

Kafue Gorge

Regional Training Centre

KAFUE GORGE
REGIONAL TRAINING CENTRE
"Your Home for Energy Training and Conferences"

2023 - 2027
**STRATEGIC
PLAN**



**KAFUE GORGE REGIONAL TRAINING CENTRE
(KGRTC)**

STRATEGIC PLAN [2023-2027]

October 2022

FOREWORD BY THE BOARD CHAIRPERSON

On behalf of the KGRTC Board of Trustees, it gives me great pleasure to present the Kafue Gorge Regional Training Centre (KGRTC) Strategic Plan for the period 2023 – 2027. The Strategic Plan provides the roadmap guiding the Training Centre towards achieving its vision and mission for the next five years in the context of national, regional, and global changing demands. The Strategic Plan has as its major focus, the self-sustainability of the Training Centre. KGRTC has been heavily supported financially by ZESCO Ltd and the Strategic Plan has outlined several projects that are intended to enhance the revenue streams of the Training Centre that will accelerate the path towards self-sustainability. The Board of Trustees is confident that this milestone is achievable over the next five (5) years.

Over the last few years, KGRTC has developed from being a training centre for hydropower training in the Southern African Development Community (SADC) region to a Centre of Excellence in Energy Technologies training in Africa. The Centre is recognized as a Centre of Excellence in Energy Technologies by SADC, the Association of Power Utilities in Africa (APUA) and the Technical Education and Vocational Training Authority (TEVETA) in Zambia. One of the major objectives of the 2023 – 2027 Strategic Plan is the sustenance and consolidation of the recognition of the Training Centre as a Centre of excellence locally as well as internationally. We are proud of the Centre's achievements, and we envision a bold future rooted in our tradition of excellence. The Centre's ultimate goal is to develop skills and competencies in energy technologies in a manner that facilitates sustainable energy development for socio-economic transformation in Africa. KGRTC has also diversified to offer conference and accommodation facilities and is attracting national and international delegates to its conference facilities.

We recognize that we have a mammoth task before us to achieve our vision and mission in the coming five years and to get there we have set bold targets to guide and drive us. We further recognize that the energy sector in Africa continues to face challenges in terms of skill requirements and this creates one of the greatest opportunities for the Training Centre. Through this Strategic Plan, KGRTC shall strive to meet the needs of its clients through innovative forms of service delivery and engagement. As we forge ahead in pursuit of our vision, we are cognizant of the fact that our most powerful asset is our human capital; the academic staff that deliver on the training programs, support staff that support every aspect of our operations and the course delegates that learn from us and inspire us and market us in Zambia, the region and beyond.

The path to formulating the 2023 – 2027 Strategic Plan has been highly consultative and involved all key stakeholders. The Plan was being prepared in the immediate post-global pandemic era which has served to emphasize the threats and disruptions that such eventualities may have on businesses. This has demonstrated our ability to be innovative and remain resilient in such turbulences.

The Board of Trustees gives their sincere gratitude to all those that worked tirelessly in the development of this document. We appeal to the KGRTC community to support this plan and make it a success.



Maxwell Saya
Board Chairperson.

STATEMENT BY THE DIRECTOR

Since its inception, Kafue Gorge Regional Training Centre has strived to offer sustainable solutions to skills challenges in the energy sector in Africa. The Strategic Plan for the period 2023 to 2027 addresses the key issues that will see the Training Centre reposition itself to becoming the leading Centre of Excellence for capacity building in energy technologies.

The 2023 – 2027 Strategic Plan is based on four (4) Strategic Pillars. These include, *Business Expansion, Strategic Partnerships, Organizational Capacity and Operational Excellence*.

The Business Expansion strategic pillar will focus on broadening the major sources of revenue for KGRTC by increasing internally generated income, strengthening the cost control measures in order to increase profitability and increasing alternative sources of income by the end of the planning period. To achieve this, KGRTC plans to increase the projected number of course participants from 2,500 (2018 – 2022 Strategic Plan) to 4,000. Income from conferences and restaurants is also targeted to be increased.

Three (3) power projects have been planned to enhance income generation which will in turn accelerate self-sustainability of the Training Centre. The power projects include the operationalization of a mini hydropower station with capacity of 7.5 MW in Serenje district, operationalization of a 7.5 MW Wind Farm and a 10MW nature-inclusive solar park both in Namalundu. These power projects are intended not only to enhance income generation but also for demonstration purposes on the training programs. The power projects will contribute to the United Nations SDG 7 on access to affordable and clean energy.

The second pillar on Strategic Partnerships has its main thrust to increase the center's customer base, create improvements in stakeholder engagements and increase customer awareness of the KGRTC brand as well as maintenance of 100% customer service delivery.

The increased training programmes will contribute to attaining the 8NDP Strategic Development Area No. 2 Outcome No.1 on improved education and skills development. KGRTC will contribute to attaining poverty reduction, vulnerability and inequalities through corporate social responsibility in the community as enshrined in the 8NDP Strategic Development Area No. 2 Outcome No.4 on human and social development.

Organizational Capacity as the third strategic pillar has a strong focus on the establishment of an organizational structure that is responsive to the growth needs of the Centre, building the right culture and attitudes to improve productivity and improvement in the quality of infrastructure. KGRTC envisions constructing a New Learning Centre which will support the provision of quality training and conference services.

In the fourth pillar of Operational Excellence, KGRTC commits to providing quality service delivery through effective implementation and maintenance of the integrated management system. This requires continued strict adherence to the ISO quality standards and exploration of new certifications.

The Vision of the Training Centre for the period 2013 – 2027 is an ambitious one, to be a leading Centre of Excellence for capacity building in energy technologies. Management acknowledges that strategic thinking and building strong partnerships with all stakeholders will be key in driving this agenda forward.

The Mission and Core Values have been created to support the achievement of the vision and staff at all levels will receive a thorough grounding in living by the mission and core values of the institution to make the Strategic Plan a reality.

We will commit resources to the successful implementation of this plan and hope that it will inspire all staff to contribute positively to its achievement.

A handwritten signature in blue ink, appearing to read 'DSC', is positioned above the printed name and title.

Davies S. Chinkusu
Director/CEO

Table of Contents

FOREWORD BY THE BOARD CHAIRPERSON	ii
STATEMENT BY THE DIRECTOR.....	iv
1. CHAPTER ONE: BACKGROUND AND INTRODUCTION	1
1.1. Brief History	1
1.2. Services the Centre Offers	2
1.2.1. Training and Research	2
1.2.2. Consultancy Services	3
1.2.3. Conferencing Facilities	3
1.2.4. Accommodation	3
1.2.5. Catering Facilities	4
1.2.6. Other Facilities	4
2. CHAPTER TWO: REVIEW OF THE 2018 – 2022 STRATEGIC PLAN	5
2.1. Overview	5
2.2. Strategic Objectives for 2018 – 2022 Strategic Plan	6
2.3. Strategic Planning Process and Review	7
2.4. Review of the Vision, Mission and Core Values	7
2.5. Review of the Strategic Plan	8
2.6. Observations	9
3. CHAPTER THREE: STRATEGIC ANALYSIS	10
3.1. Introduction	10
3.2. Organizational /Institutional Analysis of KGRTC	10
3.3. PESTEL Analysis	12
3.4. Stakeholder Analysis	14
3.4.1. Stakeholder Mapping	14
3.4.2. Stakeholder Engagement Strategy	16
3.5. Enterprise Risk Management Framework	17
3.5.1. Why Enterprise Risk Management	17
3.5.2. Enterprise Risk Management (ERM)	17
3.5.3. Purpose of ERM	18
3.5.4. Benefits of ERM	19
3.5.5. KGRTC Risk Matrix	20
3.5.6. SWOT Analysis	21
3.5.7. Strategic Issues for Intervention	22
4 CHAPTER FOUR: STRATEGIC DIRECTION	23
4.1 Vision Statement	23

