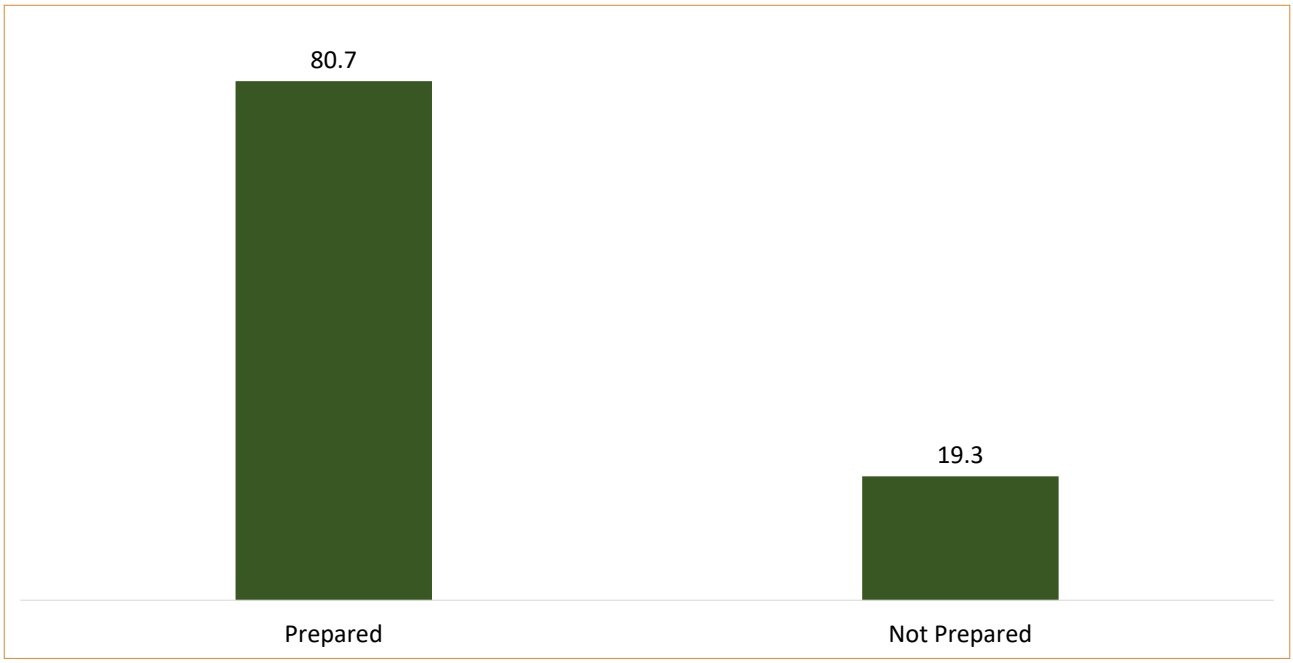


Figure 4.7 shows percentage distribution of areas lacking in work preparedness of newly hired workers among establishments. The most cited work preparedness area that was lacking among newly hired workers was the working/life experience or maturity at 41.5 percent. This was followed by lack of technical or job specific and competence skills at 19.5 percent. The least cited work preparedness area that was lacking among newly hired workers was the lack of literacy/numeracy skills at 3.4 percent.

Figure 4.7: Percentage Distribution of Areas Lacking in work Preparedness of Newly Hired Workers Among Establishments, Zambia 2020.

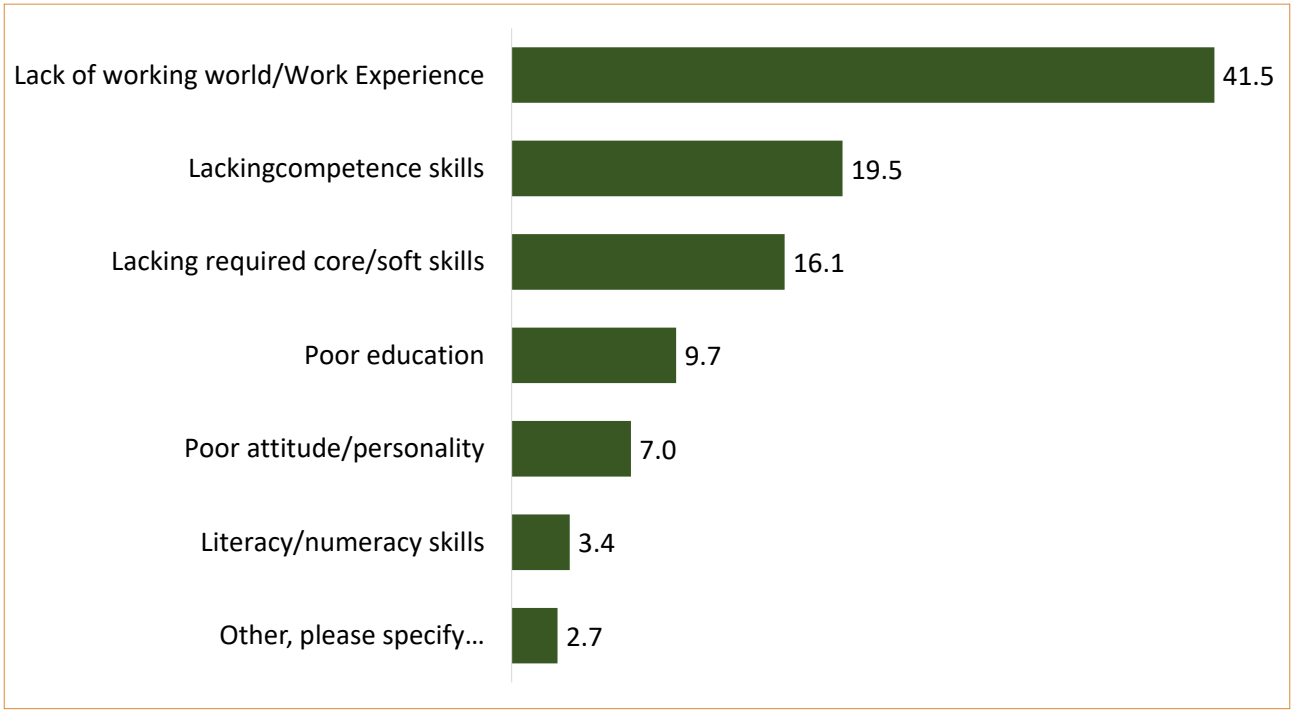


Figure 4.8 shows the percentage distribution of areas lacking in work preparedness of newly hired workers were lacking among establishments by level of education. The most cited area lacking in work preparedness for newly hired workers were lacking from the University or other tertiary institutions was the lack of working world/life experience or maturity at 41.5 percent. This was followed by the lack of the required core/soft skills at 17.7 percent. Among the newly hired workers from the technical/vocational schools, the lack of the required core/soft skills was cited most at 34.5 percent. The lack of literacy/numeracy skills was least cited at 0.8 percent among newly hired workers from universities and 0.3 percent from technical/vocational schools.

Figure 4.8: Percentage Distribution of Areas Lacking in work Preparedness of Newly Hired Workers among Establishments by Level of Education, Zambia 2020.

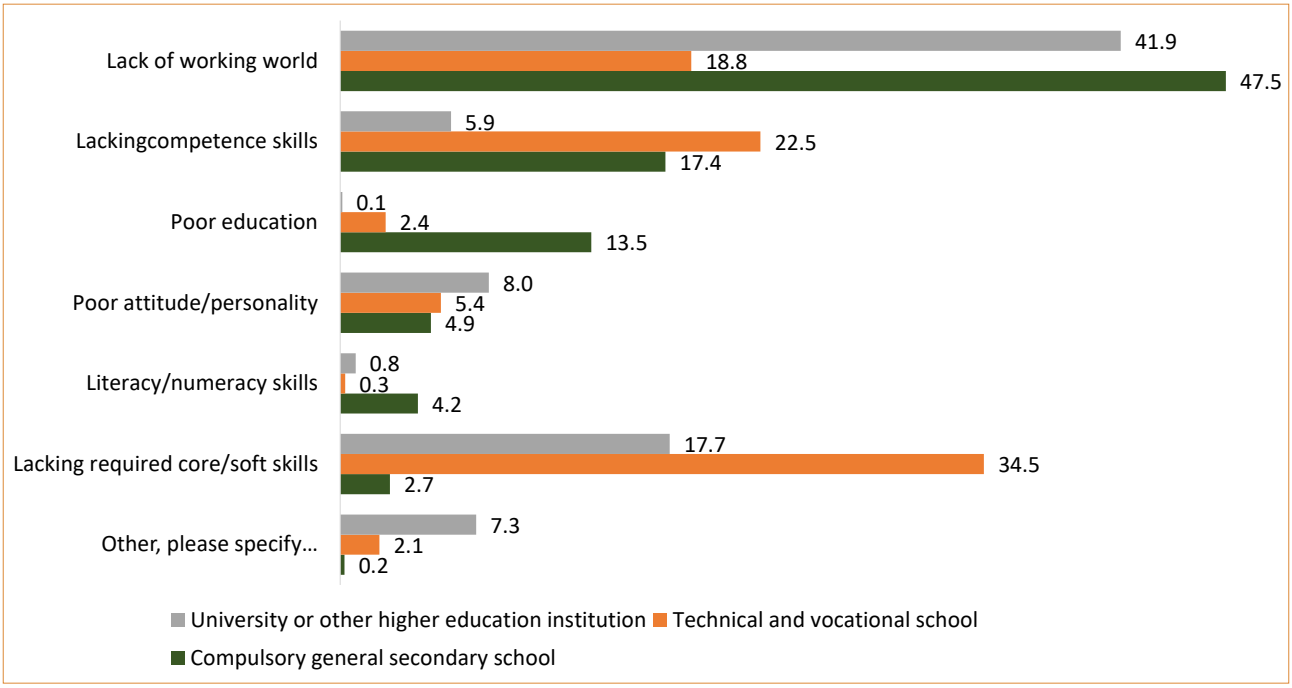


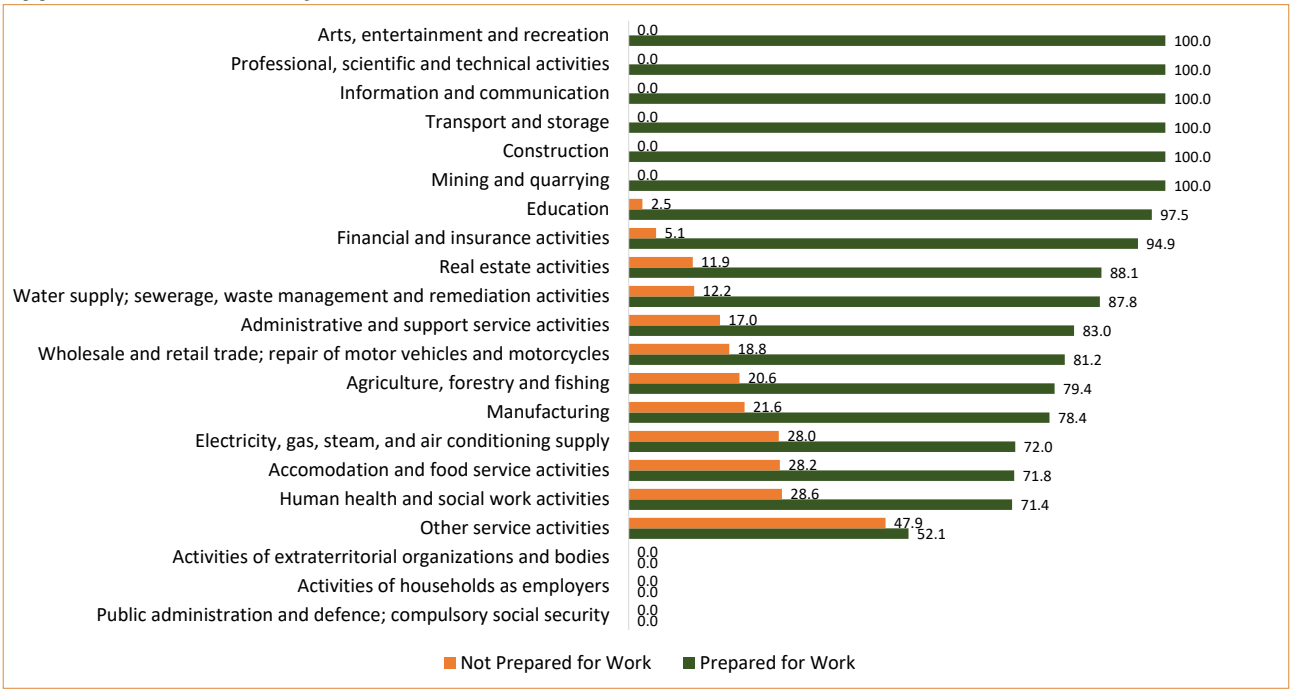
Table 4.2 shows the number and percentage distribution of areas lacking in work preparedness of Newly Hired Workers among the establishments by level of education. The newly hired workers with poor education were from secondary school accounting for 88.5 percent. Those lacking literacy/numeracy skills were also from secondary school accounting for 86.0 percent. Further, the secondary school recorded the highest percentage of newly hired workers lacking work experience at 68.0 percent. The newly hired workers lacking competence skills were mainly from general secondary school accounting for 56.0 percent. The technical and vocational school recorded the highest percentage of newly hired workers lacking required core/soft skills at 67.4 percent (see Table 4.2).

Table 4.2: Distribution of Preparedness Areas that Newly Hired Workers were lacking in the Establishments/ Enterprises by Level of Education, Zambia 2020.

Type of Skill lacking	Total	Secondary school	Technical and vo-cational school	University or other higher education institution
	Number	Percent	Percent	Percent
Total	**2,514**	**56.3**	**28.6**	**15.1**
Lacking competence skills	491	56	37.5	6.5
Lacking required core/soft skills	405	12.3	67.4	20.2
Lack Literacy/numeracy skills	86	86	5.8	8.1
Poor education	244	88.5	10.7	0.8
Poor attitude/personality	177	48	28.8	23.2
Lack of working world	1,043	68	15	17.1
Other, please specify...	68	10.3	33.8	55.9

The proportion of establishments in the human health and social work industry reported that first time job seekers were not prepared at 28.6 percent. The education industry had the lowest proportion of establishments that reported first time job seekers were not prepared for work at 2.5 percent. This information is presented in Figure 4.9.

Figure 4.9: Percentage Distribution of Establishments by Preparedness for Work Status among Applicants and Industry, Zambia 2020.



The Non-Governmental Organizations reported the highest proportion of first time job seekers not prepared for work at 43.4 percent. The Local government sector reported that all applicants were prepared for work.

Figure 4.10: Percentage Distribution of Establishments by Preparedness for Work Status among Applicants and Institutional Sector, Zambia 2020.

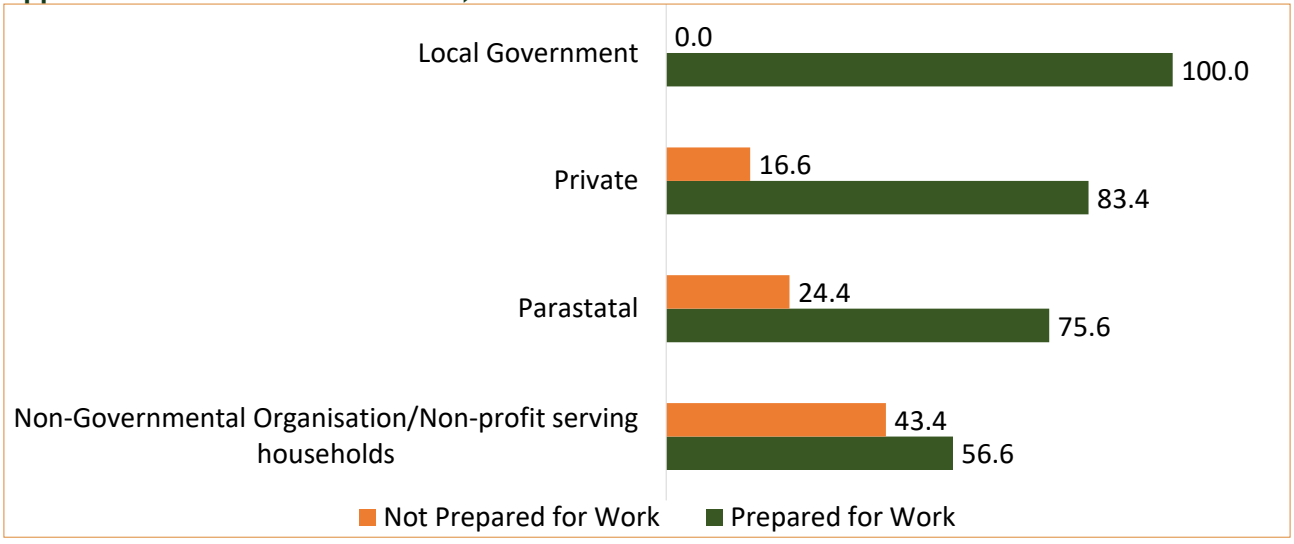
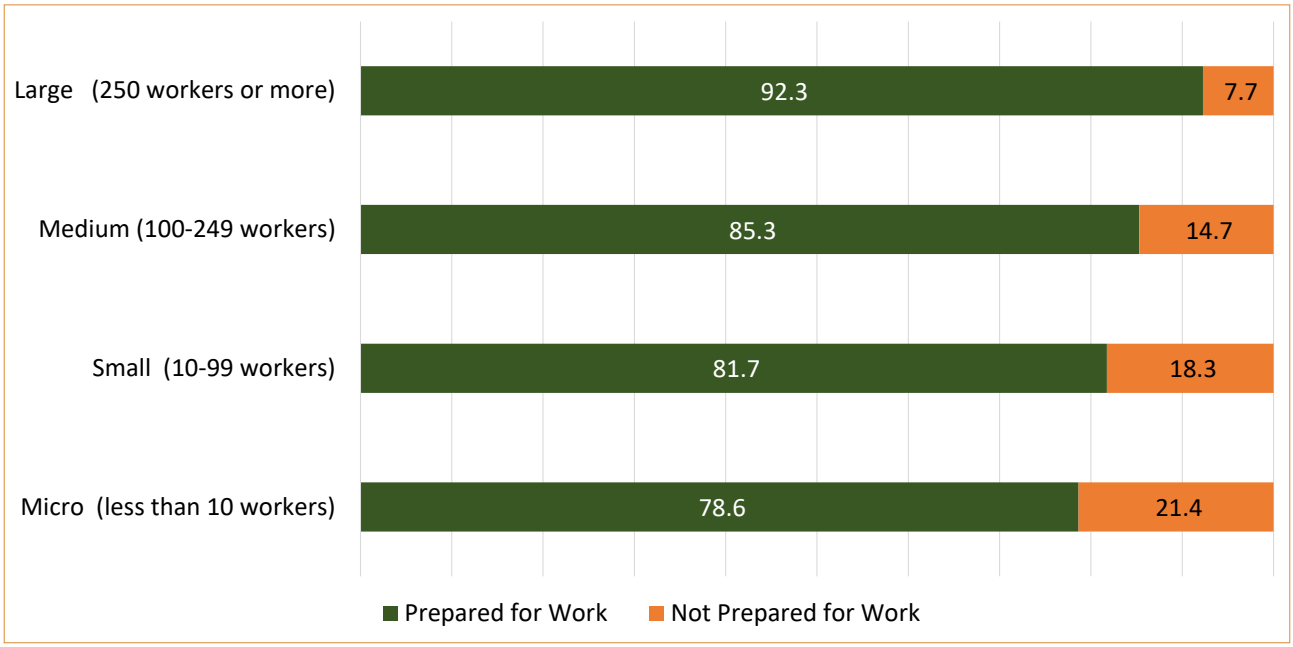


Figure 4.11 shows the percentage distribution of establishments by preparedness for work status among applicants and establishments size. The highest proportion of establishments that reported first time job seekers were not prepared for work was Micro establishments at 21.4 percent, while Large establishments reported 7.7 percent.

Figure 4.11: Percentage Distribution of Establishments by Preparedness for Work Status among Applicants and Size of the Establishment, Zambia 2020.



4.4.2 Challenges Encountered During Hiring Last 12 Months

Establishments stated that they encountered challenges when hiring from all occupation groups.

The most cited occupational group in which establishments had challenges in hiring workers was the technicians at 37.7 percent and followed by the craft and related trade workers at 27.6 percent. The professional occupation group was least cited at 4.6 percent.

Figure 4.12: Percentage distribution of establishments that encountered problems during hiring in the last 12 months by occupation, Zambia 2020

Table 4.3 shows distribution of establishments that hired first time job seekers straight from school in the last 12 months by establishment size. The Tables show that small establishments hired more of first time job seekers from the secondary schools at 73.8 percent. The large and medium establishments hired first time job seekers from tertiary level at 27.8 percent and 29.6 percent, respectively.

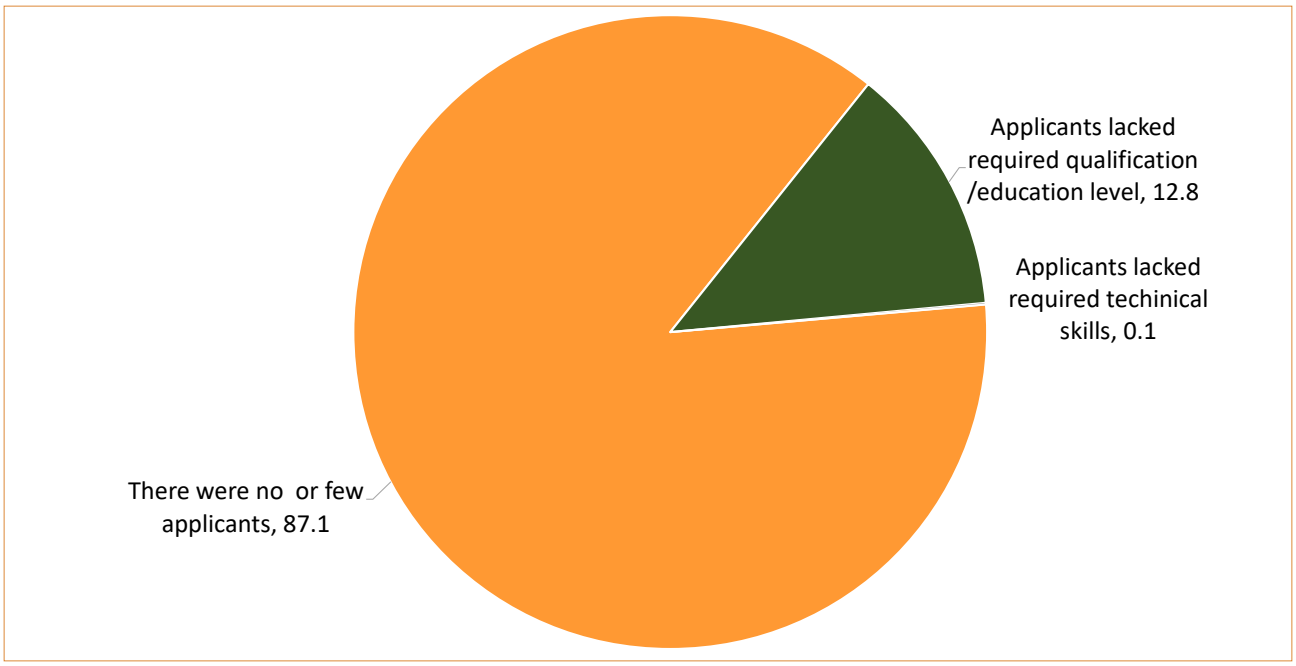
Table 4.3: Distribution of Establishments that Hired First time Job Seekers straight from School in the Last 12 Months by size of Establishments, Zambia 2020.

Size of Establishments	Total	Compulsory general secondary school	Technical and vocational school	University or other higher education institution
Total	**4,135**	**71.3**	**18.1**	**10.6**
Large (250 workers or more)	179	55.6	16.6	27.8
Medium (100-249 workers)	158	48	22.3	29.6
Small (10-99 workers)	1,729	73.8	11.9	14.3
Micro (less than 10 workers)	2,068	72.4	23.1	4.5

4.4.3 Problems Encountered During Recruitment

Figure 4.13 presents information on percentage distribution of problems encountered by establishments during recruitment in the last 12 Months prior to the survey. The figure shows that the most cited problem during the recruitment process was no or few applicants accounting for 87.1 percent. And the lack of the required qualification or education level accounted for 12.8 percent.

Figure 4.13: Percentage Distribution of Establishments that Encountered problems during recruitment in the last 12 Months, Zambia 2020.



The micro establishments had the highest proportions with problems of no or few applicants and having applicants that lacked the required qualification or education level at 78.2 percent and 90.6 percent, respectively (see Table 4.4).

Table 4.4: Distribution of Problems Encountered during Recruitment in the Last 12 Months by Size of Establishments, Zambia 2020.

Size of Establishments	No or few applicants		Applicants lacked required qualification /education level		Applicants lacked required technical skills	
	Number	Percent	Number	Percent	Number	Percent
Large (250 workers or more)	116	2	-	-	-	0
Medium (100-249 workers)	70	1.2	64	7.7	-	0
Small (10-99 workers)	1,054	18.5	14	1.7	5	100
Micro (less than 10 workers)	4,448	78.2	758	90.6	-	0
Total	**5,689**	**100**	**837**	**100**	**5**	**100**

Figure 4.14 shows number and percentage distribution of problems encountered during recruitment in the last 12 months by Industry. The Water supply; sewerage, waste management and remediation industry had the highest proportion of establishments that encountered the problem of applicants lacking the required qualification and education level at 76.6 percent during recruitment in the last 12 months prior to the survey.

Figure 4.14: Number and Percentage Distribution of Encountered problems during recruitment in the Last 12 Months by Industry, Zambia 2020.

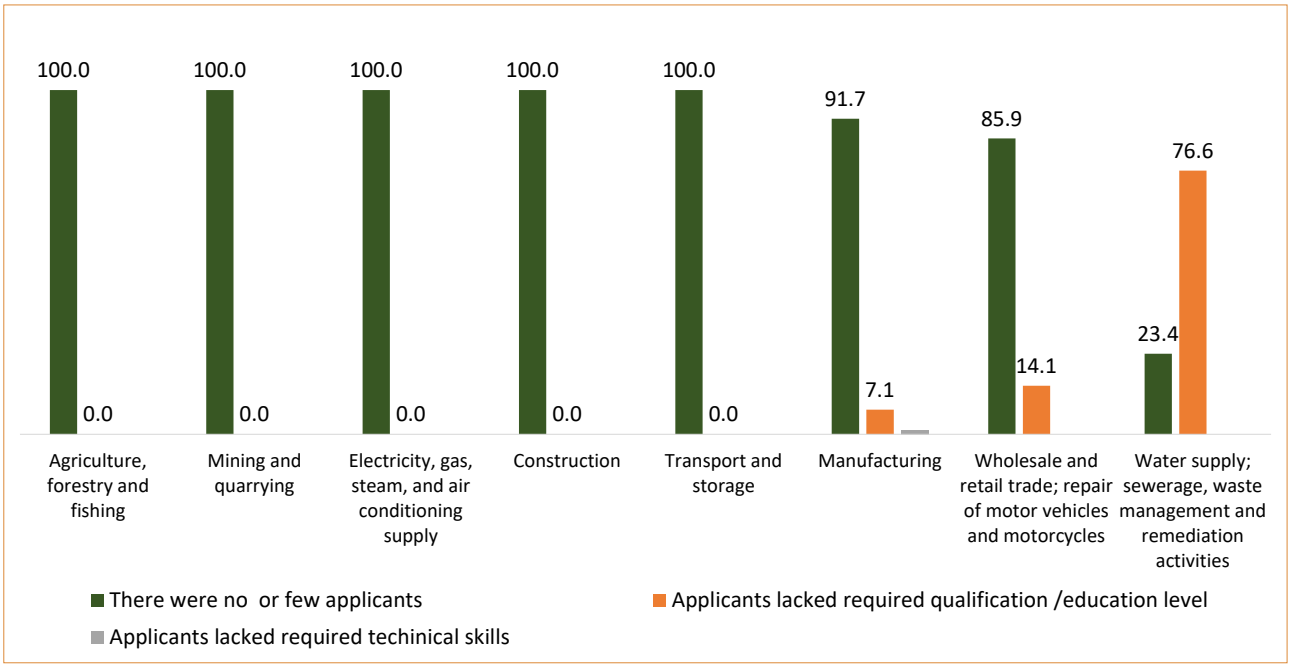
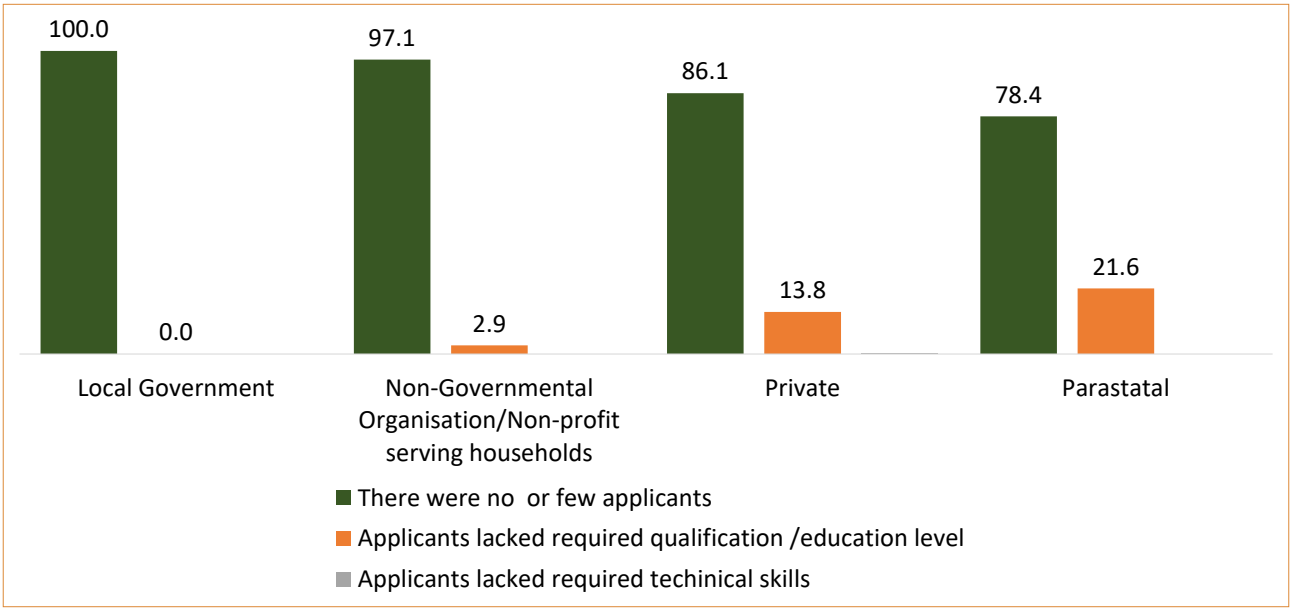


Figure 4.15 shows the percentage Distribution of Encountered problems during recruitment in the Last 12 Months by Institutional sector. The parastatal sector had the highest proportion of establishments that encountered the problem of applicants lacking the required qualification and education level at 21.6 percent during recruitment in the last 12 months prior to the survey.

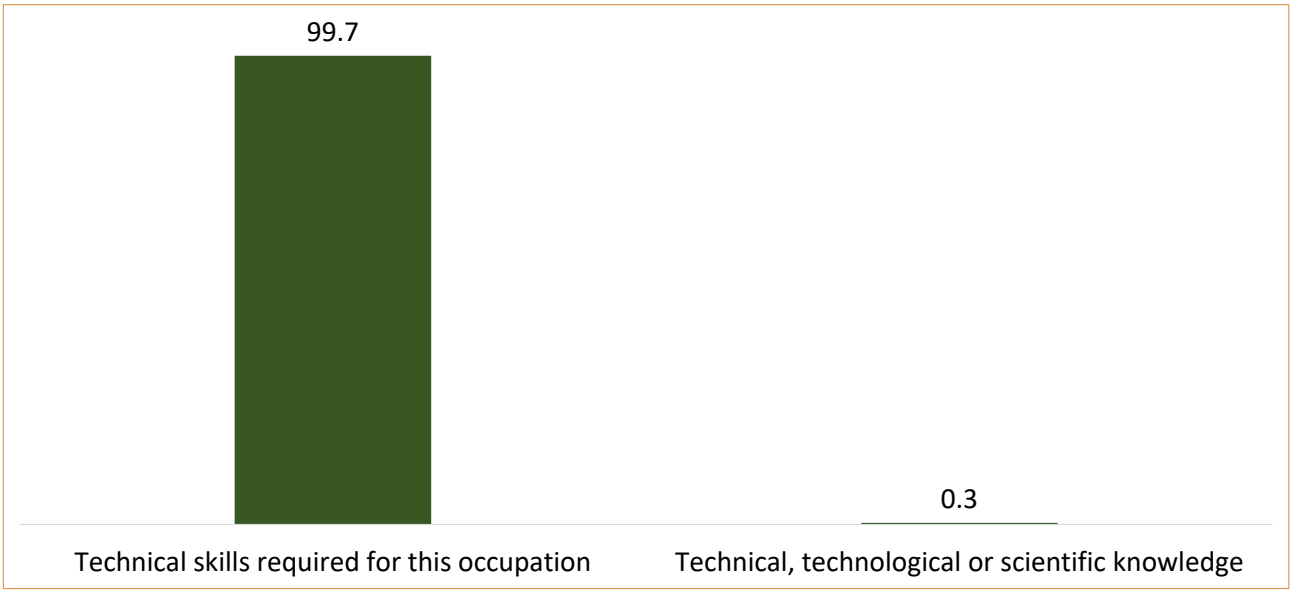
Figure 4.15: Percentage Distribution of Encountered problems during recruitment in the Last 12 Months by Institutional sector, Zambia 2020.



4.4.4 Skills lacking in applicants

The technical skills required for any occupation was the most cited at 99.7 percent as the skill lacking among applicants and the lack of technical, technology or scientific knowledge was the least cited at 0.3 percent (see Figure 4.16).

Figure 4.16: Percentage Distribution of Skills that were Lacking among Applicants, Zambia 2020.



The lack of technical, technological and scientific knowledge among professionals/technical and associate professional applicants was reported by the establishments at 50 percent. The findings further show that managers and professionals lacked technical skills at 28.6 percent and 27.1 percent, respectively (see Figure 4.17).

Figure 4.17: Percentage Distribution of Establishments by Skills that were Lacking among Applicants and Occupation Groups, Zambia 2020.

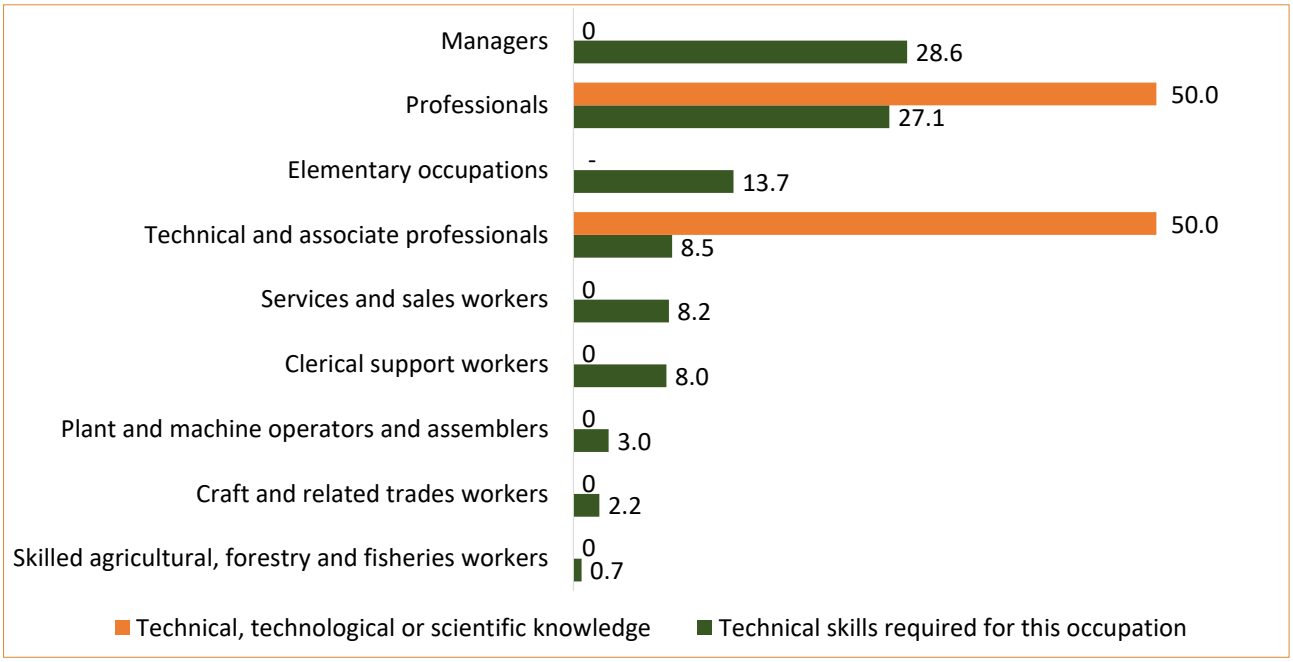
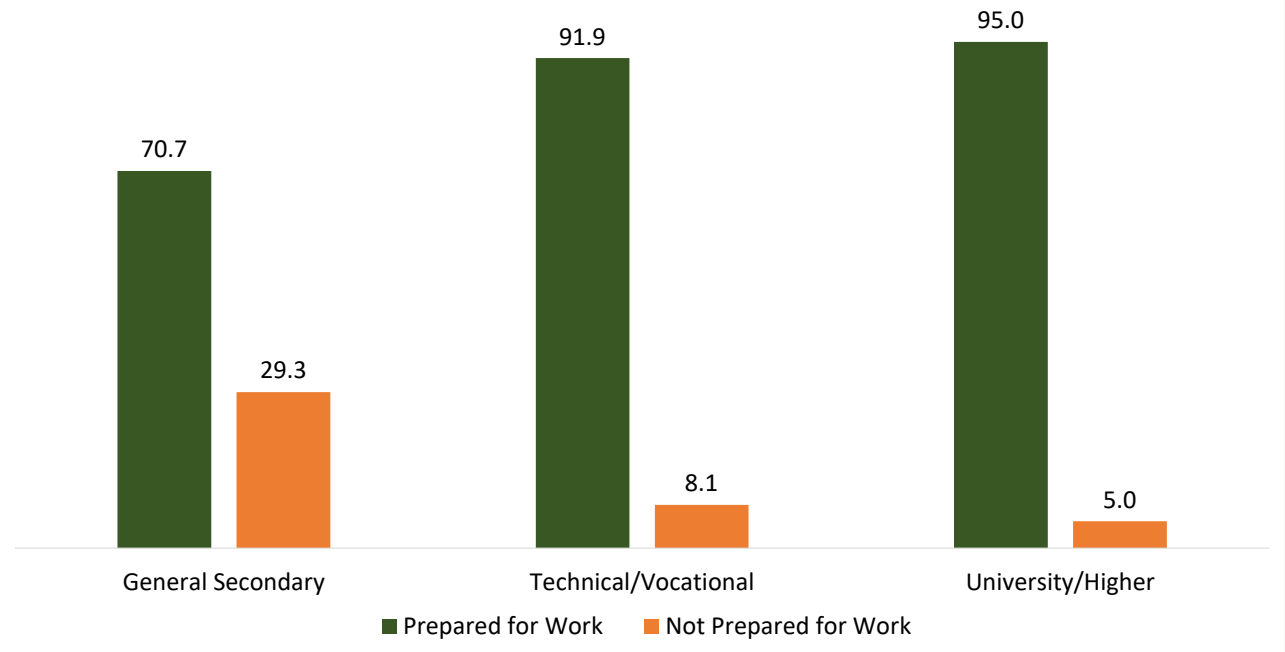


Figure 4.18 shows the percentage distribution of establishments by preparedness for work status among applicants and education level. The proportion of establishments, which reported that first time job seekers from secondary schools were not prepared was 29.3 percent, compared to 5.0 percent from university/higher education.

Figure 4.18: Percentage Distribution of Establishments by Preparedness for Work among Applicants and Education Level, Zambia 2020.



4.4.5 Staff turnover in the last 12 Months

Figure 4.19 shows the percentage distribution of establishments with and without staff turnover in the last 12 months prior to the survey. Results show that 51.5 percent of the establishments had staff turnover while those without accounted for 48.5 percent.

Figure 4.19: The Percentage Distribution of Establishments with and Without Staff Turnover in the Last 12 Months Prior to the Survey.

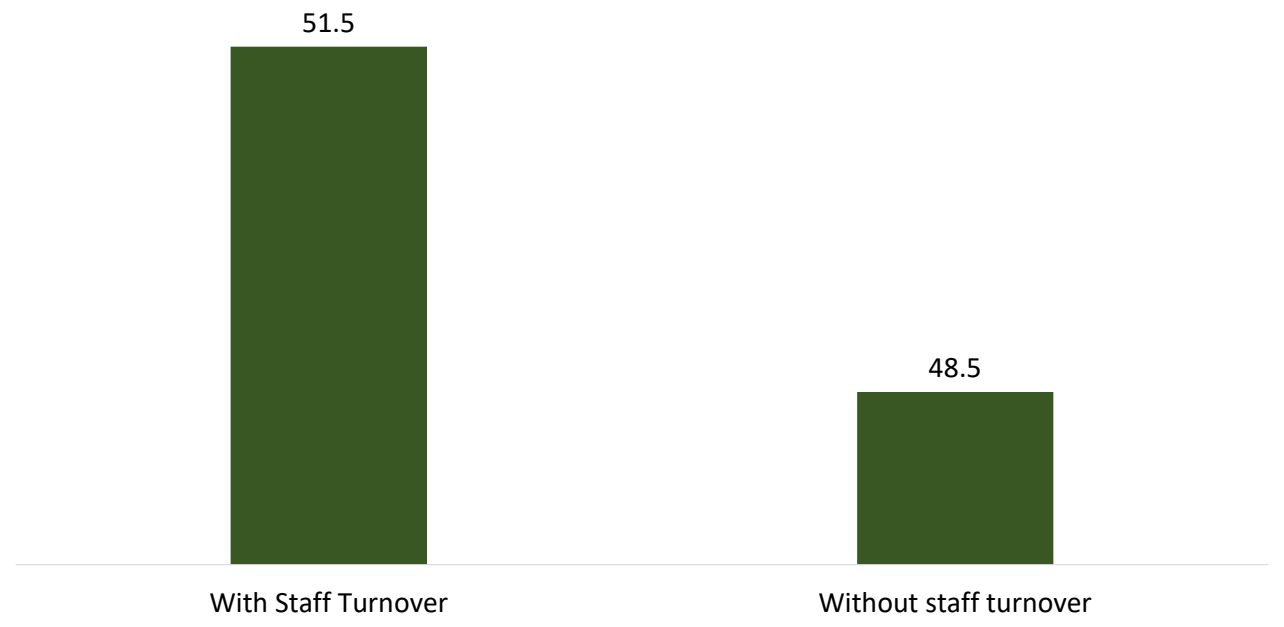


Table 4.5 shows distribution of establishments with staff turnover in the last 12 months prior to the survey. Of the total 12,994 establishments that had staff turnover, 31.5 percent reported staff turnover of 60 percent and above.

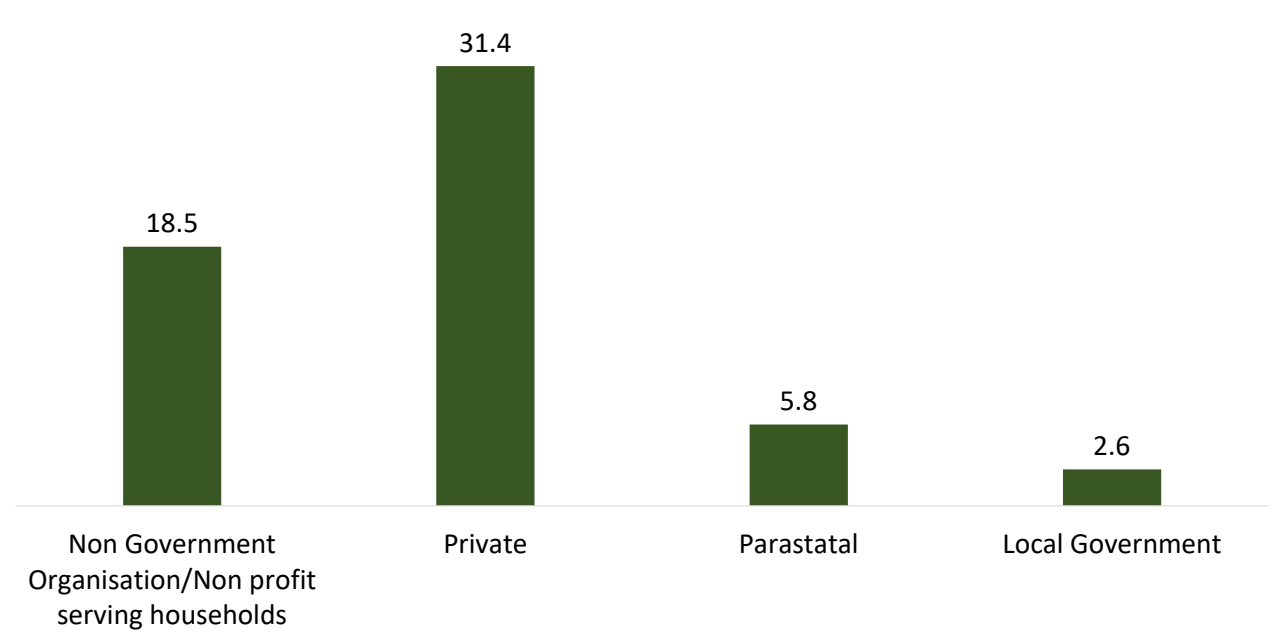
Table 4.5: Distribution of Establishment with Staff Turnover in the Last 12 Months, Zambia 2020

Staff Turnover (percent)	Number	Percent
Total	**12,994**	**100**
1 to 9	4,963	38.2
10 to 24	1,347	10.4
25 to 35	1,174	9.0
33 to 59	1,415	10.9
60 +	4,095	31.5

4.4.6 Staff turnover by sector

Figure 4.20 shows percentage distribution of establishments with staff turnover (60 percent and above) in the last 12 months prior to the survey by institutional sector. In 2020, the private sector had the highest staff turnover (60 percent and above) at 31.4 percent. The Local government and parastatal sectors had the lowest staff turnover (60 percent and above) at 2.6 percent and 5.8 percent, respectively.

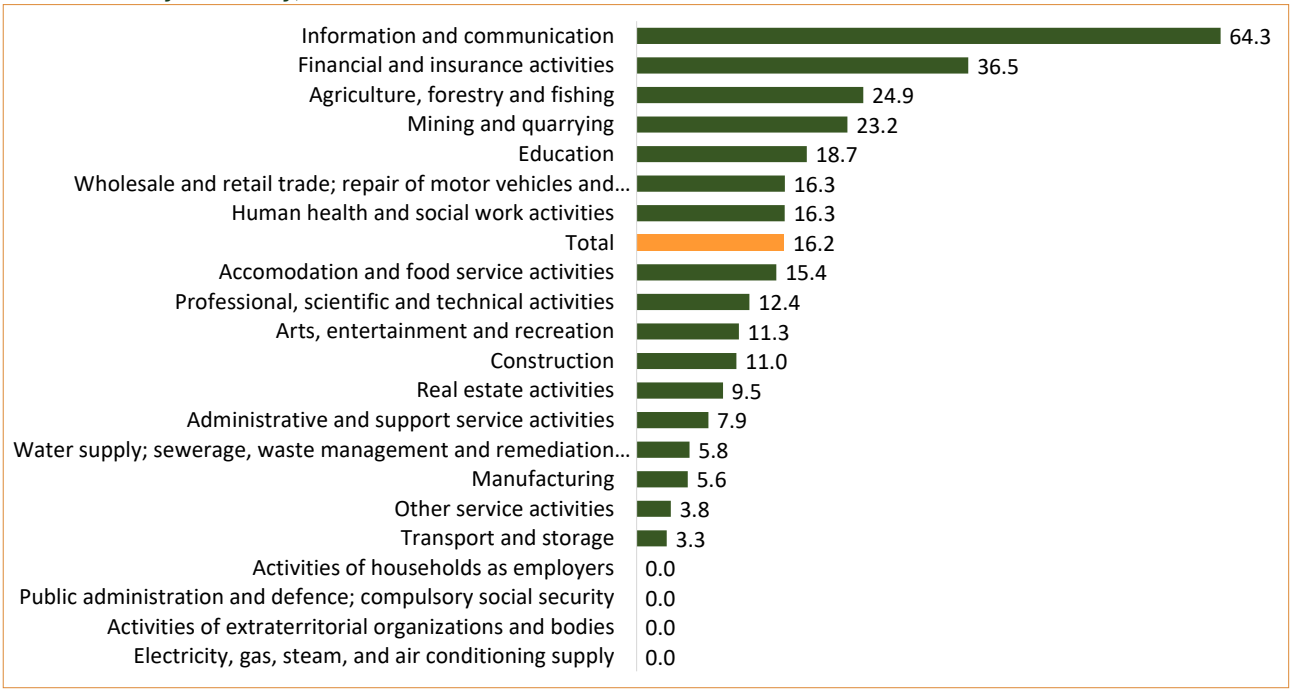
Figure 4.20: Percentage Distribution of Establishment with Staff Turnover in the Last 12 Months by Institutional Sector, Zambia 2020



4.4.7 Staff Turnover by Industry

Figure 4.21 shows the percentage distribution of establishments with staff turnover (60 percent and above) in the last 12 months prior to the survey by industry. Among establishments in the information and communication industry, 64.3 percent reported to have staff turnover of more than 60 percent in the last 12 months prior to the survey. This was followed by the establishments in the financial and insurance industry at 36.5 percent. The manufacturing and transport and storage industries had the lowest staff turnover (60 percent and above) in the last 12 months prior to the survey at 5.6 percent and 3.3 percent, respectively.

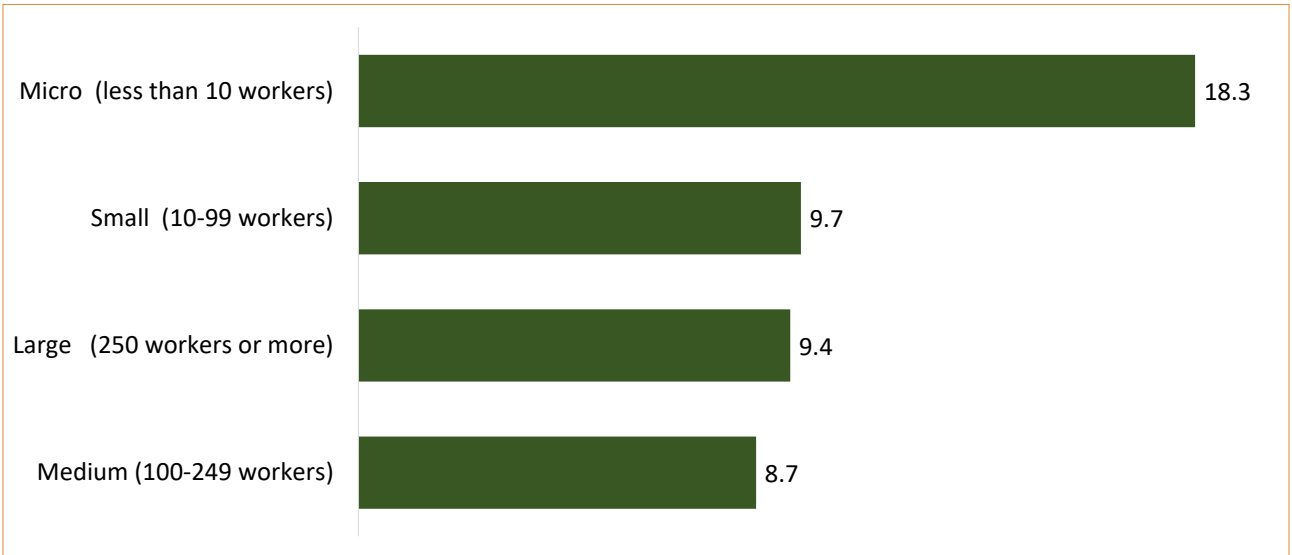
Figure 4.21: Percentage Distribution of Establishment/Enterprises with Staff Turnover in the Last 12 Months by Industry, Zambia 2020



Staff Turnover by Size of Establishment

Figure 4.22 shows the percentage distribution of establishment with staff turnover (60 percent and above) in the last 12 months prior to the survey by size of establishment. Among Micro establishments, 18.3 percent reported to have staff turnover of more than 60 percent. The medium establishments reported the lowest proportion of staff turnover at 8.7 percent.

Figure 4.22: Percentage Distribution of Establishment with Staff Turnover in the Last 12 Months by Size of establishment, Zambia 2020



Chapter Five: Skills Used by the Current Workforce

Chapter Five: Skills Used by the Current Workforce

5.0 Introduction

This chapter presents findings of skills gaps among the current workforce of the establishments. It presents an analysis of the distribution of establishments with skills gaps by industry, institutional sector, size of establishment and occupation. It further analyses specific skills lacking among current workforce in establishments and what actions were taken by establishments to overcome skills gaps.

5.1 Skills gaps by occupation

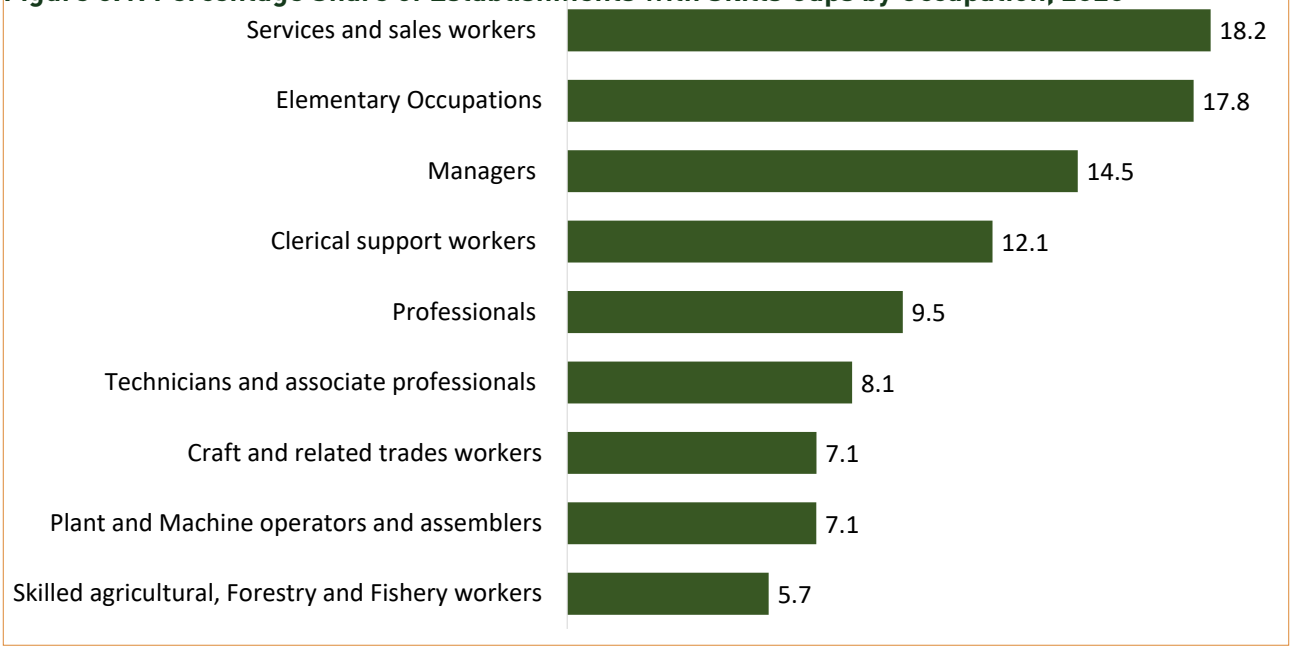
Table 5.1 shows the number and percentage distribution of establishments with skills gaps by occupation. Analysis by occupation groups shows that skilled agriculture, forestry and fisheries was not proficient at 80.9 percent followed by plant and machinery at 65.4 percent. The occupation group that reported to be proficient was managers at 77.5 percent followed by service and sales workers at 62.5 percent.

Table 5.1: Number and Percentage Distribution of Establishments with Skills Gaps by Occupation, 2020

Occupation	Total	Proficient		Not Proficient	
		Number	Percentage	Number	Percentage
Managers	19,749	15,301	77.5	4,448	22.5
Professionals	5,892	2,969	50.4	2,923	49.6
Technicians and associate professionals	4,344	1,861	42.9	2,482	57.1
Clerical support workers	6,277	2,573	41	3,705	59
Services and sales workers	14,955	9,351	62.5	5,604	37.5
Skilled agricultural, Forestry and Fishery workers	2,170	415	19.1	1,755	80.9
Craft and related trades workers	3,525	1,355	38.4	2,171	61.6
Plant and Machine operators and assemblers	3,315	1,146	34.6	2,170	65.4
Elementary Occupations	11,473	6,017	52.4	5,456	47.6

Figure 5.1 shows the percentage share of establishments with skills gaps by occupation. The occupational group that reported to have the most skills gaps was the Service and Sales Workers at 18.2 percent. This was followed by the Elementary Occupations and Managers at 17.8 percent and 14.5 percent, respectively. The Skilled Agricultural, Forestry and Fishery workers Occupations reported to have the least skills gaps at 5.1 percent.

Figure 5.1: Percentage Share of Establishments with Skills Gaps by Occupation, 2020



5.2 Skills gaps by industry

Table 5.2 shows the percentage distribution of establishments with skills gaps by industry and occupation. Among the Managerial occupations, the wholesale and retail trade; repair of motor vehicles and motorcycles had the highest number of skills gaps at 49.0 percent. In all the other occupations, a similar trend of having the wholesale and retail trade; repair of motor vehicles and motorcycles with the highest number of skills gaps was observed with the service and sales workers occupation having 63.4 percent of skills gaps.

Table 5.2: Percentage Distribution of Establishments with Skills Gaps by Industry and Occupation, 2020

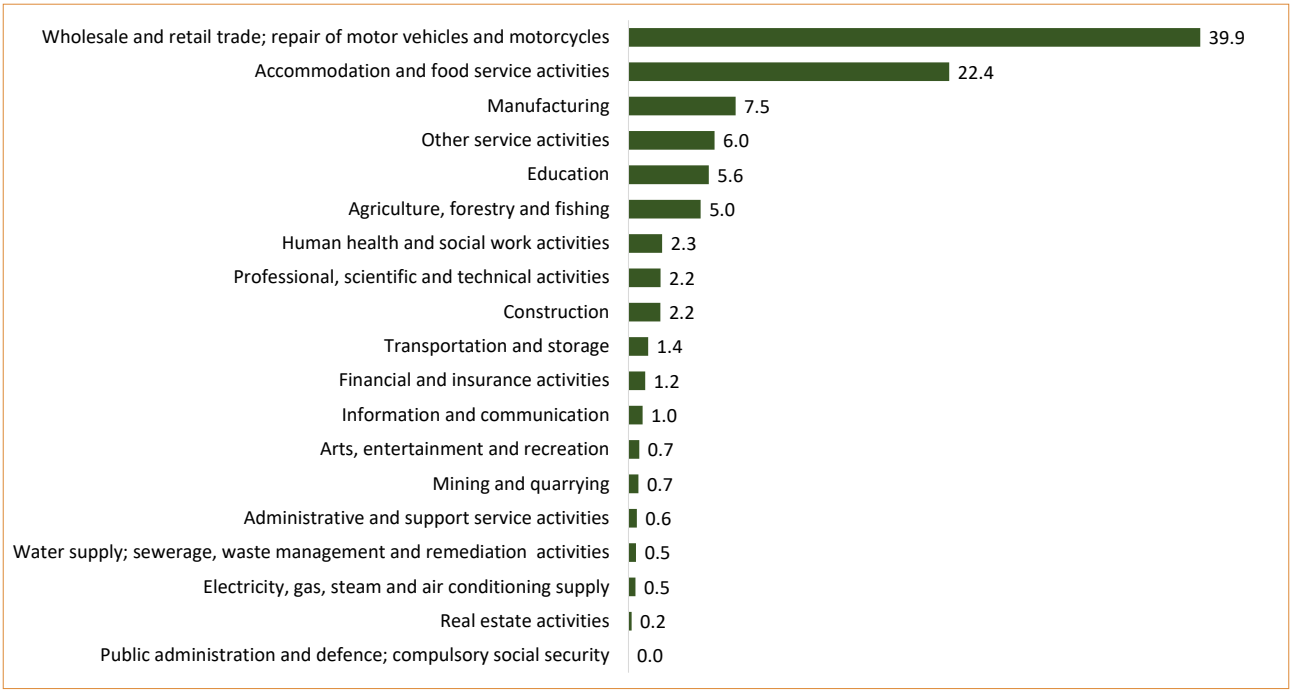
Industry	Managers	Profes-sionals	Techni-cians	Clerical Support	Service and Sales	Skilled ag-riculture	Craft and related	Plant and machine	Elemen-tary
Total	**4,448**	**2,923**	**2,482**	**3,705**	**5,604**	**1,755**	**2,171**	**5,456**	**5,456**
Agriculture, forestry and fishing	2.7	1.9	2.7	4.7	1.2	9	4.9	8.8	8.8
Mining and quarrying	0.4	1.2	1.9	0.5	0.2	0.2	1.3	0.7	0.7
Manufacturing	3.2	6.2	9.8	9.6	5.2	6.6	9.6	9.2	9.2
Electricity, gas, steam and air conditioning supply	0.2	0.5	0.9	0.8	0.1	1.1	1.3	0.3	0.3
Water supply; sewerage, waste man-agement and remediation activities	0.4	1.1	0.8	0.3	0.3	0.8	0.9	0.4	0.4

Table 5.2: Percentage Distribution of Establishments with Skills Gaps by Industry and Occupation, 2020 (Cont'd)

Industry	Managers	Profes-sionals	Techni-cians	Clerical Support	Service and Sales	Skilled ag-riculture	Craft and related	Plant and machine	Elemen-tary
Construction	2.8	3	5	1.5	0.6	0.5	3.5	2.2	2.2
Wholesale and retail trade; repair of motor vehicles and motorcycles	49	34.6	28.2	27.9	63.4	42.2	44.3	31.2	31.2
Transportation and storage	0.8	1.1	2.2	1.3	0.2	0	1.5	2.3	2.3
Accommoda-tion and food service activ-ities	18	17.3	19.9	26.4	16.9	33.6	23.2	25.7	25.7
Information and communication	1.5	2	1.3	1.1	0.2	0.1	0	1.2	1.2
Financial and insurance activities	1.1	0.4	0.7	5.7	1.1	0	0	0.4	0.4
Real estate activities	0.3	0.5	0.5	0.1	0.2	0	0.1	0.1	0.1
Professional, scientific and technical activ-ities	0.5	5.1	6	4.3	2.2	0.2	0.1	1.4	1.4
Administrative and support service activ-ities	0.1	0.5	0.2	0.7	0.5	0.2	0.2	1.1	1.1
Public admin-istration and defence; com-pulsory social security	0	0	0	0	0	0	0	0	0
Education	6.7	11.2	12	6.2	3	1.5	5.5	4	4
Human health and social work activities	4.5	6.6	1.7	3.8	1.1	2.2	1.5	0.8	0.8
Arts, enter-tainment and recreation	0.9	0.3	0.9	0.3	0.7	0	0.4	1.1	1.1
Other service activities	6.9	6.4	5.5	4.9	3.1	1.9	1.7	9.1	9.1

The industry that reported to have the most skills gaps was the wholesale and retail trade; repair of motor vehicles and motorcycles at 39.9 percent. This was followed by accommodation and food service activities and manufacturing at 22.4 percent and 7.5 percent, respectively (see Figure 5.2).

Figure 5.2: Percentage Share of Establishments with Skills Gaps by Industry, 2020



5.3 Sectoral Distribution of Skills Gaps

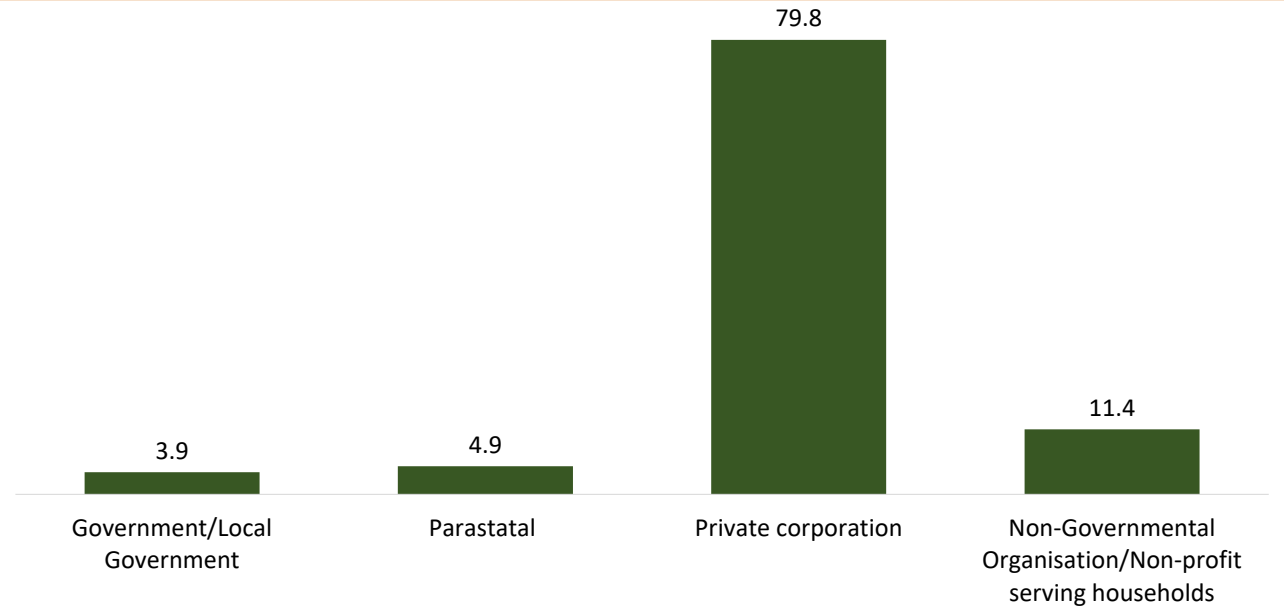
Table 5.3 shows the number and percentage distribution of establishments with skills gaps by institutional sector and occupation. In all the institutional sectors, the Private Corporation had the highest number of skills gaps across all the occupations. In the Private Corporations, the Skilled Agriculture, forestry and fishery workers had the highest number of skills gaps at 94.1 percent while Managers had the lowest at 76.4 percent.

Table 5.3: Number and Percentage Distribution of Establishments with Skills Gaps by Institutional Sector and Occupation, 2020.

	Managers	Profes-sionals	Technicians	Clerical Support	Service and Sales	Skilled agri-culture	Craft and related	Plant and machine	Elementary
Total Number	**4,280**	**2,775**	**2,452**	**3,698**	**5,308**	**1,755**	**2,165**	**5,408**	**5,408**
Total Percent	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**
Local Govern-ment	1.3	2.3	2.4	0.9	0.9	1.9	2	4.7	4.7
Parastatal	8.8	1.9	1.6	2.6	7.2	1.1	6.1	2.4	2.4
Private Corpa-ration	76.4	79.4	85.7	85.8	82.3	94.1	78.2	84.4	84.4
Non-Gov-ernmental Organisation/ Non-profit serv-ing households	13.6	16.5	10.2	10.7	9.6	2.9	13.6	8.6	8.6

Figure 5.3 presents information on the percentage share of establishments with skills gaps by institutional sector. The figure shows that the private corporations reported the highest skills gaps at 79.8 percent of the total establishments. The local government and parastatal reported skills gap at 3.9 percent and 4.9 percent, respectively.

Figure 5.3: Percentage Share of Establishments with Skills Gaps by Institutional Sector, 2020



5.4 Skills gaps by establishment size

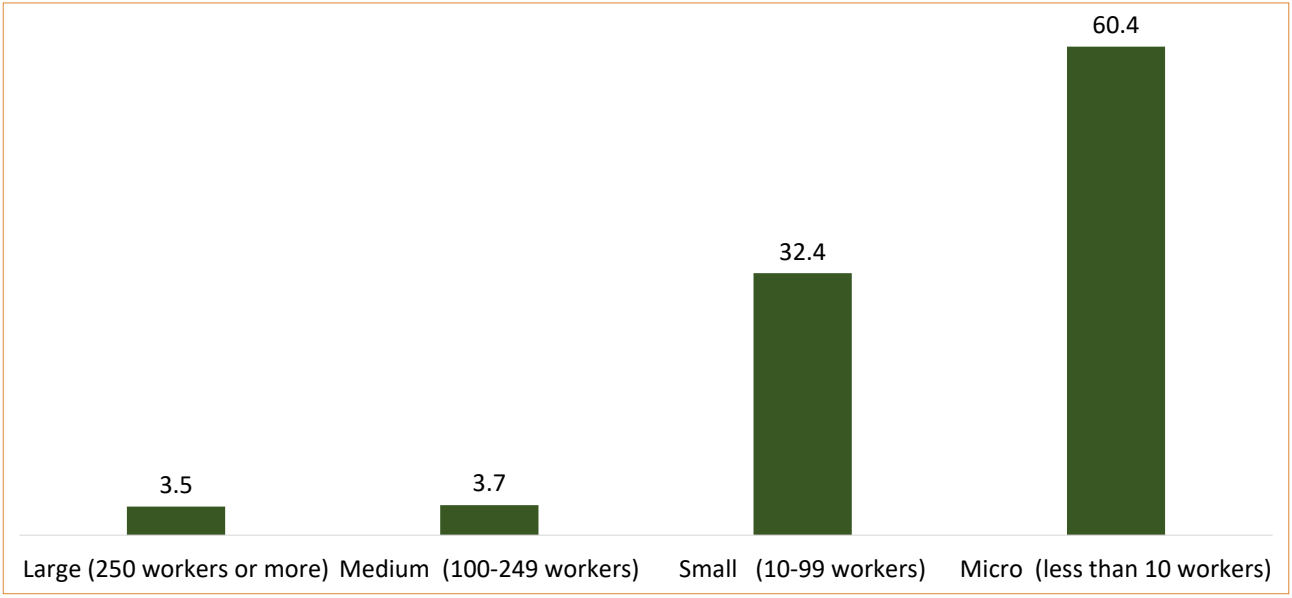
Table 5.4 presents information on distribution of establishments with skills gaps by size of establishment. The table shows that the highest proportion of skills gaps in the Micro establishments occupational group was for service and sales workers at 64.3 percent while the lowest was craft and related workers at 43.1 percent. Among the small establishments, the craft and related workers had highest proportion of skills gaps at 46.5 percent while the lowest was clerical support workers at 30.3 percent. In the large establishments, technicians; craft and related workers had the highest proportion of skills gaps at 5.0 percent while the service and sales workers had the lowest at 1.4 percent.

Table 5.4: Distribution of Establishments with Skills Gaps by Size of Establishment and Occupation, Zambia 2020

	Managers	Professionals	Technicians	Clerical Support	Service and Sales	Skilled agriculture	Craft and related	Plant and machine	Elementary
Total number	**4,431**	**2,915**	**2,478**	**3,686**	**5,585**	**1,750**	**2,166**	**5,415**	**5,415**
Total Percent	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**
Large (250 workers or more)	2.6	3.7	5.0	4.2	1.4	4.5	5.0	2.1	2.1
Medium (100-249 workers)	3.2	2.8	5.8	3.3	1.9	2.4	5.4	3.9	3.9
Small (10-99 workers)	41.9	38.9	34.5	30.3	32.4	36.3	46.5	34.9	34.9
Micro (less than 10 workers)	52.3	54.6	54.6	62.2	64.3	56.8	43.1	59.1	59.1

Figure 5.4 shows the percentage share of establishments with skills gaps by size of establishment. The share of establishments by size with workforce not fully proficient at their jobs shows that the Micro establishments (less than 10 workers) had the largest share at 60.4 percent followed by the small scale establishments at 32.4 percent. The large and medium establishments accounted for 3.5 percent and 3.7 percent, respectively.

Figure 5.4: Percentage Share of Establishments with Skills Gaps by Size of Establishment, Zambia 2020



5.5 Specific skills lacking among current workforce

Figure 5.5 shows the percentage distribution of establishments by missing skills in their current workforce. The most reported skill that was missing among the current workforce was technical skills required for the occupation at 99.7 percent, while the least reported was ICT skills at 0.2 percent.

Figure 5.5: Percentage Distribution of Establishments by Required Missing Skills, Zambia 2020

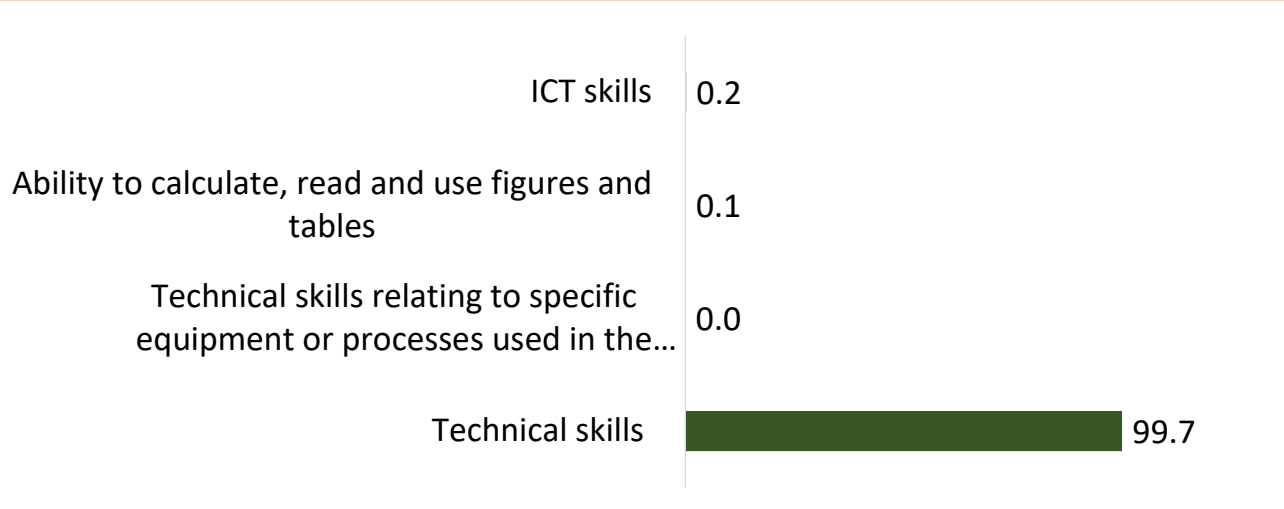


Figure 5.6 shows the percentage distribution of establishments with missing technical skills for particular occupations by industry. The Wholesale and retail trade; repair of motor vehicles and motorcycles had the highest percent share of establishments with missing technical skills required for the particular occupations at 44.2 percent. Electricity, gas, steam, and air conditioning supply industry had the lowest at 0.1 percent.

Figure 5.6: Percentage Distribution of Establishments with Missing Technical Skills for Particular Occupations by Industry, Zambia 2020

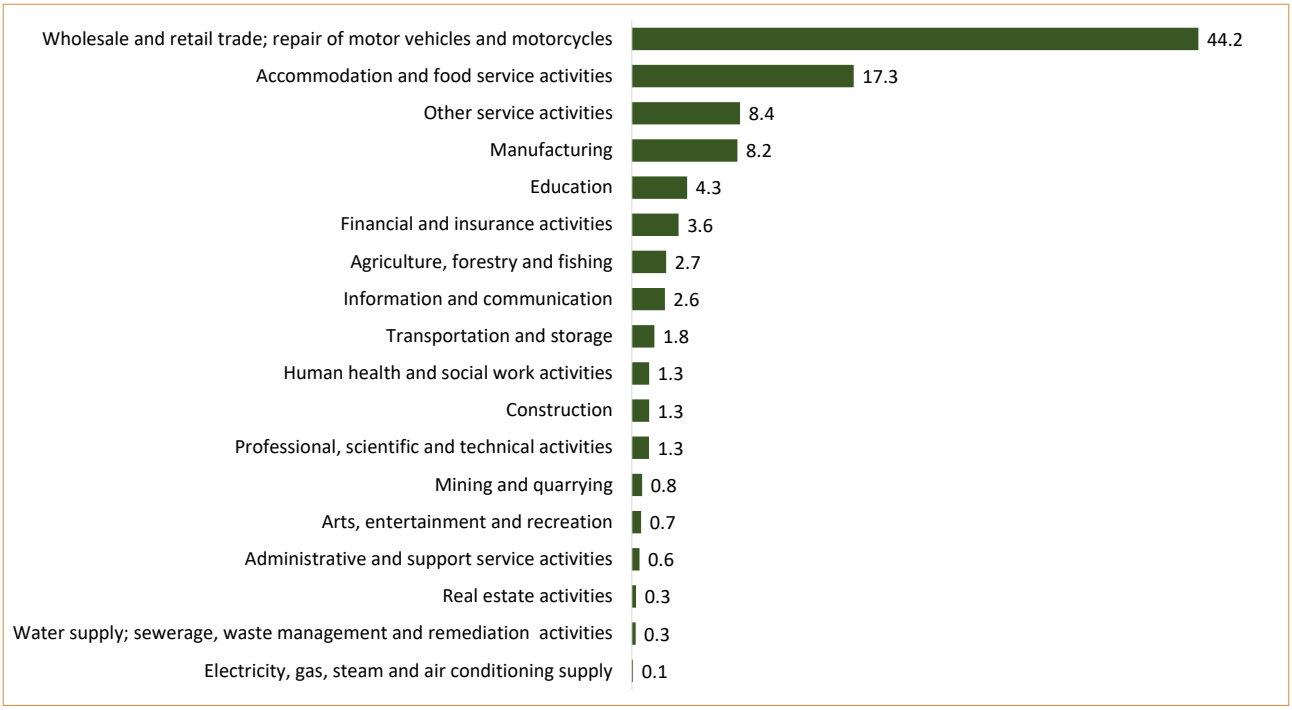
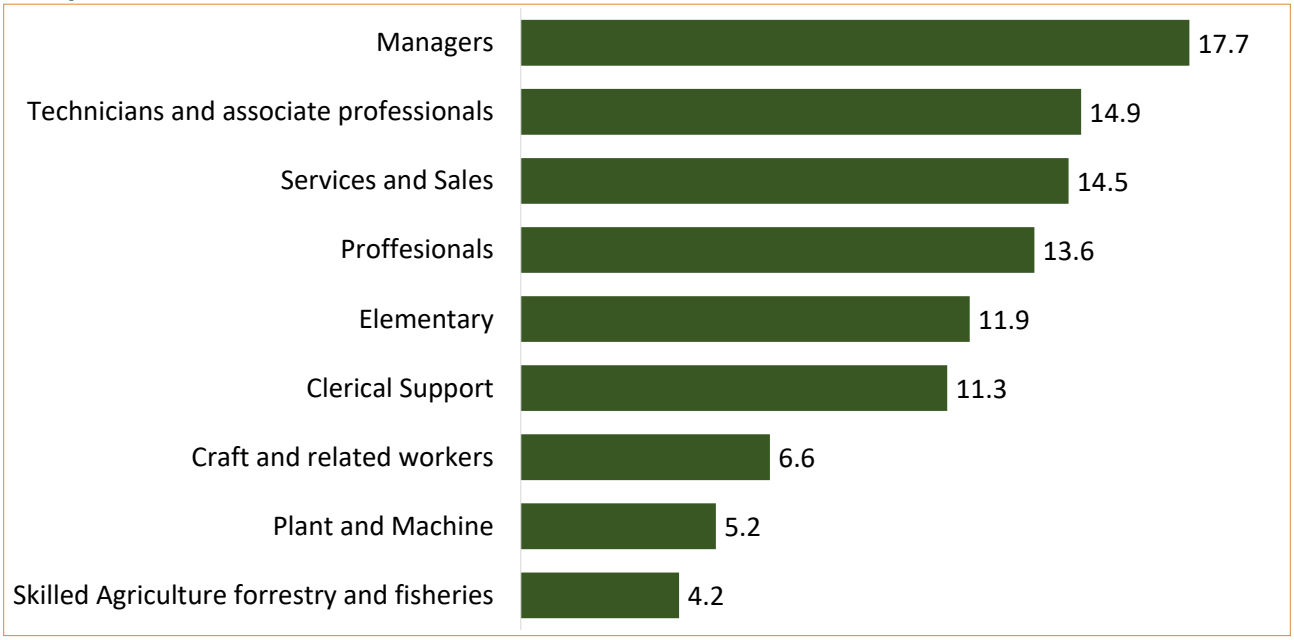


Figure 5.7 shows the percentage distribution of establishments with missing technical skills for particular occupation. The occupation that was highly reported to have technical skills missing was Managers accounting for 17.7 percent of the total establishments while the lowest was Skilled Agriculture Forestry and Fisheries occupations at 4.2 percent.

Figure 5.7: Percentage Distribution of Establishments with Missing Technical Skills for Particular Occupations, Zambia 2020



Actions taken to Overcome Skills Gaps

Figure 5.8 shows the percentage distribution of establishments by actions taken to overcome skills gaps. Establishments that reported to have provided further training to overcome the problem of skills gaps accounted for 19.0 percent of the total establishments that had taken action. Those that provided more staff appraisals /performance reviews accounted for 17.1 percent, while those that changed work practices to overcome the problem of skills gaps accounted for 16.1 percent. There were 6.1 percent of the establishments that influenced providers of education in order to ensure the inflow of new comers.

Figure 5.8: Percentage Distribution of Establishments by Action Taken to Overcome Skills Gaps, 2020

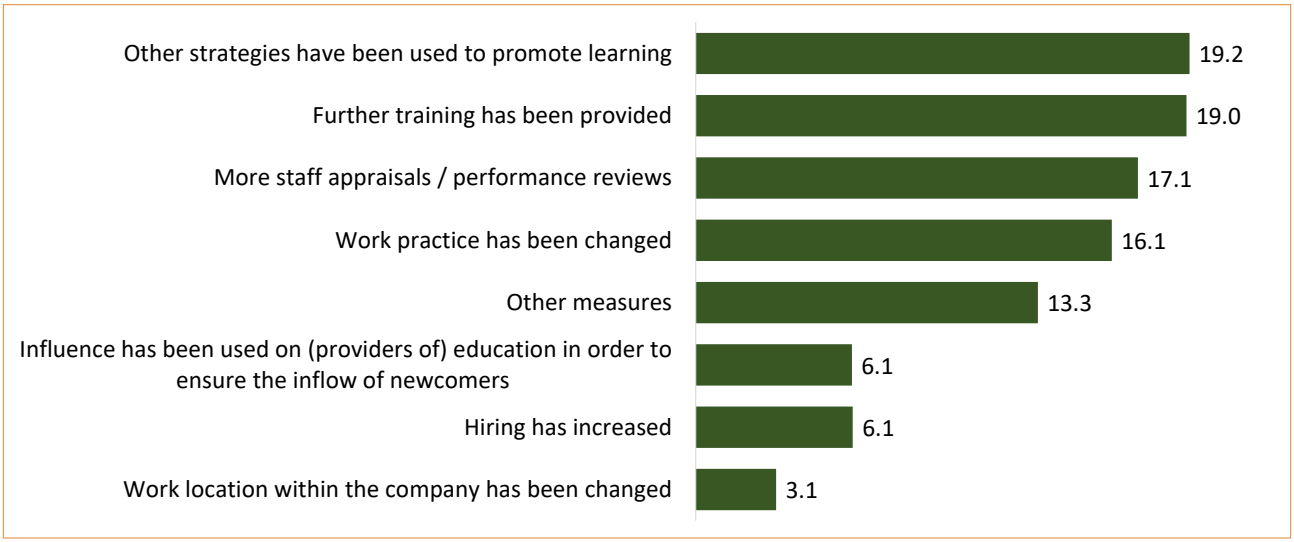
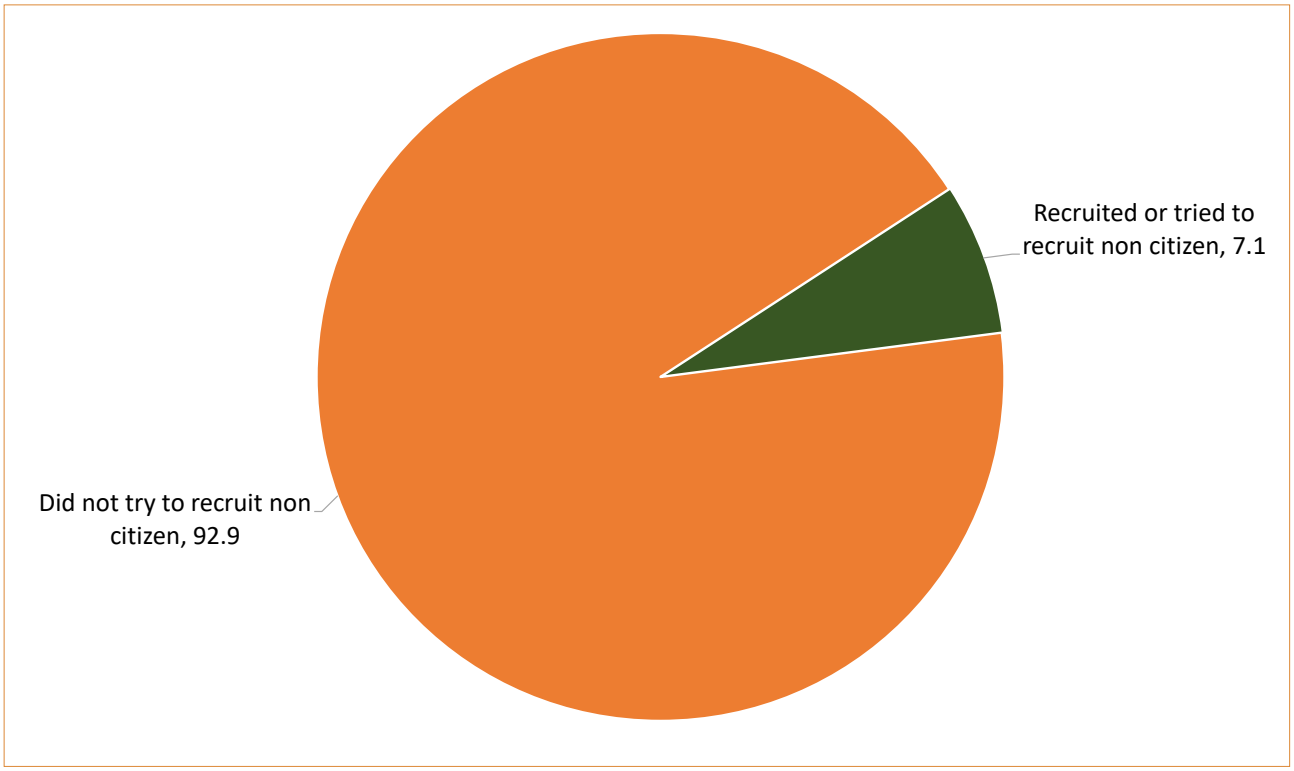


Figure 5.9 shows the percentage distribution of establishments that hired or tried to hire a non-citizen to overcome skills gaps. The figure shows that 7.1 percent of the establishments reported to have recruited or tried to recruit a non-citizen to overcome the challenge of skills gaps, while 92.9 percent did not recruit or try to recruit a non-citizen.

Figure 5.9: Percentage Distribution of Establishments That Hired or Tried to Hire a Non-Citizen to Overcome Skills Gaps, Zambia 2020



The Construction and Electricity, gas steam and air conditioning supply industries accounted for 53.6 percent and 43.7 percent of the establishments hired or tried to hire a non-citizen to overcome the problem of skills gaps, respectively. All other industries had less than 10 percent of the establishments that reported to have hired or tried to hire a non-citizen.

Table 5.5: Distribution of Establishments That Hired or Tried to Hire a Non-Citizen to Overcome Skills Gaps by Industry, Zambia 2020

Industry	Total Number of Establishments		Recruited or tried to recruit non-citizens		Did not recruit or try to recruit non-citizens	
	Number	Percent	Number	Percent	Number	Percent
Total	**26,803**	**100**	**1,898**	**7.1**	**24,905**	**92.9**
Agriculture, forestry and fishing	786	100	49	6.2	738	93.8
Mining and quarrying	180	100	28	15.5	152	84.5
Manufacturing	1935	100	158	8.2	1777	91.8
Electricity, gas, steam and air conditioning supply	28	100	12	43.7	16	56.3
Water supply; sewerage, waste management and remediation activities	81	100	4	4.5	77	95.5
Construction	299	100	160	53.6	139	46.4
Wholesale and retail trade; repair of motor vehicles and motorcycles	12,321	100	975	7.9	11346	92.1
Transportation and storage	319	100	21	6.7	298	93.3
Accommodation and food service activities	4,905	100	236	4.8	4669	95.2
Information and communication	782	100	10	1.3	772	98.7
Financial and insurance activities	636	100	27	4.3	609	95.7
Real estate activities	97	100	3	2.6	94	97.4
Professional, scientific and technical activities	344	100	17	4.8	328	95.2
Administrative and support service activities	164	100	0	0	164	100
Education	1,151	100	89	7.7	1062	92.3
Human health and social work activities	386	100	72	18.6	314	81.4
Arts, entertainment and recreation	199	100	0	0	199	100
Other service activities	2,190	100	37	1.7	2152	98.3

Figure 5.10: shows the percentage share of establishments that hired or tried to hire a non-citizen to overcome skills gaps by industry. The wholesale and retail trade; repair of motor vehicles and motorcycles accounted for the highest percentage at 51.4 percent while those in the Real estate activities accounted for the lowest at 0.1 percent.