4.2	Mission Statement	23
4.3	Core Values	23
4.4	Strategic Pillars	23
4.5	Strategic Pillars / Expected Outcomes / Strategic Objectives	24
4.6	Strategy Map	25
4.7	Corporate Balanced Score Card	26
4.8	Change Management/Cascading of the Strategic Plan	32
5	CHAPTER FIVE: STRATEGIC PLAN GOVERNANCE AND IMPLEMENTATION	33
5.1	Board of Trustees	33
5.2	Committees of the Board	33
5.3	Management	34
5.4	Summary Estimated Cost for Implementation of the Strategic Plan	35
5.5	Annual Planning	36
5.6	Monitoring and Evaluation	36
5.7	Key Assumptions	36
5.8	Implementation / Action Plan	37
6	ANNEXURES	38
	Annex 1: KGRTC Course List	39
	Annex 2: Implementation Plan Framework for KGRTC Strategic Plan – 2023-2027 ..	46

List of Tables

Table 1	Performance Results of Review of the Strategic Plan 2018 – 2022
Table 2	Organizational /Institutional Analysis of KGRTC
Table 3	PESTEL Analysis
Table 4	Stakeholder Mapping
Table 5:	KGRTC Risk Matrix
Table 6:	SWOT Analysis
Table 7	KGRTC Core Values
Table 8	Strategic Pillars, Expected Outcomes and Strategic Objectives
Table 9	Balanced Score Card
Table 10	Summary Estimated Cost for Implementation of the Strategic Plan
Table 11	Summary of Confirmed Funding for Implementation of the Strategic Plan
Table 12	Summary of Financing Funding Gap for Implementation of the Strategic Plan

List of Figures

Figure1	Stakeholder Engagement Strategy
Figure 2:	Enterprise Risk Management Framework
Figure 3:	KGRTC Strategy Map 2023-2027
Figure 4:	Governance Structure of KGRTC

Abbreviations

COMESA	Common Market for Eastern and Southern Africa
DSTV	Digital Satellite Television
GDP	Gross Domestic Product
GRZ	Government of the Republic of Zambia
ISO	International Organization for Standardization
KGRTC	Kafue Gorge Regional Training Centre
MOU	Memorandum of Understanding
NAPSA	The National Pensions Scheme Authority
NORAD	Norwegian Agency for International Development
PESTEL.	Political, Economic, Social, Technological, Environmental and Legal
SADC	Southern African Development Community
SAPP	Southern African Power Pool
Sida	Swedish International Development Agency
SWOT	Strengths, Weaknesses, Opportunities and Threats
TEVETA	Technical Education, Vocational and Entrepreneurship Training Authority
ZESCO	ZESCO Limited
ZRA	Zambia Revenue Authority

CHAPTER ONE: BACKGROUND AND INTRODUCTION

1.1. Brief History

The Kafue Gorge Regional Training Centre ("KGRTC" or "the Centre") was established as a Trust in 1989 with the core business of providing Hydropower Training, Conferences and Accommodation services. The Centre was established with funding from ZESCO Limited – the electricity utility of Zambia, the Norwegian Agency for Development Cooperation (NORAD) and the Swedish International Development Cooperation Agency (Sida) as a project. The cooperating partners, NORAD and Sida funded the capital expenditure and rehabilitation of the facilities at the Centre. In addition, NORAD and Sida offered scholarships to a number of course participants from utility companies in the regional member states.

Under the country agreement between Zambia and the Royal Kingdoms of Norway and Sweden, the Centre received technical project support and financial assistance amounting to USD 5,833,846 for capital and operational expenditure. ZESCO and other Southern African Development Community (SADC) utilities supported the Centre's operations by offering funding to cover tuition fees, conferences and seminars. The purpose of the project support was to increase the efficiency, competence and capacity of KGRTC as a regional in-service training centre.

ZESCO established the Centre originally as an in-service staff training facility to meet the human capital development needs of the power utility. The Centre was subsequently ceded to SADC with the autonomy of self-management through a Board of Trustees (Board) in 2000. SADC made KGRTC an in-service training centre targeted at building capacity in mainly the electricity utilities within the region. ZESCO has, however, remained a key stakeholder being the host utility entity with a keen interest in the development of the Centre. As a key stakeholder, ZESCO provides technical and budgetary support to the Centre. ZESCO's support is important as it assures institutional stability and sustainability in the medium and long term.

In the recent past, KGRTC achieved many milestones which include (a) ISO 9001 and ISO 50001 certification, as well as integration of ISO 22000; (b) High standard quality facilities; (c) Installation of electrical training simulators; and (d) Availability of qualified and experienced staff with skills to develop demand-driven courses, thus meeting the needs of customers.

As a host institution, ZESCO entered into a Memorandum of Understanding (MoU) with the Board of Trustees of KGRTC in September 1997. In this MoU, ZESCO retained its leadership role of Chairing the Board. One of the aspects of the MoU is that the Centre would retain all its internally generated funds and develop its own Terms and Conditions of Service to attract high-calibre human capital. In addition, ZESCO would continue to

offer financial support and technical expertise as well as the use of its infrastructure in furtherance of the Centre's strategic objectives.

The Centre has a staff establishment of 75 with 69 positions currently filled. In addition to the existing employees, the Centre engages members of the local community to undertake short-term assignments. KGRTC also supports internship placement usually drawn from the local community. The Centre has a strong policy on being a good corporate citizen and continues to support various community-based activities including donations to various institutions. The Centre allocates 5 percent of its annual marketing budget to Corporate Social Responsibility (CSR) activities.

In 2017 the Association of Power Utilities in Africa (APUA) recognized KGRTC as a Centre of Excellence. KGRTC was conferred as a Centre of Excellence for the provision of Energy Training by SADC in 2021. Similarly, the Technical Education, Vocational and Entrepreneurship Training Authority of Zambia (TEVETA) conferred KGRTC with the status of Centre of Excellence in Energy Training in 2021. The status of Centre of Excellence has strengthened the KGRTC Brand in Africa and beyond.

1.2. Services the Centre Offers

1.2.1. Training and Research

The Centre offers training and research in the following six (6) core areas:

- a) Electricity Generation and Development;
- b) Electricity Transmission and System Operations;
- c) Electricity Distribution;
- d) Engineering Applications;
- e) Safety, Health, Environment and Quality Assurance (SHEQ); and
- f) Corporate Governance, Management and Leadership Development.

The detailed list of courses in each of the six focus areas is presented in Annexure 1.