Figure 5.10: Percentage Share of Establishments That Hired or Tried to Hire a Non-Citizen to Overcome Skills Gaps by Industry, Zambia 2020

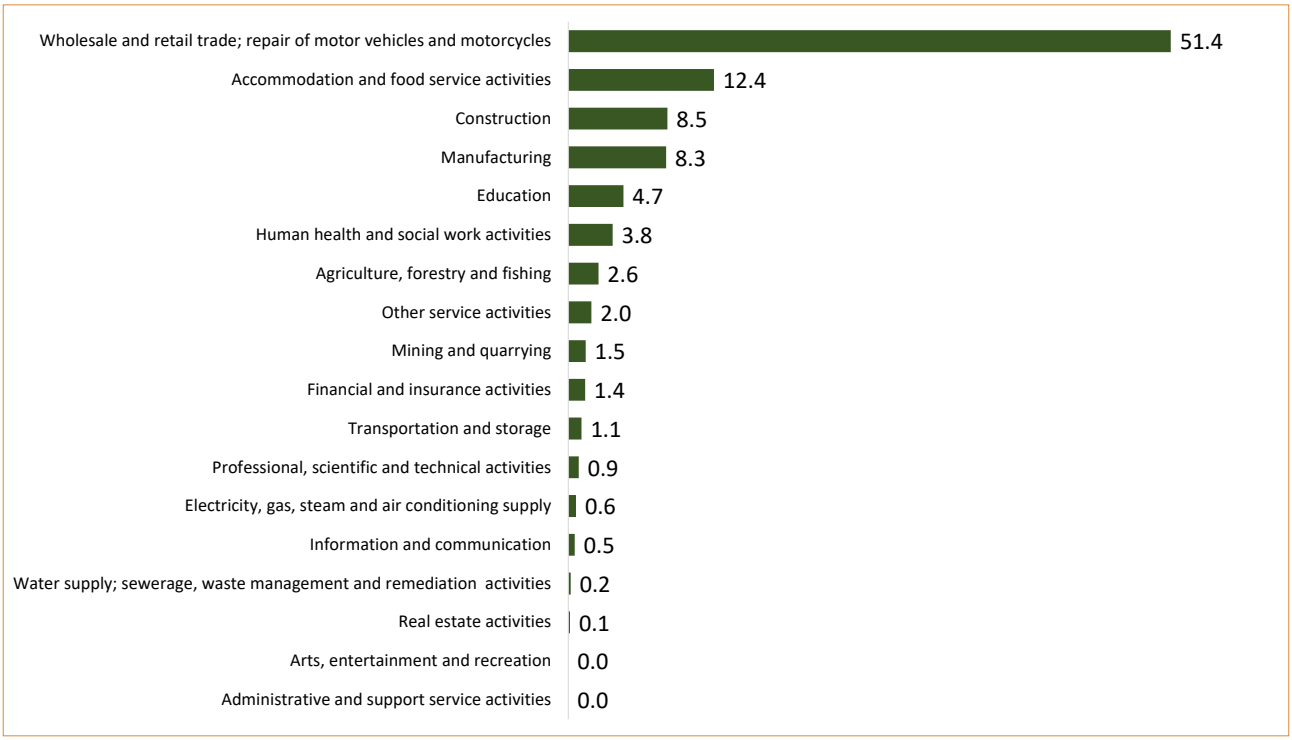


Table 5.6 shows the distribution of establishments that hired or tried to hire non-citizens to overcome skills gaps by size of establishment. In the category of Large establishments, 40.3 percent of the establishments reported to have hired or tried to hire non-citizens to overcome the skills gap. Those in the Micro (less than 10 workers) 4.6 percent of establishments hired or tried to hire non-citizens.

Table 5.6: Distribution of Establishments That Hired or Tried to Hire Non-Citizens to Overcome Skills Gaps by Size of Establishment, Zambia 2020

Size of Establishment	Total Number of Establishments		Recruited or tried to recruit non-citizens		Did not recruit or try to recruit non-citizens	
	Number	Percent	Number	Percent	Number	Percent
Total	**29,628**	**100**	**2,110**	**7.1**	**27,518**	**92.9**
Large (250 workers or more)	246	100	99	40.3	147	59.7
Medium (100-249 workers)	420	100	107	25.4	314	74.6
Small (10-99 workers)	5,858	100	843	14.4	5,015	85.6
Micro (less than 10 workers)	23,104	100	1,062	4.6	22,043	95.4

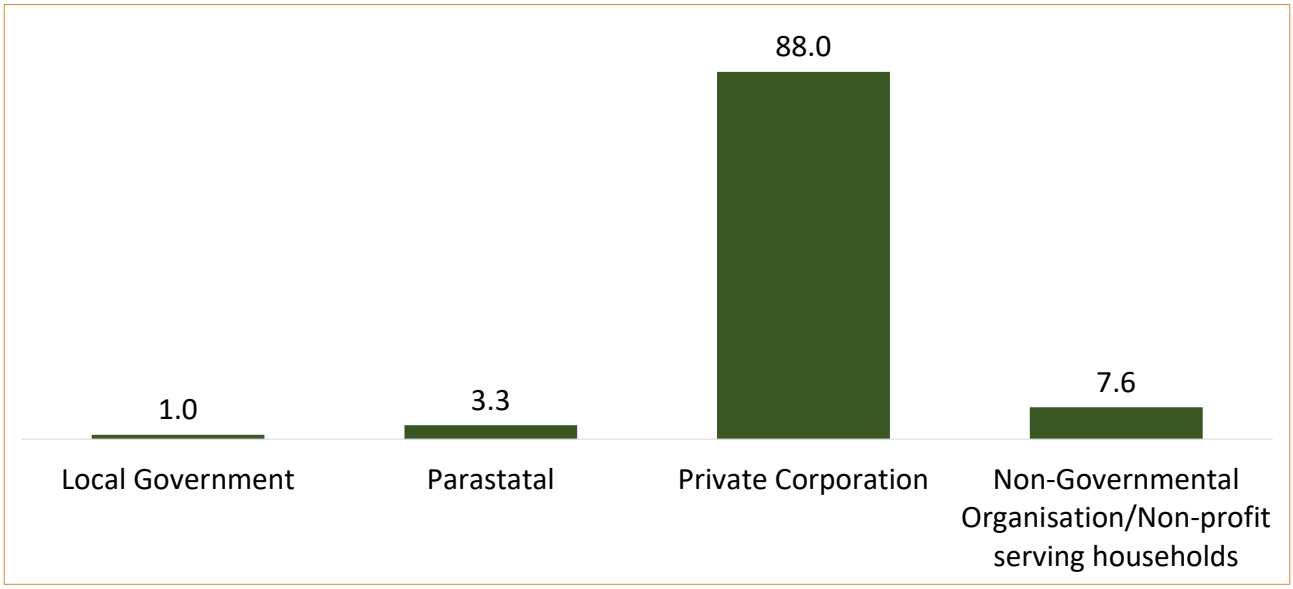
Table 5.7 shows the number and percentage distribution of establishments that hired or tried to hire non-citizens to overcome skills gaps by institutional sector. In all the sectors, there were less than 10 percent of the establishments that had hired or tried to hire a non-citizen to overcome the problem of skills gaps. In the parastatal sector, 9.3 percent of the establishments reported to have hired or tried to hire non-citizens to overcome the challenge of skills gaps, while in the private sector, 6.8 percent of the establishments hired or tried to hire. Local government had 3.2 percent of establishments that reported to have hired or tried to hire non-citizens.

Table 5.7: Number and Percentage Distribution of Establishments That Hired or Tried to Hire Non-Citizens to Overcome Skills Gaps by Institutional Sector, Zambia 2020

Institutional Sector	Total Number of Establishments		Recruited or tried to recruit non-citizens		Did not recruit or try to recruit non-citizens	
	Number	Percent	Number	Percent	Number	Percent
Total	**29,628**	**100**	**1,976**	**6.7**	**27,652**	**93.3**
Local Government	653	100	21	3.2	632	96.8
Parastatal	713	100	66	9.3	647	90.7
Private Corporation	25,707	100	1,740	6.8	23,967	93.2
Non-Governmental Organisation/ Non-profit serving households	2,556	100	151	5.9	2,405	94.1

Figure 5.12 shows the percentage share of establishments that hired or tried to hire non-citizens to overcome skills gaps by institutional sector. The private corporation had the highest percentage share of establishments that had hired or tried to hire non-citizens to overcome the challenge of skills gaps at 88.0 percent while local government had the lowest at 1.0 percent.

Figure 5.12: Percentage share of Establishments That Hired or Tried to Hire Non-Citizens to Overcome Skills Gaps by Institutional Sector, Zambia 2020



Chapter 6: Workforce Development

Chapter 6: Workforce Development

6.0 Introduction

Workforce development is an important exercise in every establishment. This is because a workforce with relevant or correct expertise is more efficient and productive. To tackle the problem of skills gaps and shortages, training programs are usually developed. This chapter highlights the availability of training programs across various industries, establishment sizes and types of occupations.

6.1 Establishments by Workforce Development Plans

Table 6.1 shows distribution of establishments with workforce development plans. There were 8,802 establishments with a workforce development plan. This accounted for 29.7 percent of the establishments.

Table 6.1 Distribution of Establishments by Workforce Development Plans, Zambia 2020

Workforce Development Plan				
Total Establishments	Without Workforce Development Plan		With Workforce Development Plan	
	Number	Percent	Number	Percent
29,628	20,826	69.4	8,802	29.7

Figure 6.1 shows the percentage distribution of establishments by type of plan. Most establishments had a workforce development plan in form of a business plan at 54.4 percent, training plan at 25.8 percent and Budget plan at 19.7 percent.

Figure 6.1: Percent Distribution of Establishments Type of Plan, Zambia 2020

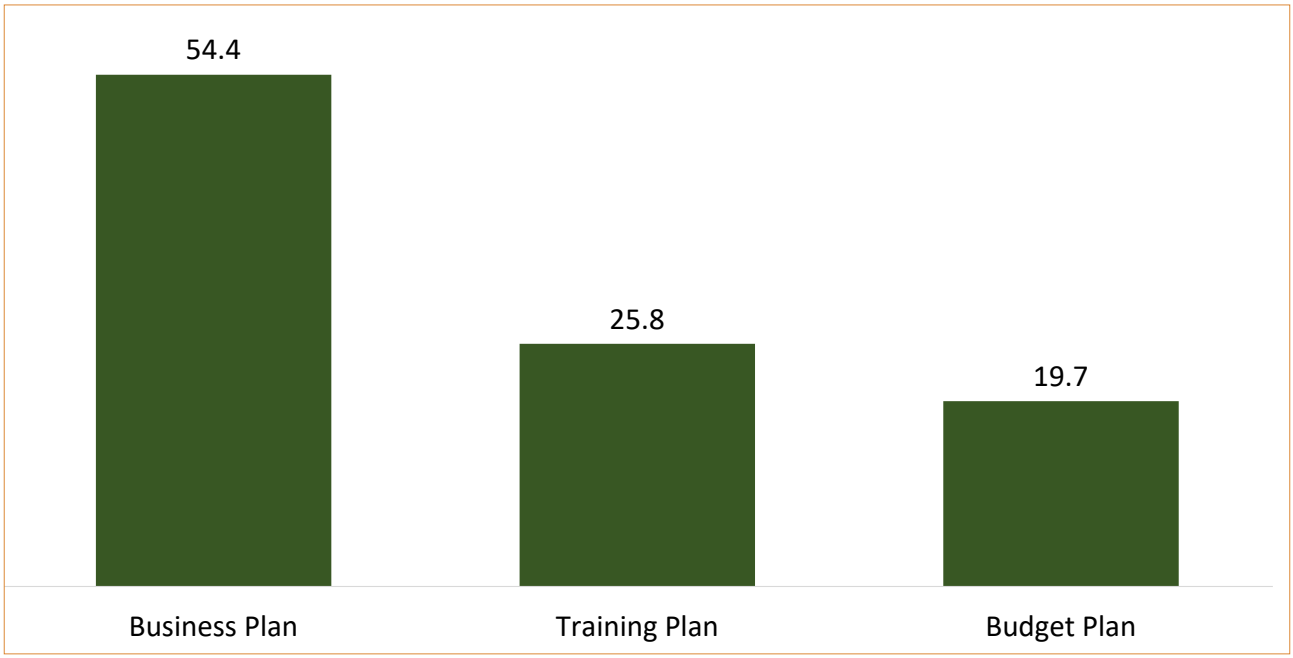


Figure 6.2 shows the percentage distribution of establishments with workforce development plans by institutional sector. The private sector had the highest share of establishments with workforce development plans at 78.8 percent. The parastatal sector had the lowest share of establishments with workforce development plans at 2.0 percent.

Figure 6.2: Percentage Distribution of Establishments with Workforce Development Plans by Institutional Sector, Zambia 2020

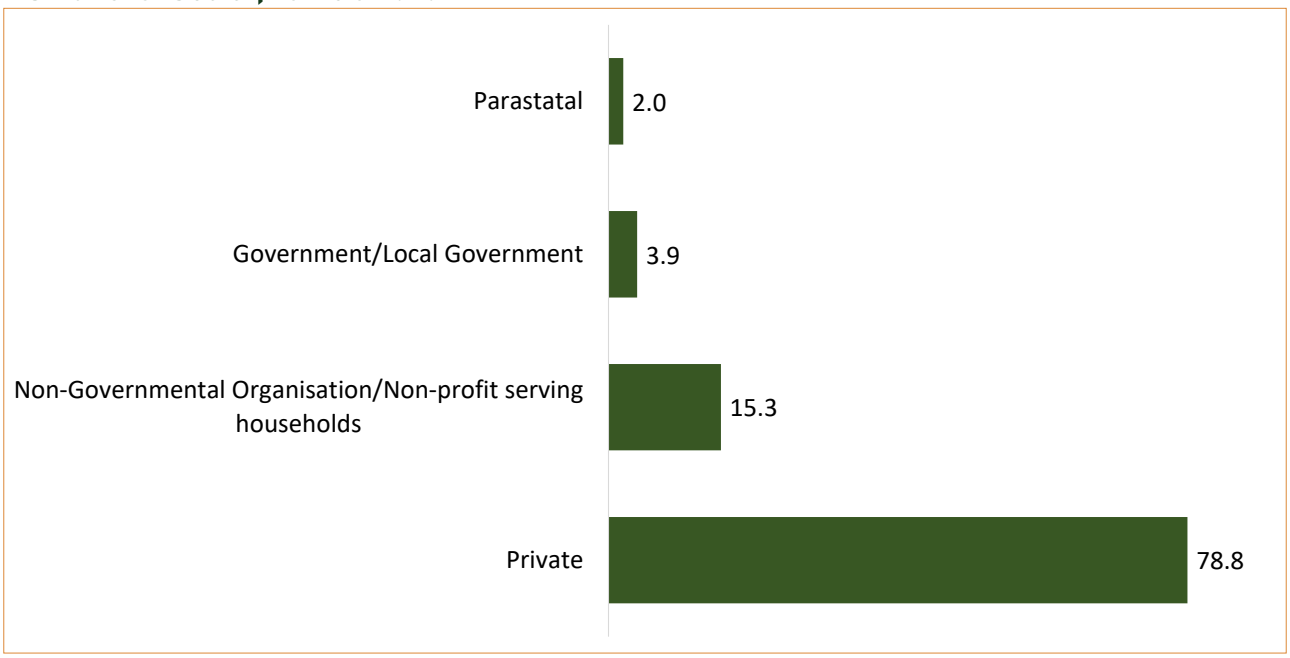


Table 6.2 shows distribution of establishments with staff development plans by industry. Across all the staff development forms, the information and communication industry reported the highest percentage of establishments that had Business plans at 68.8 percent, Training plans at 71.6 percent and Budget plans at 62.4 percent. The wholesale and retail trade, repair of motor vehicles and motor cycles had the lowest percentage of industries with Business plans at 21.2 percent, Training plans at 6.7 percent and Budget plans at 4.7 percent.

Table 6.2: Distribution of Establishments with Staff Development Plans by Industry, Zambia 2020

Industry	Total	Business Plan		Total	Training Plan		Total	Budget Plan	
	Number	Number	Percent	Number	Number	Percent	Number	Number	Percent
Total	**28,387**	**7,880**	**27.8**	**27,647**	**3,865**	**14**	**27,349**	**2,885**	**10.5**
Agriculture, forestry and fishing	796	259	32.6	784	174	22.2	795	155	19.6
Mining and quarrying	234	135	57.9	185	67	36.1	185	74	40.1
Manufacturing	2,345	510	21.8	2,279	149	6.5	2,277	141	6.2
Electricity, gas, steam, and air conditioning supply	28	9	32.4	28	9	32.4	28	13	45.9
Water supply; sewerage, waste management and remediation activities	84	53	62.5	82	37	45	82	28	34.5
Construction	352	158	44.9	361	104	28.9	351	100	28.4
Wholesale and retail trade; repair of motor vehicles and motorcycles	12,808	2,717	21.2	12,335	825	6.7	12,296	579	4.7
Transport and storage	521	121	23.3	509	78	15.2	509	29	5.7
Accommodation and food service activities	4,814	794	16.5	4,902	519	10.6	4,681	402	8.6
Information and communi-cation	757	521	68.8	773	553	71.6	753	470	62.4
Financial and insurance activities	994	677	68.1	994	125	12.6	1,000	92	9.2
Real estate activities	97	22	22.4	90	8	9.1	90	8	9.1
Professional, scientific and technical activities	344	244	71	344	63	18.4	344	62	17.9
Administrative and support service activities	169	68	40.4	162	51	31.8	162	32	20
Education	1,236	699	56.5	1,137	316	27.8	1,130	227	20.1
Human health and social work activities	350	184	52.5	350	159	45.5	350	107	30.7
Arts, entertainment and recreation	191	99	52.1	199	107	54	191	99	52.1
Other service activities	2,267	609	26.9	2,133	520	24.4	2,124	265	12.5

Figure 6.3 shows the percentage distribution of establishments with workforce development plans by industry. Among the establishments that reported to have workforce development plans, the wholesale and retail trade; repair of motor vehicles and motorcycles accounted for the highest share at 34.2 percent while the real estate activities and electricity, gas, steam and air conditioning industries accounted for the lowest share at 0.2 percent each.

Figure 6.3: Percentage Distribution of Establishments with Workforce Development Plans by Industry, Zambia 2020

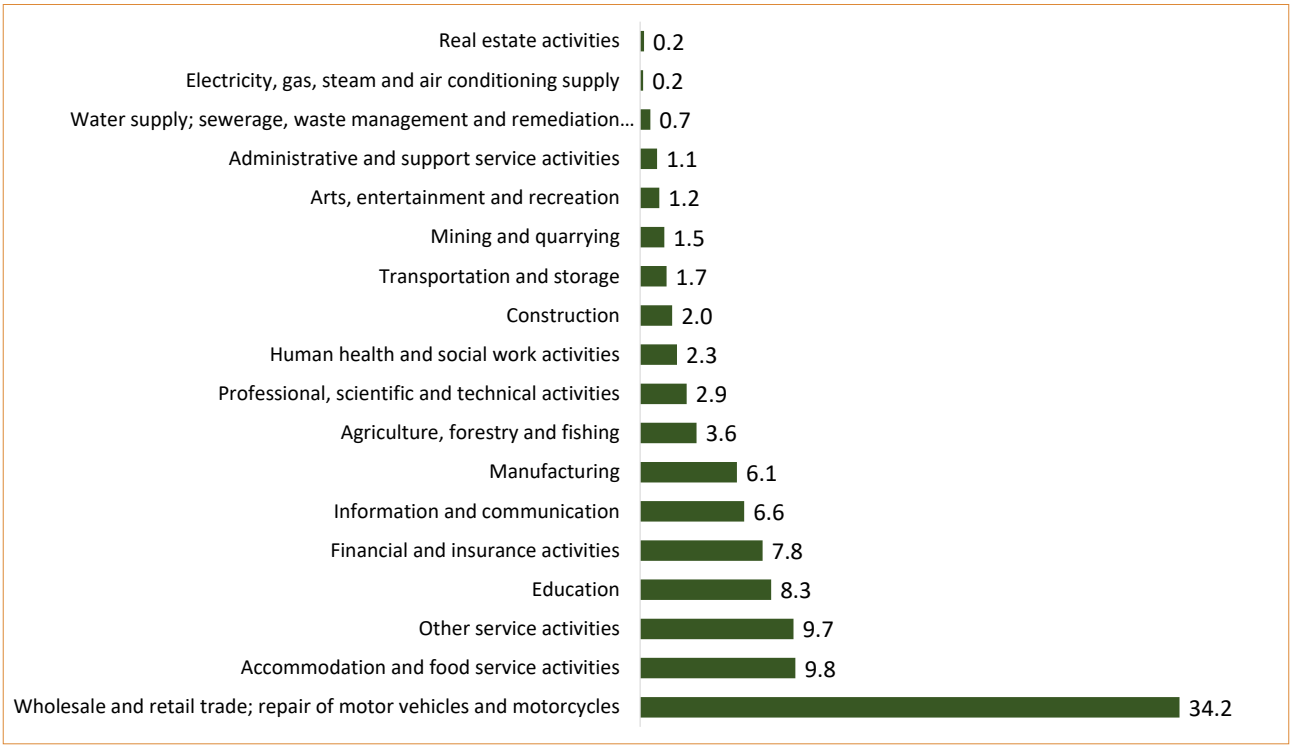


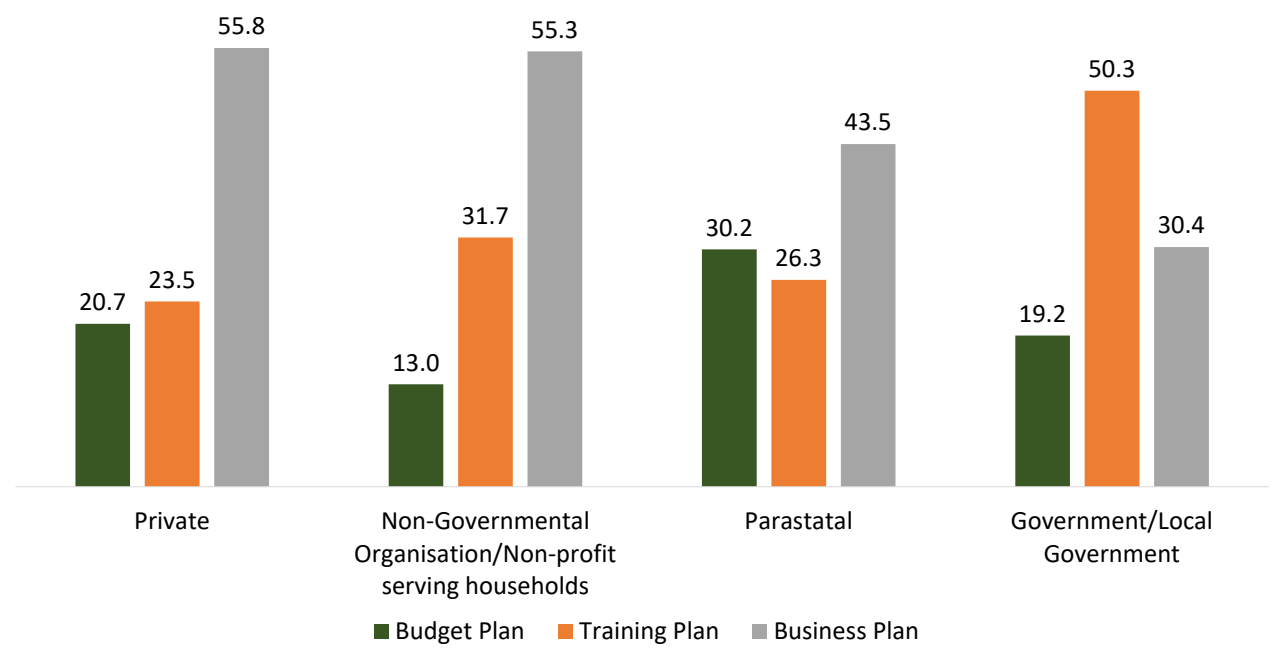
Table 6.3 shows the number and percentage distribution of establishments with workforce development plans by institutional sector. Among the establishments in the private sector, 55.8 percent had Business plans, 23.5 percent had Training plans and 20.7 percent had Budget plans.

Table 6.3: Number and Percent Distribution of Establishments with Workforce Development Plans by Institutional Sector, Zambia 2020

Workforce Development Plan	Sector of Establishment							
	Local Government		Parastatal		Private		Non-Governmental Organisation/ Non-profit serving households	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Total	**529**	**100**	**400**	**100**	**11256**	**100**	**2171**	**100**
A Business Plan	161	30.4	174	43.5	6,276	55.8	1,201	55.3
A Training Plan	266	50.3	105	26.3	2,650	23.5	687	31.6
A Budget Plan	102	19.3	121	30.3	2,330	20.7	283	13.0

Figure 6.4 presents information on the percentage distribution of establishments with workforce development plans by type and institutional sector. The figure shows that the private sector had the highest share of establishment with business plan at 55.8 percent while Government/local Government had the lowest at 30.4 percent. Government/local Government had the highest training plan at 50.3 percent while private reported having the lowest at 23.5 percent. Parastatal reported the highest budget plan at 30.2 percent while non-Governmental organisation/non-profit serving households reported having the lowest at 13.0 percent.

Figure 6.4: Percent Distribution of Establishments with Workforce Development Plans by Type and Institutional Sector, Zambia 2020



6.2 Incidence of training and workforce development

Off-the-job training or development meant training undertaken away from the individual's immediate work location (position), whether on the employer's premises or elsewhere.

Table 6.4 shows distribution of the establishments by funding off-the-job training or development for employees at the side and industry. In 2020, all the industries had more than 50 percent of the establishments that did not fund off-the-job training except in the construction industry which had 54.2 percent of establishments that funded off-the-job training. In the Manufacturing industry, 93.3 percent of the establishments did not provide off-the-job training while in the Agriculture, Forestry and Fisheries industry, 76.5 percent did not provide training. The Information and Communication and the Accommodation and food service activities had 93.2 percent and 85.1 percent of establishments that did not provide this type of training, respectively.

Table 6.4: Distribution of Establishments that Arranged or Funded off-the-job Training or Development at the Site by Industry, Zambia 2020

Economic Activity	Total Number of Establishments		Funded Training		Not Funding Training	
			Number	Percent	Number	Percent
	26,933	Percent	3,597		23,334	
Agriculture, forestry and fishing	804	100	189	23.5	615	76.5
Mining and quarrying	174	100	88	50.6	86	49.4
Manufacturing	2,297	100	155	6.7	2,142	93.3
Electricity, gas, steam and air conditioning supply	28	100	13	46.4	15	53.6
Water supply; sewerage, waste management and remediation activities	73	100	33	45.2	40	54.8
Construction	332	100	180	54.2	152	45.8
Wholesale and retail trade; repair of motor vehicles and motorcycles	11,783	100	1,316	11.2	10,467	88.8
Transportation and storage	521	100	114	21.9	407	78.1
Accommodation and food service activities	4,890	100	730	14.9	4,160	85.1
Information and communication	746	100	51	6.8	695	93.2
Financial and insurance activities	633	100	199	31.4	434	68.6
Real estate activities	97	100	8	8.2	89	91.8
Professional, scientific and technical activities	334	100	34	10.2	300	89.8
Administrative and support service activities	161	100	43	26.7	118	73.3
Education	1,071	100	196	18.3	875	81.7
Human health and social work activities	344	100	158	45.9	186	54.1
Arts, entertainment and recreation	189	100	4	2.1	185	97.9
Other service activities	2,455	100	87	3.5	2,368	96.5

Figure 6.5 shows the percentage distribution of establishments that arranged or funded off-the-job training or development for employees at the site. Out of the total number of establishments that provided some form of workforce development to their employees, 41.1 percent arranged/funded off-the-job training while 58.9 percent did not arrange/fund.

Figure 6.5: Distribution of Establishments that Arranged or Funded off-the-job Training or Development for Employees at the Site, Zambia 2020

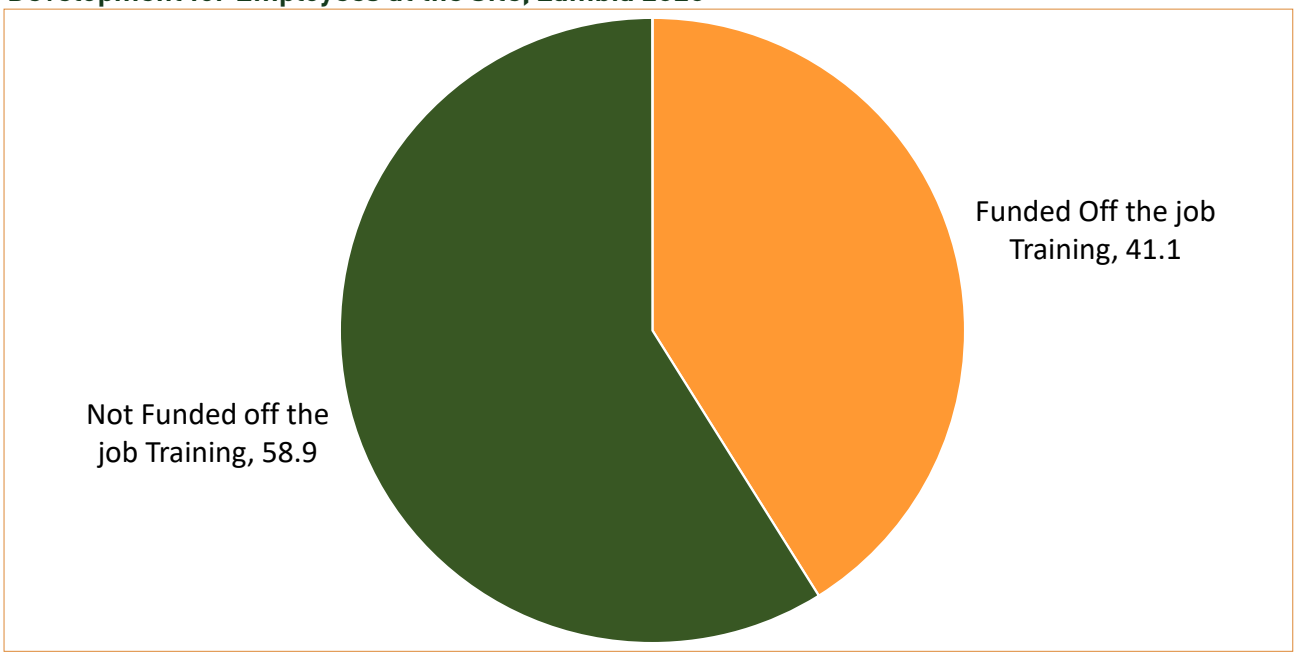


Figure 6.6 shows the percentage distribution of establishments that arranged or funded off the job training or development by institutional sector. Across all sectors, the establishments that had not funded off the job trainings were more than those who had funded off the job trainings at over 80 percent.

Figure 6.6: Distribution of Establishments that Arranged or Funded off-the-job Training or Development by Institutional Sector, Zambia 2020

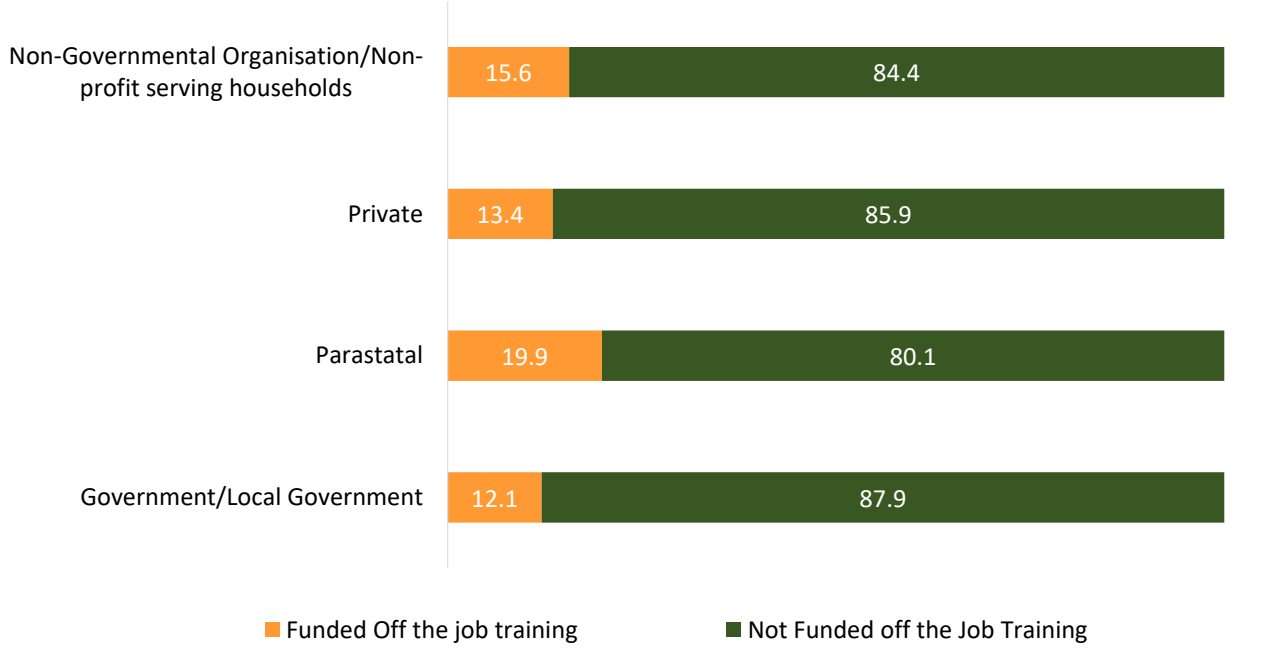


Table 6.5 presents data on the distribution of establishments that arranged or funded any off-the-job training or development for employees at the site by size of workforce.

In the category of Large establishments, 58.9 percent had arranged or funding off the job training. The proportion of establishments that arranged or funded off the job training or development in the medium establishments was at 39.9 percent, while in the Micro establishments 8.8 percent had arranged or funded off the job training or development.

Table 6.5: Distribution of Establishments that arranged or funded any off-the-job training or development for employees at the site by Size of Establishment, Zambia 2020

Size of Establishment	Total	Number	Percent
Large (250 workers or more)	207	122	58.9
Medium (100-249 workers)	361	144	39.9
Small (10-99 workers)	5,293	1,416	26.8
Micro (less than 10 workers)	20,729	1,821	8.8

6.3 On-the-Job Training and Development

Figure 6.7 shows the number and percentage distribution of establishments that arranged on the job training and development by industry. Out of the 27,261 industries that reported arranging on the job/informal training, 12.5 percent funded while 87.5 percent did not fund on the job/ informal training. The results show that the Electricity, gas, steam and air conditioning supply industry had 100 percent of establishments that funded on-the-job or informal training. Among the establishments that did not fund on the job or informal training, Wholesale and retail trade; repair of motor vehicles and motorcycles recorded 91.8 percent.

Figure 6.7: Percentage Distribution on Establishments that arranged or funded on-the-job or Informal Training and Development over the last 12 months, Zambia 2020

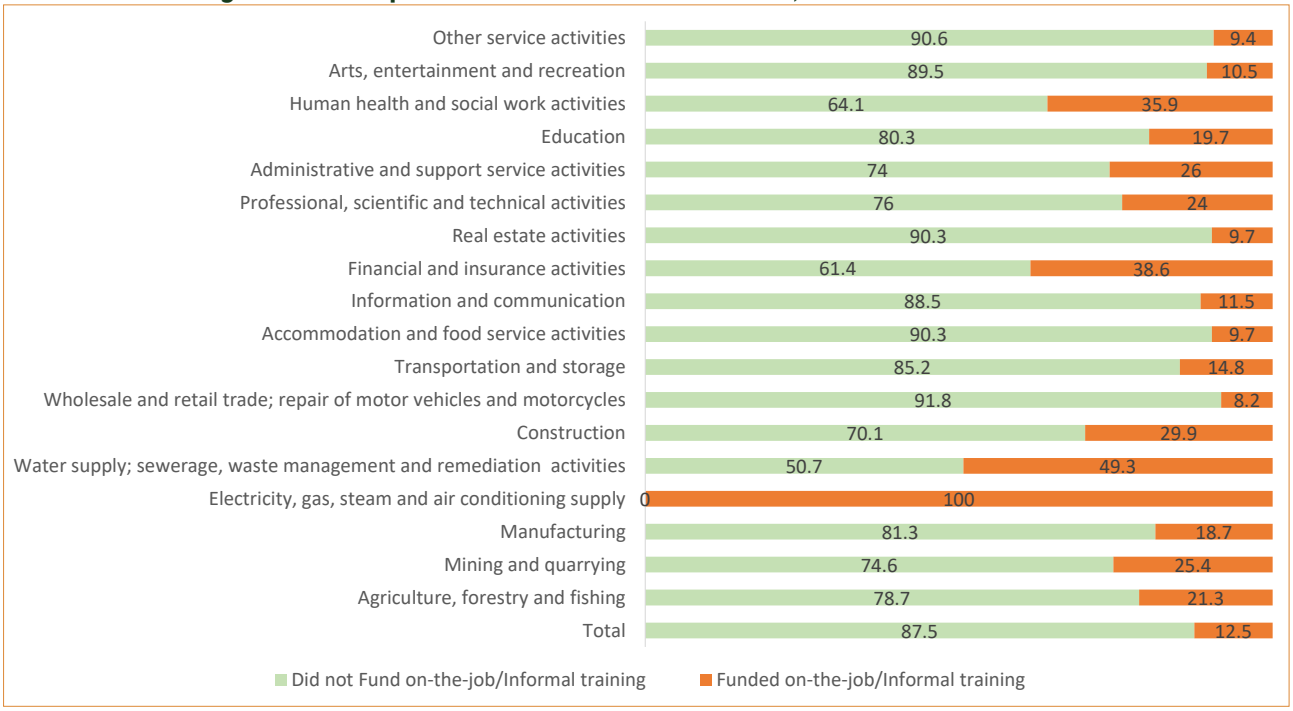


Figure 6.8 shows the distribution of establishments that arranged or funded any on-the-job or informal training and development by industry. The wholesale and retail trade industry had the highest proportion of establishments that arranged on the job or informal training at 29.6 percent. The Real estate activities industry had the least proportion of establishments that funded or arranged on the job training at 0.3 percent.

Figure 6.8 Percenatage Distribution of Establishments that Arranged or Funded any On-the-job or Informal training and Development by Industry, Zambia 2020

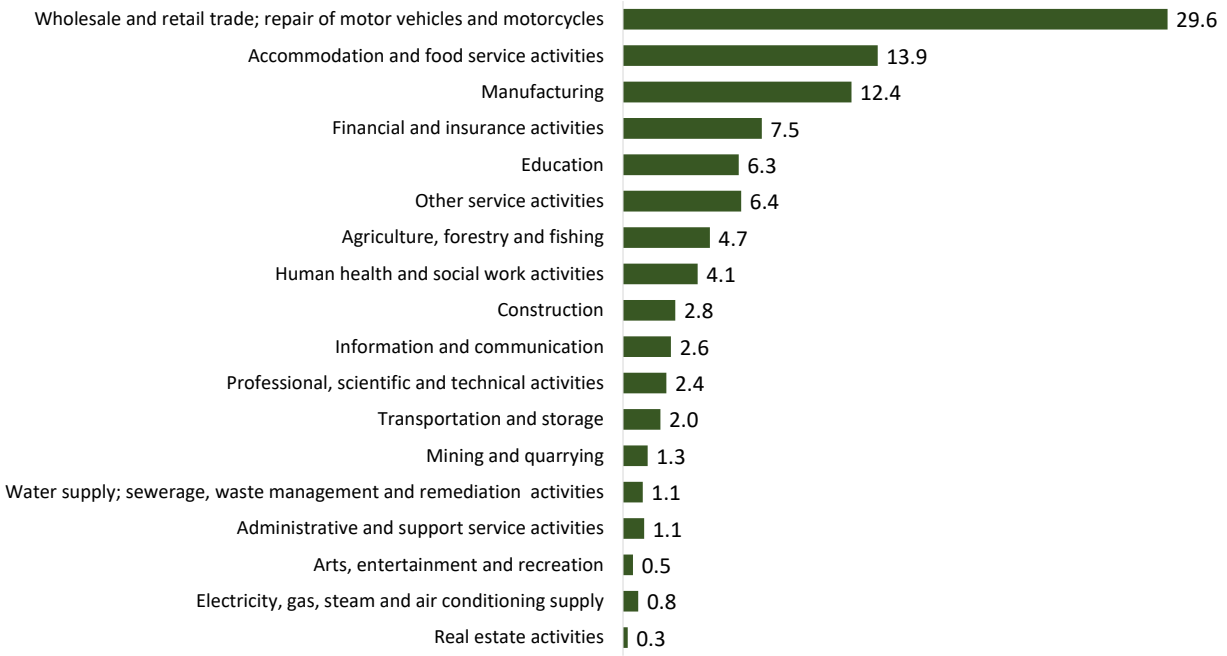
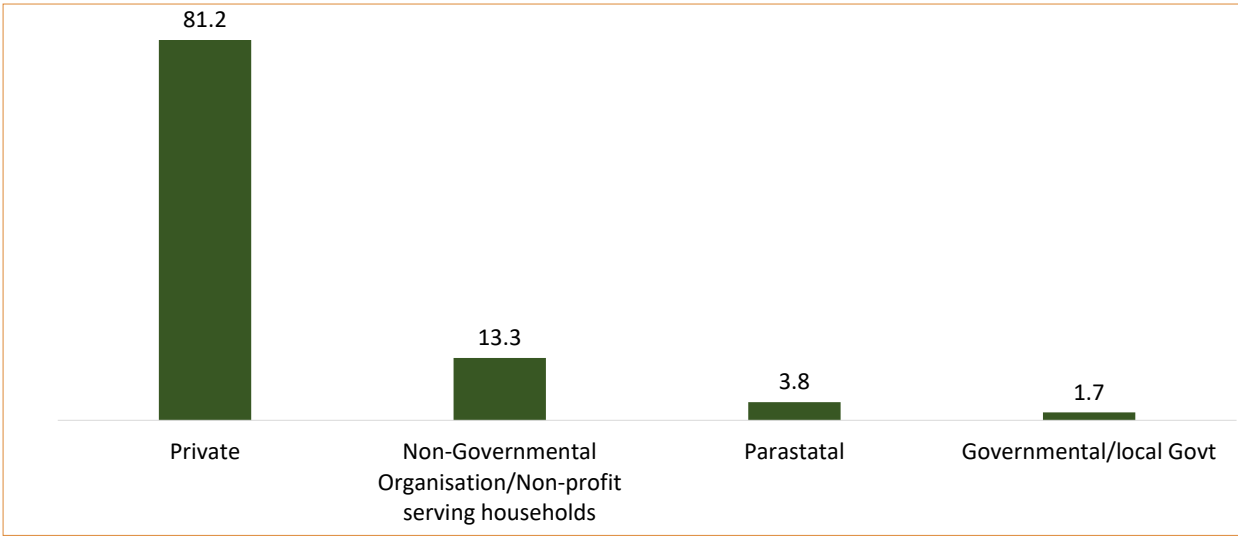


Figure 6.9 shows the percentage distribution of establishments that arranged or funded any on-the-job or informal training and development by sector in the last twelve months prior to the survey. Results show that the private sector had the highest proportion of establishments that had arranged On-the-job or Informal training at 81.2 percent. Establishments in the Local government sector recorded the lowest percentage of On-the-job or Informal training at 1.7 percent.

Figure 6.9: Distribution of Establishment that Arranged or Funded any On-the-job or Informal Training and Development by Sector, Zambia 2020



6.4 Types of training provided

Table 6.6 shows the distribution of establishments by type of training arranged and institutional sector. Among the establishments in the local Government and parastatal sectors, 36.8 percent and 38.9 percent provided off-the-job training, respectively.

Table 6.6: Distribution of Establishments by Type of Training Arranged and Sector of Establishment, Zambia 2020

Type of Training	Sector of Establishment							
	Local Government		Parastatal		Private		Non-Governmental Organisation/ Non-profit serving households	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Total	**114**	**100**	**221**	**100**	**2,743**	**100**	**441**	**100**
Provide both off-the-job and on-the-job training	35	30.7	57	25.8	866	31.6	212	48.1
Provide off-the-job training only	42	36.8	86	38.9	521	19	62	14.1
Provide on-the-job training only	37	32.5	78	35.3	1,356	49.4	167	37.9

Figure 6.10 shows the distribution of establishments by type of training arranged and industry. Among all the industries, the construction and mining and quarrying reported more establishments which provided Off-the-job training at 54.2 percent and 50.7 percent, respectively. In the Manufacturing industry, 93.3 percent of establishments did not provide Off-the-job training while 6.7 percent provided Off-the-job training. Among the establishments in the Information and Communication industry, 93.2 percent did not provide Off-the-job training while 6.8 percent provided Off-the-job training. The Arts, Entertainment and Recreation industry recorded 98.0 percent of the establishments that did not provide Off-the-job training while 2.0 percent provided Off-the-job training.