The scheduled training Programmes range in duration from two (2) days to ten (10) weeks and may be conducted face-to-face on campus (at KGRTC) and off-site (at client premises), online or a blend of face-to-face and online. All the courses are certified at skills award level for competence under the Technical Education, Vocational and Entrepreneurship Training Authority (TEVETA) in Zambia. In addition, the Centre offers tailor-made training programmes to meet the specific needs of individual organizations.

To deliver training, the Centre has laboratory facilities which include the Power System Simulator, Computer Based Training, Water Hydraulics, Oil Hydraulics and Energy Laboratories.

1.2.2. Consultancy Services

KGRTC offers consultancy services in technical and non-technical areas including energy management, quality assurance, energy resource assessment and in the area of management and organizational development.

1.2.3. Conferencing Facilities

The Centre has earned itself an international reputation in the provision of quality accommodation and conference facilities. The following conference facilities are offered:

- a) **Africa Hall:** An air-conditioned Conference Hall, with a maximum sitting capacity of 100 delegates. It is equipped with an LED screen television, whiteboard, public address system, LCD projector and flip chart stand.
- b) **Kilimanjaro Board Room:** An air-conditioned room which sits a maximum sitting capacity of 12 delegates. It is equipped with a whiteboard, LED screen television, flip chart stand, and LCD projector which is provided on request.
- c) **Meeting Rooms:** There are two meeting rooms, Kariba and Victoria with sitting capacities of twenty (20) and fifteen (15) respectively. The meeting rooms are equipped with a whiteboard, flip chart stand and LCD Projector.

1.2.4. Accommodation

The Centre has eighty-one (81) self-contained and well-furnished rooms with comfortable study areas to cater for all clients. KGRTC provides free Wi-Fi to all clients. The following types of accommodation are available:

- a) **Executive Rooms:** The Centre has twelve (12) air-conditioned, self-contained executive rooms fully furnished with a king or queen size bed, Digital Satellite Television (DSTV) and a fridge.
- b) **Standard Rooms:** KGRTC has fifty-nine (59) air-conditioned, self-contained rooms furnished with a double bed, DSTV, study area and a fridge.
- c) **Twin Rooms:** The Centre has nine (9) self-contained rooms furnished with two three-quarter beds, DSTV, a study area and a fridge.
- d) **Other Conference and Accommodation facilities:** KGRTC also runs a Lodge in the tourist town of Siavonga with twenty-two (22) rooms comprising two (2) presidential suites and twenty (20) standard rooms.

1.2.5. Catering Facilities

The Centre has a restaurant which offers a variety of menus at competitive rates. Outside catering services are also available at an extra fee.

1.2.6. Other Facilities

- a) **Oasis Mingling Bar:** The Oasis Mingling Bar is an outdoor entertainment facility stocking a wide variety of beverages. Guests have access to the cash bar with DSTV entertainment. In addition, fast food takeaway services are available.
- b) **Gymnasium:** KGRTC has a gymnasium for clients who want to keep fit at no extra charge. Membership is also open to the local community and other walk-in guests at a fee.
- c) **Transport:** KGRTC hires out transport to in-house guests.
- d) **Business Centre:** KGRTC provides secretarial services through the Business Centre for document printing, binding, and photocopying.
- e) **Laundry:** KGRTC offers laundry service open to the public at a fee.

KGRTC is therefore well suited to provide training in energy technologies and host various conferences and meetings for a diverse clientele. In the execution of its mandate, the Centre shall leverage its position and facilities to compete in the market.

CHAPTER TWO: REVIEW OF THE 2018 – 2022 STRATEGIC PLAN

2.1. Overview

In 2017, the Board of Trustees called for the development of a new strategic plan to guide the institutional development of the Centre over five years. The Strategic Plan (SP) (2018-2022) outlined the aspirations and priorities of KGRTC in the medium to long term. These priorities were aligned with the strategic objectives to address the breadth of the organization's vision and mission. The SP (2018-2022) was structured using the Balanced Scorecard Framework.

The overall thrust during the SBP period was to achieve the following:

- a) Train a minimum of 2,500 course participants in energy technologies in Africa by 2022.

A total of 2,714 course participants were trained. (as at 21 October 2022)

- b) Commission and operate a 200 kW Mini Hydropower Station in Serenje by June 2021. The feasibility study for this project was being financed by UNDP and KGRTC under the China-Zambia South to South Renewable Energy Technology transfer programme.

The 200 kW Mini Hydropower Station was not commissioned due to a lack of funding to proceed beyond the detailed feasibility study stage.

- c) Commission and operate a 13 MW Small Hydropower Station under the Kafue Gorge Lower Hydropower Project by ZESCO. In this plan, it was expected that the power station would be handed over to KGRTC by June 2022.

Commissioning and operationalisation of the 13 MW Small Hydropower Station under the Kafue Gorge Lower Hydropower Project by ZESCO was rescheduled to October 2023 subject to concluding arrangements between Kafue Gorge Lower Hydropower Corporation Limited and KGRTC.

- d) Commence the construction of a New Learning Centre by 2019 and reach completion by 31 December 2022.

Construction of the New Learning Centre did not commence due to lack of funding to conduct detailed feasibility studies.

- e) Mobilize financing for a 10 MW Small Hydropower Station and commence construction by 2022.

Mobilising of financing and construction of the 10 MW Small Hydropower Station did not commence due to the project being put on hold upon completion of detailed feasibility studies and cost estimates in preference to actualising the 13 MW Small Hydropower Station under the Kafue Gorge Lower (KGL) Hydropower Project. The

two projects are in the same vicinity and are dependent on the environmental flow from the KGL Dam for operation.

- f) Mobilize financing for a 7.5 MW KGRTC Wind Farm by 31 December 2019 and target 10% completion by 2022 based on certified works.

Mobilising of financing and construction of the 7.5 Megawatts KGRTC Wind Farm did not commence due to a lack of funding to proceed beyond the detailed feasibility study stage

- g) Take over the management of selected ZESCO's hospitality facilities in Siavonga, Kafue Gorge and Itezhi-tezhi. This was aimed at expanding KGRTC's accommodation and conference services.

KGRTC took over management of the Lodge in Siavonga, operating as Kariba Sunset Villas, and the Guest House in Kafue Gorge; while the Guest Houses in Itezhi-tezhi were pending conclusions of conditions.

2.2. Strategic Objectives for 2018 – 2022 Strategic Plan

The Strategic Plan (2018-2022) had four areas of strategic focus or strategic themes with a total of thirteen (13) strategic objectives. The four strategic themes/Pillars in the SBP were:

a) Effective Strategic Partnership

The purpose of this strategic theme was to establish collaborations with key institutions in order to diversify funding sources and improve the quality of services offered.

b) Efficient and Effective Internal Processes (Operational Excellence)

The purpose of this strategic theme was to transform KGRTC into an efficient Learning and Development Centre of Choice in energy technologies in the region and a key player in the provision of conferencing and accommodation facilities.

c) Business Growth (Financial Sustainability)

The focus of this strategic theme was to improve the financial performance of KGRTC and diversify the revenue sources for long-term financial sustainability.

d) Human Capital Development

The thrust of this strategic theme was the continuous learning and development of employees in line with the Centre's strategic objectives.