Figure 6.10: Percentage Distribution of Establishments by Type of Training Arranged and Industry, Zambia 2020

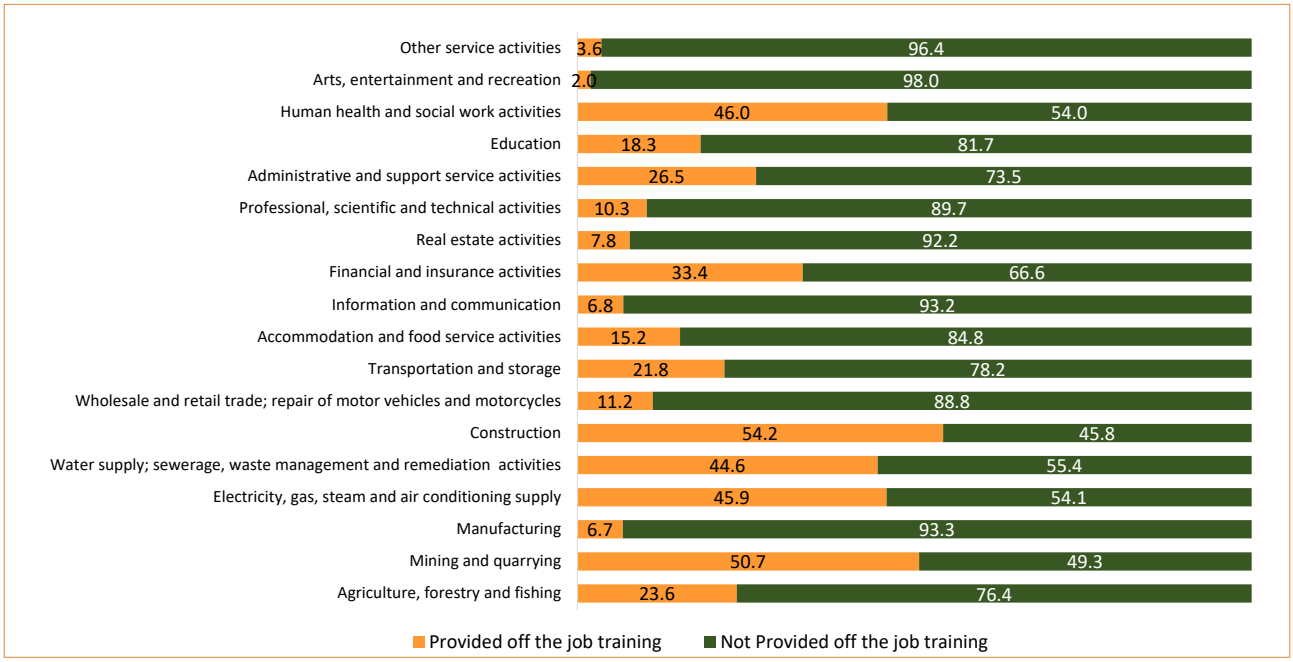
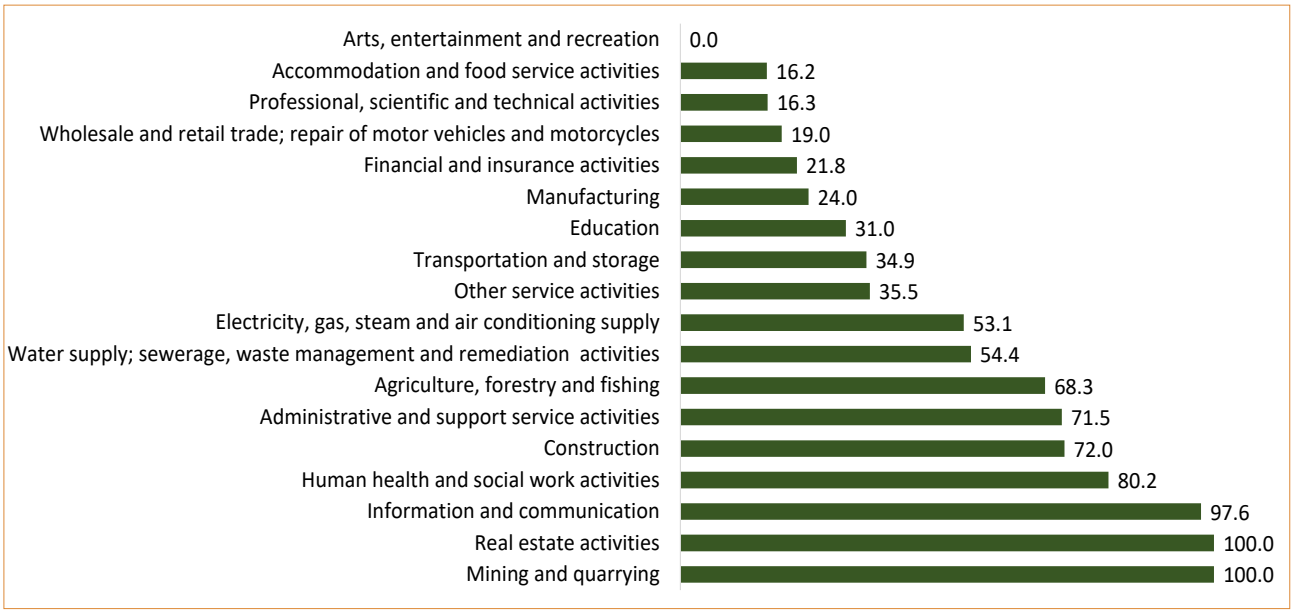


Figure 6.11 shows the distribution of establishments that provided both off the job and on the job training to their workforce and industry of establishment. The figure shows that establishments in the real estate; mining and quarrying industries had fully provided both on the job and off the job training to their workforce. The arts, entertainment and recreation industry recorded no establishments that had provided both off the job and on the job training.

Figure 6.11: Percent Distribution of Establishments that provided both off-the-job and on-the-job Training by Industry, Zambia 2020



6.5 Reasons for not arranging or funding Training

For the establishments that expressed that they had not provided their staff with any training, an analysis of the reasons why they had failed to do that was carried out and possible reasons were provided.

Figure 6.12 shows the percentage distribution of establishments by reason of not funding or arranging employee training. Not having money for training was the most cited reason for not providing employees with training at 40.5 percent of establishments. The least cited reasons were: difficulty getting information about the courses available; not knowing which provision was available locally; employees being too busy to undertake training and managers lacking the time to organise training which were all cited at less than 1 percent of the barriers.

Figure 6.12: Percent Distribution of barriers for not arranging or funding training by reason of not funding or arranging training, Zambia 2020

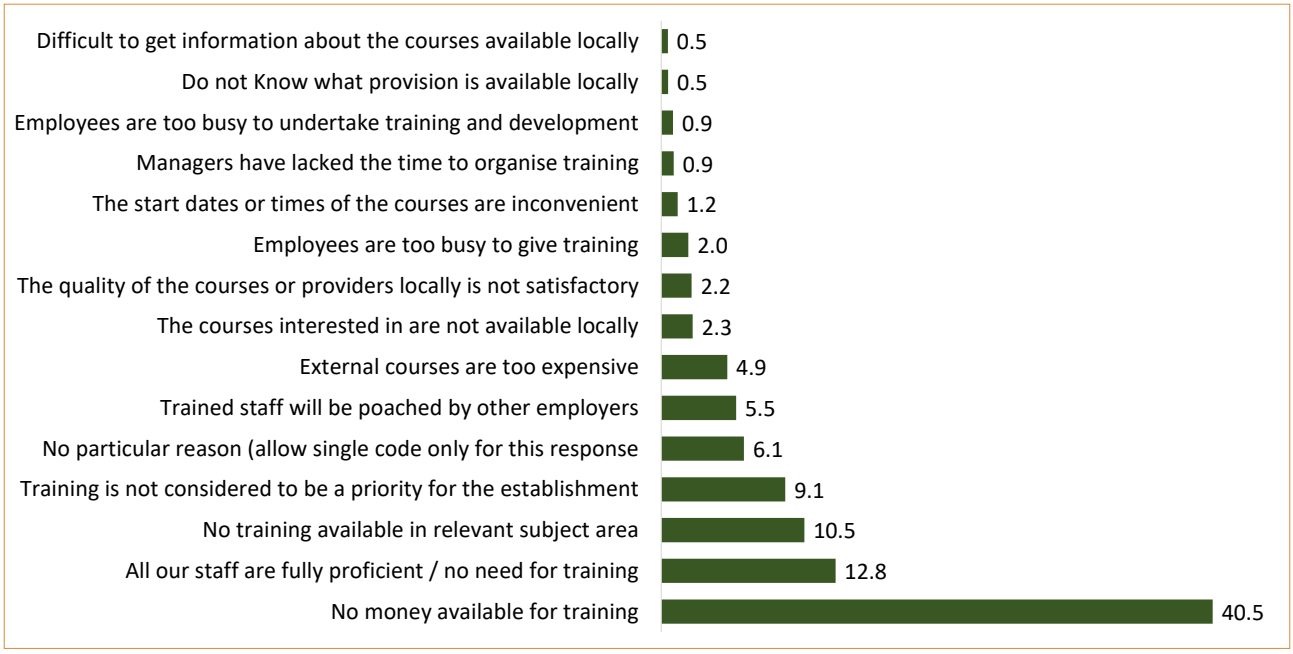


Figure 6.13 presents information on the percentage distribution of establishments and selected reasons for not providing funding by institutional sector. The figure shows that among the private sector, nearly everyone interviewed reported that all staff were fully proficient and therefore, did not require any training, while 56.6 percent reported no training available in relevant subject area as reasons for non provision of funding.

Figure 6.13: Percentage Distribution of Establishments and Selected Reasons for Non-provision of Funding by Institutional Sector, Zambia 2020

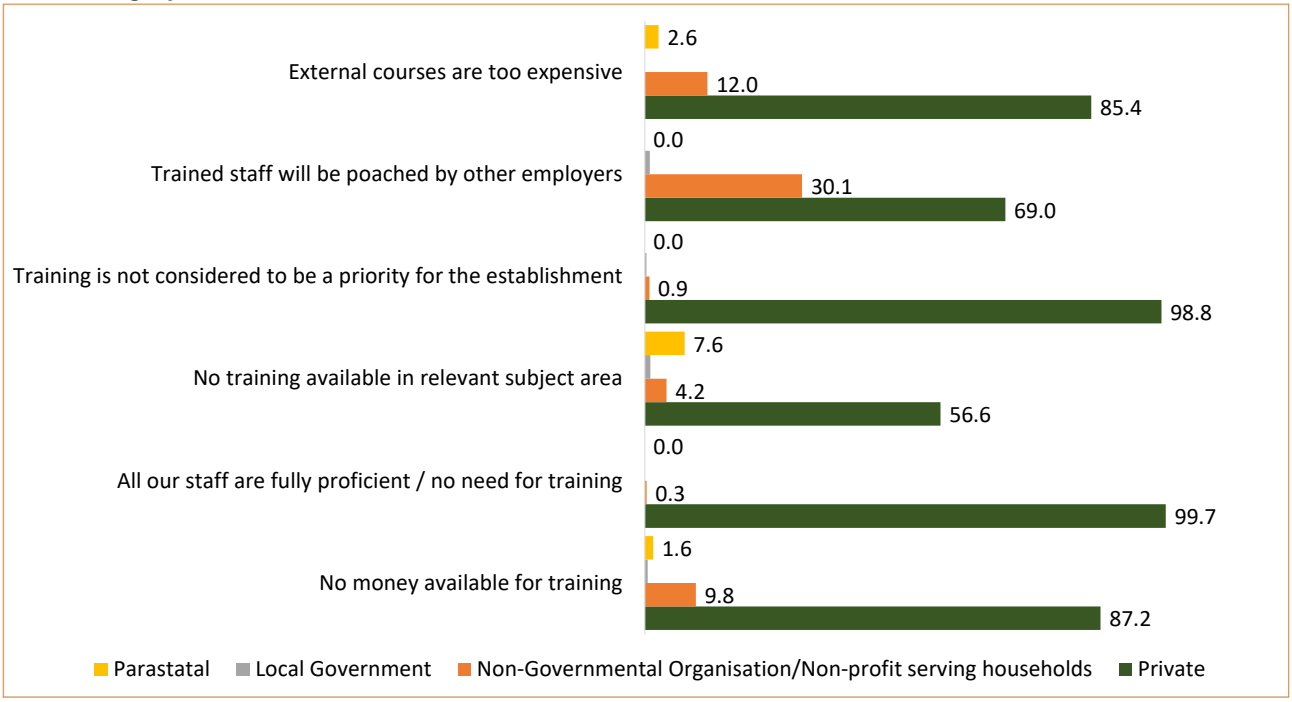


Table 6.7 shows the distribution of establishments whose employees participated in training courses organised within or outside the workplace and financed in whole or part by the establishments by occupation. The results show that the Plant and machine operators and assemblers occupation group reported a 100 percent participation in training financed by the establishment, followed by the Skilled agricultural, forestry and fishery workers at 99.5 percent. The Managers occupation group reported the lowest participation in training financed by the establishment at 23.7 percent.

Table 6.7: Distribution of Establishment that Participated Training Courses Financed in whole or in part by the Enterprise by Occupation, Zambia 2020

Occupation	Employee Participation in Training				
	Total	Participated		Did not Participate	
		Number	Percent	Number	Percent
Managers	7,312	1,730	23.7	5,582	76.3
Professionals	1,009	647	64.1	362	35.9
Technicians and associate professionals	202	96	47.5	106	52.5
Clerical support workers	444	328	73.9	116	26.1
Services and sales workers	798	470	58.9	328	41.1
Skilled agricultural, forestry and fishery workers	558	555	99.5	3	0.5
Craft and related trades workers	194	190	97.9	4	2.1
Plant and machine operators and assemblers	89	89	100	0	0
Elementary Occupation	364	299	82.1	65	17.9

Figure 6.14 shows the percentage distribution of employees who participated in training courses financed in whole or in part by the establishments by occupation. The plant, and machine operators; and assemblers occupation group reported 100 percent participation in the training financed by the establishment. The other occupations except the technicians and associate professionals and managers reported more than 50 percent of employees' participation in training courses financed by the establishment.

Figure 6.14: Percentage Distribution of Establishments that Financed Training in whole or in part by the Enterprise by Occupation, Zambia 2020

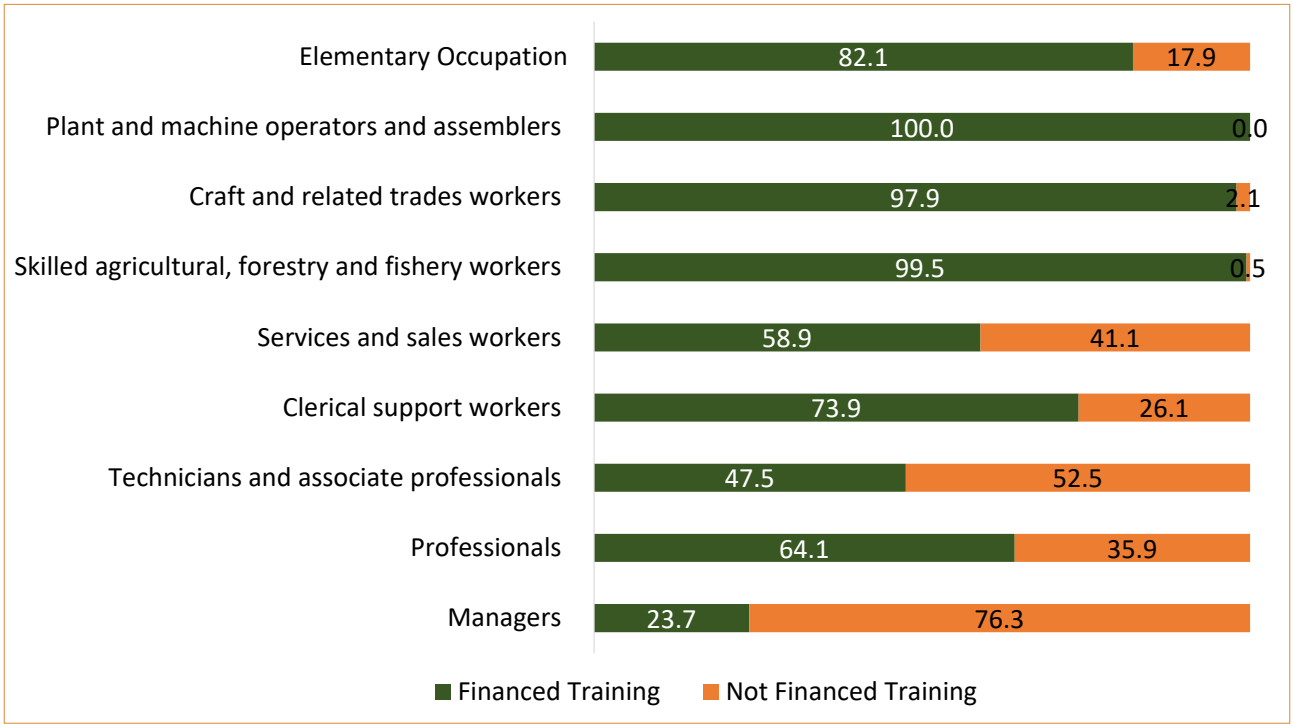
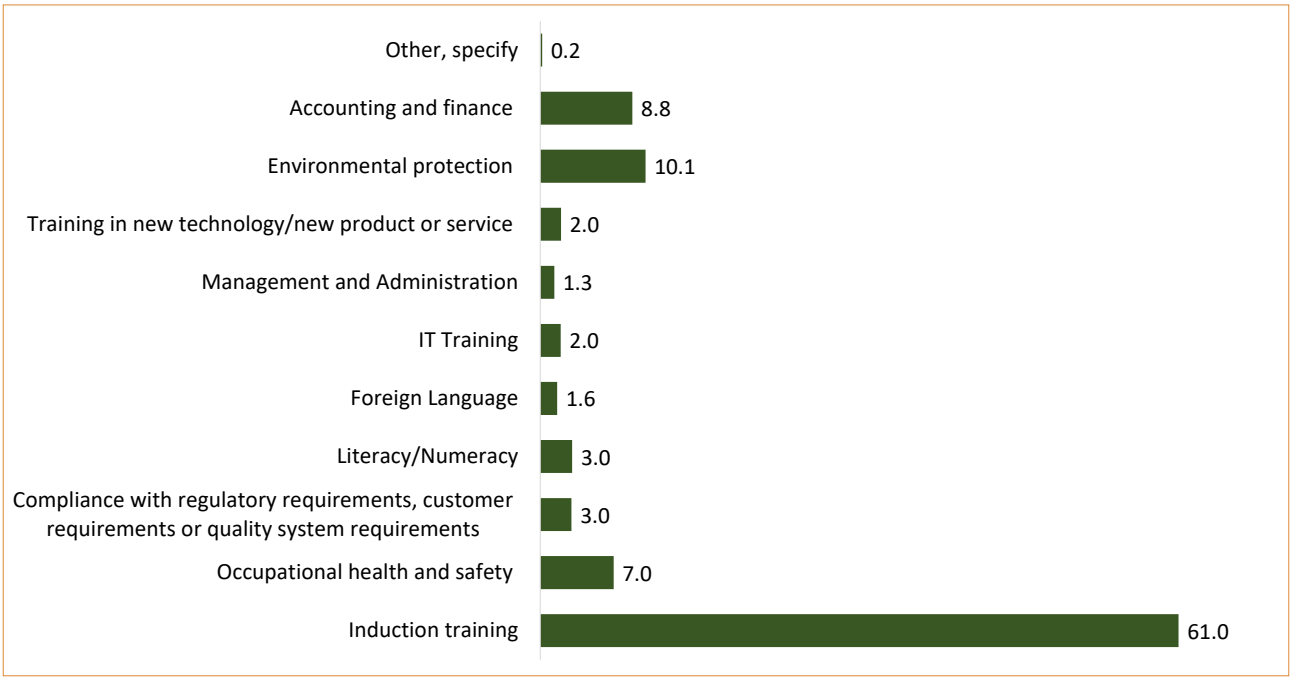


Figure 6.15 presents information on the percentage distribution of training fields financed by establishments. The figure shows that induction training was the most financed at 61.0 percent while management and adminisration was the least financed at 1.3 percent.

Figure 6.15: Percentage Distribution of Training Fields Financed by Establishments, Zambia 2020

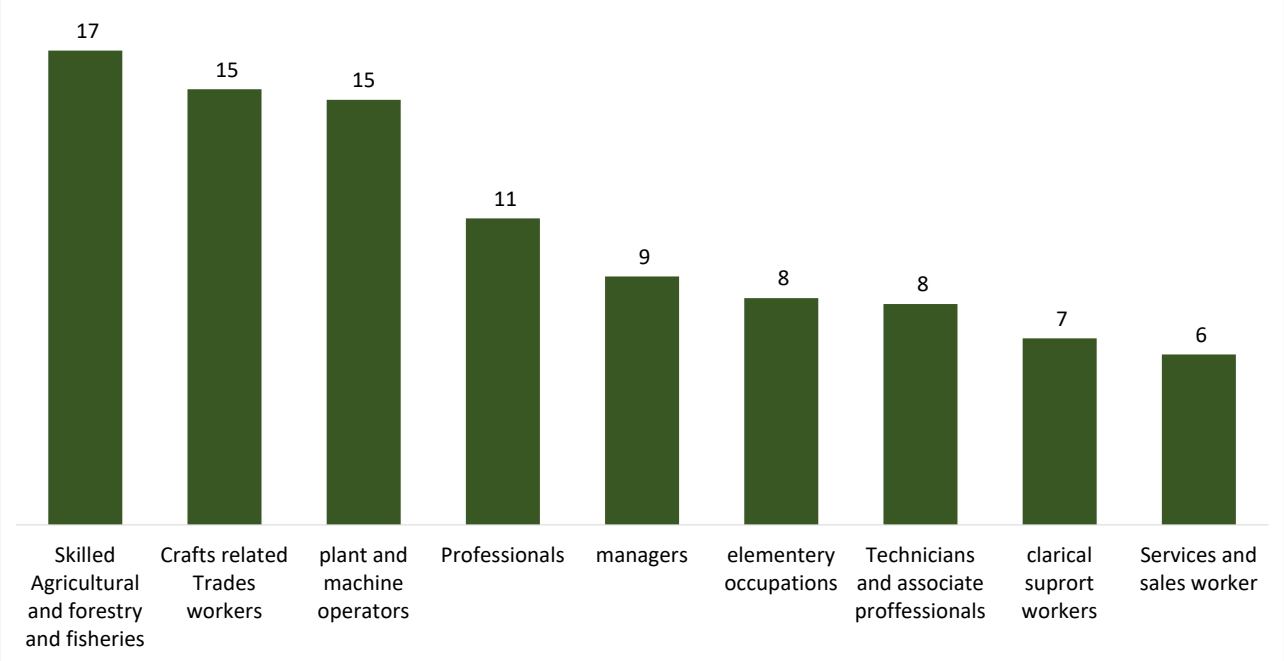


6.6 Time spent in Training

This section highlights the average number of days spent in training by employees in their occupational groups and industry.

Figure 6.16 shows the average number of days spent on training by occupational groups. The Agricultural forestry and fishery occupational group spent the highest average number of days in training at 17 days, followed by the crafts and related trades workers and Plant and machine operators who spent an average of 15 days. The Service and sales workers spent the least number of days in training at 6 days.

Figure 6.16: Average Number of Days Spent on Training by Occupation, Zambia 2020



6.7 Barriers to Training

This section covers the barriers to access training experienced by establishments twelve months prior to the survey. The barriers to training encountered differed depending on the size of the establishment and the industry.

Figure 6.17 presents information on the percentage distribution of barriers to training provision experienced by establishments. The figure shows that most cited barrier to provision of training by establishments was lack of funds at 51.4 percent followed by lack of appropriate training at 9.0 percent. The lack of provision (e.g. courses are fully paid up) was the least cited barrier to training by establishments at 1.8 percent.

Figure 6.17: Percentage Distribution of Establishments by Barriers to Training, Zambia 2020

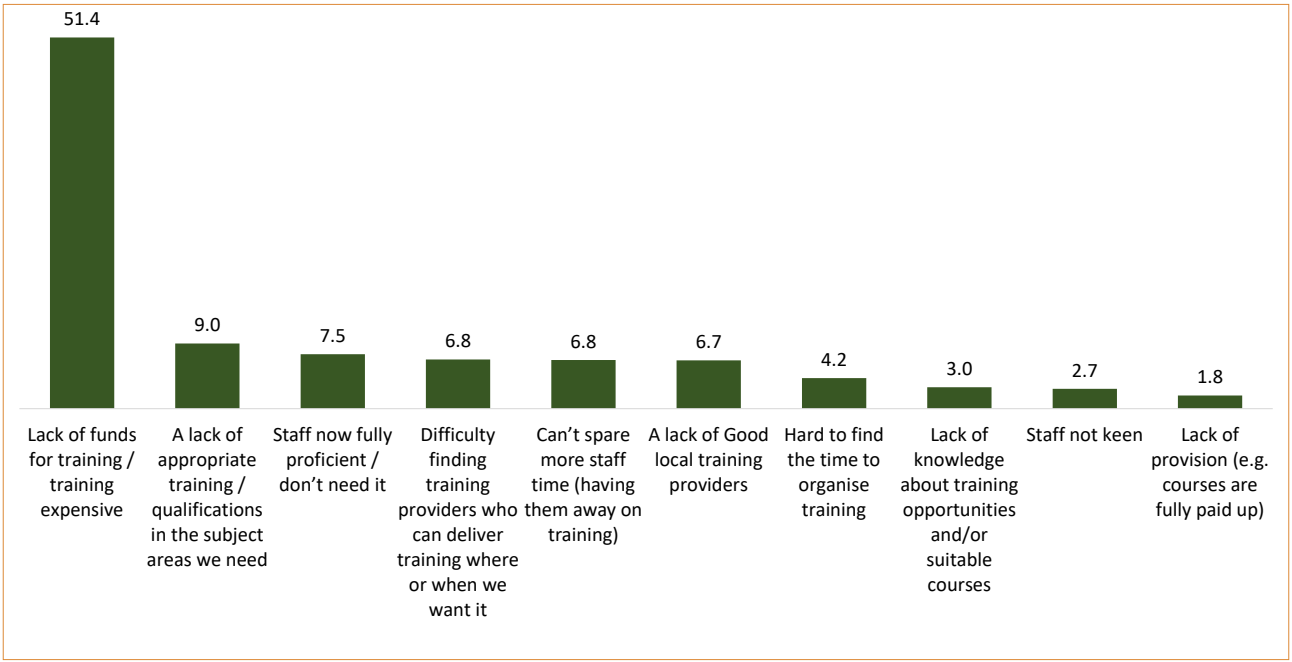


Table 6.8 presents information on the number of establishment by industry and barriers to training provision. The table shows that for all establishment combined, lack of funds for training was reported as the major barrier to training provision at 5,442 followed by those that reported that staff are now fully procient at 795.

Table 6.8: Number of Establishments by Industry and Barriers to Training Provision, Zambia 2020.

Barriers to Training Provision	Agriculture , forestry and fishing	Mining and quarrying	Manufacturing	Electricity, gas, steam and air conditioning supply	Water supply; sewerage, waste management and remediation activities	Construction	Wholesale and retail trade; repair of motor vehicles and motorcycles	Transportation and storage	Accommodation and food service activities	Information and communication	Financial and insurance activities	Real estate activities	Professional, scientific and technical activities	Administrative and support service activities	Education	Human health and social work activities	Arts, entertainment and recreation	Other service activities	Total
Lack of funds for training / training expensive	185	47	596	17	24	110	1987	114	1128	343	19	9	42	39	413	152	22	194	5,442
Can't spare more staff time (having them away on training)	16	18	79	8	8	25	232	5	178	2	27	0	0	4	66	34	15	7	723
Staff now fully proficient / don't need it	50	2	105	0	1	0	312	0	85	0	163	4	0	10	12	13	0	36	795
Staff not keen	9	27	0	0	0	8	16	0	192	0	0	0	0	0	33	0	0	4	289
A lack of Good local training providers	55	9	39	12	6	9	266	10	248	0	3	0	15	0	19	0	0	21	712
Lack of provision (e.g. courses are fully paid up)	10	0	9	0	2	8	4	0	101	0	0	0	0	0	6	18	15	68	240
Difficulty finding training providers who can deliver training where or when we want it	14	2	4	4	5	17	447	9	159	0	0	5	0	0	39	5	4	9	723
A lack of appropriate training / qualifications in the subject areas we need	114	20	5	8	5	26	356	6	314	0	0	0	11	0	18	19	0	56	957
Hard to find the time to organise training	8	0	197	0	4	35	28	0	48	34	35	0	0	4	36	5	15	7	455
Lack of knowledge about training opportunities and/or suitable courses	16	9	9	0	4	0	36	5	165	0	0	0	42	0	17	0	0	9	313
Total	476	134	1,043	50	60	236	3,684	147	2,619	379	247	18	110	57	661	245	70	411	10,649

Figure 6.18 shows the percentage distribution of establishments reported that Lack of Funds as Barrier to Training by industry, Zambia 2020. The wholesale and retail trade; repair of motor vehicles and motorcycles industry had the highest share of establishments that had not provided training to their employees in the previous year due to lack of funds at 36.5 percent. The industries which least reported the lack of funds reason as barrier to training provision was real estate activities at 0.2 percent.

Figure 6.18 shows the Percentage Distribution of Establishments that Reported Lack of Funds as Barrier to Training by industry, Zambia 2020

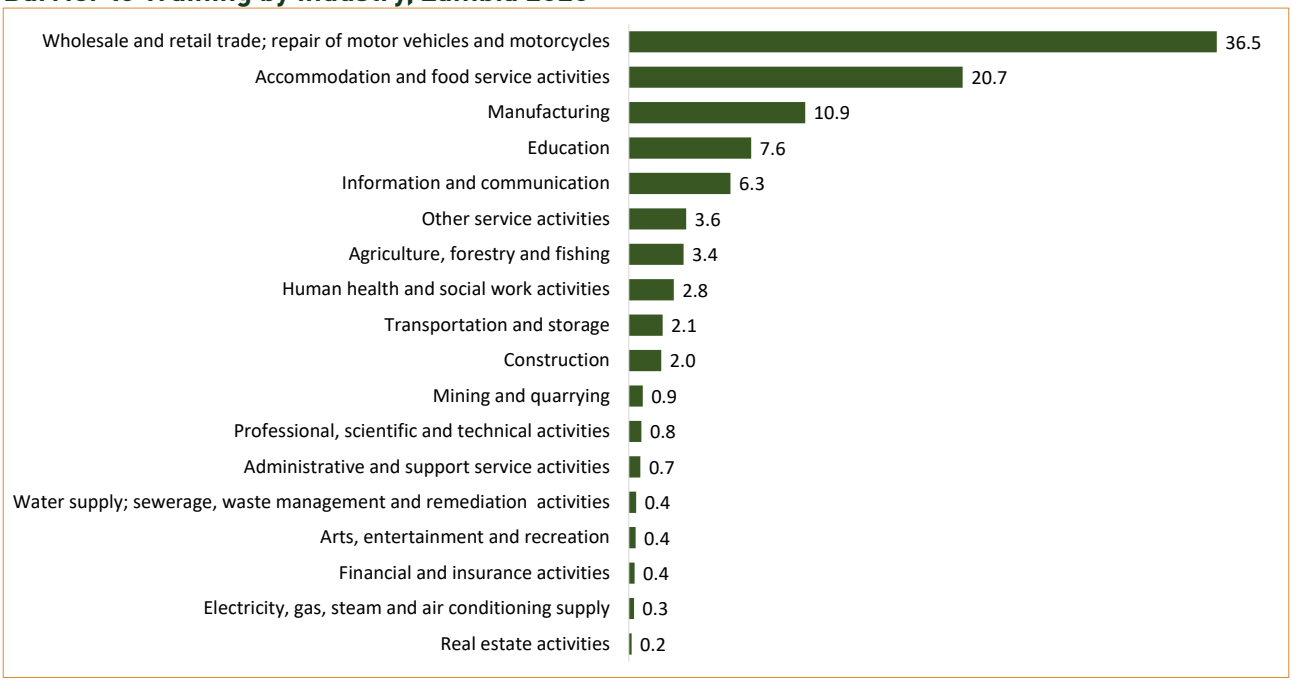


Figure 6.19 shows the percentage distribution of industries that reported lack of good local training providers as a barrier to training. Of all the establishment that mentioned lack of good local training providers, 37.4 percent were from the wholesale and retail trade; repair of motor vehicles and motorcycles.

Figure 6.19: Percentage Distribution of Establishments that Reported Lack of Good Training Providers as a Barrier to Training Provision, Zambia 2020

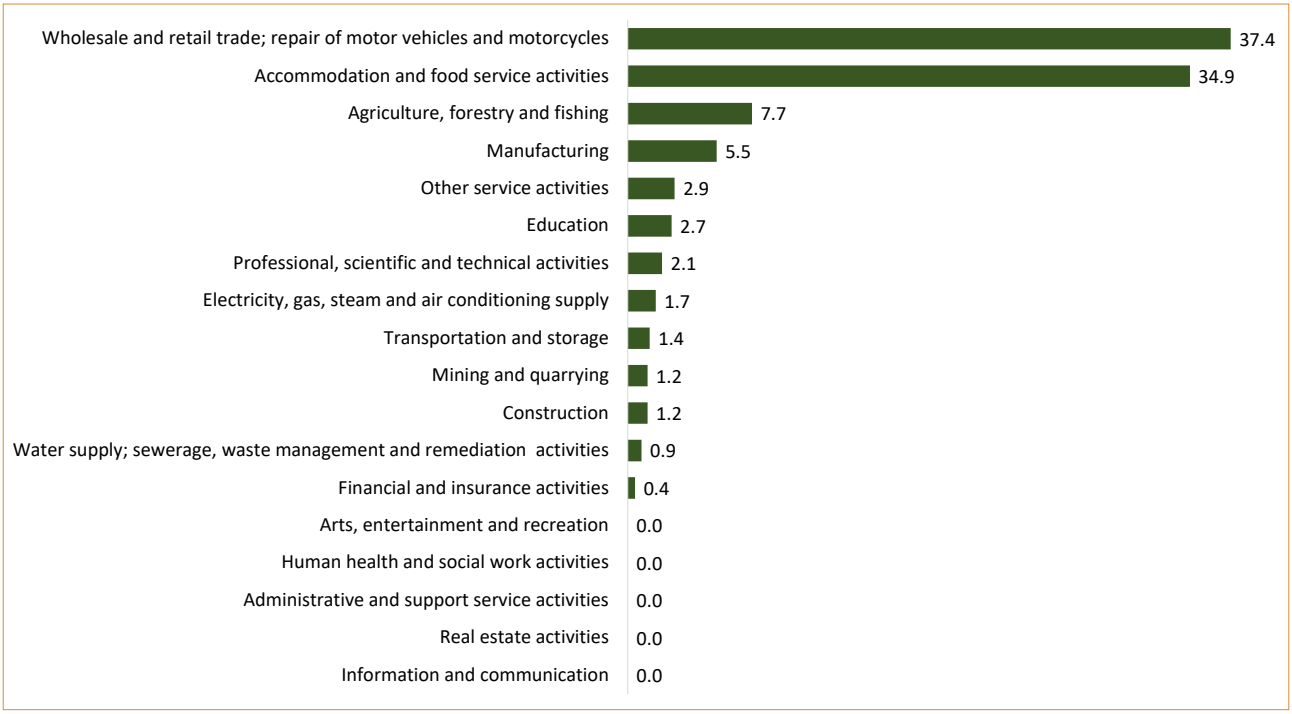


Table 6.9 presents data on the distribution of selected barriers to training provision by Institutional sector. The table shows that among the establishments in the private sector, the most cited barrier to training was lack of funds at 79.9 percent while lack of knowledge about training opportunities was the least reported at 6.1 percent. A similar pattern was observed in all the other institutional sectors.

Table 6.9: Distribution of Selected Barriers to Training Provision by Institutional Sector, Zambia 2020

Institutional Sector	Total	Lack of funds		Lack of good training providers		Lack of knowledge about training opportunities	
	Number	Number	Percent	Number	Percent	Number	Percent
Total	**6,038**	**5,012**	**83**	**712**	**11.8**	**314**	**5.2**
Local Government	277	267	96.4	4	1.4	6	2.2
Parastatal	84	78	92.9	6	7.1		0
Private	4,957	3,963	79.9	692	14	302	6.1
Non-Governmental Organisation/ Non-profit serving households	720	704	97.8	10	1.4	6	0.8

Table 6.10 shows the distribution of selected barriers to training access by size of establishment. Among the large establishments, the most reported barrier to training was lack of funds at 53.5 percent while the least reported was Lack of knowledge about training opportunities at 5.6 percent.

Table 6.10: Number and Percentage Distribution of Selected Barriers to Provision of More Training by Size of Establishment, Zambia 2020

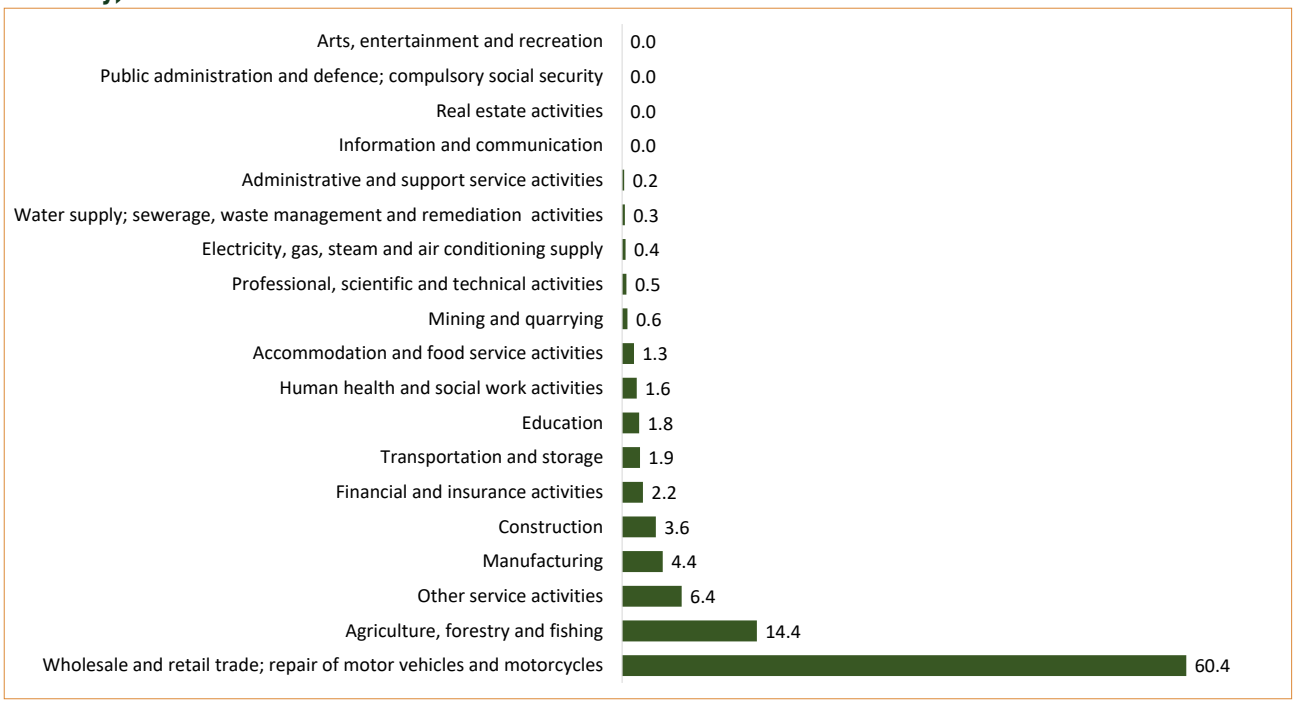
Size of establishment	Total	Lack of funds		A lack of Good local training providers		A lack of appropriate training		Lack of knowledge about training opportunities	
	Number	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Total	7,398	5,423	73.3	712	9.6	950	12.8	313	4.2
Large	198	106	53.5	41	20.7	40	20.2	11	5.6
Medium	223	137	61.4	36	16.1	36	16.1	14	6.3
Small	2,137	1,770	82.8	164	7.7	135	6.3	68	3.2
Micro	4,840	3,410	70.5	471	9.7	739	15.3	220	4.5

6.8 Investment in Training

6.8.1 Establishments that made payment for training

Figure 6.20 shows percentage distribution of establishments that made payments in cash or in kind for training by industry. Of the establishments that reported to have made payments towards training, the Wholesale and retail trade and repair of motor vehicles and motor cycles accounted for the highest share at 60.4 percent.

Figure 6.20: Percentage Distribution of Establishment that made Payments for Training by Industry, Zambia 2020.



6.8.2 Establishments that received funds for training

Figure 6.21 shows percentage distribution of establishments that received payments in cash or in kind for training by industry. Of the establishments that reported to have made payments towards training, the wholesale and retail trade and repair of motor vehicles and motor cycles accounted for the highest share at 44.6 percent.

Figure 6.21: Percentage Distribution of Establishments that Received Funding for Training by industry, Zambia 2020.

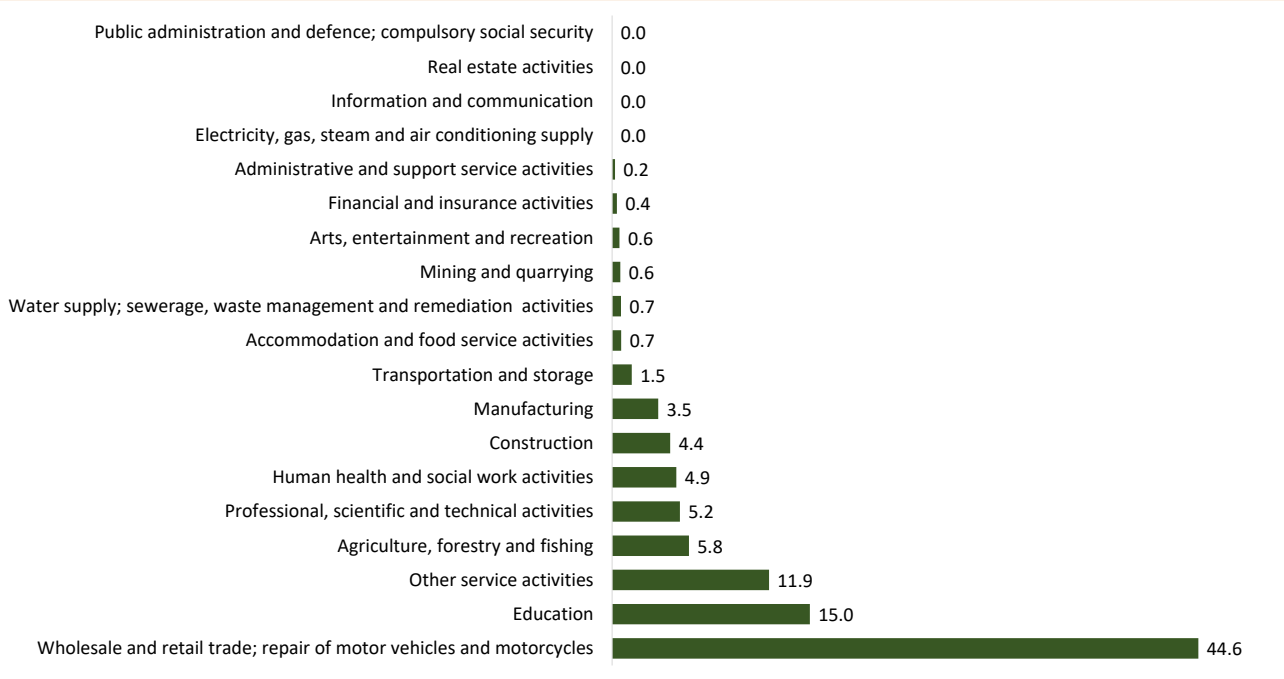


Figure 6.22 shows the average establishment expenditure on training and development in the last 12 months prior to the survey by establishment size. The total average expenditure on training was reported at K520, 841. The large establishments had the highest average expenditure on training programmes at K1, 344,697 while the micro establishments had the lowest expenditure on training at K24, 471.

Figure 6.22: Average Establishment Expenditure (Kwacha) on Training and Development in the Last 12 months prior to the Survey by Establishment Size, Zambia 2020.

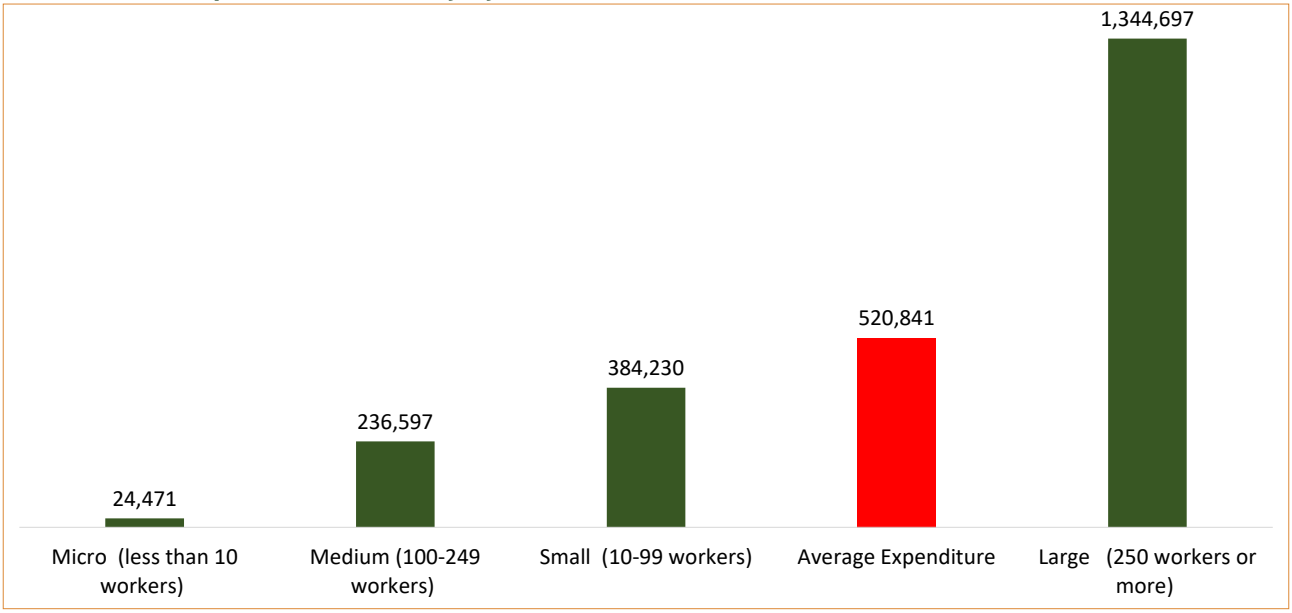


Figure 6.23 shows the average establishment expenditure on training and development in the last 12 months prior to the survey by institutional sector. The total average expenditure on training was reported at K520, 773. The Non-Governmental Organisations/ Non Profit Serving recorded an average expenditure on training programmes at K1, 119,888. The private sector establishments had an average expenditure on training and development at K813, 316. The local Government sector had the lowest average expenditure on training and development at K71,351.

Figure 6.23: Average Establishment Expenditure (Kwacha) on Training and Development in the Last 12 months prior to the Survey by Institutional Sector, Zambia 2020.

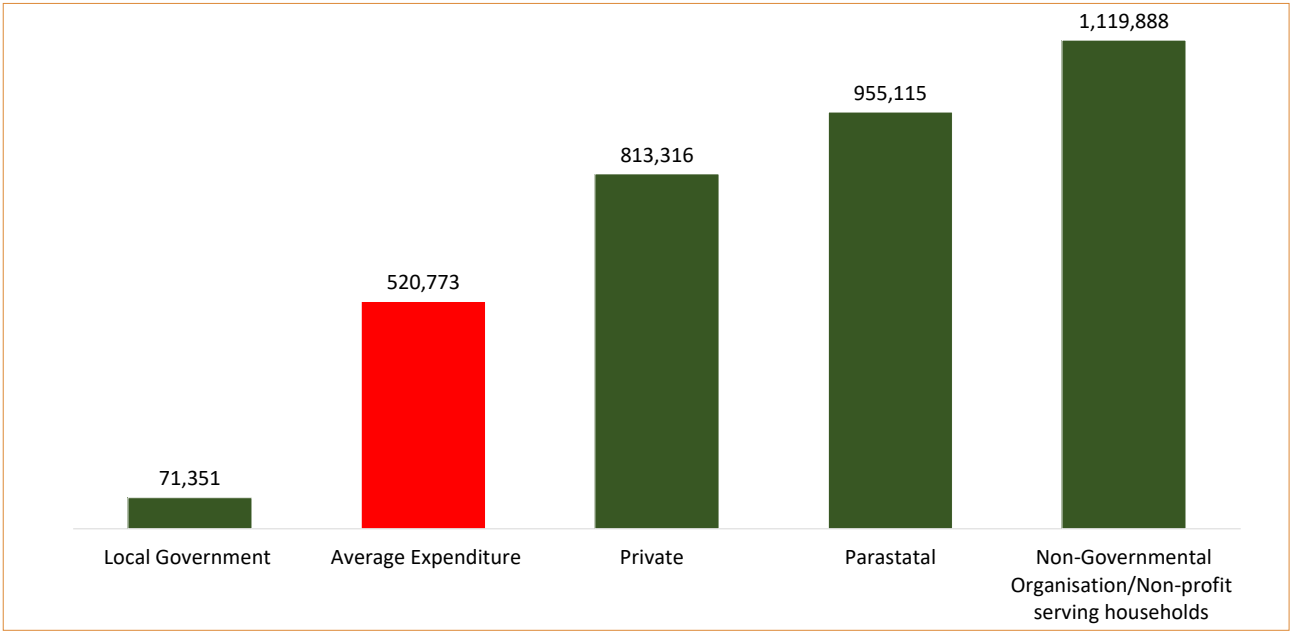
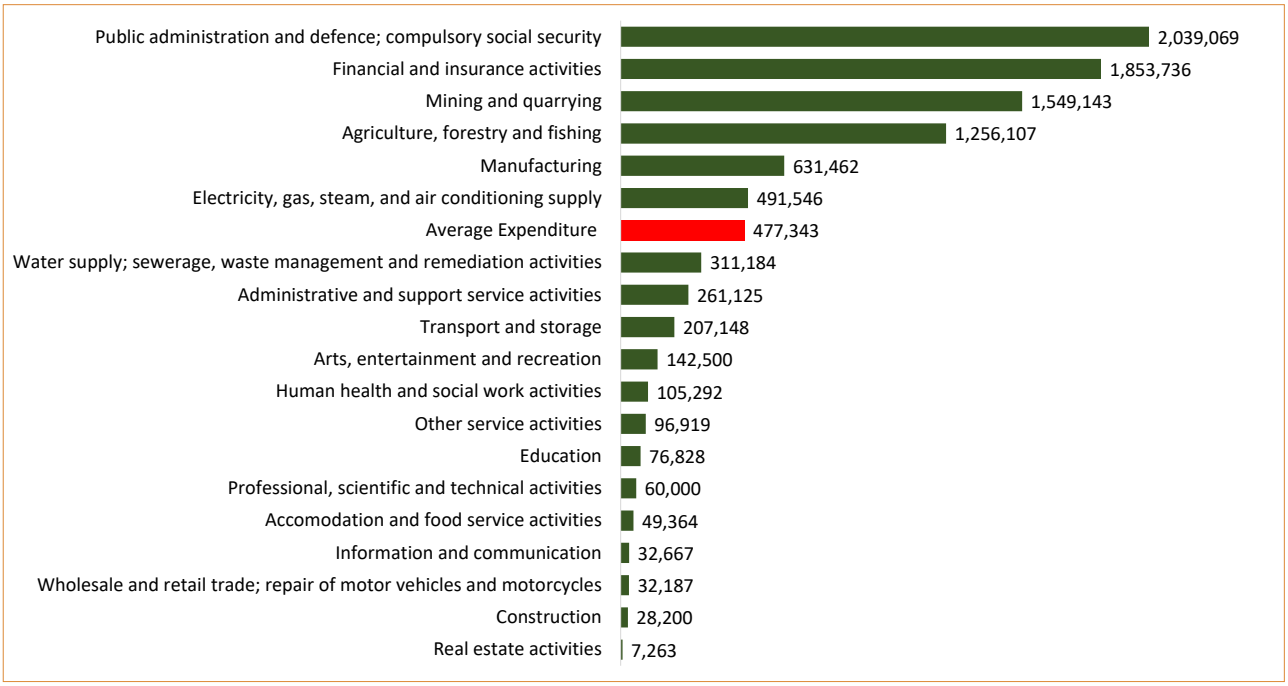


Figure 6.24 shows the average establishment expenditure on training and development in the last 12 months prior to the survey by industry. The total average expenditure on training was reported at K477, 343. The manufacturing and mining and quarrying industries had their average expenditure higher than the national average expenditure on training and development at K631, 462 and K1, 549,143, respectively. The education, information and communication and construction industries recorded an average expenditure lower than the national average expenditure at K76, 828; K32,667 and K28,200, respectively.

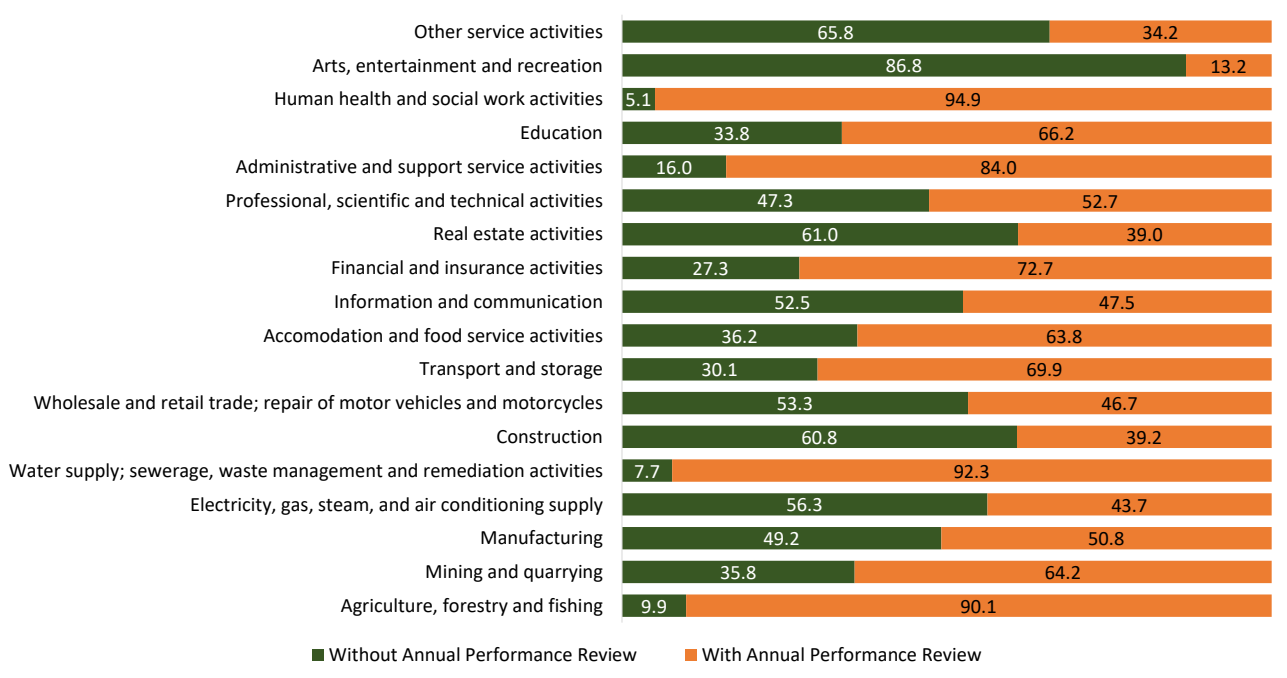
Figure 6.24: Average Establishment Expenditure (Kwacha) on Training and Development in the Last 12 months prior to the Survey by Industry, Zambia 2020.



6.8.3 Annual Performance Reviews

Figure 6.25 shows percent distribution of establishments with annual performance reviews by industry. Among the establishments in the manufacturing and agriculture forestry and fishing industries, the staff with annual performance review accounted for 50.8 percent and 90.1 percent, respectively. In the construction and mining and quarrying industries, the staff with annual performance review accounted for 39.2 percent and 64.2 percent, respectively.

Figure 6.25: Percentage Distribution of Establishments with Annual Performance Reviews by Industry, 2020.



Chapter Seven: Demand for Workforce

Chapter 7: Demand for Workforce

7.0 Introduction

This chapter provides information on the demand for workforce. It highlights the proportion of establishments with vacancies, the distribution of the vacancies by size, sector and economic activities. In addition, the chapter shows the establishments' vacancy status and the proportion of establishments with hard-to-fill vacancies including density and the reasons for the hard-to-fill vacancies by size, sector and occupation group.

7.1 Job Vacancies

From the total establishments, there were 10,083 reported job vacancies at the time of the survey. Table 7.1 shows the distribution of reported job vacancies by size of the establishment. Of these job vacancies, Small establishments accounted for the highest share at 43.7 percent while Medium establishments accounted for the lowest share at 2.9 percent.

Table 7.1 Distribution of Vacancies by Size of Establishment, Zambia 2020

ESTABLISHMENT	Number	Percent
Total	**10,083**	**100.0**
Large (250 workers or more)	1,924	19.1
Medium (100-249 workers)	297	2.9
Small (10-99 workers)	4,404	43.7
Micro (less than 10 workers)	3,458	34.3

7.2 Job Vacancy Rate (JVR)

This is an important indicator that helps identify potential mismatches between the skills and availability of those who are unemployed and those sought by employers. It measures the proportion of total posts that are vacant. In addition, it measures the proportion of jobs in the economy that are open, but have not been filled.

The JVR is expressed as follows:

Job Vacancy Rate = (Number of job vacancies/ Number of occupied posts + Number of job vacancies) x 100
Therefore, the Job Vacancy Rate stood at 1.1 percent.

7.3 Establishments with Vacancies

In 2020, the total number of establishment that reported to have vacancies at the time of the survey were 3,239 establishments.

Figure 7.1 presents information on the percentage distribution of establishments with vacancies by industry. The figure shows that the human health and social work activities accounted for the highest proportion at 45.8 percent followed by Electricity, gas, steam and air conditioning supply at 43.7 percent. The agriculture, forestry and fishing and education industries reported proportions lower than the National average at 8.4 percent and 6.1 percent, respectively.

Figure 7.1: Percentage Distribution of Establishments with Vacancies by Industry, Zambia 2020

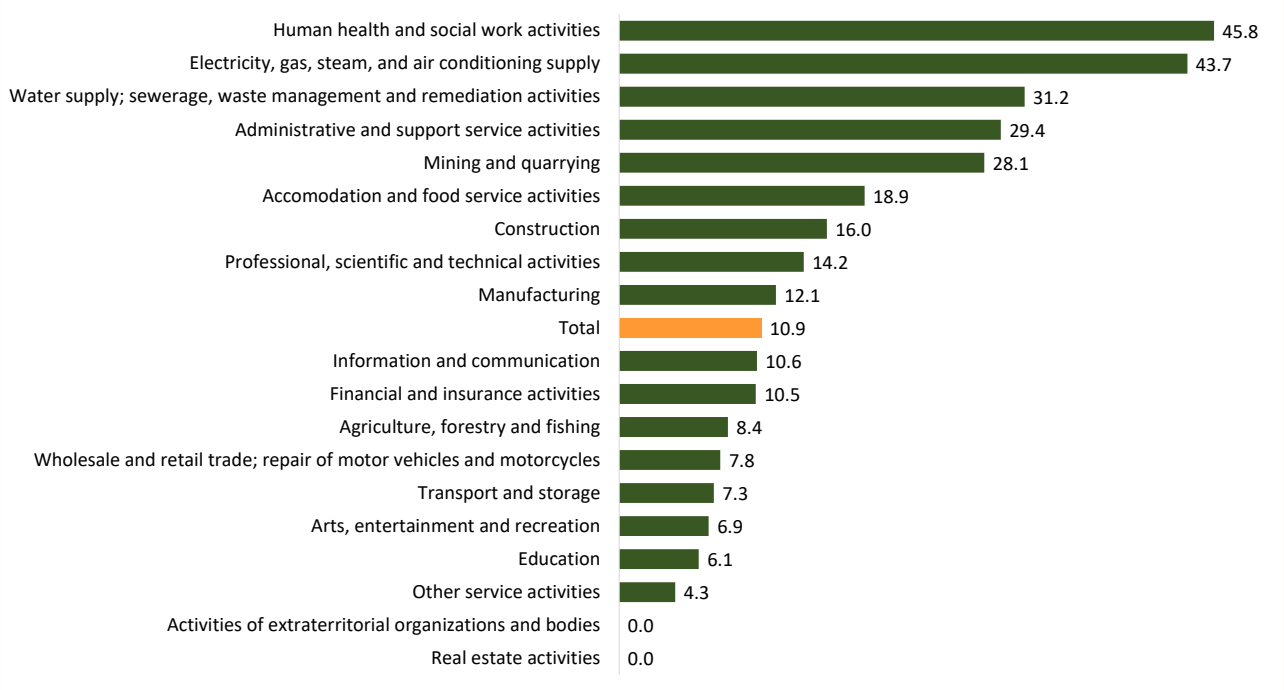


Figure 7.2 shows percentage distribution of establishments with vacancies by institutional sector. The Non-Governmental Organisations/ Non Profit Serving accounted for the highest proportion of establishments with vacancies at 23.2 percent while Private Corporation accounted for the lowest proportion at 9.8 percent.

Figure 7.2: Percentage Distribution of Establishments with Vacancies by Institutional Sector, Zambia 2020

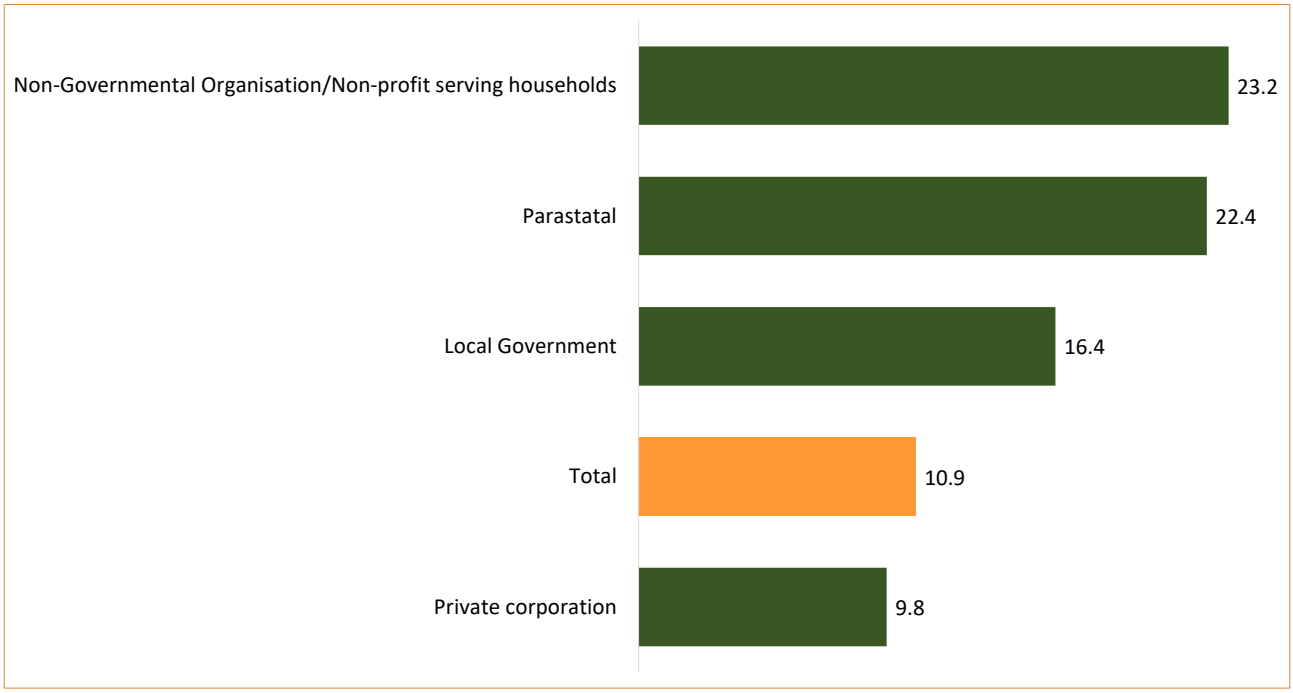
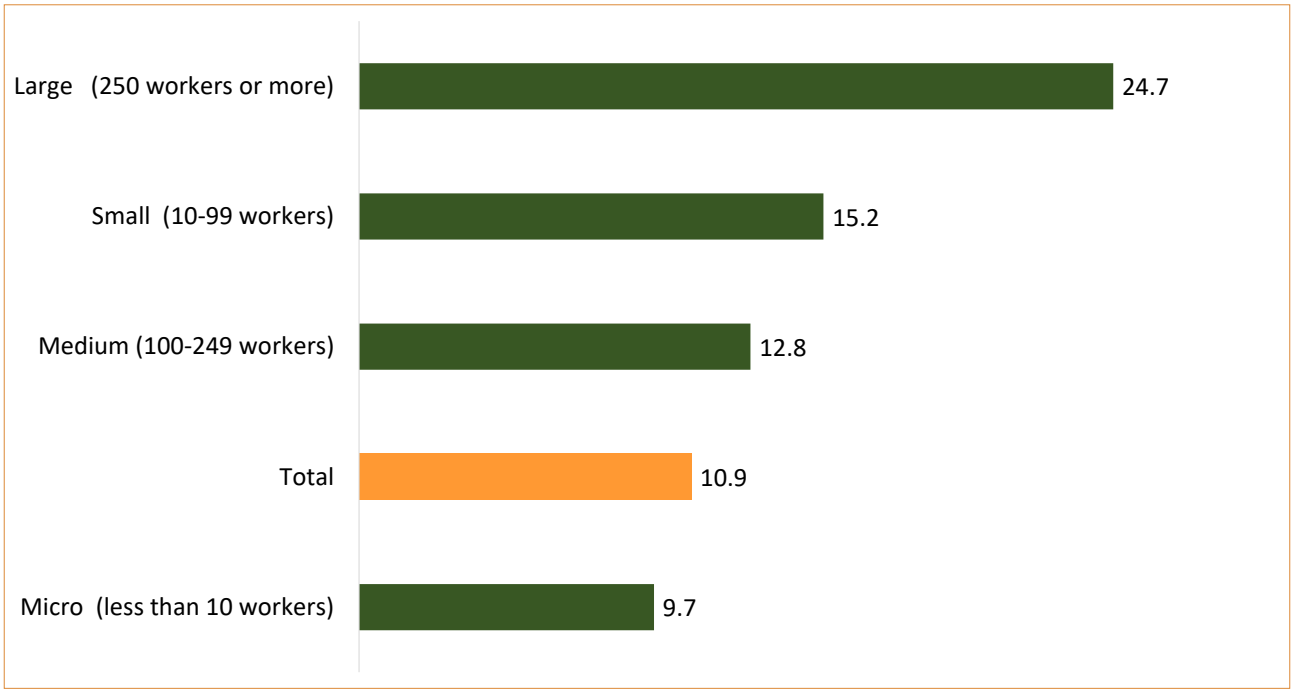


Figure 7.3 shows the percentage distribution of establishments with vacancies by size of the establishment. Of the total number of vacancies, large establishments accounted for the highest proportion of vacancies at 24.7 percent while Micro establishments accounted for the lowest at 9.7 percent.

Figure 7.3: Percentage Distribution of Establishments with Vacancies by Establishment Size, Zambia 2020.



7.4 Establishment's Vacancy Status

Table 7.2 shows the distribution of establishments that intended to hire new employees, reduce number of employees and not to hire new employees in the next 12 months after the Survey. Of the total 22,605 establishments, 30.5 percent intended to Hire new employees while 67.9 percent did not intend to hire.

Table 7.2: Distribution of Establishments that intended to hire new employees, Reduce number of Employees and not to hire new Employees, in the next 12 months after the Survey.

Intention	Number	Percent
Total	**22,605**	**100.0**
Will Reduce	359	1.6
No Hiring	15,349	67.9
Hiring New Employees	6,896	30.5

Figure 7.4 presents information on percentage distribution of establishments that intended to reduce their workforce in the next 12 months after survey by institutional sector. The figure shows that the private corporation accounted for the highest proportion of establishments that intended to reduce their workforce in the next 12 months after the survey at 97.1 percent while Non-Governmental Organisations/ Non profit serving accounted for the lowest proportion at 1.0 percent.

Figure 7.4: Percentage Distribution of Establishments that intended to reduce their Workforce in the next 12 months after Survey by Institutional Sector, Zambia 2020.

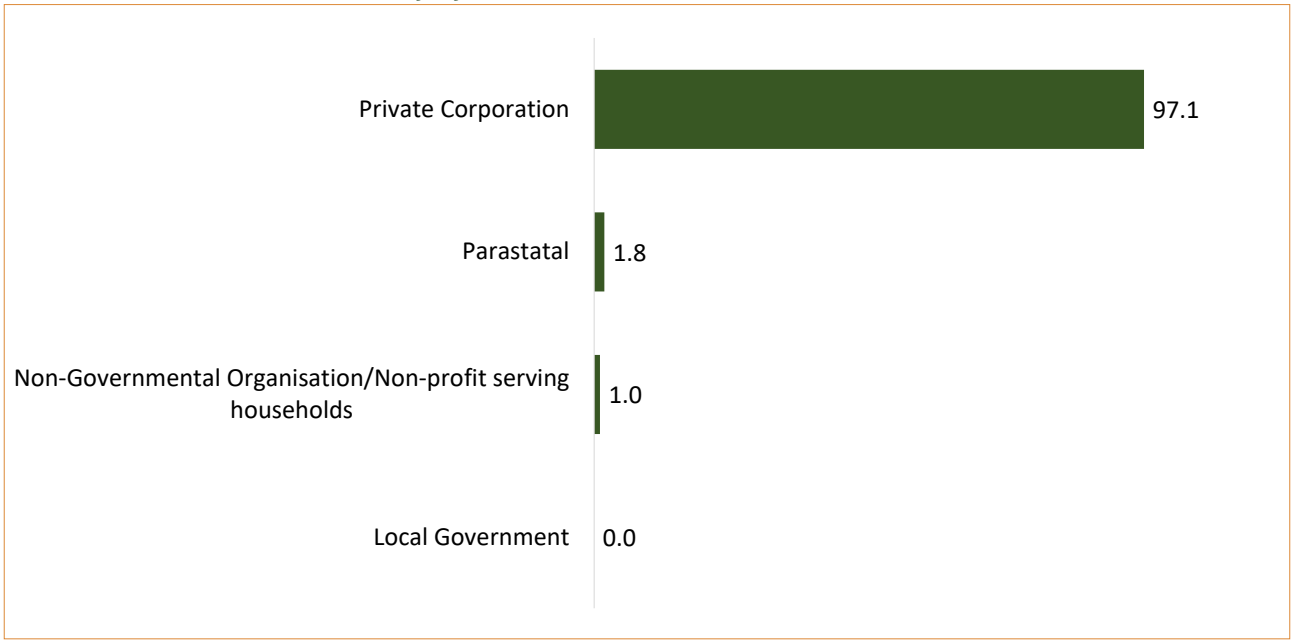


Figure 7.5 presents data on the percentage distribution of establishments that did not intend to hire new employees in the next 12 months after the survey by institutional sector. The figure shows that private corporation accounted for the highest proportion of establishments that did not intend to hire new employees at 90.0 percent while local Government accounted for the lowest proportion at 0.5 percent.

Figure 7.5: Percentage Distribution of Establishments that did not intend to hire new employees in the next 12 months after the Survey by Institutional Sector, Zambia 2020.

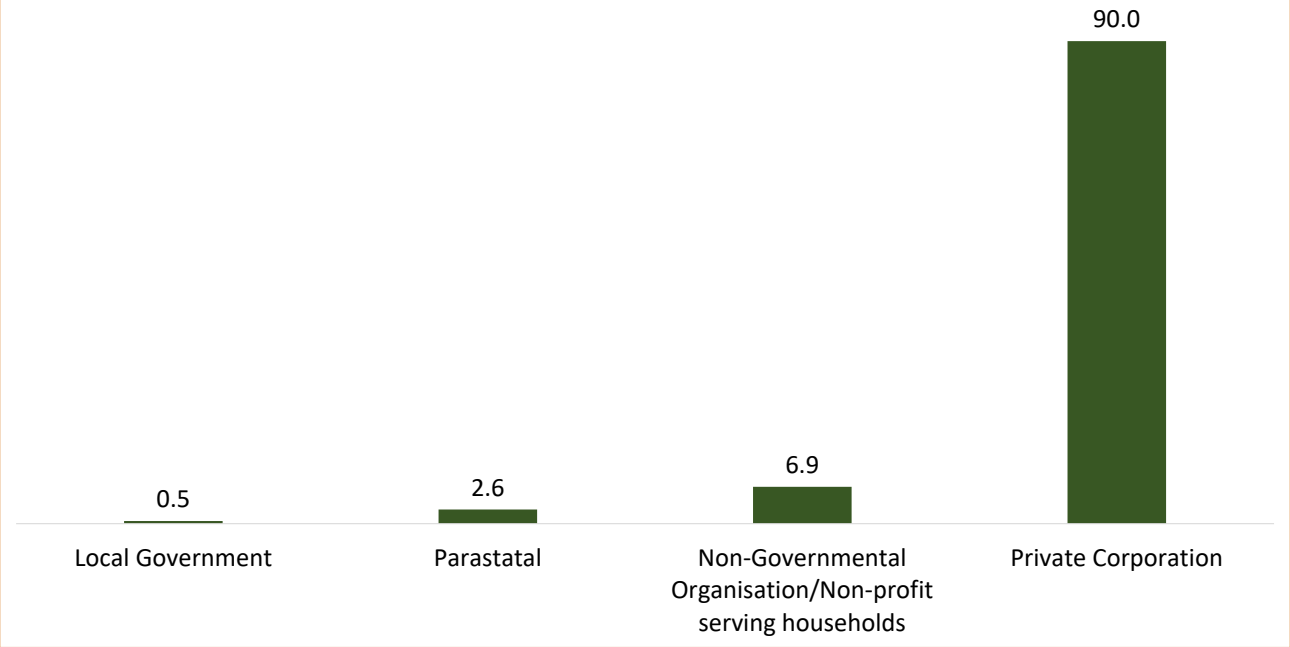
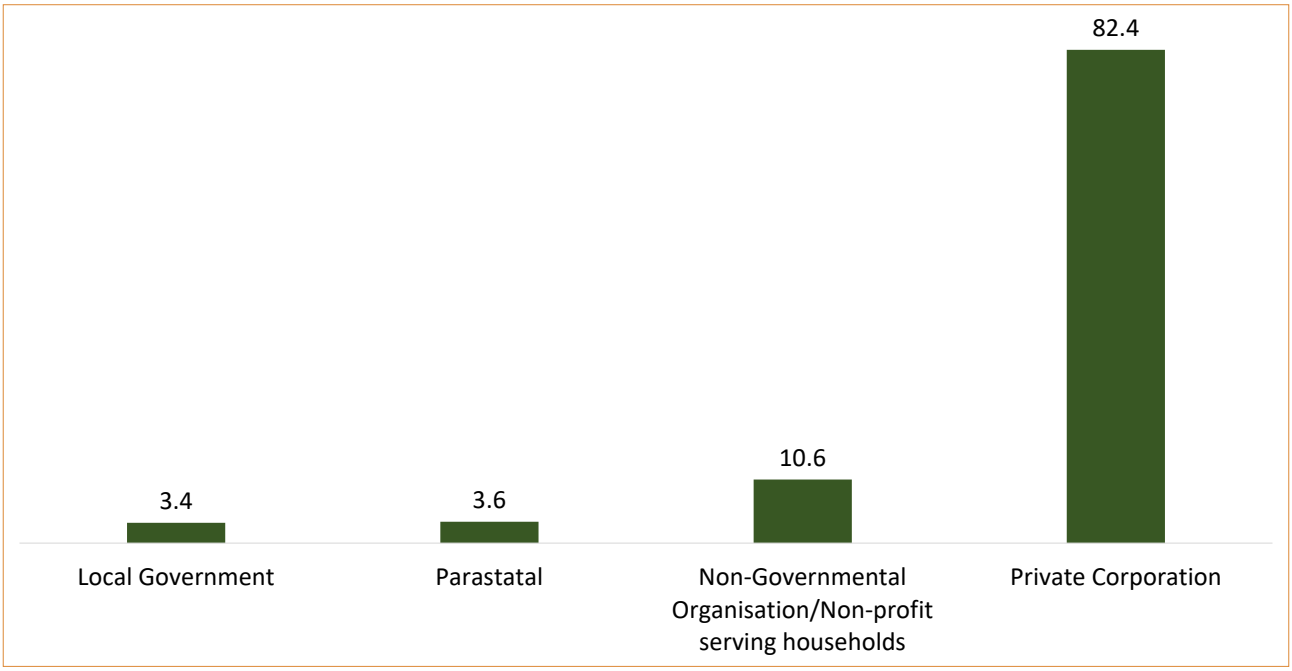


Figure 7.6 shows the percentage distribution of establishments that intended to hire new employees in the next 12 months after the survey by institutional sector. The private Corporation accounted for the highest proportion of the establishments that intended to hire new employees at 82.4 percent while the Local government had the lowest proportion at 3.4 percent.

Figure 7.6: Percentage Distribution of Establishments that intended to hire new employees in the next 12 months after Survey by Institutional Sector, Zambia 2020.



7.5 Establishments with unfilled vacancies for more than three months

Table 7.3 shows the distribution of establishments that had unfilled vacancies for more than three (3) months prior to the survey by establishment size. Out of 3,188 establishments that reported having vacant positions for more than three months, micro establishments recorded the highest share at 75.3 percent, while the large establishments accounted for 1.7 percent.

Table 7.3: Distribution of Establishments that had Unfilled Vacancies for more than 3 months by Establishment size, Zambia 2020.

Establishments	Number	Percent
Total	**3,188**	**100.0**
Large (250 workers or more)	53	1.7
Medium (100-249 workers)	34	1.1
Small (10-99 workers)	702	22.0
Micro (less than 10 workers)	2,399	75.3

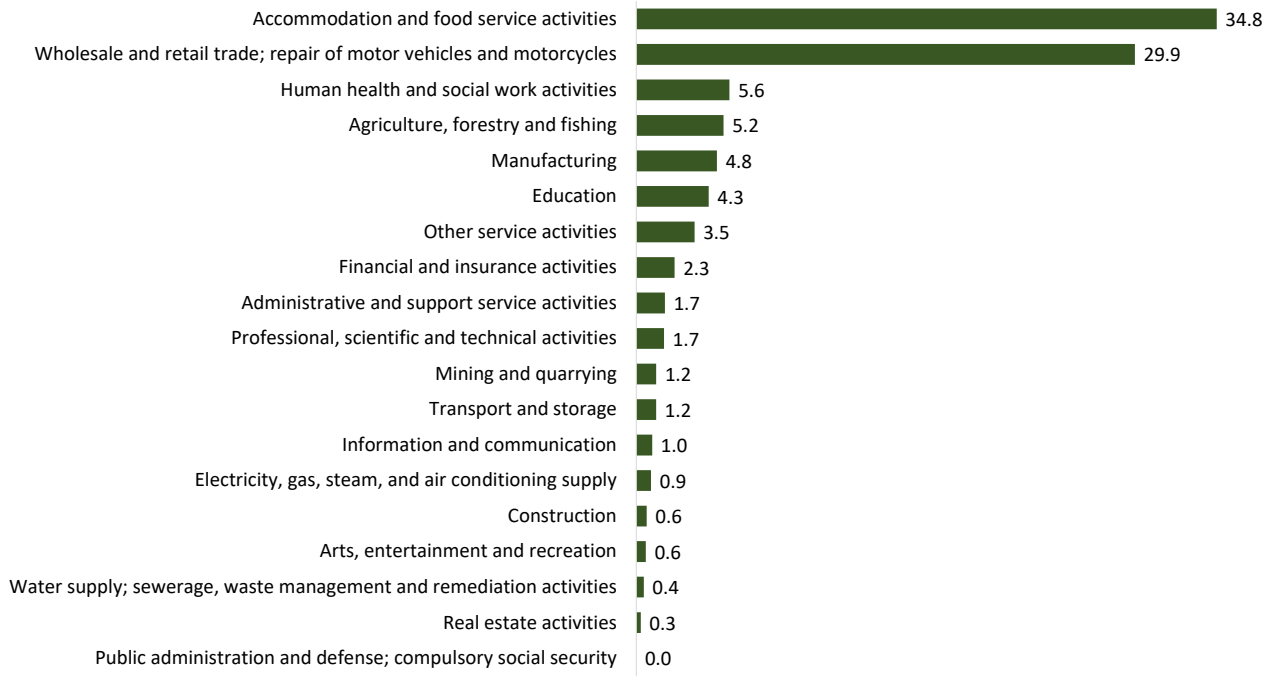
Table 7.4 presents information on the number and percentage distribution of establishments that had unfilled vacancies for more than 3 months by institutional sector. Of the total 2,829 establishments that reported having unfilled vacancies for more than 3 months, the private corporation accounted for the highest proportion at 68.5 percent, while the lowest was the local Government at 4.1 percent.

Table 7.4: Number and Percentage Distribution of Establishments with unfilled Vacancies for more than 3 months by Institutional Sector, Zambia 2020.

Institutional Sector	Number	Percent
Total	**2,829**	**100.0**
Local Government	117	4.1
Parastatal	362	12.8
Non-Governmental Organisation/Non-profit serving households	412	14.6
Private Corporation	1,938	68.5

Figure 7.7 shows the percentage distribution of establishments with unfilled Vacancies for more than three months by economic activities. The accommodation and food services accounted for the highest proportion at 34.8 percent followed by Wholesale and retail trade, transportation and storage, accommodation and food service activities at 29 percent. Real estates was the lowest at 0.3 percent.

Figure 7.7 Percentage Distribution of Establishments with unfilled Vacancies for more than three months by economic activities, Zambia 2020



7.6 Hard-To-Fill Vacancies

Table 7.5 shows the number of hard-to-fill vacancies in the establishments by occupational group and institutional sector. The total number of hard-to-fill vacancies was 5,135. The table reveals a high concentration of hard-to-fill vacancies in private sector 4,468, while the parastatal establishments recorded the lowest number of hard-to-fill vacancies at 158.

Table 7.5 Number of hard-to-fill vacancies by Institutional Sector and Occupational groups, Zambia, 2020.

Institutional sector	hard-to-fill vacancies per Occupation									
	Total	Managers	Profes-sionals	Techni-cians and associate profession-als	Clerical support workers	Services and sales workers	Skilled agricultur-al, forestry and fishery workers	Craft and related trades workers	Plant and machine operators and assem-blers	Elementary occupa-tions
Total	**5,135**	**1,277**	**604**	**560**	**262**	**836**	**389**	**106**	**215**	**886**
Local Government	187	1	5	41	59	33	4	7	6	32
Parastatal	158	64	11	1	0	60	0	14	0	8
Private Corpora-tion	4,468	1,152	451	483	129	743	385	85	209	830
Non-Governmen-tal Organisation/ Non-profit serving households	322	60	137	35	75	0	0	0	0	16

Figure 7.8 presents information on the percentage distribution of hard-to-fill vacancies by establishment size. Micro establishment recorded the highest proportion of hard-to-fill vacancies at 85.4 percent followed by the small establishments at 13.8 percent. The lowest proportions were recorded in medium and large establishments at 0.5 percent and 0.4 percent, respectively.

Figure 7.8 Percentage Distribution of hard-to-fill Vacancies by Establishment Size, Zambia 2020.

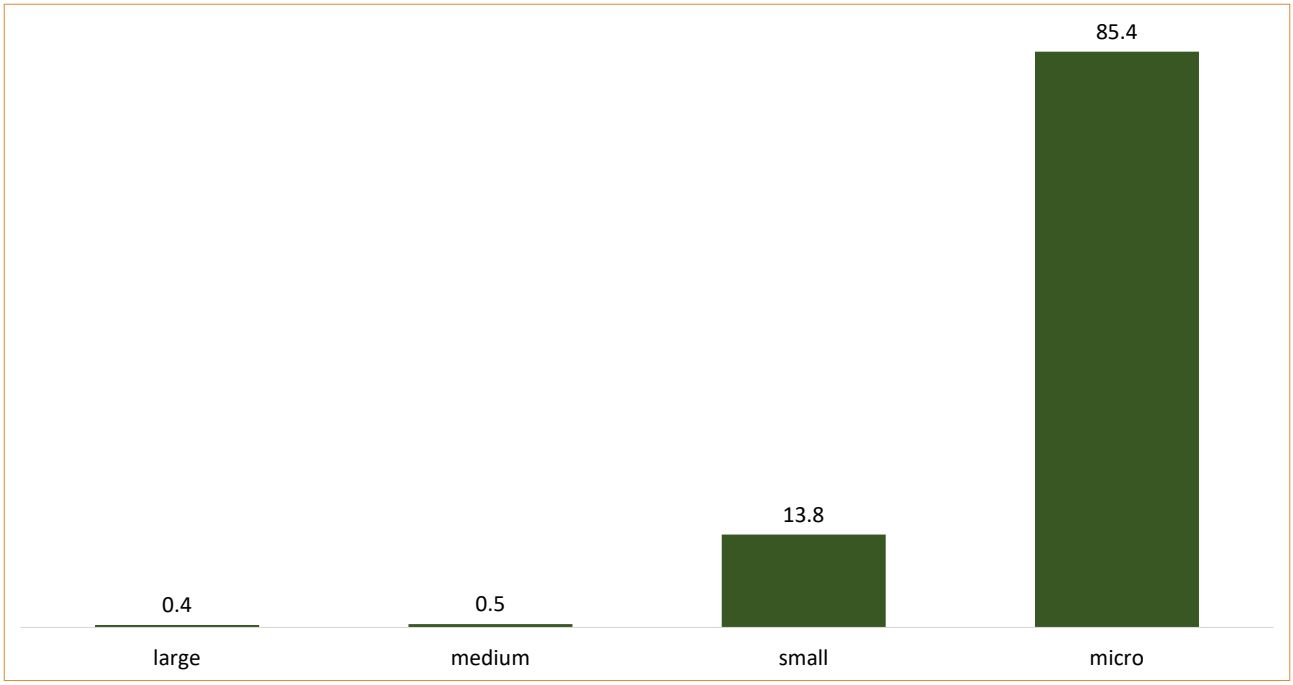
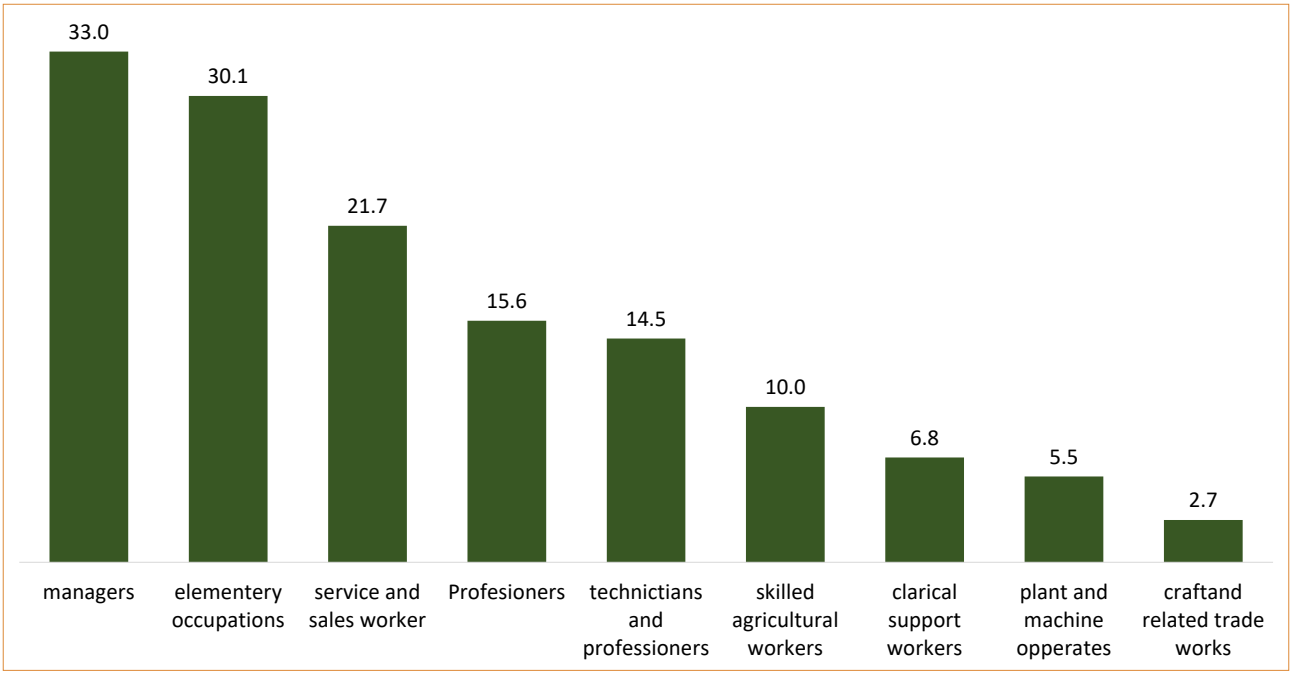


Figure 7.9 shows the percentage distribution of hard-to-fill vacancies in establishments by occupational groups. Among all occupational groups, managers were the hardest vacancies to fill recording 33.0 percent followed by the elementary occupations at 30.1 percent. The least hard-to-fill vacancies was recorded among the plant machine operators and craft related trade works at 5.5 and 2.7 percent, respectively.

Figure 7.9 Percentage Distribution of hard-to-fill Vacancies in Establishments by Occupation groups, Zambia 2020.



7.6 Reasons for hard-to-fill Vacancies

Figure 7.10 presents information on the percentage distribution of reasons for hard-to-fill vacancies in establishments. Of the total 29,628 establishments, 16.6 percent reported having hard-to-fill vacancies within their structure. Further, among the reasons cited for the hard-to-fill vacancies, "too much competition from other employers" was the most cited reason at 32.1 percent. The least cited reason was "job entails shift work/unsociable hours" at 0.6 percent.

Figure 7.10: Percentage Distribution of Reasons for hard-to-fill vacancies in establishments, Zambia 2020.

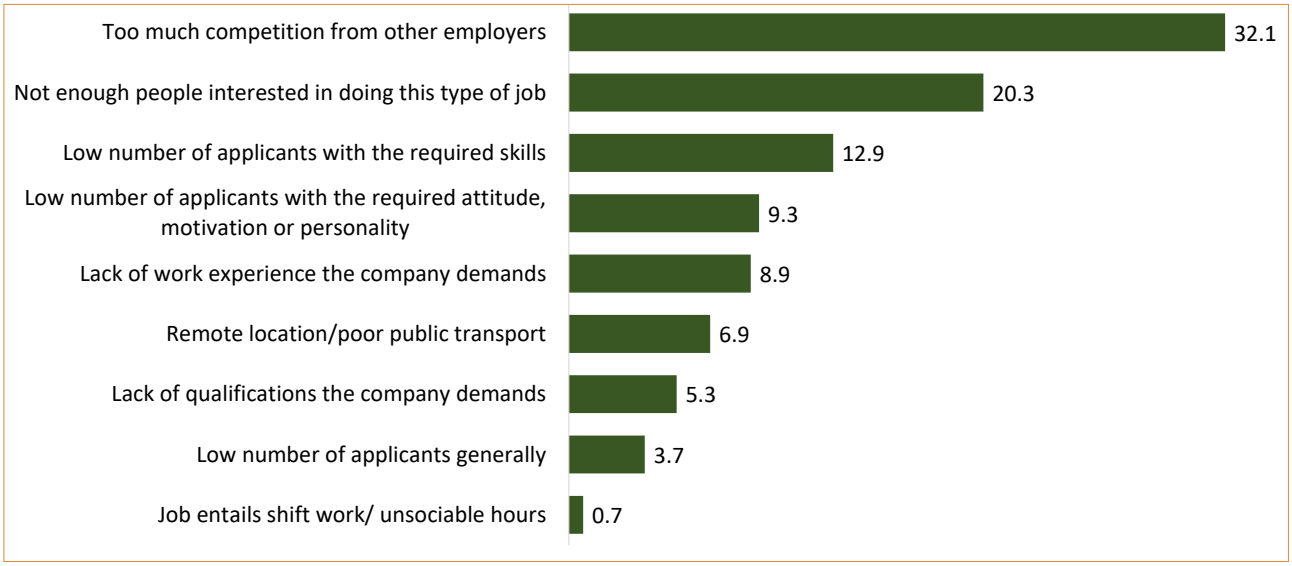


Figure 7.11 presents information on the percentage distribution of occupational groups with hard-to-fill vacancies. The figure shows that managers accounted for the highest proportion of hard-to-fill vacancies at 32.3 percent while skilled agricultural, forestry and fisheries workers accounted for the lowest proportion at 0.5 percent.