2.3. Strategic Planning Process and Review

In reviewing the strategic plan, a Core Strategic Planning Panel was established comprising the management team. The Core Planning Panel was expanded to create a multidisciplinary cross-sectional team. The Core Planning Strategic Planning Team carried out an in-depth review and analysis of the performance of the strategic plan. The second stage was a consultation meeting comprising all members of staff for validation, confirmation of facts and ownership of the process. This was necessary for inclusiveness, participation of all staff and eventual ownership of the strategic plan. A Strategic Plan owned by all members of staff has a higher chance of being implemented because all members of staff are committed to its success.

2.4. Review of the Vision, Mission and Core Values

The vision, mission and core values were subjected to a review by the Panel to assess their relevance and appropriateness going forward.

2.4.1 The Vision was *"To Create Enhanced Capacity for Stakeholders in Energy Technologies by Training at least 2,500 Course Participants in Africa by 2022"*. This Vision was revised because it did not project the desirable state of success of the Centre. It focused on training 2,500 participants as part of its vision. A vision is a high-level directional statement of what a successful Centre would look like.

2.4.2 The mission of the Centre was *"To Provide a Learner-Centred Environment for the Acquisition of Skills and Competencies in Energy Technologies"*. This was found to be suitable subject to minor changes to ensure that it met the three criteria that comprise (a) the need to be served, (b) customer group and (c) technology used to transform inputs into outputs.

2.4.3 The core values were six as follows *"integrity, team spirit, learning and innovation, corporate social responsibility, quality, and gender equality"*. However, some values were adjusted to communicate the new strategic focus.

The new vision, mission and core values are as indicated in Chapter 4 under Strategic Direction.

2.5. Review of the Strategic Plan

In reviewing the strategic plan, we developed a colour coding system for scoring performance under each strategic objective. A scale of 1-3 was used in scoring with a score of 1 (Red) meaning the strategic objective was not achieved, a score of 2 (Amber) representing a result of work in progress and a score of 3 (Green) indicating that the objective was achieved.

S/N	Performance Result	GAR	Score
1	Not Achieved		0
2	Amber		1
3	Achieved		2

Thirteen strategic objectives anchored the Strategic Plan. The highest achievable result of the performance was 26 points which is the 100% aggregate performance score. The performance result using Green, Amber and Red (GAR) coding is shown in Table 1 below.

Table 1: Performance Results of Review of the Strategic Plan 2018 – 2022						
SN	Strategic Focus / Strategic Themes	Strategic Objectives	Score	GAR Coding	Percentage Score	
1	Effective Strategic Partnership	Enhance Effective Collaborations with Other Institutions	2		100%	75%
2		Ensure Timely Engagement of Stakeholders	1		50%	
3	Efficient & Effective Internal Processes (Operational Excellence)	Ensure Quality and Competitiveness of Services Offered	2		100%	70%
4		Ensure optimal and Conducive Business Environment	2		100%	
5		Enhanced Compliance Monitoring System	2		100%	
6		Enhanced Energy Research and Analysis	0		0%	
7		Increase Operational Efficiency	1		50%	
8	Business Growth (Financial Sustainability)	To increase infrastructure Investments	0		0%	33.3%
9		Ensure prudent management of resources	1		50%	
10		Ensure a Robust Revenue collection mechanism	1		50%	
11	Human Capital Development	To retain skilled and motivated employees	2		100%	83.3%
12		To promote a positive performance culture	2		100%	
13		Continuously develop technical and managerial skills and competencies	1		50%	
Total Score out of 26			17		65.38%	

2.6. Observations

- a) The strategic plan was too bulky to provide effective clarity and focus.
- b) There was a measurement problem because some strategic objectives were not SMART (i.e., Specific, Measurable, Attainable, Realistic and Time-bound).
- c) The achievement of some of the objectives was outside the control of KGRTC.
- d) There was limited stakeholder involvement in the development of the strategic plan (2018-2022).
- e) The strategic objectives were not weighted. It was difficult to appreciate the relative contribution of each objective to the overall performance.

CHAPTER THREE: STRATEGIC ANALYSIS

3.1. Introduction

The strategic analysis was conducted using PESTEL (Political, Economic, Social/Cultural, Technological, Environmental/Ecological and Legal) Analysis; Stakeholder Analysis, Risk Analysis and SWOT (Strengths/Capabilities, Weaknesses/Deficiencies, Opportunities and Threats/Challenges) analysis. Table 2 presents the Organizational/Institutional Analysis of KGRTC.

3.2. Organizational /Institutional Analysis of KGRTC

Table 2: Organizational /Institutional Analysis of KGRTC	
Attributes/Area of Analysis	Current State
Financial Management Systems and Reporting	<ul style="list-style-type: none">• Liquidity position (including externally generated funds) for FY 2018 (ZMW4.1m), FY 2019 (ZMW4.4m), FY 2020 (ZMW8.1m), FY 2021 (ZMW10.6m), Q1 FY 2022 (ZMW10.7m).• The financial position moved from a loss position of -ZMW 8.1m in 2018 to-ZMW0.75m in 2021.• Capital Investment from internally generated cash reserves. Investment of excess funds in interest-earning or bearing financial instruments.• Prepared and presented audited financial statements timely in the last five years.• Continued dependence on ZESCO for financial and technical support.
Management Systems / Governance	<ul style="list-style-type: none">• Quarterly Board meetings are being held.• Quarterly meetings with the Union are being held.• Adhoc. meetings with Cooperating Partners are being held.• Internal and External Control Reviews are periodically carried out.• Management Meetings are held weekly.• Integrated Management System (IMS) Management Review meetings are held bi-annually (Certified in ISO 9001 – Quality management, 50001 - Energy management and 22000 - Food Safety).

Table 2: Organizational /Institutional Analysis of KGRTC

Attributes/Area of Analysis	Current State
	<ul style="list-style-type: none">• Certified Centre of Excellence by SADC, APUA and TEVETA.• Training Quality Assurance Committee reviews and validates curricula and identifies training needs annually.• Provides demand-driven programmes.• Manual systems and procedures such as billing, quoting, room reservations• Manually conducts Enterprise Risk Management processes.• Financial management systems and procedures in place.• Intermittent internet connectivity.• Limited conferencing facilities.• Low awareness of internal policies, processes, and procedures among staff.
Organizational Capacity	<ul style="list-style-type: none">• Current organizational structure irresponsive to existing strategic plan (2018 – 2022).• Challenges in meeting deadlines/follow through skills/inadequate culture of execution.• Lack of linkage between performance management and rewards.• Inadequate internal communication – vertical and horizontal.• Human resource development policy in place and working.• ISO awareness meetings held monthly.
Marketing Effectiveness	<ul style="list-style-type: none">• Training needs assessment done in SADC Member States annually.• Training evaluation studies done on course participants after every course.• Unique selling proposition (USP), serene environment, proximity to Kafue Gorge Power Station (KGPS) the second largest power station in Zambia.• Inadequate Marketing and communication programmes/campaigns.

3.3. PESTEL Analysis

The PESTEL Analysis highlights trends in the Political, Economic, Social/cultural, Technological, Environmental and Legal aspects with the potential impact on KGRTC. PESTEL trends are beyond the control of the Centre but may have a bearing on the strategic direction of KGRTC. Table 3 presents the PESTEL Analysis.