Figure 7.11: Percentage distribution of occupation groups with hard-to-fill vacancies, Zambia 2020

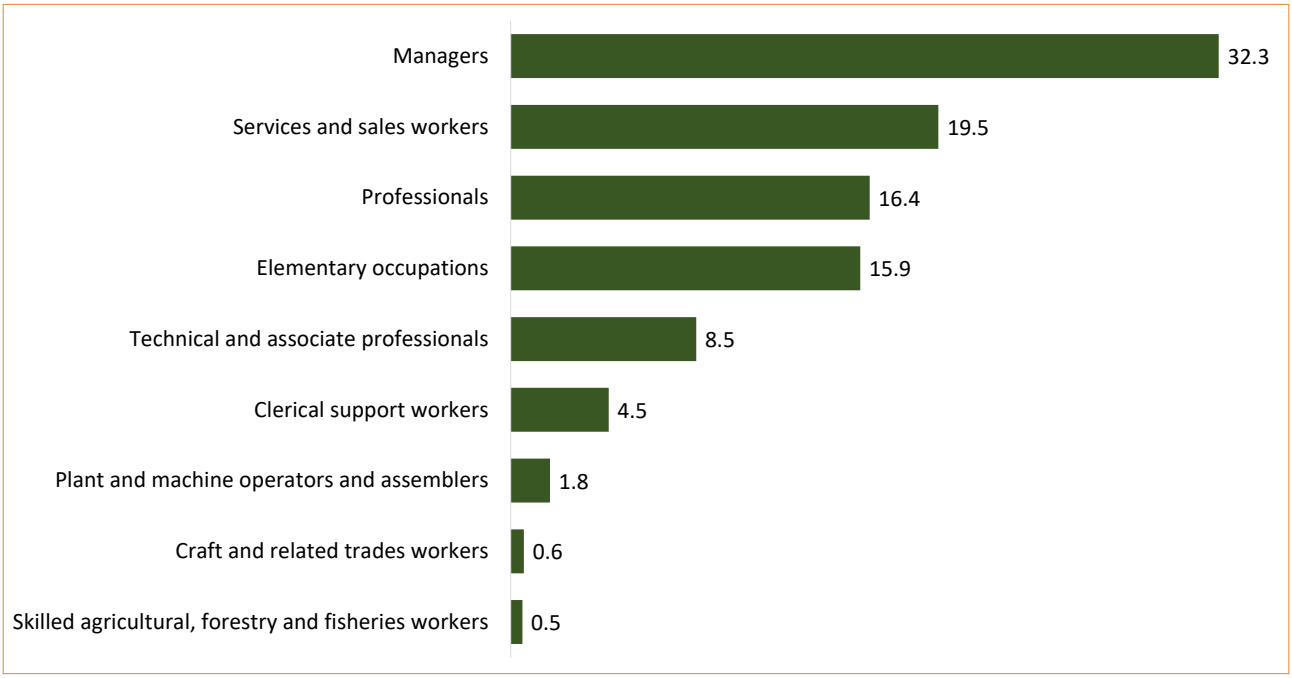


Table 7.6 shows the percentage distribution of reasons for hard-to-fill vacancies in establishments by industry. The tables shows that "too much competition from other employers" and "lack of qualifications that the company demanded" as reasons for hard-to-fill vacancies were the most cited in the Wholesale and retail trade; repair of motor vehicles and motorcycles industry at 50.7 percent and 64.9 percent, respectively. "Low number of applicants with the required skills" was most cited in the Information and Communication industry at 58.9 percent.

Table 7.6: Percentage Distribution of Reasons for hard-to-fill Vacancies in Establishments by Industry, Zambia 2020.

Industry	Reasons for hard-to-fill vacancies (percent)								
	Too much competition from other employers	Not enough people interested in doing this type of job	Low number of applicants with the required skills	Low number of applicants with the required attitude, motivation or personality	Low number of applicants generally	Lack of work experience the company demands	Lack of qualifications the company demands	Job entails shift work/ unsociable hours	Remote location/ poor public transport
Total	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**
Agriculture, forestry and fishing	0	9.9	2.5	0.5	0	0	8	0	1.5
Mining and quarrying	1.3		1	0	0	0	0	0	11.4
Manufacturing	1	6.5	1.6	4.8	0	19.7	1.5	0	4.2

Table 7.6: Percentage Distribution of Reasons for hard-to-fill Vacancies in Establishments by Industry, Zambia 2020 (Cont'd).

Industry	Reasons for hard-to-fill vacancies (percent)								
	Too much competition from other employers	Not enough people interested in doing this type of job	Low number of applicants with the required skills	Low number of applicants with the required attitude, motivation or personality	Low number of applicants generally	Lack of work experience the company demands	Lack of qualifications the company demands	Job entails shift work/ unsociable hours	Remote location/ poor public transport
Electricity, gas, steam and air conditioning supply	0	0	1.8	0	0	0	0	0	0
Water supply; sewerage, waste management and remediation activities	0.6	0	0	0.4	0	0.3	2.9	0	0
Construction	0.5	0	2.2	0	10.2	2.7	2.5	0	0
Wholesale and retail trade; repair of motor vehicles and motorcycles	50.7	55	11.7	58.1	89.8	42	64.9	0	0
Transportation and storage	0	0	0	0	0	0	0	59.8	0
Accommodation and food service activities	30.2	0	2.1	22.8	0	1.4	3.1	40.2	82.1
Information and communication	0	1.1	58.9	0	0	17.2	0	0	0
Financial and insurance activities	1.3	0	0.2	0	0	1.4	0	0	0
Professional, scientific and technical activities	2.6	0		0	0	0	0	0	0
Administrative and support service activities	0.3	0	6.1	0	0	0	0	0	0
Education	4.8	0	2.6	0	0	0.7	0	0	0
Human health and social work activities	0	8.7	3.2	5.1	0	9.2	4.4	0	0.9
Arts, entertainment and recreation	0	1.5	1.8	0	0	0	7.7	0	0
Other service activities	6.8	17.3	4.4	8.4	0	5.4	4.9	0	0

Figure 7.12 shows percentage distribution of density of hard-to-fill vacancies by occupational groups. Density of hard-to-fill vacancies is a proportion of all hard-to-fill vacancies of all reported vacancies. Density of hard-to-fill vacancies was estimated at 50.9 percent. The results further shows that of the total hard-to-fill vacancies, Managers had the highest percent share at 24.9 percent. This was followed by Elementary occupations at 17.3 percent. Craft and related trades workers had the lowest share at 2.1 percent.

Figure 7.12: Percentage Distribution of Density of hard-to-fill Vacancies by Occupational groups, Zambia 2020.

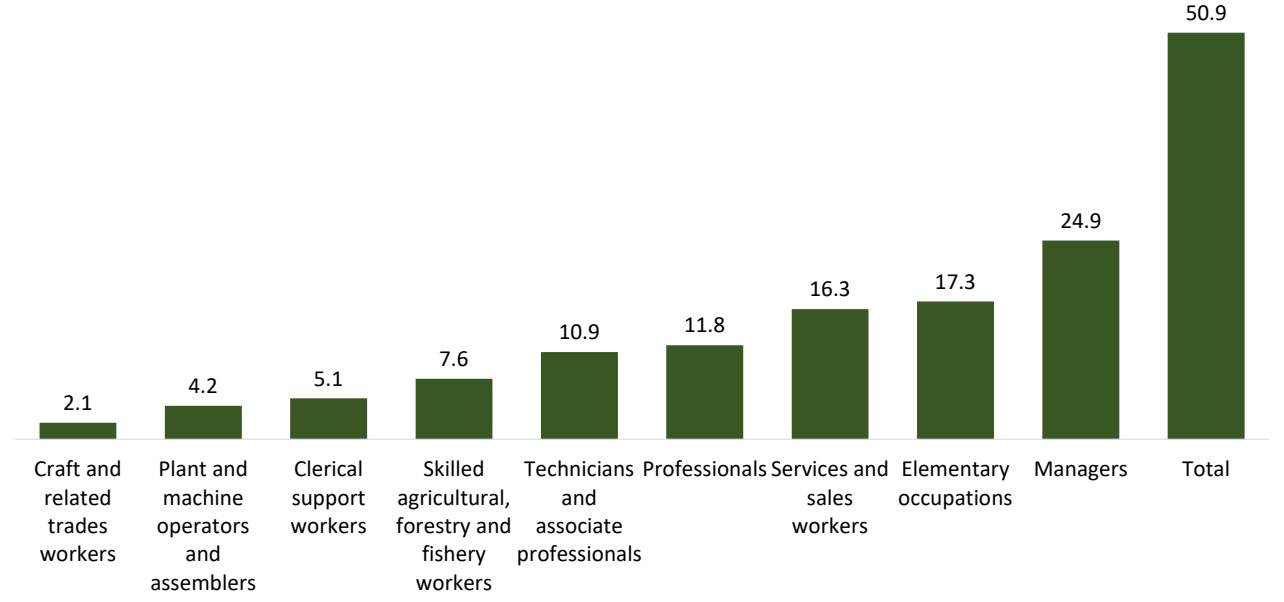


Table 7.7 shows the percentage distribution of Hard-to-fill vacancies by occupation and institutional sector. The table shows that the private sector which reported the most hard-to-fill vacancies at 44.3 percent, 25.8 percent of those vacancies were in the managerial positions with technicians and associate professionals at 10.8 percent. The craft and related trades workers made up 1.9 percent of the hard-to-fill vacancies in the private sector.

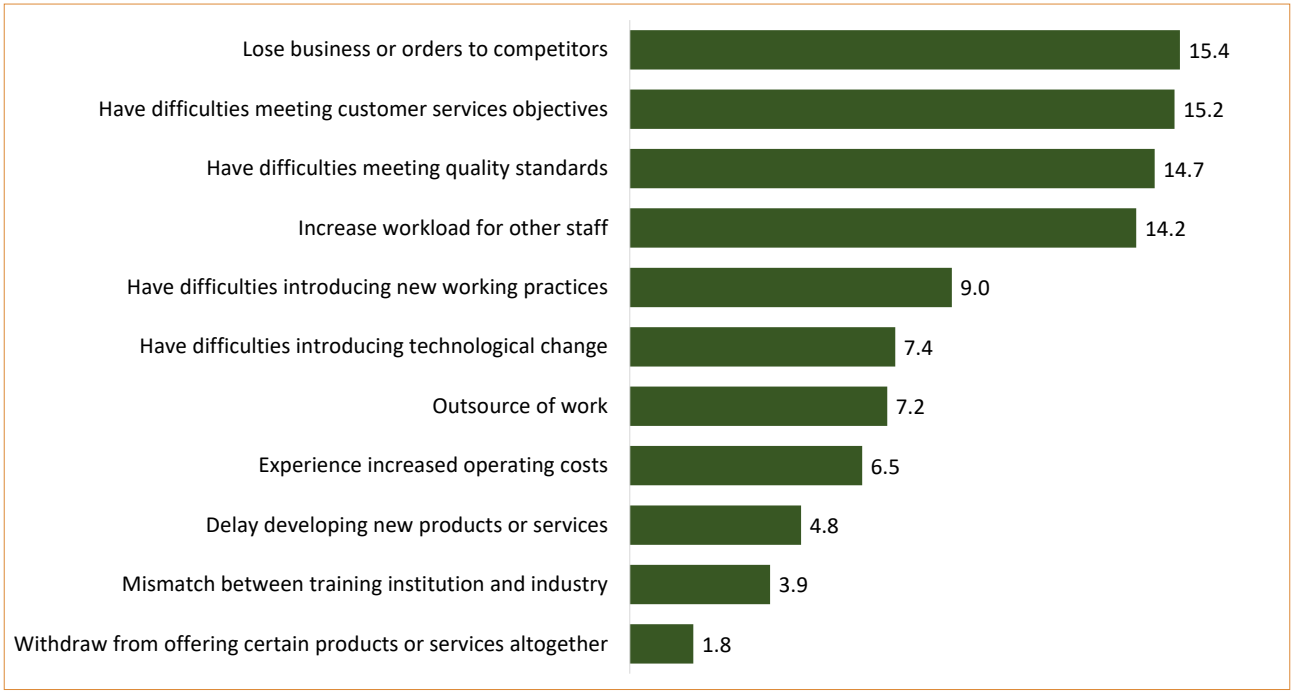
Table 7.7: Percentage Distribution of Hard-to-fill Vacancies by Occupational groups and Institutional Sector, Zambia 2020.

Institutional sector	hard-to-fill vacancies per Occupation (Percent)									
	Total	Managers	Professionals	Technicians and associate professionals	Clerical support workers	Services and sales workers	Skilled agricultural, forestry and fishery workers	Craft and related trades workers	Plant and machine operators and assemblers	Elementary occupations
Total	**50.9**	**24.9**	**11.8**	**10.9**	**5.1**	**16.3**	**7.6**	**2.1**	**4.2**	**17.3**
Government/Local Government	1.9	0.5	2.7	21.8	31.5	17.6	2	3.7	3	17.1
Parastatal	1.6	40.7	7	0.8	0	37.8	0	8.6	0	5.2
Private	44.3	25.8	10.1	10.8	2.9	16.6	8.6	1.9	4.7	18.6
Non-Governmental Organisation/ Non-profit serving households	3.2	18.6	42.5	10.7	23.2	0	0	0	0	5

7.7 Effects of hard-to-fill Vacancies on the Establishments

Figure 7.13 shows the percentage distribution of the effects of hard-to-fill vacancies on the establishments. The loss of business or orders to competitors was the most cited effect of hard-to-fill vacancies on the establishments at 15.4 percent. The least cited effect of hard-to-fill vacancies on the establishments was withdraw from offering certain products or services at 1.8 percent.

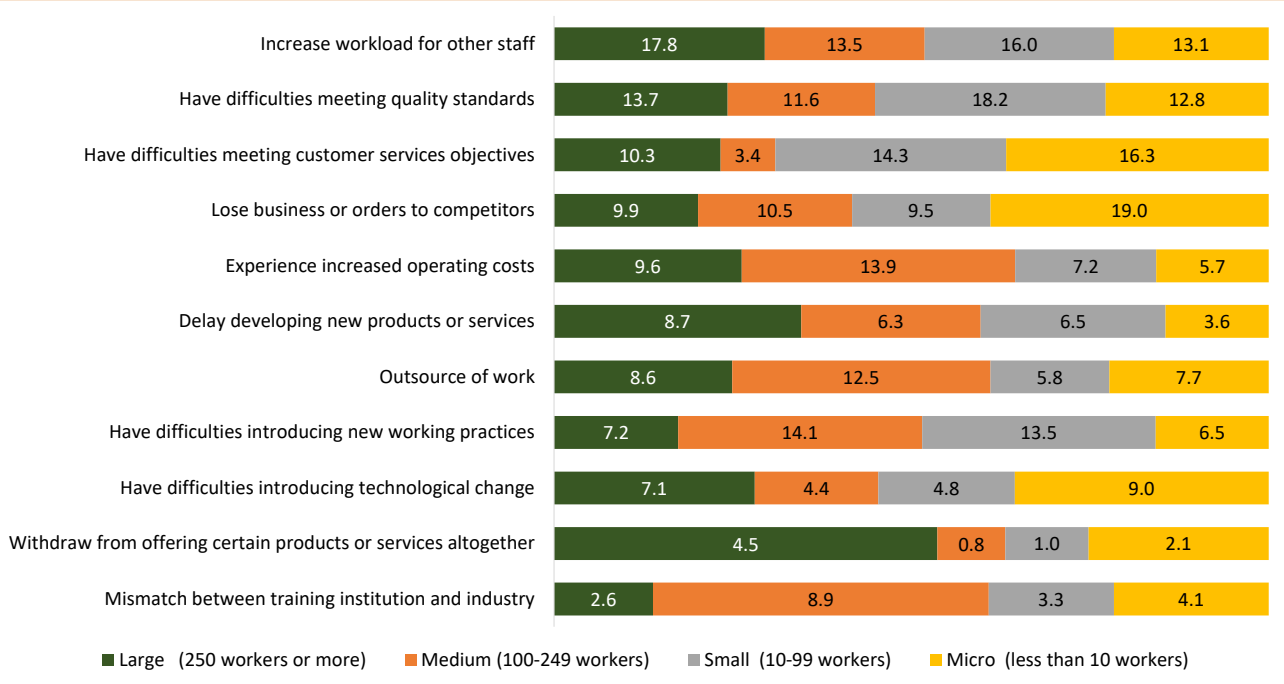
Figure 7.13: Percentage Distribution of the Effects of hard-to-fill Vacancies on the Establishments, Zambia 2020



7.8 Effects of hard-to-fill Vacancies by Establishment Size

Figure 7.14 shows the percentage distribution of the effects of hard-to-fill vacancies by establishment size. The most cited effect of hard-to-fill vacancies on large establishments was increase of workload for other staff at 17.8 percent. The loss of business or orders to competitors was the most cited effect of hard-to-fill vacancies on the Micro establishments at 19.0 percent.

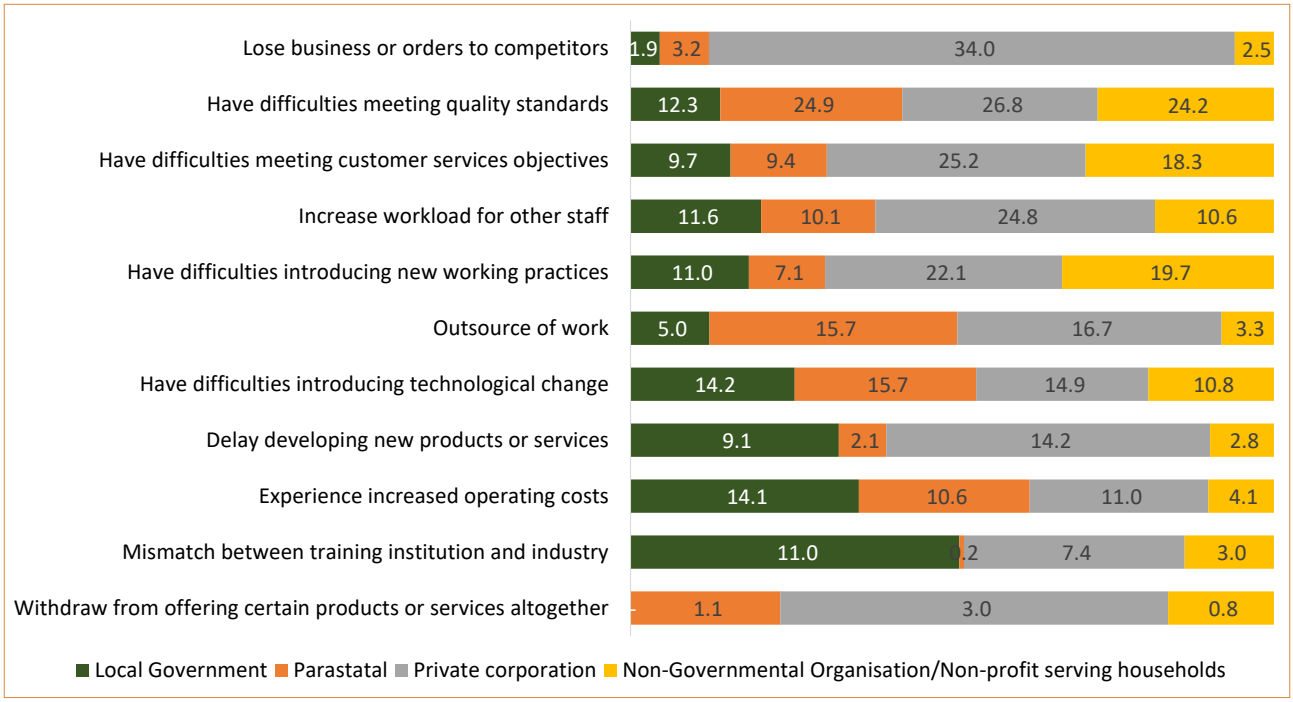
Figure 7.14: Percentage Distribution of the Effects of hard-to-fill Vacancies by Establishment Size, Zambia 2020.



7.9 Effects of hard-to-fill Vacancies by Institutional Sector

Figure 7.15 shows the percentage distribution of the effects of hard-to-fill vacancies by institutional sector. The most cited effect of hard-to-fill vacancies on private corporations was the loss of business or orders to competitors at 34.0 percent. Among the parastatals and NGOs, the most cited effect of hard-to-fill vacancies was having difficulties in meeting quality standards at 24.9 percent and 24.2 percent, respectively.

Figure 7.15: Percentage Distribution of the Effects of hard-to-fill Vacancies by Institutional Sector, Zambia 2020



Chapter Eight: Skills Utilization High/ Performance Working

Chapter Eight: Skills Utilization High/Performance Working

8.0 Introduction

This chapter focusses on strategies adopted by employers with regard to planning, organisation and performance in order for them to encourage higher productivity. It particularly looks at the use of skills that are currently prevailing in the workforce and it establishes whether or not employers had mechanisms of identifying talented individuals in the labour market.

High performance working (HPW) practices usually work collectively as a 'bundle'. Employers often adopt several practices in order to maximise their impact instead of adopting each practice separately. For our purposes in this analysis, an employer was considered to be practicing HPW practices if they adopted at least one practice from each of the five (5) categories.

8.1 Planning for high performance working (HPW)

Planning is key component for the HPW "bundle". An employer was considered to have adopted planning for HPW if they had any of the following:

- Had an equal opportunity policy;
- Conducted training needs assessments;
- Had a business plan/ training plan/ training budget that specified the objectives for the following year;
- Had a training plan that specified in advance the level and type of training their employees would need in the coming year;
- Had a budget plan for training expenditure that specifically covers training spent on this site.

Figure 8.1 presents information on percentage distribution of establishments that adopted planning practices for HPW. The figure shows that 67.1 percent of the establishments had HPW planning practices while 32.9 percent did not have any at the time of the survey.

Figure 8.1: Percentage Distribution of Establishments that Adopted Planning Practices for HPW, Zambia 2020.

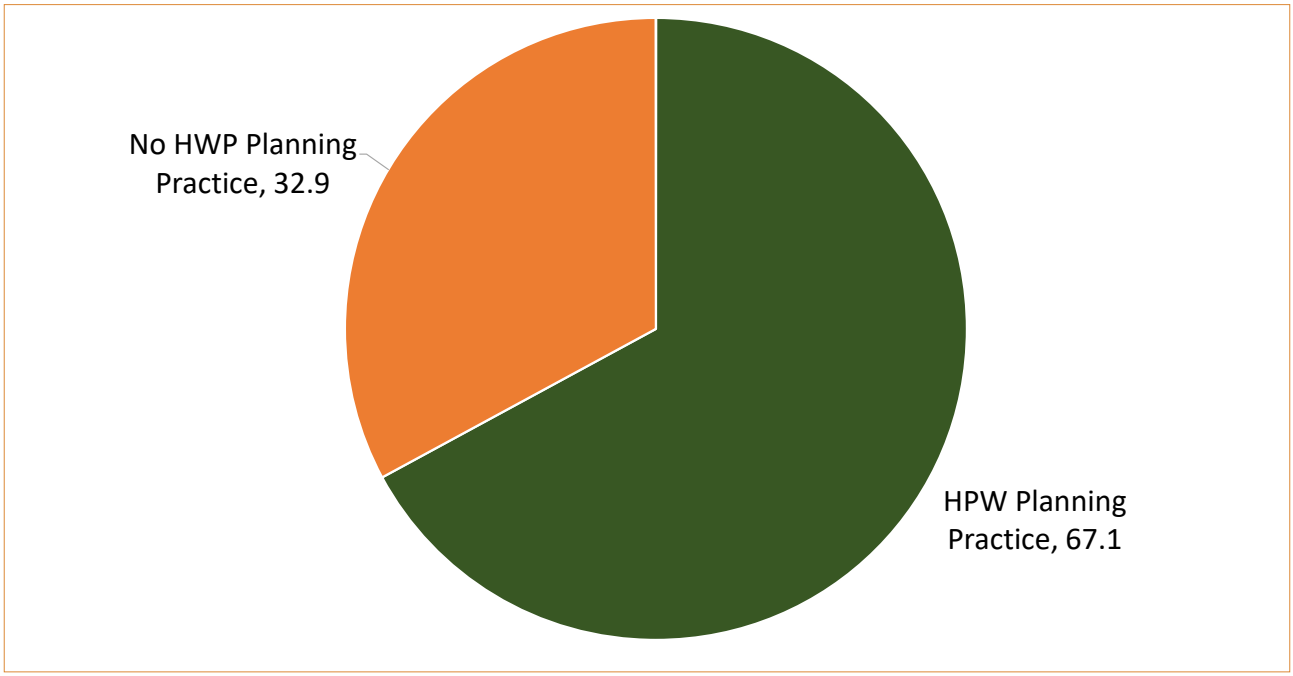


Figure 8.2 presents information on percentage distribution of establishments that adopted individual practice for planning High Performance Working. The most commonly adopted individual practices were; having an equal opportunities policy at 51.9 percent of establishments and having a business plan/ training plan/ training budget that specified the objectives for the following year at 27.8 percent. The least commonly-adopted practice was having a budget plan for training expenditure at 10.5 percent.

Figure 8.2: Percentage distribution of Establishments that Adopted Individual Planning practices for High Performance Working, Zambia 2020.

8.2 Organisation Strategies for the High Performance Working (HPW)

An establishment was classified as having adopted organisation strategies for High Performance working if it had any of the following practices:

- Created teams of people, who don't usually work together, to work on a specific project
- Had formal procedures in place for employee consultation such as a staff association, employee forum or trade union consultation
- Knew about new legislative or regulatory requirements in place
- Currently held any of the International Standard Classification for Occupation (ISCO) 9000 certificate (or standard)
- Consulted with trade unions for reasons other than negotiations about pay and conditions
- Had processes in place to allow for identification "high potential" or talented individuals within the establishment

Figure 8.3 presents information on establishments that had adopted organisation practices for High Performance Working. The figure shows that 69.0 percent of the establishments adopted at least one of the strategies for HPW that falls under the organisation component of HPW while 31.0 percent did not adopt at least one of the strategies for HPW.

Figure 8.3: Percentage Distribution of Employers that Adopted organisation practices for HPW, Zambia 2020.

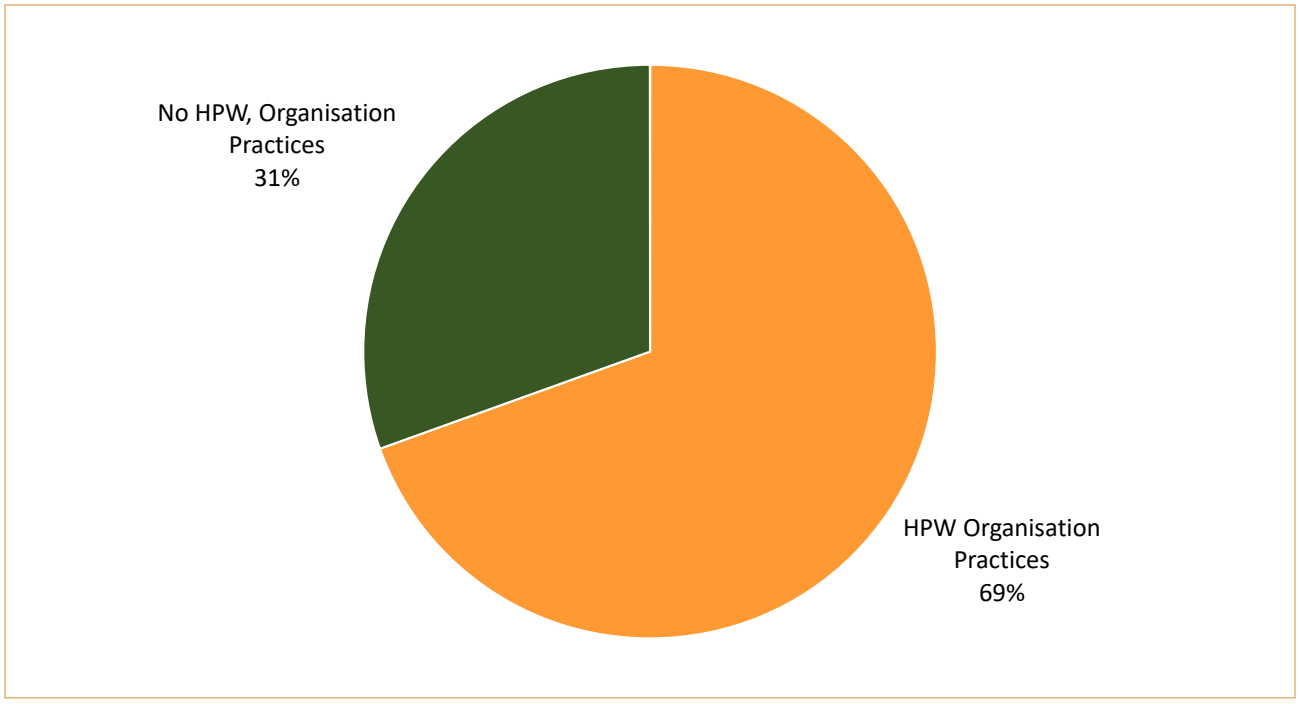
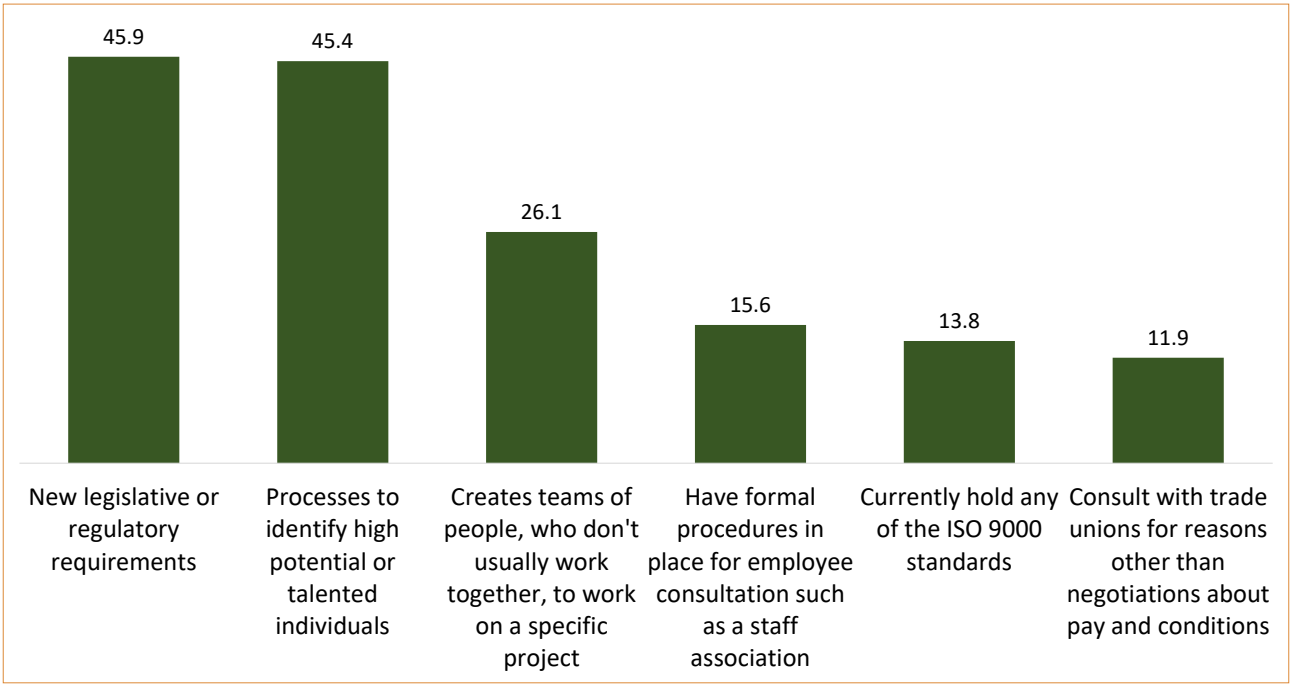


Figure 8.4 presents data on the proportion of establishments adopting each individual practice for organisation High Performance Working. The most commonly adopted individual practices under this category were; having knowledge about new legislative or regulatory requirements in place at 45.9 percent and having processes of identifying "high potential" or talented individuals within the establishment at 45.4 percent. The least implemented practice was consulting with trade unions for reasons other than negotiations about pay and conditions at 11.9 percent.

Figure 8.4: Percentage Distribution of Employers Adopting Each of the organisation practices for High Performance Working, Zambia 2020.



8.3 Skills Development Practices for HPW

Adopting skills development practices is an important strategy for high performance work. In order for employer to be classified as having implemented skills development High Performance Working, they needed to:

- Have arranged or funded any off-the-job training or development for employees at this site in the last 12 months prior to the survey;
- Have arranged or funded any on-the-job or informal training and development in the last 12 months prior to the survey; and
- Have conducted an annual performance review of staff.

Figure 8.5 presents information on the proportion of employers that were classified as having adopted skills development practices for high performance work. The figure shows that 54 percent of the establishments adopted skills development practices, while 46 percent did not adopt skills development practices for HPW.

Figure 8.5: Percentage Distribution of Employers that adopted Skills Development practices for High Performance Working, Zambia 2020.

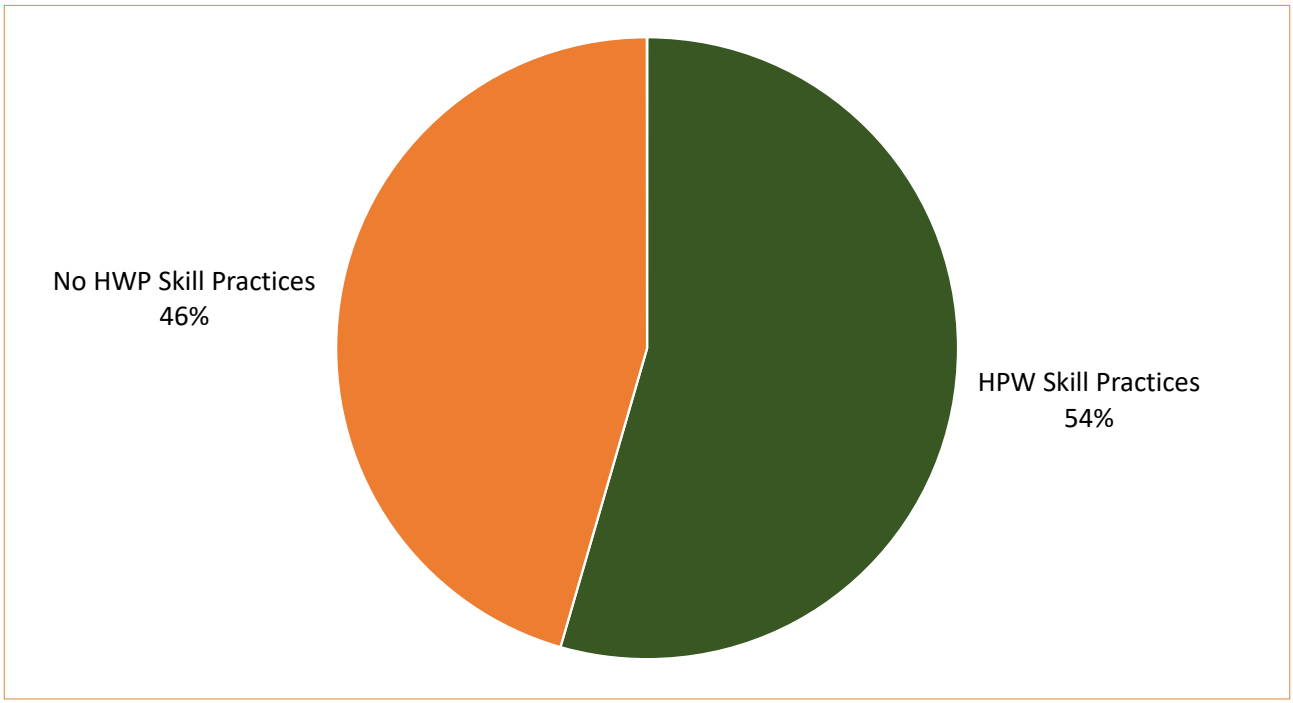


Figure 8.6 shows the percentage distribution of establishments by the proportion of annual performance review of staff. The figure shows that 45.2 percent of the establishments had no annual performance review for their staff and 36.5 percent had performance review for staff.

Figure 8.6: Percentage Distribution of Establishments by the proportion of Annual Performance review of staff, Zambia 2020.

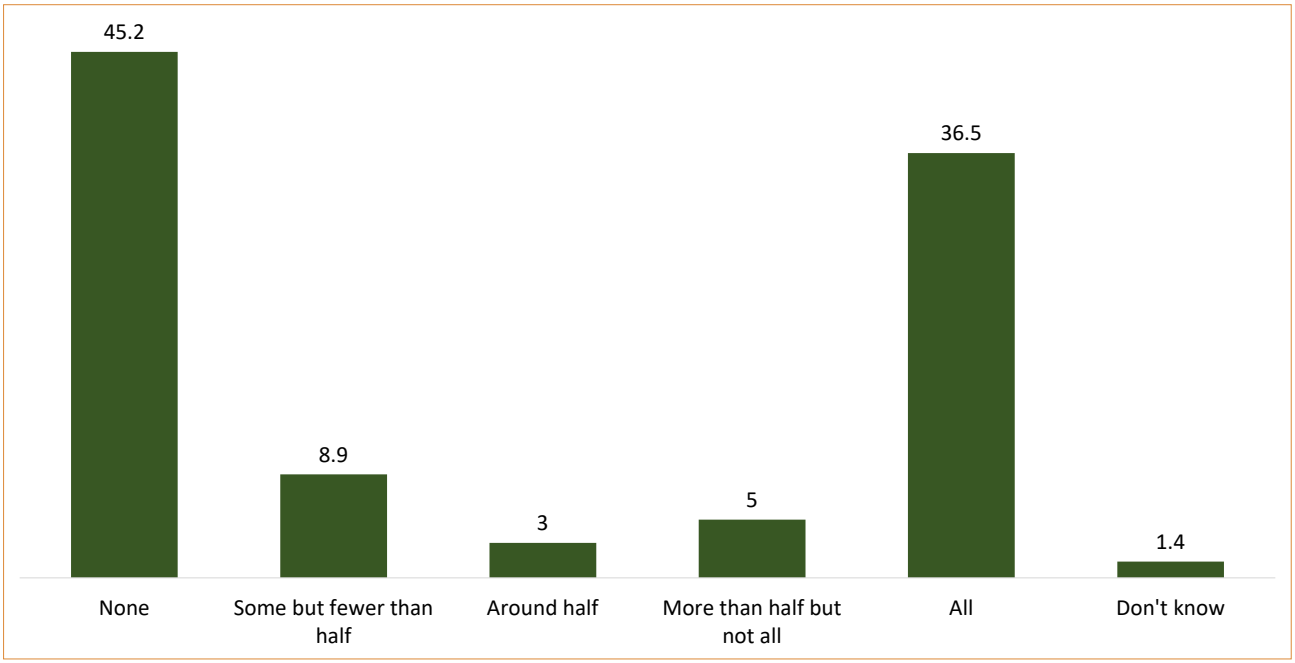
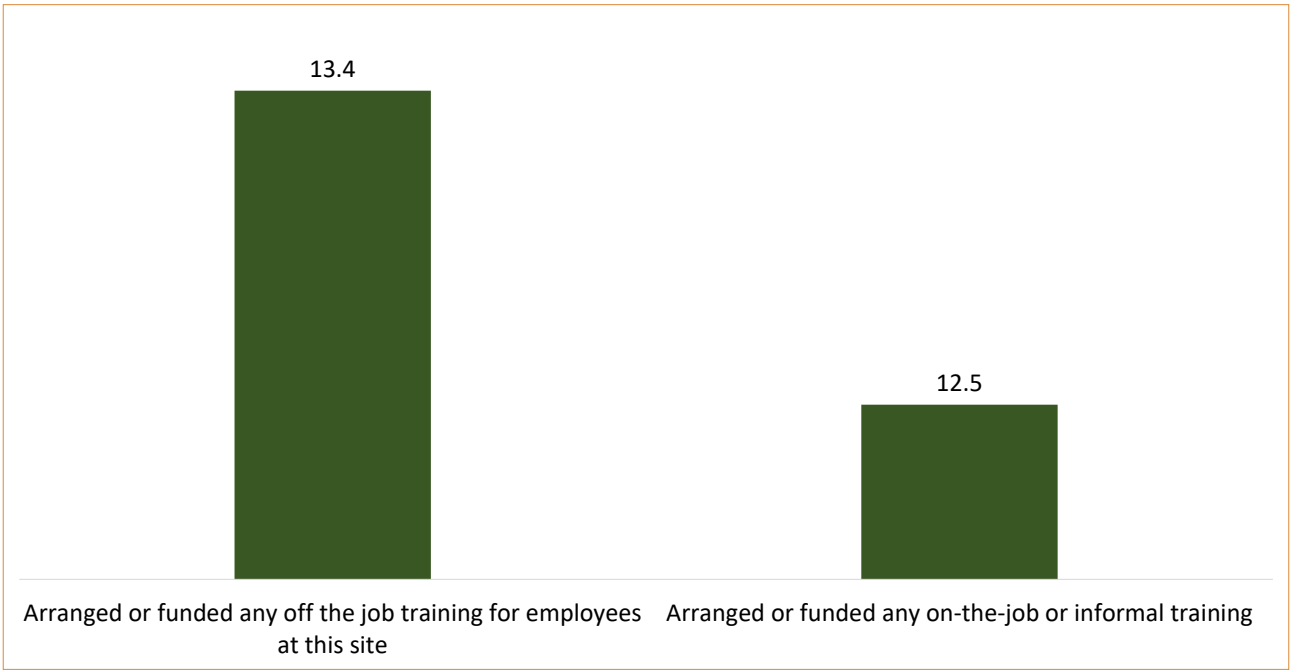


Figure 8.7 presents information on the percenatge distribution of establishments that funded off and on-the-job training for their Staff. The figure shows that 13.4 percent of employers had arranged or funded off-the-job training or development for employees at their site in the last 12 months and 12.5 percent arranged or funded on-the-job or informal training and development.

Figure 8.7: Percentage distribution of Establishments that funded off and on-the-Job Training for Staff, Zambia 2020.



8.4 Rewards to moivate workforce

Establishments usually have strategies in place meant to motivate its workforce. For the purposes of this survey, an establishment was considered to have adopted strategies for rewarding its employees if it had at least one of the following:

- Bonuses that are based on the overall performance of the organisation;
- Individual performance related pay; and
- Flexible benefits.

Figure 8.8 presents information on percenatge distribution of establishments that adopted employee rewarding practices for high performance working. The figure shows that 70 percent of the establishments had adopted employee rewarding practices for high performance work force.

Figure 8.8: Percentage distribution of Establishments that adopted Employee Rewarding Practices for High Performance Working, Zambia 2020.