Table 3: PESTEL Analysis

Factors	Trends	Impact
Political	<ul style="list-style-type: none"> Political stability in the country. Eighth National Development Plan (8NDP). SDG7 Zambia is a member of SADC, COMESA and the African Union in good standing. COMESA trade in services and free movement of persons. SADC Protocol on Science, Technology and Innovation. SADC Protocol on free trade in services and movement of people. SADC/APUA/TEVETA recognition of KGRTC as a Centre of Excellence. Africa Free Trade Area of which Zambia is a member. UN Sustainable Development Goal 7-Affordable and Clean Energy 	<ul style="list-style-type: none"> The stable political environment contributes to the participation of course participants from outside the country. Recognition of KGRTC as a Centre of Excellence by SADC is likely to lead to increased training and consultancy opportunities from SADC organs like the Secretariat, SAPP and SADC Centre for Renewable Energy and Energy Efficiency (SACREEE).
Economic	<ul style="list-style-type: none"> Steady recovery of regional economies Post COVID-19. Stable Macro Economic Fundamentals (exchange rate, inflation, and interest rates) in Zambia. External Debt sustainability. Economic liberalization and promotion of FDI. Drive for a stable and predictable business environment. Predictable Tax Environment. Fiscal discipline. 	<ul style="list-style-type: none"> The steady recovery of regional economies will lead to more business opportunities in training, consultancy and conferencing. Reduced cost of doing business.
Social	<ul style="list-style-type: none"> High unemployment levels in Zambia and the region. Mitigation measures against COVID-19 and non-communicable diseases. 	<ul style="list-style-type: none"> The progressive easing of travel restrictions will lead to increased training, research, consultancy and conferencing business.

Table 3: PESTEL Analysis

Factors	Trends	Impact
	<ul style="list-style-type: none"> Population distribution of more than 60% of people below the age of 30 years creating potential for demand for training in renewable energy and energy efficiency technologies. Poverty levels above 50% in the region. Low skills for green jobs. Gender mainstreaming is a development requirement in the region. 	<ul style="list-style-type: none"> Emergency preparedness for future pandemics and other uncertainties. Poverty reduces the level of accessibility to KGRTC services. Gender mainstreaming increases the possibility of inclusion in accessing KGRTC products.
Technology	<ul style="list-style-type: none"> Increasing Automation. Online and Remote working becoming a reality as part of the social effects of COVID-19. ICT accessibility – costly ICT infrastructure. Availability of online learning and open source platforms. Energy efficiency remains a challenge. 	<ul style="list-style-type: none"> Remote working technology has improved efficiency. Online training broadens the reach of KGRTC training programmes. Increased opportunities in training and consultancy in renewable energy and energy efficiency (REEE). Increased opportunities for partnerships in energy technologies.
Environment / Ecology	<ul style="list-style-type: none"> Climate change with unpredictable consequences. Increasing demand for Renewable Energy and Energy Efficiency (REEE). Creation of the Ministry of Environment and Green Economy. Increased investment for green funds from cooperating partners and financial institutions. 	<ul style="list-style-type: none"> The increased focus on renewable energy, energy efficiency and regional energy integration presents a growth opportunity in REEE. Increased opportunities for training and consultancy in Renewable Energy and Energy Efficiency (REEE).
Legal Frameworks	<ul style="list-style-type: none"> ZAQA Act No 13 of 2011, TEVET Act. ERB Act, Rural Electrification Act, Grid Code, Electricity Act. Local Government Act. Employment legislation - Factories Act, Employment Code Act No. 3 of 2019, NAPSA, Workers Compensation, NHIMA Act No. 2 of 2018. Tourism and Hospitality Act of 2015. Income tax act - VAT, customs and excise duties, PAYE. Others i.e. ZEMA Act, Immigration Act, and ZPPA Act. 	<ul style="list-style-type: none"> Compliance with all relevant regulatory and legal framework impacts the smooth operation of the training Centre.

3.4. Stakeholder Analysis

In the development of this Strategic Plan (SP) KGRTC undertook a stakeholder analysis to develop a stakeholder engagement strategy. The Stakeholder Mapping is presented in Table 4.

3.4.1. Stakeholder Mapping

Table 4: Stakeholder Mapping				
Stakeholder	Stakeholder Expectations from KGRTC	KGRTC Expectations from Stakeholder	Positive Impacts	Negative Impacts
ZESCO	<ul style="list-style-type: none"> • Provision of capacity building. • Sustainability of the Training Centre. 	<ul style="list-style-type: none"> • Financial Support. • Use of infrastructure and expertise. 	<ul style="list-style-type: none"> • Support enables the Centre to provide quality training, consultancy and conferencing services. 	<ul style="list-style-type: none"> • Complacency from high reliance on ZESCO resulting in delayed attainment of financial sustainability.
SADC	<ul style="list-style-type: none"> • Centre of Excellence in the provision of capacity building for Member States (with regards to training services, infrastructure, and equipment). • Sustainability as a Centre of Excellence. 	<ul style="list-style-type: none"> • Increased opportunities for capacity building in the region. • Strengthen the Centre's Brand. 	<ul style="list-style-type: none"> • Improved KGRTC's reputation as a quality training and consultancy service provider. • Opportunity for Increased income. 	<ul style="list-style-type: none"> • Costs associated with participating in SADC activities due to foreign travel.
APUA	<ul style="list-style-type: none"> • Centre of Excellence in the Provision of capacity building for Member Utilities. • Sustainability as a Centre of Excellence. 	<ul style="list-style-type: none"> • Increased opportunities for capacity building in Africa • Strengthen the Centre's Brand. • Training equipment support and capacity building of human capital. 	<ul style="list-style-type: none"> • Improved KGRTC's reputation as a quality training and consultancy service provider. • Opportunity for Increased income. 	<ul style="list-style-type: none"> • Costs associated with participating in APUA activities.
Relevant Government Ministries, Agencies, and Regulatory Bodies	<ul style="list-style-type: none"> • Compliance with applicable legal and regulatory requirements. 	<ul style="list-style-type: none"> • Technical support. • Conducive operating environment. 	<ul style="list-style-type: none"> • Good reputation of KGRTC as a quality training and consultancy service provider. 	<ul style="list-style-type: none"> • Costs associated with meeting compliance requirements. • Operational disruptions due to non-compliance.
Statutory Bodies- ZRA, NAPSA, NHIMA etc.	<ul style="list-style-type: none"> • Compliance with applicable statutory requirements. 	<ul style="list-style-type: none"> • Relevant services. 	<ul style="list-style-type: none"> • Good corporate citizen 	<ul style="list-style-type: none"> • Costs associated with meeting compliance requirements • Operational disruptions due to non-compliance