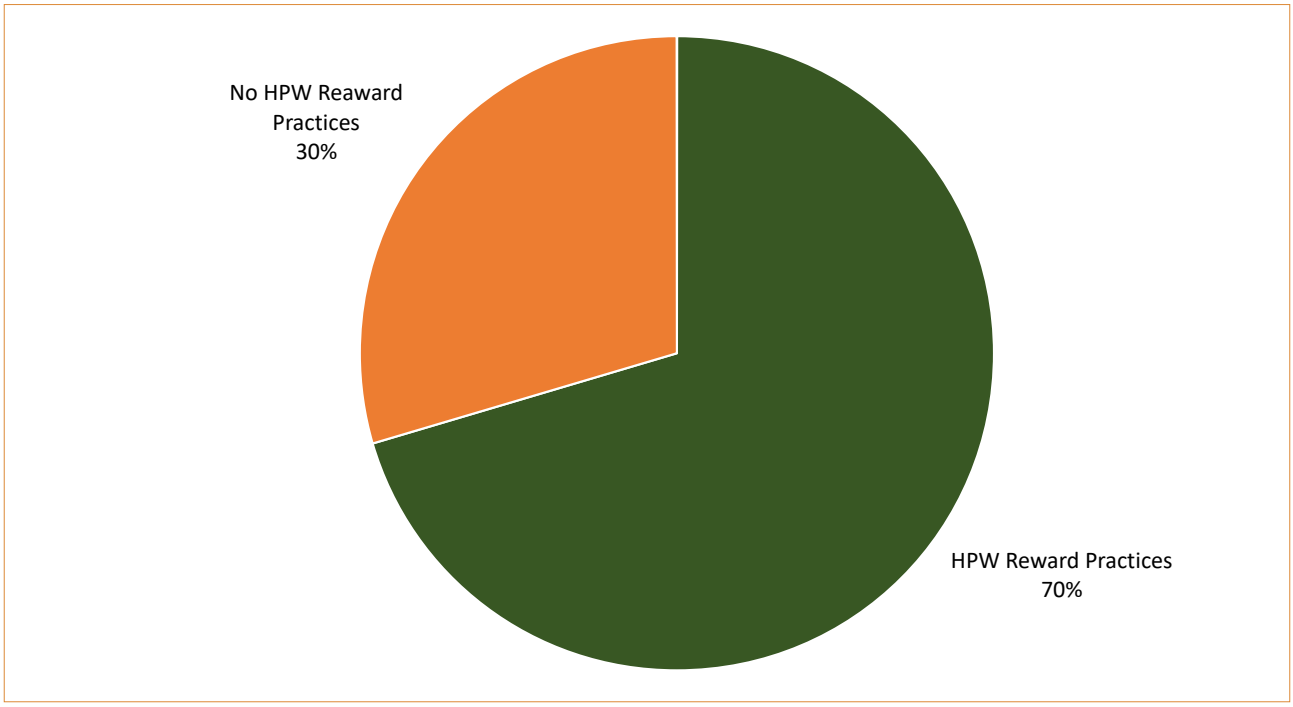
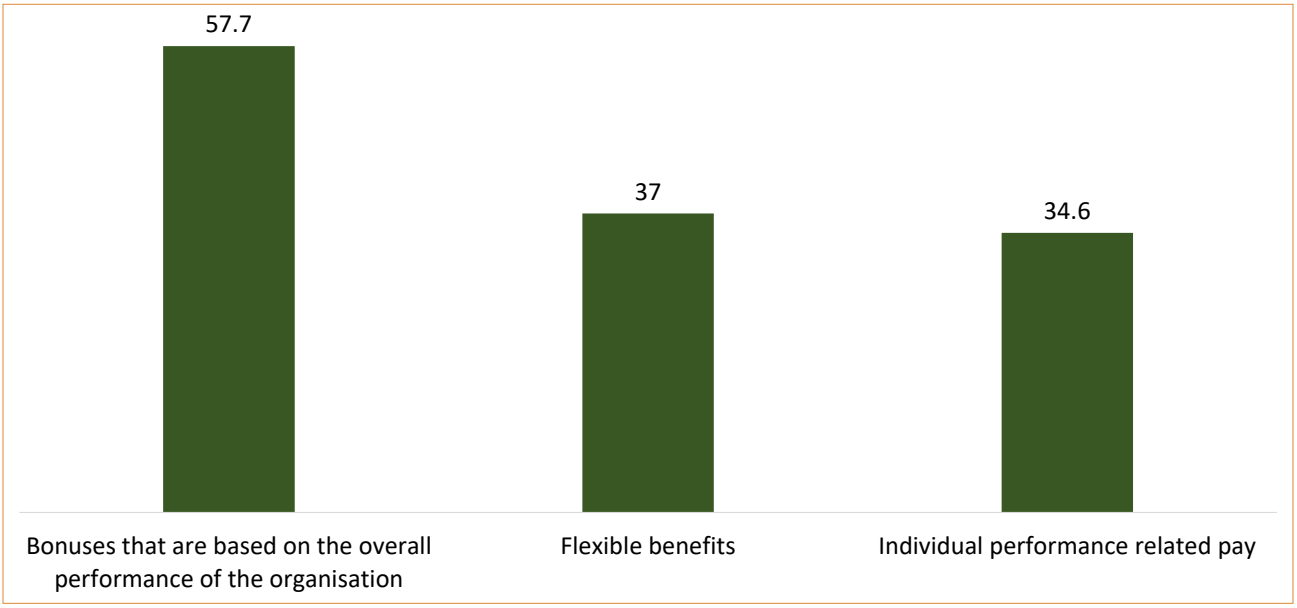


Figure 8.9 presents information on percentage distribution of establishments that adopted each of the rewarding practices. The figure shows that 57.7 percent had bonuses that were based on the overall performance of the organisation, 37.0 percent had flexible benefits and 34.6 percent had individual performance related pay.

Figure 8.9: Percentage distribution of Employers Adopting Each of the Employee Rewarding practices for High Performance Working, Zambia 2020.



8.5 Autonomy of employees for High Performance Working (HPW)

Autonomy of the employees is another key component for the HPW "bundle". An establishment was considered to have adopted autonomous practices for its employee for HPW if it:

- Had variety in their work;
- Had discretion over how they do their work; and
- Had access to flexible working.

Figure 8.10 presents data on percentage distribution of establishments that adopted autonomous practices for high performance working. The figure shows that 80 percent of the employers had high performance working autonomous practices, while 20 percent have no HPW practices.

Figure 8.10: Percentage Distribution of Establishments that adopted Employee Autonomous Practices for High Performance Working, Zambia 2020.

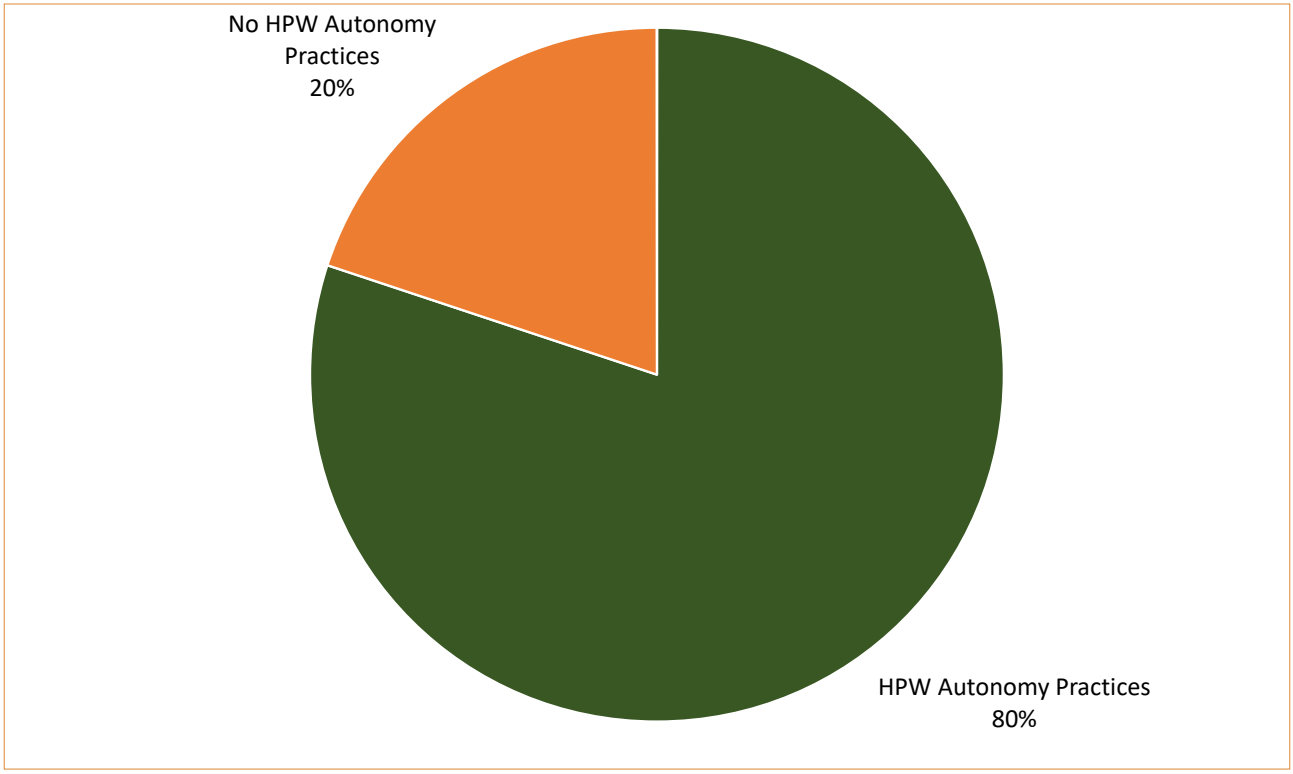
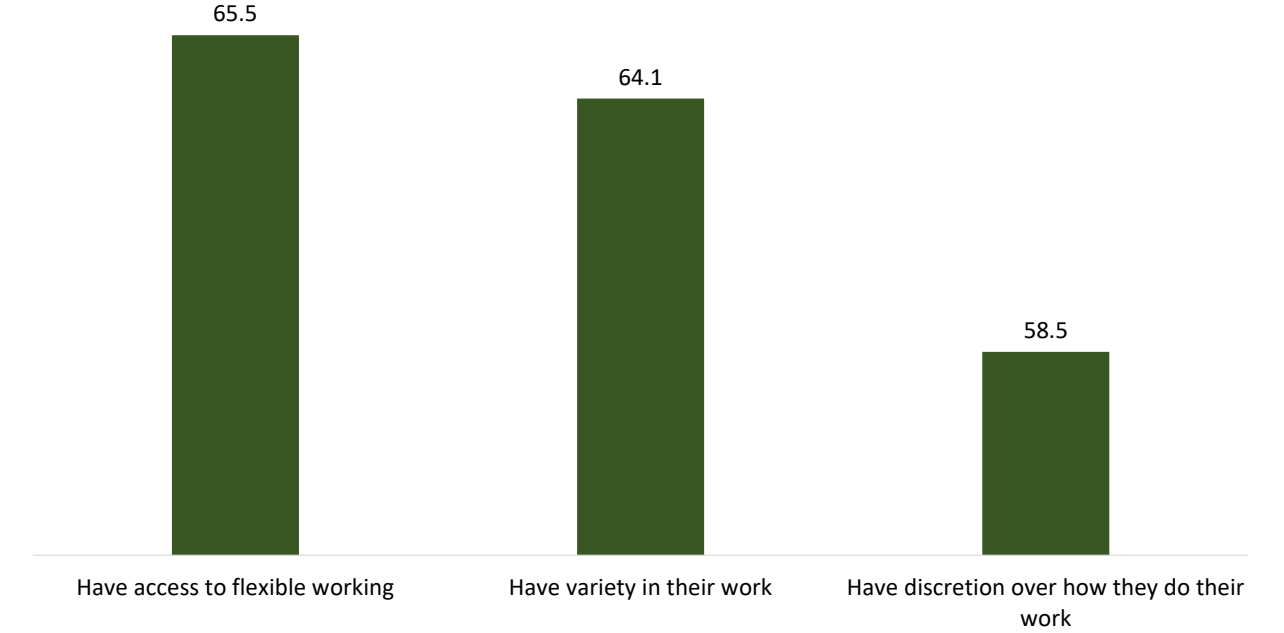


Figure 8.11 presents information on percentage distribution of establishments that adopted at least one of the autonomous practices for high performance work. The figure shows that 65.5 percent had access to flexible working, 64.1 percent had variety in their work and 58.5 percent had discretion on how they work.

Figure 8.11:Percentage distribution of Establishments that adopted at least one Autonomy practices for High Performance Working, Zambia 2020.



8.6 High Performance Working (HPW)

An establishment was considered to have achieved High Performance Work if it adopted at least one practice from each of the five factor grouping.

Figure 8.12 presents information on the distribution of establishments by high performance working status (HPW). Approximately a third (28 percent) of the establishments were considered to be HPW while 72 percent were not.

Figure 8.12: Percentage distribution of Establishments by High Performance Work Status, Zambia 2020.

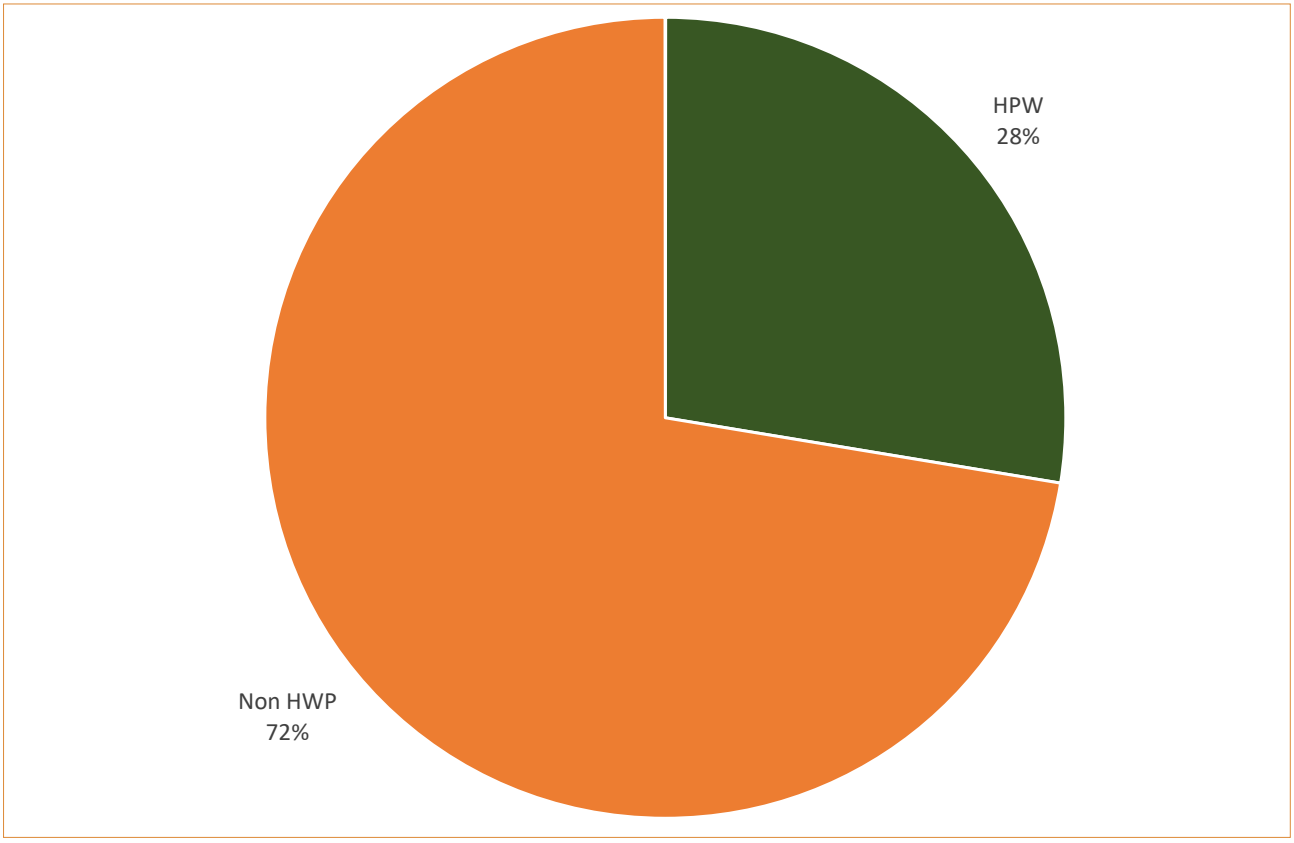


Figure 8.13 shows percentage distribution of high performance working establishments by Industry. Establishments in the Electricity, gas, steam and air conditioning supply industry reported high performance workforce at 100 percent. Results also show that establishments in Human health and social work activities recorded high performance workforce at 79.4 percent. Financial and insurance activities had establishments that recorded the lowest proportion high performance workforce at 18.5 percent.

Figure 8.13: Percentage Distribution of High Performance Workforce of Establishments by Industry, Zambia 2020.

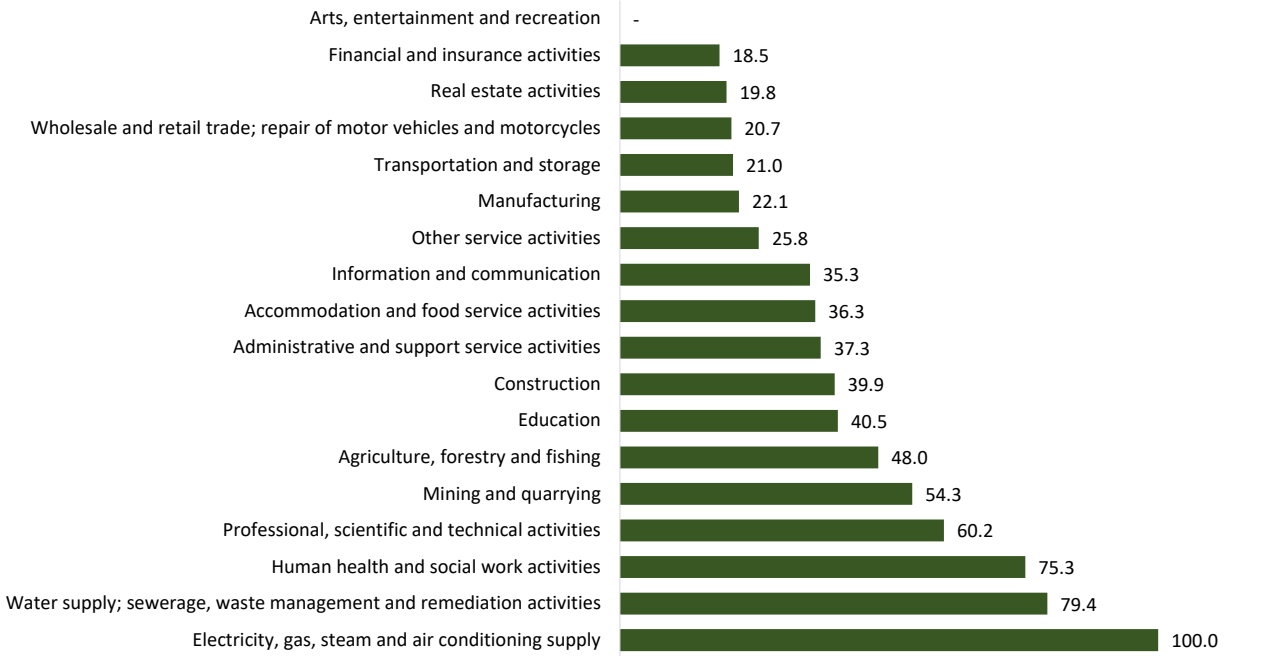


Figure 8.14 presents information on percentage distribution of high performance workforce by size of establishment. The figure shows that Large establishments recorded the highest proportion of high performance workforce at 85.1 percent whilst Micro establishments recorded the lowest proportion at 22.7 percent.

Figure 8.14: Percentage distribution of High Performance Workforce by Size of Establishment, Zambia, 2020

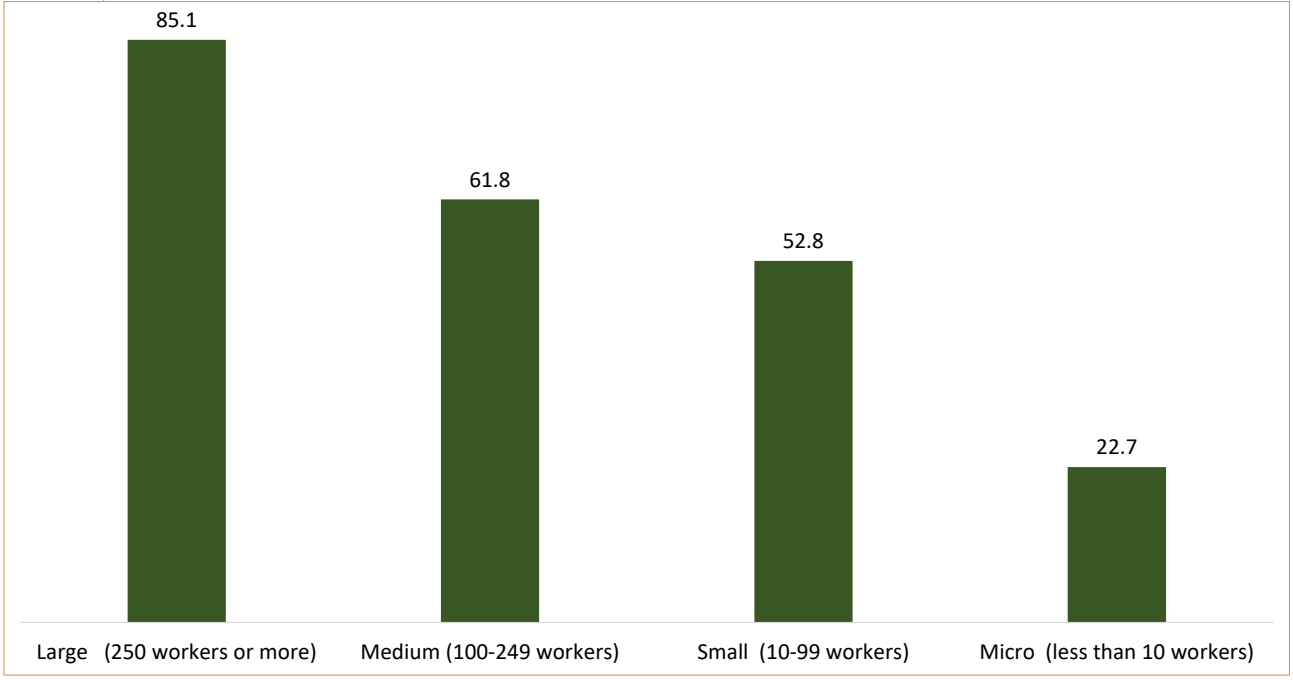
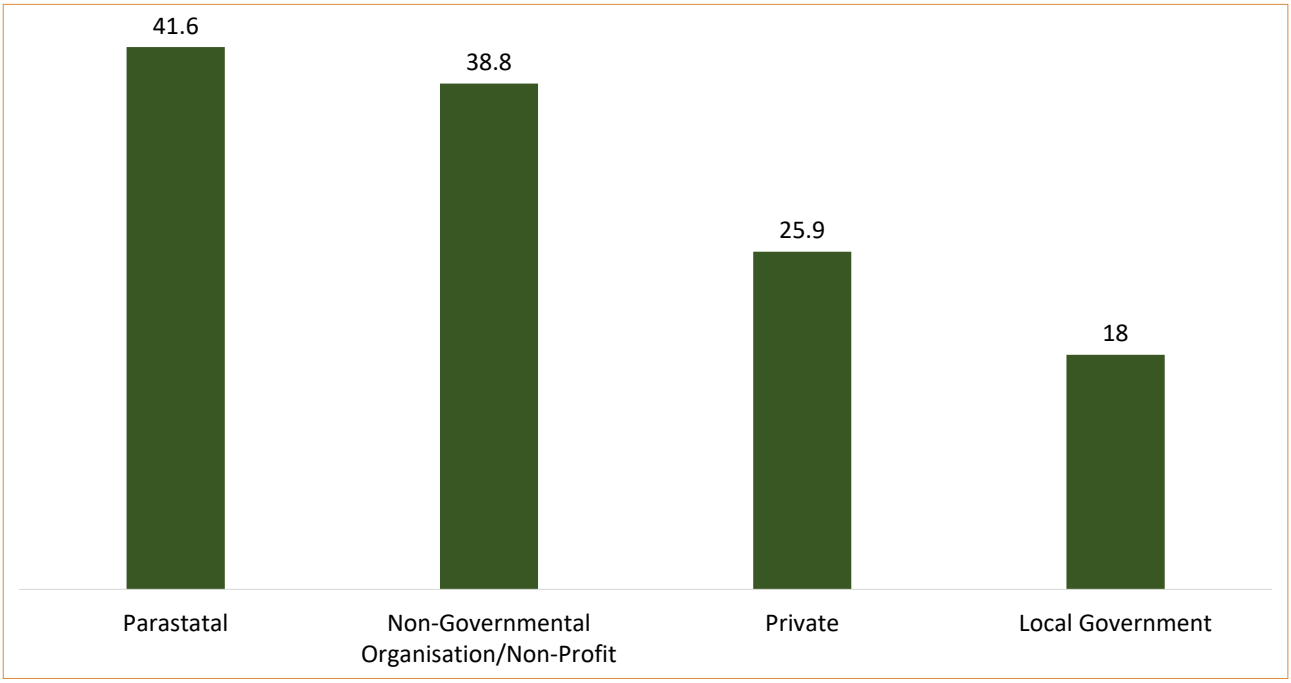


Figure 8.15 presents information on percentage distribution of high performance workforce of establishments by institutional sector. Parastatals and Non-governmental organisations had the highest proportion of establishments that reported a high performance workforce at 41.6 and 38.8 percent, respectively. Local Government organisations had the lowest proportion of employers that had High Performance Workforce.

Figure 8.15 Percentage distribution of HPW employers by Sector, Zambia 2020.



Chapter Nine: Business Strategy and Structure

Chapter Nine: Business Strategy and Structure

9.0 Introduction

This chapter presents results on the various business strategies that establishments employed to enhance their operations. It also shows how an establishment was compared to other establishments within the same industry in terms of pay and other benefits.

9.1 Establishments' Pay and Benefits

Figure 9.1 presents information on percentage distribution of establishments' pay and benefits by class of employees. The figure shows that establishments reported offering better pay and benefits across all the classes of workers. Among white collar skilled employees, 82.6 percent of establishments reported that they offer better pay and benefits to their employees while 17.4 percent reported offering worse pay and benefits.

Figure 9.1 Percentage distribution of Establishments' Pay and Benefits by Class of employees, Zambia 2020.

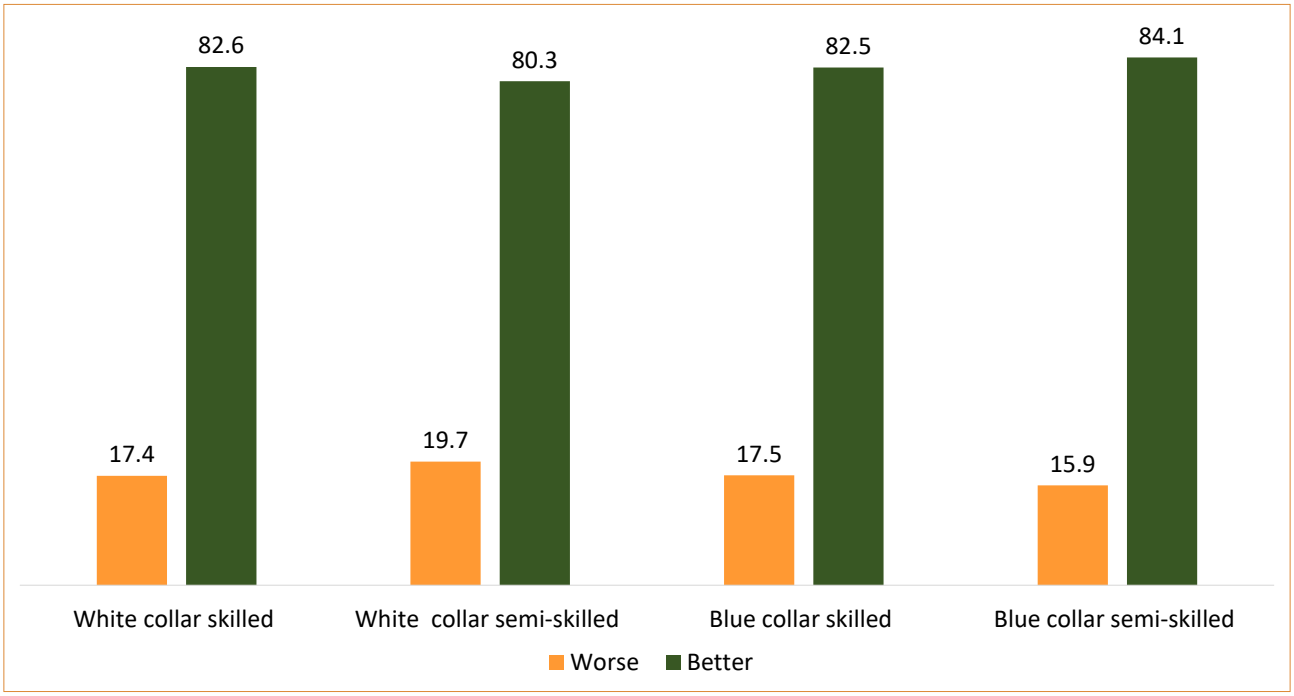


Table 9.1 shows distribution of establishments that offered worse or better pay and other benefits for white collar skilled employees by industry. For all the industries combined, 82.6 percent of the establishments offered better pay and benefits, while 17.4 percent offered worse pay and other benefits. All white collar skilled employees (i.e 100 percent) under Arts, entertainment and recreation industries reported being offered better pay and other benefits, while the least better paid were reported under Water supply; sewerage, waste management and remediation industry at 53.4 percent.

Table 9.1: Distribution of Establishments that offered Worse or Better Pay and Other Benefits for White collar skilled employees by Industry, Zambia 2020.

Industry	White collar skilled employees				
	Total	Worse		Better	
	Number	Number	Percent	Number	Percent
Total	**14,412**	**2,511**	**17.4**	**11,901**	**82.6**
Agriculture, forestry and fishing	465	111	23.9	354	76.1
Mining and quarrying	115	18	15.7	97	84.3
Manufacturing	1,559	253	16.2	1,306	83.8
Electricity, gas, steam, and air conditioning supply	28	11	39.3	17	60.7
Water supply; sewerage, waste management and remediation activities	88	41	46.6	47	53.4
Construction	295	76	25.8	219	74.2
Wholesale and retail trade; repair of motor vehicles and motorcycles	4,397	590	13.4	3,807	86.6
Transport and storage	174	28	16.1	146	83.9
Accommodation and food service activities	3,052	708	23.2	2,344	76.8
Information and communication	366	2	0.5	364	99.5
Financial and insurance activities	994	5	0.5	989	99.5
Real estate activities	65	11	16.9	54	83.1
Professional, scientific and technical activities	345	42	12.2	303	87.8
Administrative and support service activities	156	23	14.7	133	85.3
Education	1,079	201	18.6	878	81.4
Human health and social work activities	328	133	40.5	195	59.5
Arts, entertainment and recreation	80	-	-	80	100
Other service activities	826	258	31.2	568	68.8

Table 9.2 shows distribution of establishments that offered worse or better pay and other benefits for white collar semi-skilled employees by industry. For all industries combined, 80.3 percent of the establishments offered better pay and benefits while 19.7 percent offered worse pay and other benefits for white collar semi skilled employees. All white collar semi-skilled employees (i.e 100 percent) under Arts, entertainment and recreation and financial and insurance industries reported being offered better pay and other benefits. The least better paid were reported under transport and storage industry at 39.3 percent.

Table 9.2: Distribution of Establishments that offered Worse or Better Pay and Other Benefits for White collar semi-skilled employees by Industry, Zambia 2020.

Industry	White collar semi-skilled employees				
	Total	Worse		Better	
	Number	Number	Percent	Number	Percent
Total	**10,469**	**2,061**	**19.7**	**8,408**	**80.3**
Agriculture, forestry and fishing	397	104	26.2	293	73.8
Mining and quarrying	115	22	19.1	93	80.9
Manufacturing	1,249	182	14.6	1,067	85.4
Electricity, gas, steam, and air conditioning supply	28	11	39.3	17	60.7
Water supply; sewerage, waste management and remediation activities	80	37	46.3	43	53.8
Construction	321	65	20.2	256	79.8
Wholesale and retail trade; repair of motor vehicles and motorcycles	3,160	605	19.1	2,555	80.9
Transport and storage	359	218	60.7	141	39.3
Accommodation and food service activities	2,382	353	14.8	2,029	85.2
Information and communication	93	2	2.2	91	97.8
Financial and insurance activities	318	-	-	318	100
Real estate activities	27	3	11.1	24	88.9
Professional, scientific and technical activities	303	42	13.9	261	86.1
Administrative and support service activities	154	20	13	134	87
Education	586	128	21.8	458	78.2
Human health and social work activities	261	60	23	201	77
Arts, entertainment and recreation	58	-	-	58	100
Other service activities	578	209	36.2	369	63.8

Table 9.3 shows distribution of establishments that offered worse or better pay and other benefits for Blue collar skilled employees by industry. For all the industries combined, 82.5 percent of the establishments offered better pay and benefits while 17.5 perccent offered worse pay and other benefits for blue collar skilled employees. Further, the table shows that all blue collar skilled employees (i.e 100 percent) under financial and insurance industry reported being offered better pay and other benefits. The least better paid were reported under electricity, gas, steam and air conditioning supply industry at 46.4 percent.

Table 9.3: Distribution of Establishments that offered Worse or Better Pay and Other Benefits for Blue collar skilled employees by Industry, Zambia 2020.

Industry	Blue collar skilled employees				
	Total	Worse		Better	
	Number	Number	Percent	Number	Percent
Total	**14,200**	**2,487**	**17.5**	**11,713**	**82.5**
Agriculture, forestry and fishing	589	80	13.6	509	86.4
Mining and quarrying	131	52	39.7	79	60.3
Manufacturing	1,752	242	13.8	1,510	86.2
Electricity, gas, steam, and air conditioning supply	28	15	53.6	13	46.4
Water supply; sewerage, waste management and remediation activities	62	18	29	44	71
Construction	293	65	22.2	228	77.8
Wholesale and retail trade; repair of motor vehicles and motorcycles	5,876	1,053	17.9	4,823	82.1
Transport and storage	193	16	8.3	177	91.7
Accommodation and food service activities	2,768	352	12.7	2,416	87.3
Information and communication	49	2	4.1	47	95.9
Financial and insurance activities	142	0	0	142	100
Real estate activities	45	3	6.7	42	93.3
Professional, scientific and technical activities	316	42	13.3	274	86.7
Administrative and support service activities	147	16	10.9	131	89.1
Education	448	104	23.2	344	76.8
Human health and social work activities	272	48	17.6	224	82.4
Arts, entertainment and recreation	161	9	5.6	152	94.4
Other service activities	928	370	39.9	558	60.1

Table 9.4 shows percentage distribution of establishments that offered worse or better pay and other benefits for blue collar semi-skilled employees by industry. For all industries combined, 84.1 percent of the establishments offered better pay and benefits while 15.9 percent offered worse pay and other benefits for blue collar semi-skilled employees. Further, the table shows that all blue collar skilled employees (i.e 100 percent) under arts, entertainment and recreation industry industry reported being offered better pay and other benefits. The least better paid were reported under electricity, gas, steam and air conditioning supply industry at 46.4 percent.

Table 9.4: Distribution of Establishments that offered Worse or Better Pay and Other Benefits for Blue collar Semi-skilled employees by Industry, Zambia 2020.

Industry	Blue collar semi-skilled employees				
	Total	Worse		Better	
	Number	Number	Percent	Number	Percent
Total	**17,495**	**2,784**	**15.9**	**14,711**	**84.1**
Agriculture, forestry and fishing	777	209	26.9	568	73.1
Mining and quarrying	131	55	42.0	76	58.0
Manufacturing	2,029	191	9.4	1,838	90.6
Electricity, gas, steam, and air conditioning supply	28	15	53.6	13	46.4
Water supply; sewerage, waste management and remediation activities	65	16	24.6	49	75.4
Construction	264	44	16.7	220	83.3
Wholesale and retail trade; repair of motor vehicles and motorcycles	7,643	1,070	14.0	6,573	86.0
Transport and storage	205	28	13.7	177	86.3
Accommodation and food service activities	3,526	538	15.3	2,988	84.7
Information and communication	83	2	2.4	81	97.6
Financial and insurance activities	305	-	0.0	305	100.0
Real estate activities	57	7	12.3	50	87.7
Professional, scientific and technical activities	274	42	15.3	232	84.7
Administrative and support service activities	152	16	10.5	136	89.5
Education	502	187	37.3	315	62.7
Human health and social work activities	288	31	10.8	257	89.2
Arts, entertainment and recreation	93	-	0.0	93	100.0
Other service activities	1,073	333	31.0	740	69.0

9.2 Performance Management Practices at Workplace

This section presents findings on specific practices establishments used to manage performance in the workplace.

Figure 9.2 shows the percentage distribution of performance management practices in the workplace. The establishments that reported using "Regular staff meetings" as a performance management practice accounted for 85.6 percent, while staff appraisals and performance reviews as a performance management practice accounted for 48.4 percent.

Figure 9.2: Percentage distribution of Performance Management practices in workplaces, Zambia 2020.

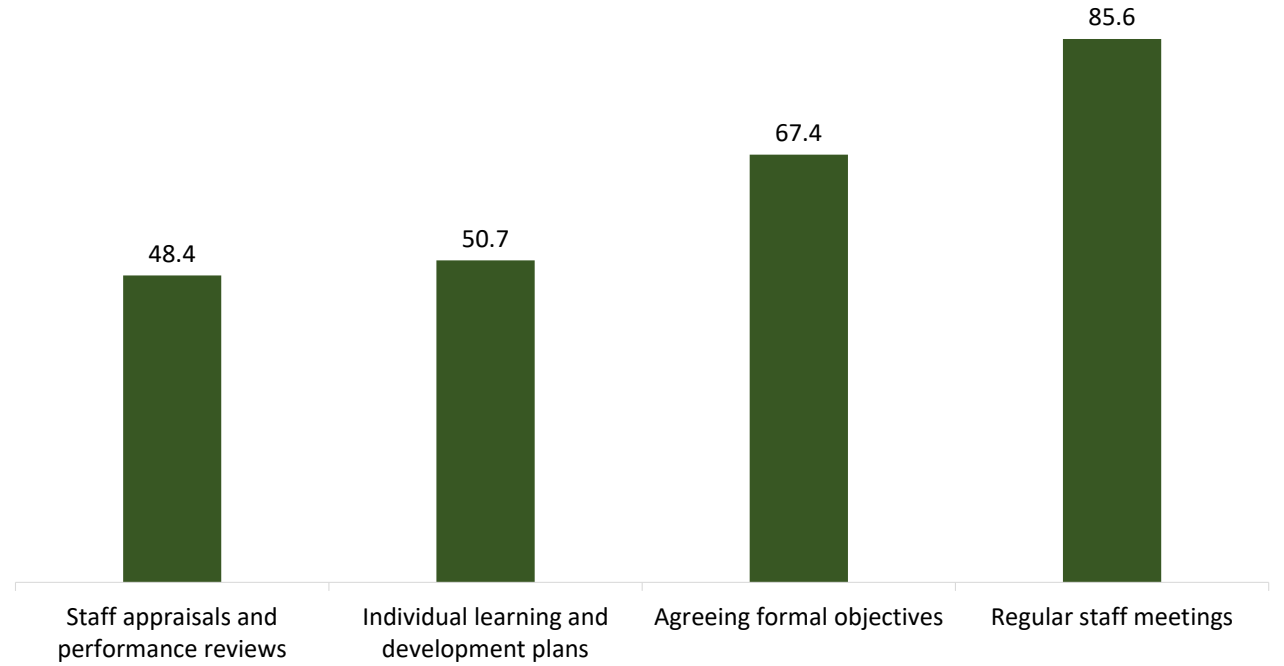


Figure 9.3 shows percentage distribution of agreed formal objectives as a performance management practice in the workplace by class of employees. Agreed formal objectives as a performance management practice was mostly reported among white collar-skilled employees at 32.6 percent but less reported among white collar semi-skilled employees at 16.6 percent.

Figure 9.3: Percentage Distribution of Agreed Formal Objectives as a Performance Management Practice in Workplace by Class of employees, Zambia 2020.

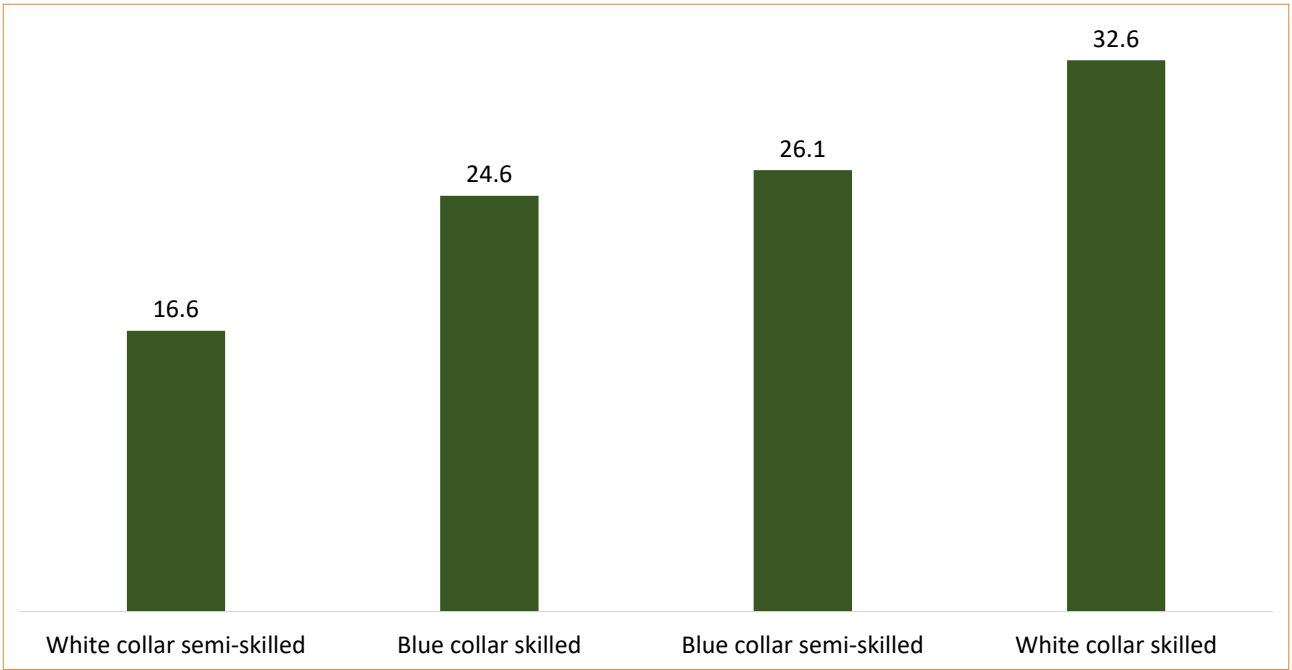


Figure 9.4 shows percentage distribution of staff appraisals and performance reviews used as a performance management practice in the workplace by class of employees. Staff appraisals and performance reviews used as a performance management practice was mostly reported among blue collar skilled employees at 32.2 percent while 15.3 percent was reported among the white collar semi-skilled employees.

Figure 9.4: Percentage Distribution of Staff Appraisals and Performance reviews used as a Performance Management Practice in workplaces by Class of employees, Zambia 2020.

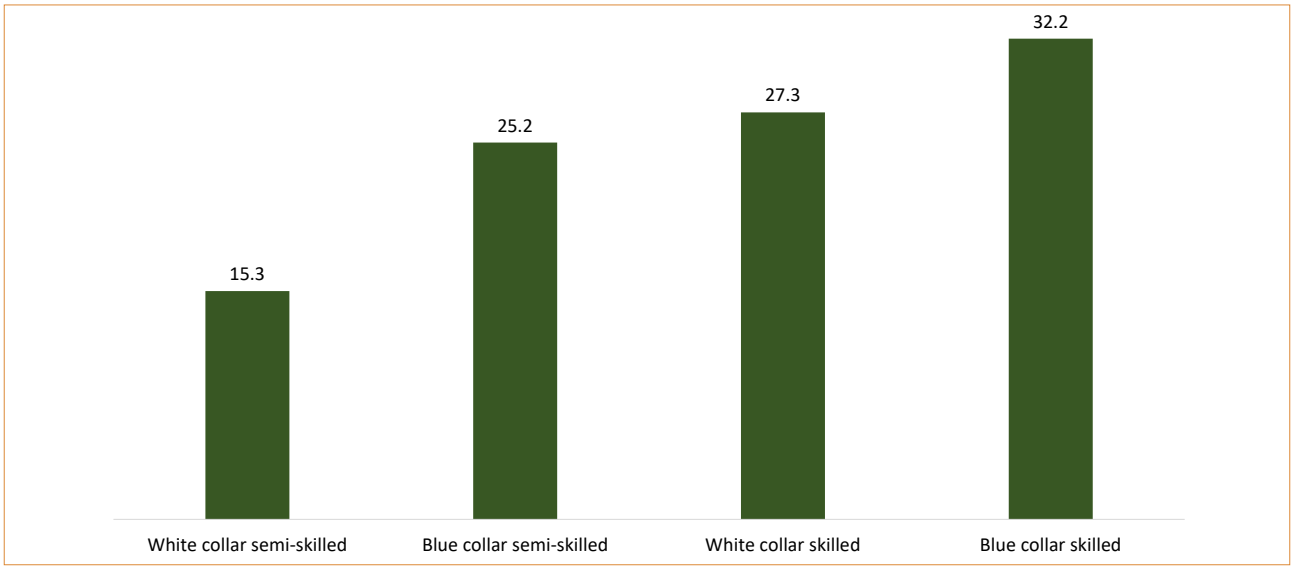


Figure 9.5 shows percentage distribution of individual learning and development plans used as a performance management practice in the workplace by class of employees. Individual learning and development plans used as a performance management practice was mostly reported among blue collar semi-skilled employees at 30.9 percent and reported among white collar semi-skilled employees at 16.1 percent.

Figure 9.5: Percentage Distribution of Individual Learning and Development Plans as a Performance Management Practice in workplace by Class of employees, Zambia 2020.

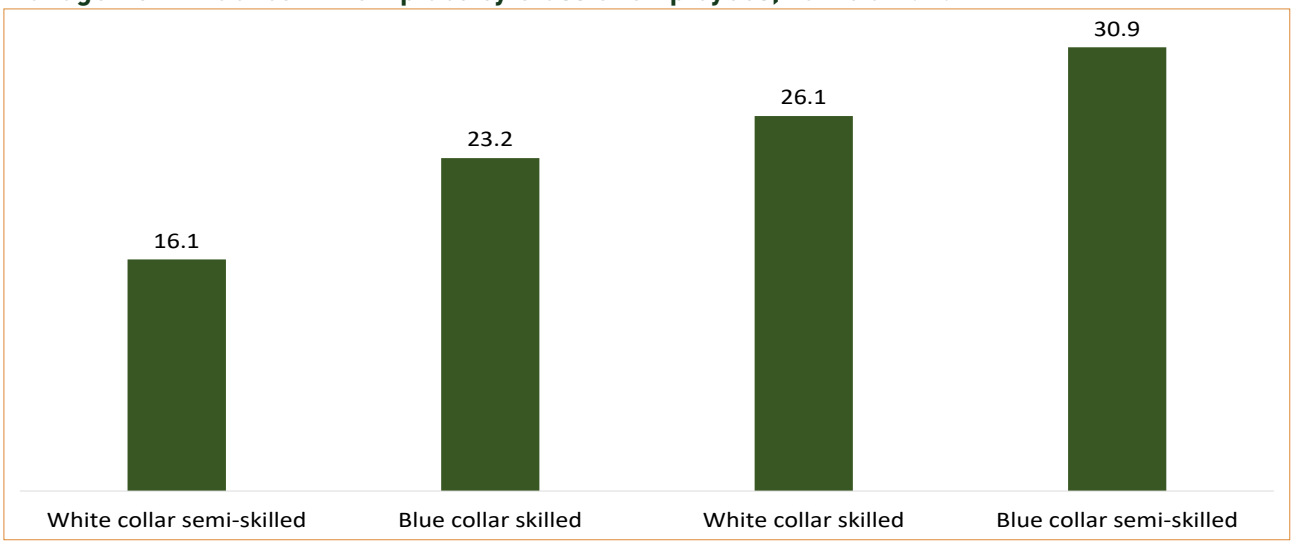


Figure 9.6 shows percentage distribution of regular staff meetings as a performance management practice in workplaces by class of employees. Regular staff meetings was mostly reported among blue collar semi-skilled employees at 34.6 percent and less reported among white collar semi-skilled employees at 14.6 percent.