Table 4: Stakeholder Mapping				
Stakeholder	Stakeholder Expectations from KGRTC	KGRTC Expectations from Stakeholder	Positive Impacts	Negative Impacts
Cooperating Partners	<ul style="list-style-type: none">• Accountability• Fairness and equity in employment relations.• Timely absorption of funding.	<ul style="list-style-type: none">• Financial and technical support.	<ul style="list-style-type: none">• Support enables the Centre to provide quality goods and services.	<ul style="list-style-type: none">• Withdrawal of support• Additional requirements for compliance.
Suppliers	<ul style="list-style-type: none">• Timely payment for goods and services.	<ul style="list-style-type: none">• Quality provision of goods and services.• Adherence to service level agreements.• Fair Pricing.	<ul style="list-style-type: none">• Provision of quality goods and services.	<ul style="list-style-type: none">• Price fluctuations• Price collusion on goods and services provided.
Clients	<ul style="list-style-type: none">• Provision of quality goods and services• Fair Pricing	<ul style="list-style-type: none">• Timely settlement of accounts for goods and services.• Repeat business.• Feedback on the quality of services.	<ul style="list-style-type: none">• Improved liquidity and profitability of KGRTC.	<ul style="list-style-type: none">• Non-repeat business• Negative publicity
Local Community	<ul style="list-style-type: none">• Good corporate citizen• Employment opportunities	<ul style="list-style-type: none">• Local support systems	<ul style="list-style-type: none">• KGRTC’s image and reputation as a quality provider of goods and services.	<ul style="list-style-type: none">• Negative publicity• Increase in Security costs
Media	<ul style="list-style-type: none">• News source• Advertising revenue	<ul style="list-style-type: none">• Fair reporting and publicity• Fair pricing for advertising space	<ul style="list-style-type: none">• KGRTC’s image and reputation as a quality provider of goods and services.	<ul style="list-style-type: none">• Negative publicity
Financial Institutions, Lenders and Funders	<ul style="list-style-type: none">• Business relationship	<ul style="list-style-type: none">• Provision of timely and quality services.• Availability of credit.• Provision of financial information.• Fair pricing of financial instruments.	<ul style="list-style-type: none">• Increased liquidity and profitability of KGRTC.	<ul style="list-style-type: none">• High interest rates
Employees	<ul style="list-style-type: none">• Fairness and equity• Good leadership• Good conditions of service	<ul style="list-style-type: none">• High productivity.• High motivation and commitment to work.• Compliance with ISO Standards.	<ul style="list-style-type: none">• Provision of relevant skills for the smooth operation of KGRTC.	<ul style="list-style-type: none">• Possible Lockouts• High labour cost• Possible Sabotage
Employee Representatives	<ul style="list-style-type: none">• Fairness and equity• Good leadership• Good conditions of service	<ul style="list-style-type: none">• Fair worker representation.• Good employee relations.	<ul style="list-style-type: none">• Helps in the smooth operation of KGRTC.	<ul style="list-style-type: none">• Poor employee relations
Zambia Federation of Employers	<ul style="list-style-type: none">• Compliance with subscription requirements• Continued membership• Networking	<ul style="list-style-type: none">• Protection• Technical support• Fair representation	<ul style="list-style-type: none">• Impacts on the smooth operation of KGRTC	<ul style="list-style-type: none">• Costs associated with meeting compliance requirements

3.4.2. Stakeholder Engagement Strategy

Figure 1 presents the Stakeholder Engagement Strategy

Level of Influence	High	Keep Satisfied	Keep Informed, Involved and Contributing
		<ul style="list-style-type: none">• Relevant Government Ministries and Agencies• ZRA• NAPSA• NHIMA• Other Regulatory Bodies	<ul style="list-style-type: none">• ZESCO• Clients• Employees• Emoloyee Representatives
	Low	Minimal Effort	Keep Informed
		<ul style="list-style-type: none">• Suppliers• Local Community• Financial Institutions• Zambia Federation of Employers• Lenders and Funders	<ul style="list-style-type: none">• SADC• APUS• Cooperating Partners• Media
		Low	High
Level of Interest			

Figure 1: Stakeholder Engagement Strategy

In this matrix, the Centre will ensure that the stakeholders with a high level of influence and high level of interest will be kept informed and allowed to contribute to its institutional development.

- Similarly, the stakeholders with high levels of influence but low interest should be kept satisfied.
- Where the stakeholders have low influence on the operations of the Centre but high levels of interest, KGRTC should just keep such stakeholders informed of what is happening.
- Where the stakeholders have a low level of influence and low level of interest, the Centre shall invest a minimal level of effort in the stakeholder engagement strategies.

3.5. Enterprise Risk Management Framework

3.5.1. Why Enterprise Risk Management

The KGRTC Risk Management Framework is designed to manage the Centre's risk-taking in the context of its mission and strategy, taking into account its risk-bearing capacity, willingness to take risks (risk appetite), and minimum quantitative requirements for capital, leverage and liquidity.

The willingness to take risks is described in the Centre's Risk Appetite Statement ("RAS") to align the KGRTC's risk-taking with the strategic objectives and capital planning. The RAS guides the high-level principles for the Centre's risk-taking, risk mitigation and risk avoidance. The RAS is reflected in the Enterprise Risk Management Policy Framework which sets out the overall principles for the management of key risks, covering strategic, liquidity, operational, financial, reputational and compliance risks.

3.5.2. Enterprise Risk Management (ERM)

The Board of Trustees of KGRTC will ensure the implementation of ERM by guiding the identification, evaluation, control and mitigation of all material risks to ensure that they are reduced to acceptable levels or eliminated and to maximize opportunities as the Centre seeks to achieve its strategic objectives.

The risk management framework that KGRTC will use is a standard form as given in figure 2.

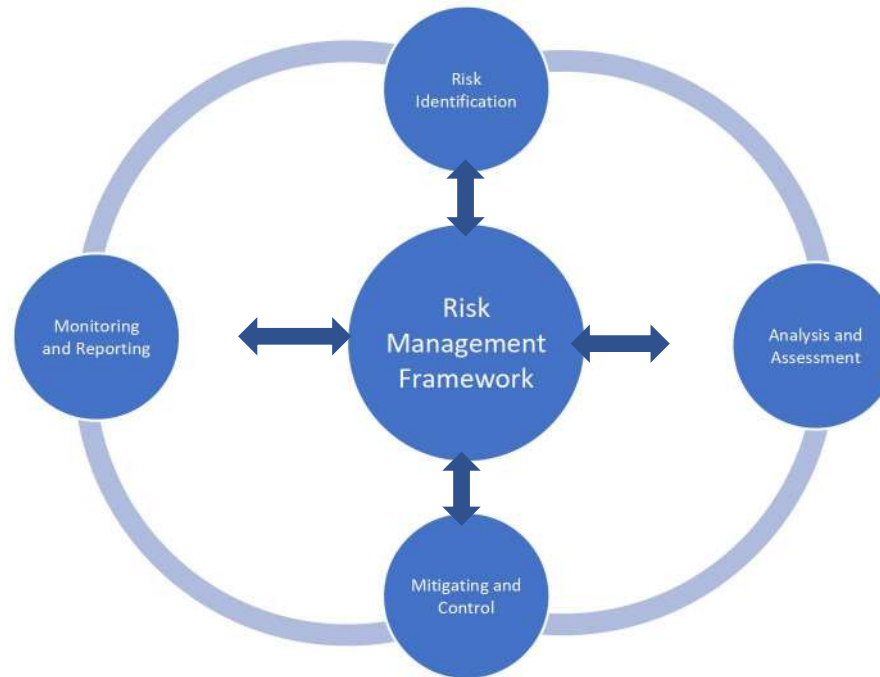


Figure 2: Enterprise Risk Management Framework

3.5.3. Purpose of ERM

The purpose of ERM is to:

- a) Ensure that risk management is integrated and embedded into the culture of the Centre;
- b) Create an enabling environment for staff to identify and mitigate against all material risks across the Centre;
- c) Maintain and continuously monitor risks to support the Centre's strategic objectives;
- d) Support informed decision-making through better reporting of risks, and understanding of all the material risks that KGRTC is exposed to and their impact;

- e) Enhance good management and governance practices around risk management through appropriate policies, procedures and governance structures that facilitate effective oversight, comprehensive discussion and reporting of risk;
- f) Entrench accountability for risk management at all levels of the business by identifying owners of individual risks and ensuring that they are accountable for them using the 'three lines of defence' model;
- g) Maintain and continuously monitor risks using the Enterprise Risk Register to support the Centre's strategic objectives.

3.5.4. Benefits of ERM

The benefits of ERM include:

- a) Improved governance
- b) Increased likelihood of achieving objectives;
- c) Achievement of KGRTC's performance targets and prevention of loss of resources;
- d) Effective reporting and compliance with laws, rules and regulations;
- e) Avoidance of damage to the Centre's reputation and associated consequences;
- f) Enhanced proactive management; and
- g) Improved identification of opportunities and threats across the business.

3.5.5. KGRTC Risk Matrix

In the implementation of the strategic plan, there is a possibility that the strategic objectives of KGRTC may not be achieved for various reasons. It is necessary to assess the potential risk of failure to achieve the objectives, assess their impact on the Centre, assess the probability of occurrence and consider any mitigation measures for such risks. The source of these risks will be from the various strategic objectives that will be formulated. Table 5 presents the KGRTC Risk Matrix

Table 5: KGRTC Risk Matrix

Key Risks	Degree of Impact	Probability of Occurrence	Mitigation Strategy
Strategic Risk	High	Low	<ul style="list-style-type: none"> • Monthly, Quarterly and Annual review of Strategic Plan. • Develop and implement an organizational structure responsive to the strategy.
Sustainability Risk	High	Low	<ul style="list-style-type: none"> • Handover of the small hydropower station and other assets by ZESCO. • Implementation of more online training programmes. • Investment in long-term income generation projects such as Mabula Kapi small hydropower station; Solar Park in Namalundu, and Wind Farm in Namalundu. • Construction of a New Learning Centre.
Operational Risk	High	Medium	<ul style="list-style-type: none"> • Regular internal and external control reviews. • Implementation and adherence to the procedural manuals.
Compliance Risk	High	Low	<ul style="list-style-type: none"> • Continuous reviews. • Compliance with deadlines.
Financial Risk	High	Medium	<ul style="list-style-type: none"> • Adherence to financial policies and procedures. • Budgetary performance and variance analysis. • Treasury management.
Economic Risk	High	Medium	<ul style="list-style-type: none"> • Diversification of customer base. • Exploration of new markets. • Concentric diversification.

3.5.6 SWOT Analysis

Table 6 presents the SWOT Analysis of KGRTC

Table 6: SWOT Analysis		
	Enablers to achieving Objectives	Harmful to Achieving Objectives
Origins are Internal to KGRTC	Strengths <ul style="list-style-type: none"> Improved liquidity position. Robust cost management measures resulting in a reduction in deficit position. ISO management system certification. Recognition as a Centre of Excellence by SADC, APUA, and TEVETA. Modern training equipment. Strong Corporate Governance Structures. Location of KGRTC near KGPS, the second largest hydropower station in Zambia for practical demonstration. Timely preparation and presentation of annual audited financial statements. Qualified and experienced staff. Continued technical support from ZESCO in line with the MOU. Ability to deliver online programmes and adequate ICT infrastructure. 	Weaknesses <ul style="list-style-type: none"> Inability to implement a lean management system (Resource Wastage). Reliance on ZESCO for financial support. Deficit financial position in the last four years (Financial position from – ZMW 8.1m in 2018 to – ZMW0.75m in 2021). Inadequate organizational structure to support the expanded business. Limited integrated Enterprise Resource Package (ERP). Ageing infrastructure. Inadequate accommodation capacity to host large groups for training and conference services simultaneously. Low computer literacy levels among non-management levels. Ineffective internal communication. Inadequate marketing and communication capacity to drive the marketing strategy. Manual systems and procedures for billing, quoting, and room reservations.
Origins are External to KGRTC	Opportunities <ul style="list-style-type: none"> Increased investment in renewable energy in Africa and beyond. Demand for skills training in renewable energy. Recognition of KGRTC as a Centre of Excellence by SADC, APUA and TEVETA resulting in increased opportunities for training through funding of training programmes. Goodwill from cooperating partners. Reforms in the energy sector leading to increased participation of private sector players in the energy value chain. Harmonization of immigration policies leading to the free 	Threats <ul style="list-style-type: none"> Effects of epidemics and pandemics (COVID-19 and others) leading to business disruptions. Government policy changes on travel and training. Foreign Exchange rate fluctuations. High Inflation rate. High-Interest rates. The proliferation of similar Centers of Excellence in the region. Supply chain disruptions due to political instability/wars. High cost of visa fees affecting international course participants.

	movement of people and services. • Availability of online learning platforms for flexible training delivery. • Establishment of the Ministry of Environment and Green Economy.	• High cost of ICT equipment and services. • Effects of climate change.
--	--	--

3.5.7 Strategic Issues for Intervention

The key strategic issues identified from the strategic analysis of the internal and external environments of KGRTC include the following:

- a) Business Expansion (Financial Sustainability)
- b) Organizational Capacity
- c) Operational Excellence
- d) Strategic Partnerships

4 CHAPTER FOUR: STRATEGIC DIRECTION

Following the strategic analysis and identification of the gaps or key issues, the strategic direction of KGRTC has been developed for the next 5 years. The strategic direction relates to elements that include the Vision, Mission, Core Values, Strategic Pillars or areas of Strategic Focus and strategic objectives.

4.1 Vision Statement

"A leading Centre of Excellence for capacity building in energy technologies in Africa"

4.2 Mission Statement

"To provide a learner-centred environment for the acquisition of skills, competencies and research in energy technologies in Africa and beyond".

4.3 Core Values

Table 7 presents the Core Values for KGRTC.

Table 7: KGRTC Core Values		
S/N	Our Value	Our Shared Meaning
1	Integrity	Being Honest and trustworthy with all our stakeholders
2	Team Spirit	A strong focus and commitment to the joint pursuit of excellence
3	Excellence	Giving exemplary KGRTC experience to our customers
4	Client Centricity	KGRTC creates a positive customer responsiveness that builds lasting relationships.
5	Accountability	KGRTC takes responsibility for its actions as it executes its mandate
6	Diversity	KGRTC is inclusive in its dealings with all stakeholders without discrimination

4.4 Strategic Pillars

- i) **Business Expansion:** This strategic pillar or theme aims to broaden the major sources of income in addition to the existing income streams for the long-term financial sustainability of the Centre. The long-term sustainability is one of the key requirements for the continued status of KGRTC as a Centre of Excellence in SADC.
- ii) **Strategic Partnerships:** Under this pillar, the Centre intends to attract, retain and satisfy its customers and partners to broaden the customer base and achieve long-term financial sustainability to reduce its dependence on the ZESCO. Effective

stakeholder engagement strategies are required to build support for long-term investments in small power stations and alternative energy sources.

iii) Operational Excellence: KGRTC has made various commitments to its stakeholders including clients and key partners to deliver its mandate efficiently and meet customer expectations. The Centre will review and improve various operating and administrative processes and systems necessary for a superior customer service experience.

iv) Organizational Capacity: This requires a change in culture, staff attitudes, organizational structure review and continuous learning and improvement of the capacity of staff to implement strategic objectives efficiently and effectively. In strengthening the capacity of the organization, a new learning Centre is necessary to provide quality energy learning and training facilities in line with KGRTC's status of Centre of Excellence.