Figure 9.6: Percentage Distribution of Regular Staff Meetings as a Performance Management Practice in Workplace by Class of employees, Zambia 2020.

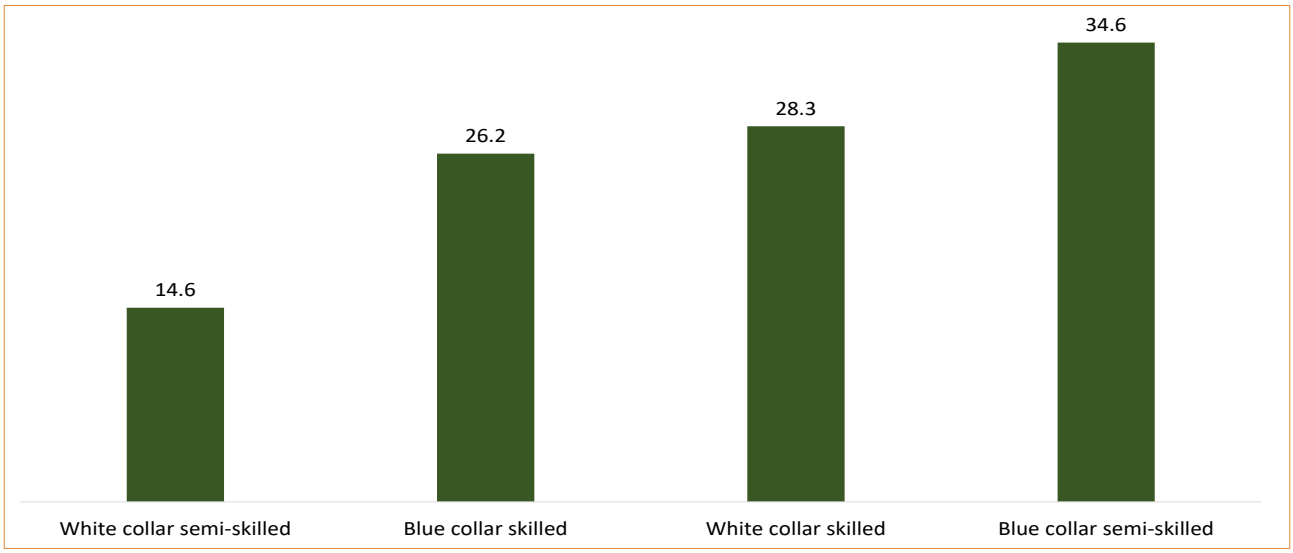


Figure 9.7 shows percentage distribution of establishments' that reported availability of job descriptions and tasks adapted to employee preferences and abilities by class of employees. Results show that establishments that reported availability of "Job descriptions and tasks adapted to employee preferences and abilities" for White collar skilled employees accounted for the highest at 33.2 percent. White collar semi-skilled accounted for the lowest at 18.9 percent.

Figure 9.7: Percentage Distribution of Establishments' that reported availability of Job descriptions and tasks adapted to employee preferences and abilities by Class of employees, Zambia 2020.

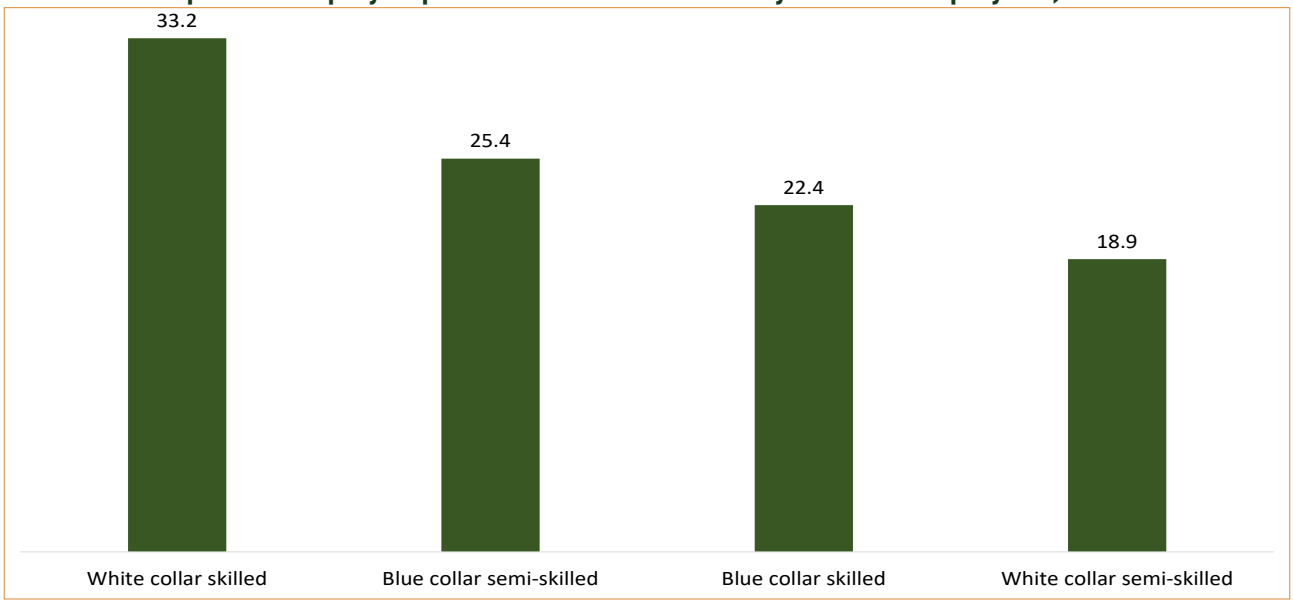


Figure 9.8 shows percentage distribution of establishments that reported availability of flexible working hours by class of employees. Results show that establishments that reported availability of "Flexible working hours" for White collar skilled employees accounted for the highest at 49.4 percent. Blue collar skilled employees accounted for the lowest at 0.3 percent.

Figure 9.8: Percentage Distribution of Establishments that reported availability of flexible working hours by Class of employees, Zambia 2020.

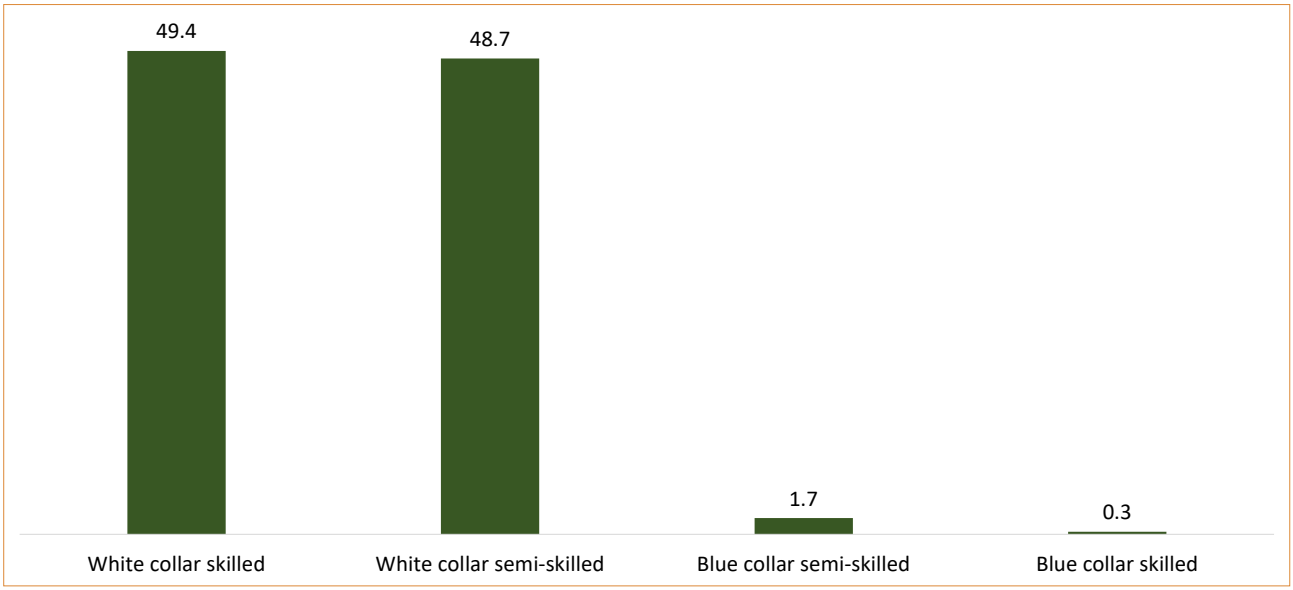


Figure 9.9 shows percentage distribution of establishments that reported availability of Involvement in the assessment of the quality of outputs (e.g. quality circles, total quality management) by class of employees. Results show that establishments that reported availability of "Involvement in the assessment of the quality of outputs" for White collar skilled employees accounted for the highest at 48.7 percent. Blue collar skilled and Blue collar semi- skilled employees accounted for the lowest at 2.5 percent each.

Figure 9.9: Percentage Distribution of Establishments that reported availability of Involvement in the assessment of the quality of outputs by Class of employees, Zambia 2020.

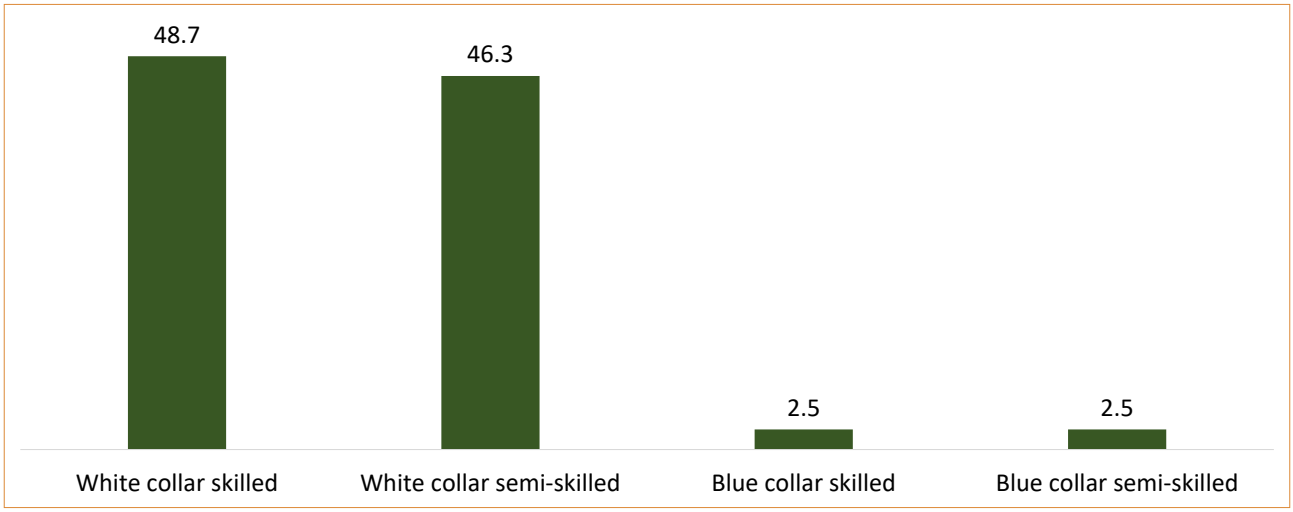


Figure 9.10 shows the percentage distribution of establishments that reported availability of joint management employee committees to discuss product and process development and quality issues by class of employees. Results show that establishments that reported availability of "Joint management employee committees to discuss product and process development and quality issues" for Blue collar skilled and Blue collar semi-skilled employees accounted for the highest at 40.6 percent each. White collar semi-skilled employees accounted for the lowest at 4.9 percent.

Figure 9.10: Percentage Distribution of Establishments that reported availability of Joint management employee committees to discuss product and process development and quality issues by Class of employees, Zambia 2020.

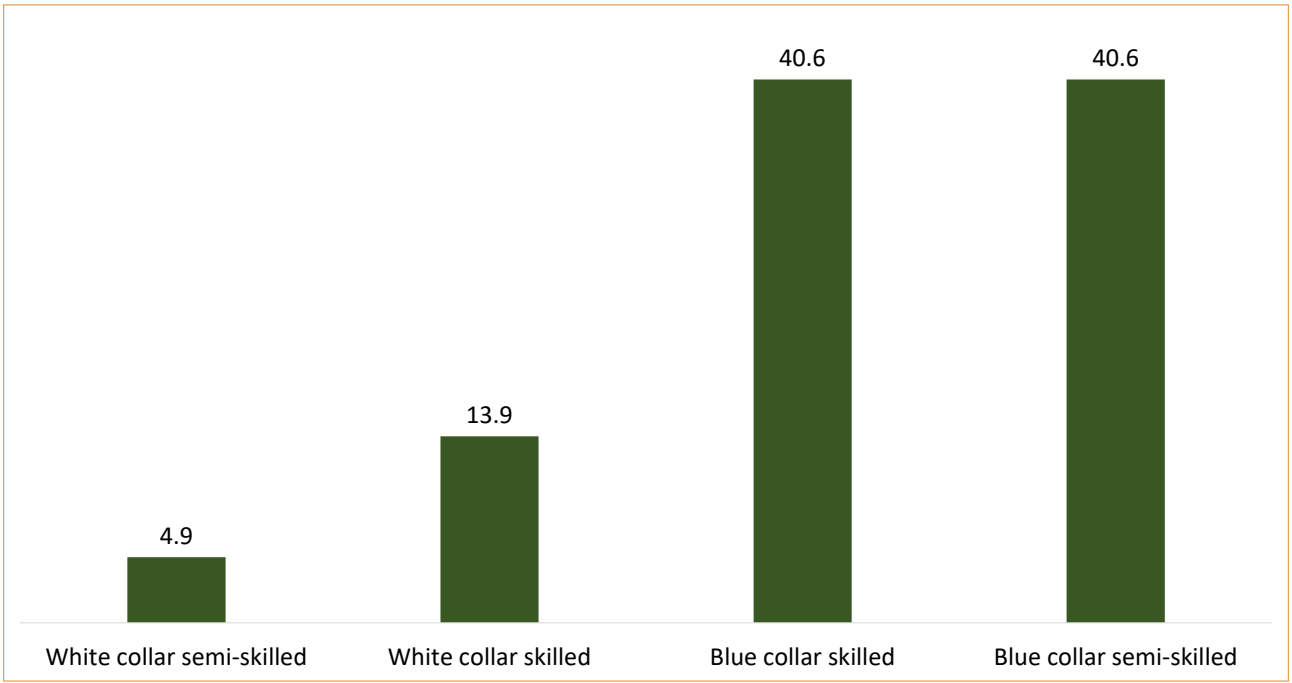
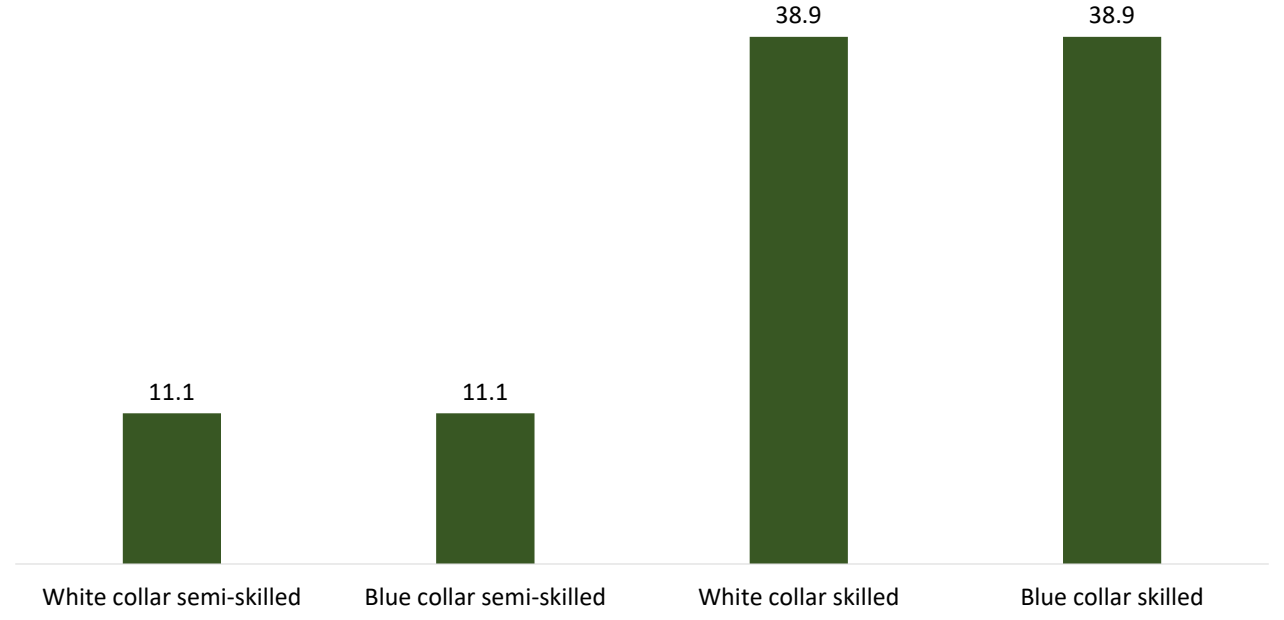


Figure 9.11 shows percentage distribution of establishments that reported availability of Incentive programmes related to Performance (e.g. performance related pay, merit bonus) by class of employees. Results show that establishments that reported availability of "Incentive programmes related to Performance" for Blue collar skilled and White collar skilled employees accounted for the highest at 38.9 percent each. White collar semi-skilled and Blue collar semi-skilled employees accounted for the lowest at 11.1 percent each.

Figure 9.11: Percentage Distribution of Establishments that reported availability of Incentive programmes related to Performance by Class of employees, Zambia 2020.



9.3 Introduction of Significantly improved ways of doing Business

This section presents results on whether or not an establishment had, in the past two years, introduced new or had significant ways of keeping in touch with their customers.

Figure 9.12 shows percentage distribution of establishments that introduced new ways of Manufacturing or producing goods and services during the last two years by establishment size. Large establishments accounted for 57.8 percent while Micro establishments accounted for 25.5 percent.

Figure 9.12 Percentage Distribution of Establishments that introduced new ways of Manufacturing or producing goods and services during the last two years by establishment size, Zambia 2020.

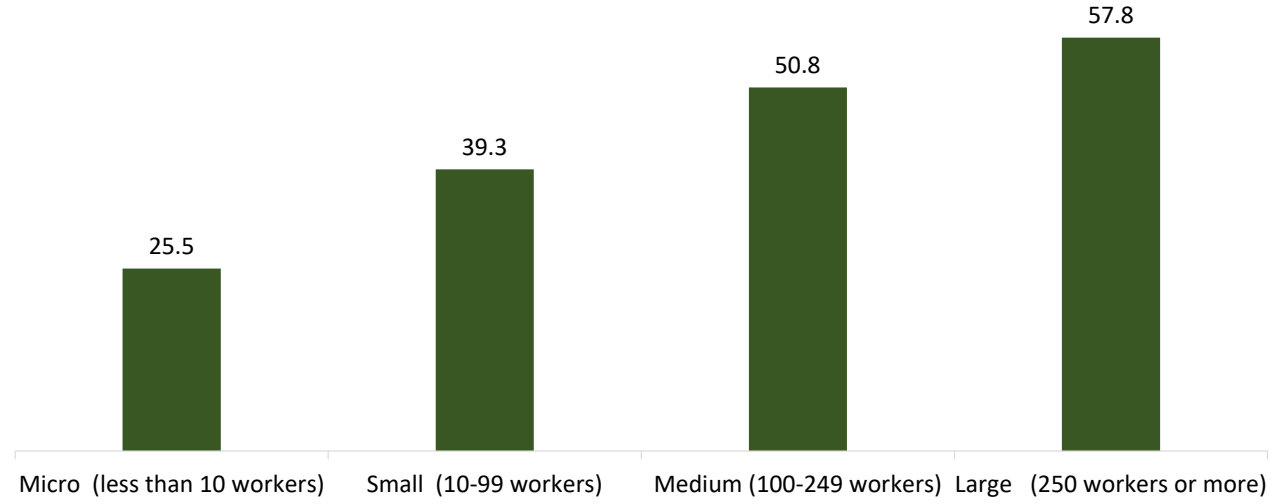


Figure 9.13 shows percentage distribution of establishments that introduced new ways of Distributing, organising delivery of own goods or services to customers during the last two years by establishment size. Large establishments accounted for 61.7 percent of the total establishments that reported having introduced new ways of Distributing, organising delivery of own goods or services to customers Micro establishments accounted for 30.3 percent.

Figure 9.13 Percentage Distribution of Establishments that introduced new ways of Distributing, Organising delivery of own goods or services to customers during the last two years by Establishment Size, Zambia 2020.

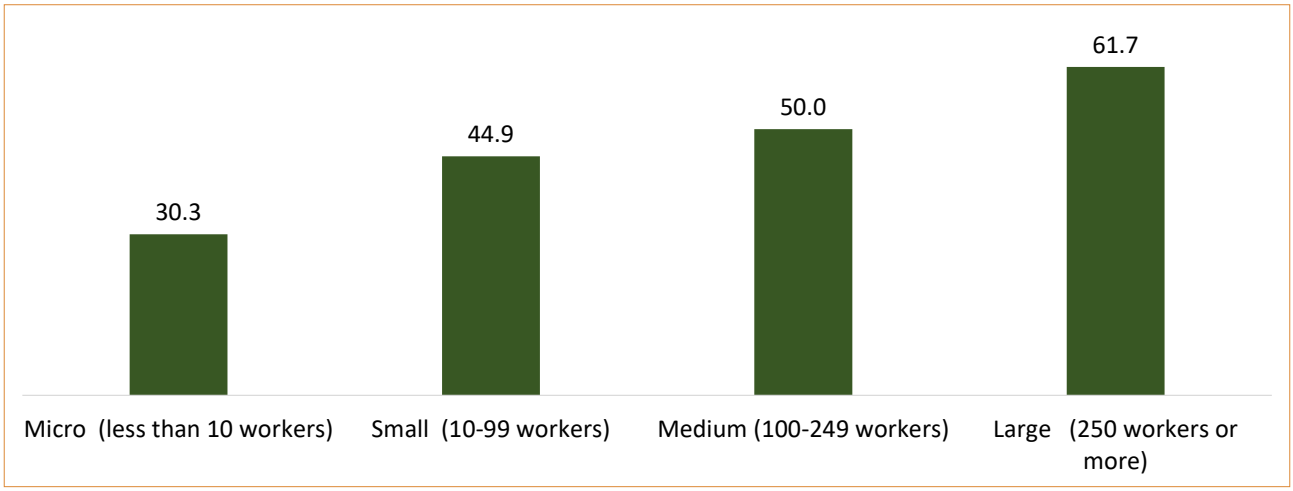


Figure 9.14 shows percentage distribution of establishments' that introduced new ways of managing own organisation, such as maintenance systems or operations for purchasing, accounting or computing during the last two years by establishment size. Large establishments accounted for 76.0 percent while Micro establishments accounted for 32.1 percent.

Figure 9.14 Percentage distribution of establishments' that introduced new ways of managing own organisation during the last 2 years by establishment, Zambia, 2020.

Figure 9.15 shows percentage distribution of establishments that introduced new ways of manufacturing or producing goods and services during the last two years by institutional sector. In terms of institutional sector, Private Corporation accounted for 29.5 percent.

Figure 9.15: Percentage Distribution of Establishments that introduced new ways of Manufacturing or producing goods and services during the last two years by Institutional Sector, Zambia 2020.

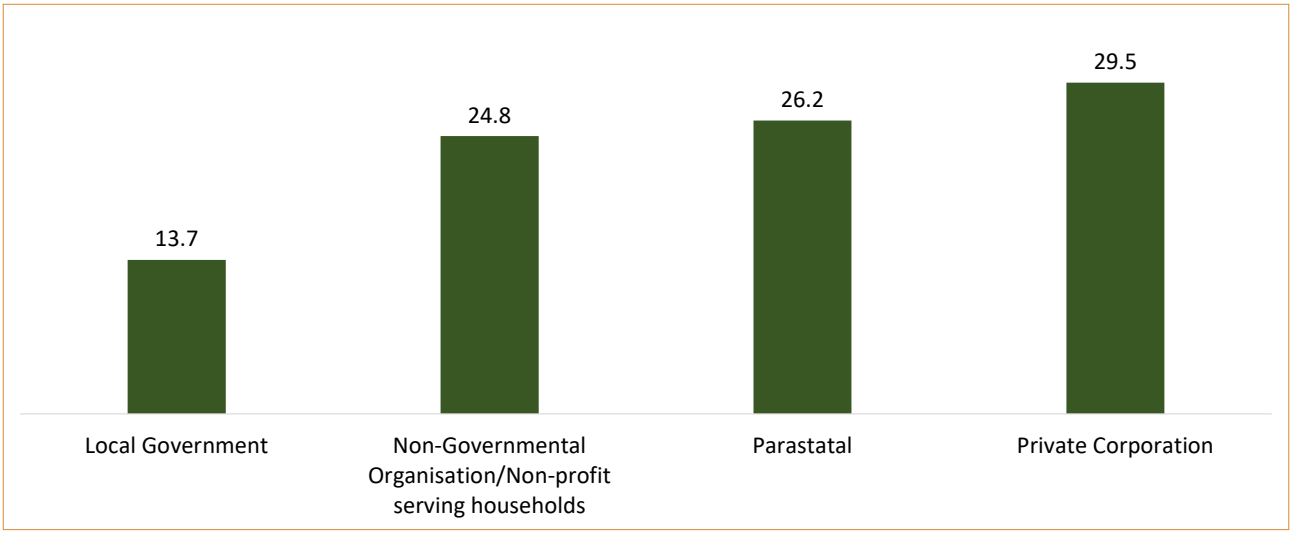


Figure 9.16 shows percentage distribution of establishments that introduced new ways of distributing, organising delivery of own goods or services to customers in the last two years by institutional sector. The highest establishment that induced new ways of distributing, organising and delivery of own goods to customers at 36.8 percent while local Government was the lowest at 14.9 percent.

Figure 9.16 Percentage Distribution of Establishments that introduced new ways of Distributing, Organising delivery of own goods or services to customers in the last two years by Institutional Sector, Zambia 2020.

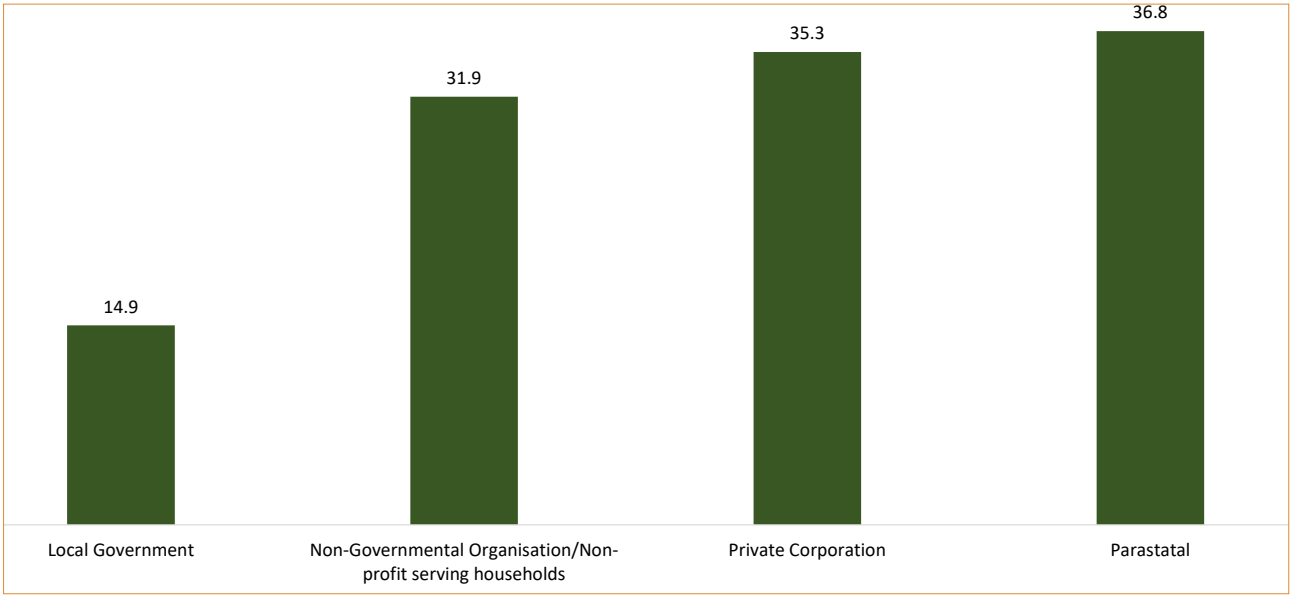


Figure 9.17 shows percentage distribution of establishments' that introduced new ways of managing own organisation, such as maintenance systems or operations for purchasing, accounting or computing to customers during the last two years by institutional sector. The Private Corporation accounted for 36.4 percent of establishments reported that they had introduced new ways of distributing, organising delivery own goods or services to customers.

Figure 9.17: Percentage distribution of establishments' that introduced new ways of managing own organisation during the last two years by Institutional Sector, Zambia 2020.

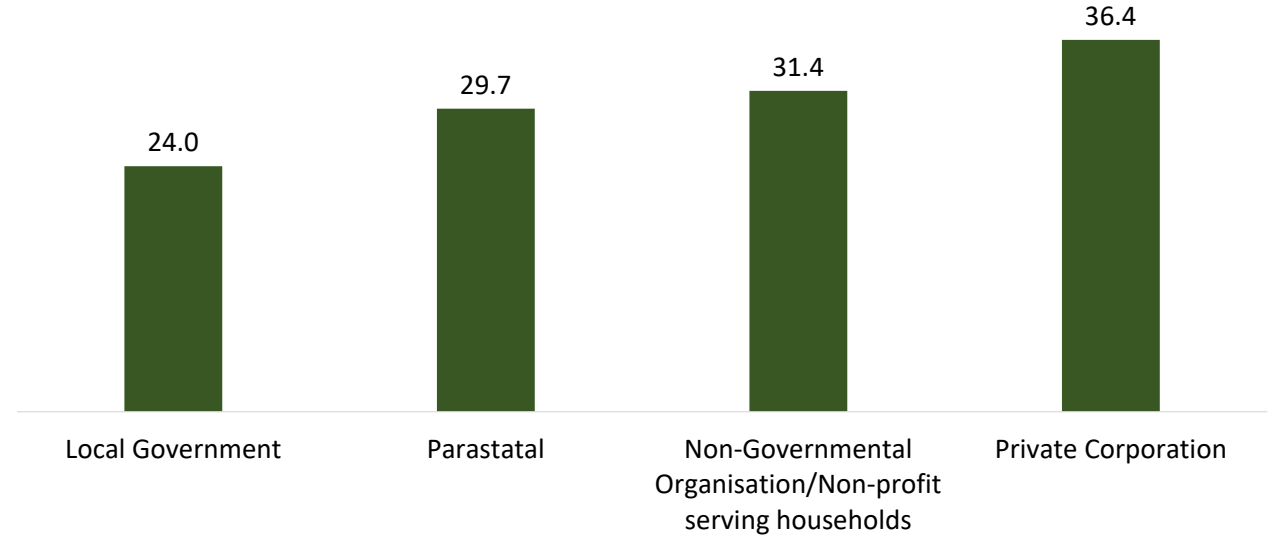


Figure 9.18 shows percentage distribution of establishments introducing new business practices during the last two years by Establishments Size. Large establishments accounted for 64.6 percent of the establishments that reported introducing "New business practices to organise your workplace's main activity, such as supply chain management, knowledge management, lean production, quality management".

Figure 9.18 Establishments introducing new business practices during the last two years by Establishments Size, Zambia 2020.

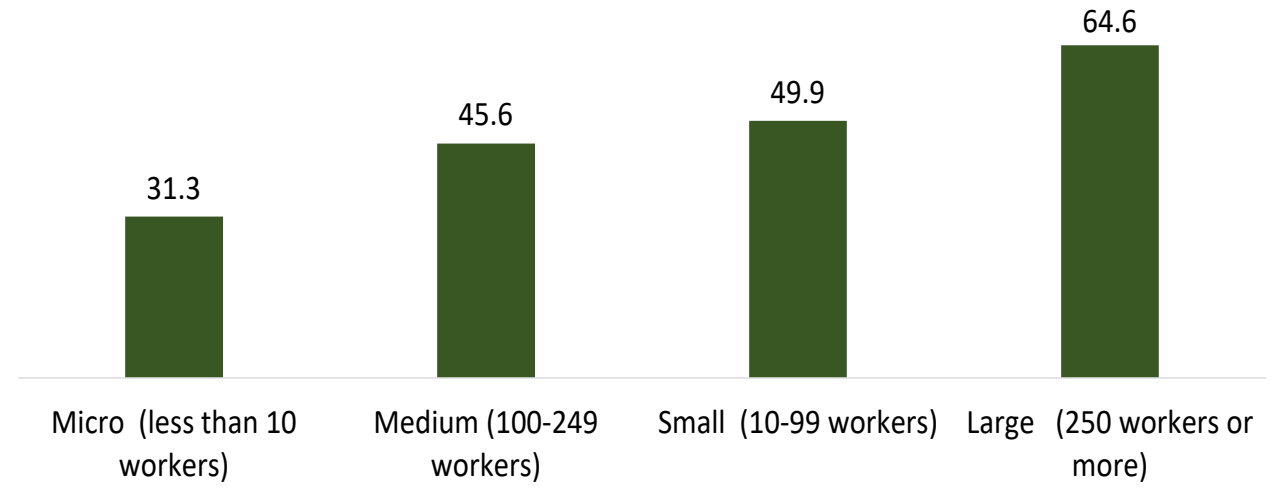


Figure 9.19 shows percentage distribution of establishments introducing new business practices during the last two years by Establishments Size. Small establishments that reported introducing "New methods of working with other firms or public institutions such as outsourcing, sub-contracting, and partnership" accounted for 34.3 percent of total establishments.

Figure 9.19 Percentage distribution of Establishments introducing new business practices during the last two years by Establishments Size, Zambia 2020.

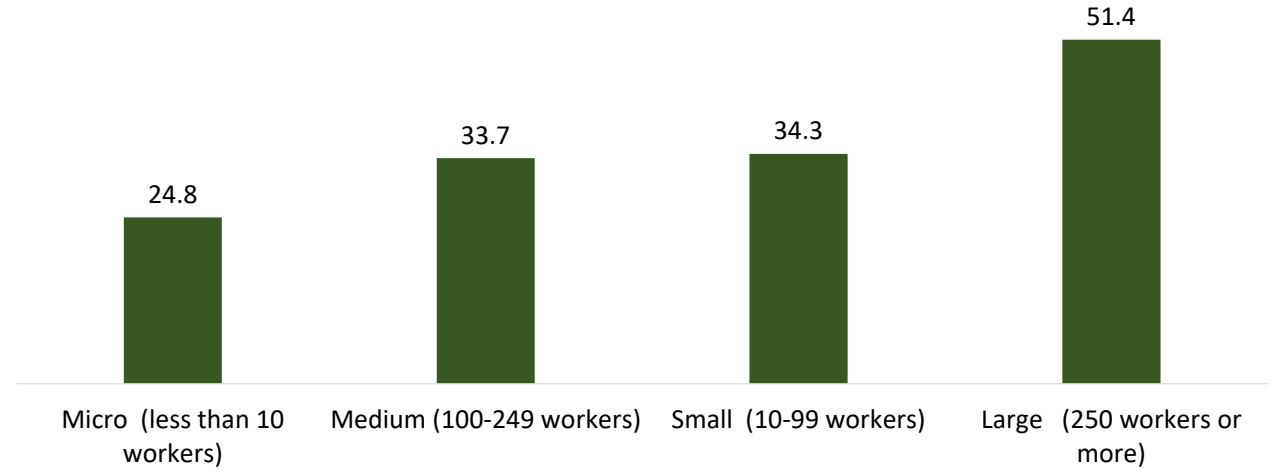


Figure 9.20 shows percentage distribution of establishments introducing new business practices during the last two years by Institutional Sector. Private corporation establishments accounted for 37.0 percent of the establishments that reported introducing "New business practices to organise your workplace's main activity, such as supply chain management, knowledge management, lean production, quality management".

Figure 9.20 Percentage distribution of Establishments introducing new business practices during the last two years by Institutional sector, Zambia 2020.

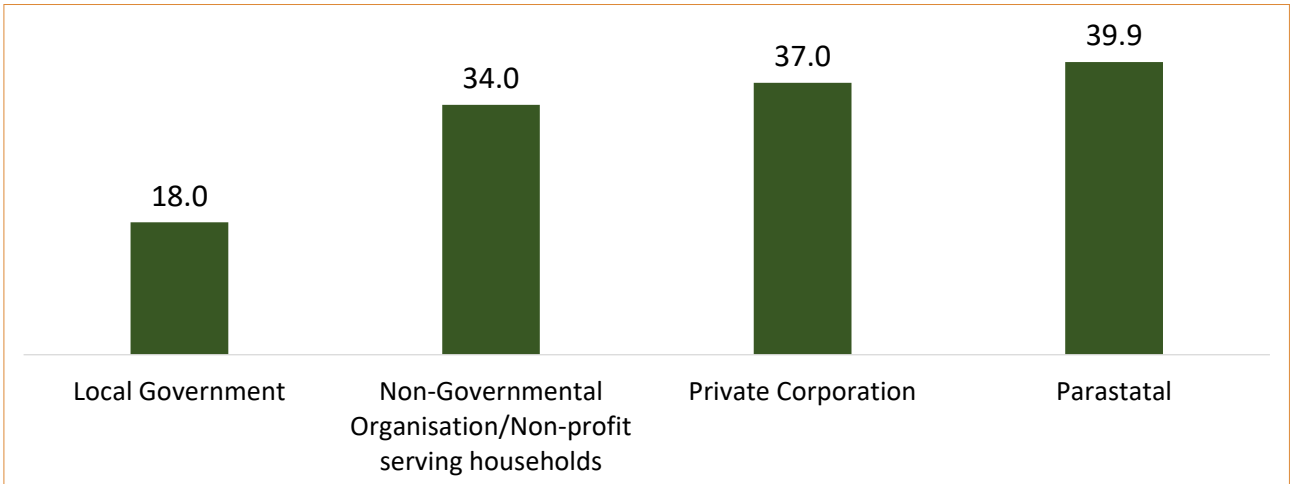
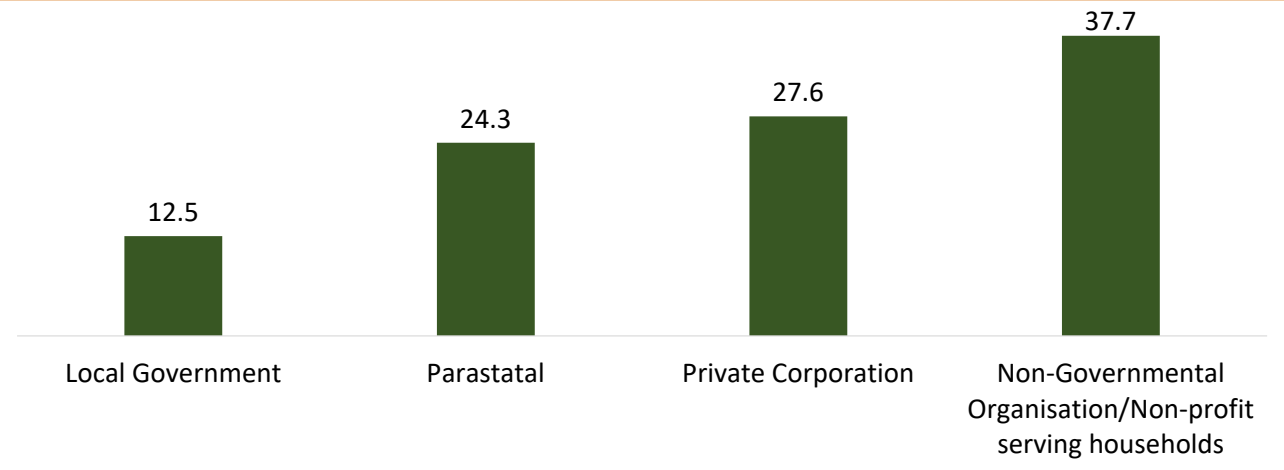


Figure 9.21 shows percentage distribution of establishments introducing new business practices during the last two years by Institutional Sector. Private corporation establishments that reported introducing "New methods of working with other firms or public institutions such as outsourcing, sub-contracting, and partnership" accounted for 27.6 percent of total establishments.

Figure 9.21 Percentage distribution of Establishments introducing new business practices during the last two years by Institutional sector, Zambia 2020.



Annexes

Distribution of Establishment that Arranged or Funded any on-the-job or Informal Training and Development by Industry, Zambia 2020

Industry	Total number of establishments		Funded on-the-job/Informal training		Did not Fund on-the-job/Informal training	
	Number	Percent	Number	Percent	Number	Percent
Total	**27,261**	**100**	**3,399**	**12.5**	**23,859**	**87.5**
Agriculture, forestry and fishing	757	100	161	21.3	596	78.7
Mining and quarrying	181	100	46	25.4	135	74.6
Manufacturing	2,256	100	422	18.7	1,834	81.3
Electricity, gas, steam and air conditioning supply	28	100	28	100	0	0
Water supply; sewerage, waste management and remediation activities	75	100	37	49.3	38	50.7
Construction	324	100	97	29.9	227	70.1
Wholesale and retail trade; repair of motor vehicles and motorcycles	12,312	100	1,007	8.2	11,305	91.8
Transportation and storage	466	100	69	14.8	397	85.2
Accommodation and food service activities	4,867	100	471	9.7	4,396	90.3
Information and communication	775	100	89	11.5	686	88.5
Financial and insurance activities	665	100	257	38.6	408	61.4
Real estate activities	93	100	9	9.7	84	90.3
Professional, scientific and technical activities	334	100	80	24	254	76
Administrative and support service activities	150	100	39	26	111	74
Education	1,085	100	214	19.7	871	80.3
Human health and social work activities	384	100	138	35.9	246	64.1
Arts, entertainment and recreation	172	100	18	10.5	154	89.5
Other service activities	2,336	100	219	9.4	2,117	90.6

Occupation	Training Fields											
	Total	Induction training	Occupational health and safety	Compliance with regulatory requirements, customer requirements or quality system requirements	Literacy/ Numeracy	Foreign Language	IT Training	Management and Administration	Training in new technology/new product or service	Environmental protection	Accounting and finance	Other, specify
	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number
Total	**3280**	**2001**	**230**	**98**	**100**	**53**	**64**	**44**	**65**	**330**	**289**	**6**
Managers	946	661	35	60	43	16	27	27	35	41	1	-
Professionals	554	430	31	23	11	-	27	9	20	2	1	-
Technicians and associate professionals	564	226	1	5	25	20	5	-	-	282		0
Clerical support workers	570	258	-	5	16	1	-	5	-	-	285	0
Services and sales workers	282	198	72	5	0	0	0	1	0	5	1	0
Skilled agricultural, forestry and fishery workers	17	12			5	0	0	0	0	0		0
Craft and related trades workers	169	88	74			0	5	1	0	0	1	0
Plant and machine operators and assemblers	70	58	6			0	0	1	5	0	0	0
Elementary Occupation	108	70	11			16	0	0	5	0	0	6

Average expenditure on training programmes by Establishment size, Institutional sector and selected Industries.

Size of Establishment	Average Expenditure on all Training Programmes
Large (250 workers or more)	1,344,697
Medium (100-249 workers)	236,597
Small (10-99 workers)	384,230
Micro (less than 10 workers)	24,471
Total	**1,989,994**

Institutional Sector of Establishment	Average Expenditure on all Training Programmes
Local Government	71,351
Parastatal	955,115
Private	813,316
Non-Governmental Organisation/Non-profit serving households	1,119,888
Total	**2,959,670**

Industry of Establishment	Average Expenditure all Training Programmes
Agriculture, forestry and fishing	1,600,244
Mining and quarrying and other industry	958,753
Manufacturing	170,914
Construction	73,177
Wholesale and retail trade, transportation and storage, accommodation and food service activities	126,182
Information and communication	503,393
Real estate activities	257,910
Professional, scientific, technical, administration and support services	559,007
Public administration, defence, education, human health and social work activities	120,360
Other services	873,007
Total	**5,242,947**

Number distribution of Hard-to-fill vacancies by occupation and institutional sector.

Institutional sector	hard-to-fill vacancies per Occupation									
	Total	Managers	Profes-sionals	Techni-cians and associate profession-als	Clerical support workers	Services and sales workers	Skilled agricultur-al, forestry and fishery workers	Craft and related trades workers	Plant and machine operators and assem-blers	Elementary occupa-tions
	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number
Total	**5,135**	**1,277**	**604**	**560**	**262**	**836**	**389**	**106**	**215**	**886**
Government/Local Government	187	1	5	41	59	33	4	7	6	32
Parastatal	158	64	11	1	0	60	0	14	0	8
Private	4,468	1152	451	483	129	743	385	85	209	830
Non-Governmen-tal Organisation/ Non-profit serving households	322	60	137	35	75	0	0	0	0	16

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