4.5 Strategic Pillars / Expected Outcomes / Strategic Objectives

The strategic pillars expected outcomes or results and strategic objectives of the strategic plan to achieve the mission of the Centre are as given in Table 8.

Table 8: Strategic Pillars, Expected Outcomes and Strategic Objectives		
Strategic Pillars	Expected Outcomes	Strategic Objectives
Business Expansion	Financial Sustainability	a) Increase internally generated revenue by 10% annually. b) Strengthen cost control measures to achieve 10% profitability annually. c) Increase alternative sources of income by 20% by 2026.
Strategic Partnerships	Quality collaborations	a) Increase customer base by 20% by 2024. b) Attain 100% stakeholder engagements by 2026 c) Increase customer awareness of the KGRTC brand to 90% by 2027. d) Attain at least 95% customer satisfaction.
Operational Excellence	Efficient service delivery	a) Attain at least 90% service delivery annually. b) Maintain integrated management systems at 100% annually.
Organization Capacity	Improved productivity	a) Review current organizational structure by March 2023 b) Improve organizational performance by 5% annually

		<p>c) Improve the quality of KGRTC infrastructure above 30% by 2026.</p> <p>d) Maintain human capital engagement above 90% annually.</p>
--	--	--

4.6 Strategy Map

The KGRTC strategy map will define the fundamental relationships among strategic objectives driving strategic results. It will tell the story of how value is created for clients of KGRTC from the learning and growth (organizational capacity) and internal processes.

In this strategy map, clear relationships are created between the strategic objectives. These show an upward flow of value creation from performance-driving (organizational capacity and internal process) objectives to results objectives (stakeholders and financial). Fig 3 shows the KGRTC Strategy Map.



Figure 3: KGRTC Strategy Map 2023-2027

4.7 Corporate Balanced Score Card

The KGRTC corporate governance balanced scorecard is a high-level but integrated strategic planning and performance management system. It communicates with clarity the strategic intent of KGRTC in a snapshot to employees and other stakeholders. It provides a framework for prioritizing programmes, projects, services, products and resources. This approach will address the following:

- a) Aligning the organization with the strategies.
- b) Communicate with clarity the organization's vision, mission, core values and strategy.
- c) Help leaders drive organizational transformation.
- d) Provide a disciplined framework.
- e) Improve performance management.
- f) Inform decision-making.
- g) Contribute to organizational growth.

Table 9 presents the Corporate Balanced Scorecard.

Kafue Gorge Regional Training Centre
Corporate Balanced Score Card

Table 9: Balanced Score Card

Vision:	"A leading Centre of Excellence for capacity building in energy technologies in Africa"					
Mission:	<i>"To provide a learner-centred environment for the acquisition of skills, competencies and research in energy technologies in Africa and beyond".</i>					
Core Values:	Integrity	Team Spirit	Excellence	Client Centricity	Accountability	Diversity
Strategic Pillars:	Business Expansion		Strategic partnerships		Operational Excellence	Organizational Capacity
Strategic Results	Financial Sustainability		Quality Collaborations		Efficient Service Delivery	Improved Productivity

Strategic Pillar 1: Business Expansion								
Perspectives	Strategic Objectives	KPI	Targets					Initiatives/ Projects
			2023	2024	2025	2026	2027	
Financial/ Stewardship	a) Increase internally generated revenue by 10% annually.	% Revenue	10%	10%	10%	10%	10%	<ul style="list-style-type: none"> • Train a minimum of 4,000 course participants by 2027 • Attain a minimum of 3500 conference participants by 2027. • Attain K2,500,000 Income from walk-in guests at the Restaurant and Mingling

								Bar by 2027 <ul style="list-style-type: none"> • Attain a minimum of K7,500,000 from consultancy services by 2027. • Attain a K400,000 minimum income from Dry Cleaning Laundry Services by 2027.
	b) Strengthen cost control measures to achieve at least 10% profitability annually.	% Profitability	10%	10%	10%	10%	10%	<ul style="list-style-type: none"> • Maintain 100% adherence to annual expenditure budget.
	c) Increase alternative sources of income by 20% by 2026.	% Income					6%	<ul style="list-style-type: none"> • Operationalize a 7.5 MW Mabula Kapi Small Hydro Power Station in Serenje by 2027 • Operationalize a 7.5 MW KGRTC Wind Farm in Namalundu by 2027 • Operationalize a 10 MW Nature Inclusive Solar Park at Namalundu by 2026

Strategic Pillar 2: Strategic Partnerships

Customers/ Stakeholder Perspective	a) Increase customer base by 20% by 2024.	% Customer base	8%	12%				<ul style="list-style-type: none"> • Operationalize a fully-fledged marketing department by January 2023 • Develop and implement a Marketing and Communication plan by January 2023
	b) Attain 100% planned	#						<ul style="list-style-type: none"> • Formulate and implement a stakeholder engagement strategy by March 2023

	stakeholder engagements by 2026	Meetings						
	c) Increase customer awareness of the KGRTC brand to 90% by 2027.	% Awareness						<ul style="list-style-type: none"> Redesign the KGRTC Brand Execute five marketing activities monthly
	d) Attain at least 95% customer satisfaction by 2027	% Satisfaction	90	90	93	94	95	<ul style="list-style-type: none"> Introduce a Customer Service Charter by February 2023
Strategic Pillar 3: Operational Excellence								
Processes/ Systems Perspective	a) Attain at least 90% service delivery annually.		90	90	90	90	90	<ul style="list-style-type: none"> Maintain Continuous improvement programmes and ISO quality audits at 100% annually. Operationalize the Change Management Team/Committee Operationalize the Operational Risk Management Committee
	b) Maintain integrated management systems at 100% annually.		100	100	100	100	100	<ul style="list-style-type: none"> Carry out an ICT infrastructure gap analysis and develop interventions by January 2023 Acquire a Computerized Management Maintenance System (CMMS) by March 2023 Operationalize HRIMS by March 2023

								<ul style="list-style-type: none"> Acquire a Hotel Management System by September 2023
Strategic Pillar 4: Organizational Capacity								
Learning and Growth	a) Review current organizational structure by March 2023	# Revised structure						<ul style="list-style-type: none"> Review of Organizational Structure by 2023
	b) Improve organizational productivity by 5% annually	% Productivity	5	5	5	5	5	<ul style="list-style-type: none"> Develop a performance management system by Jan.2023 Develop a reward and remuneration policy by 31st March 2023 Develop performance improvement initiatives (Plans) by 30th May 2023 Develop succession plan and staff development programs by August 2024 Develop staff training programs linked to strategy by Feb 2023 Review of organization policies by March 2023 Develop a Health and Safety program by Feb 2023 Develop a retention strategy by August 2023 Develop employee relations plan (Jan 2023)
	c) Improve the quality of infrastructure at	# New facilities	0	0	0			<ul style="list-style-type: none"> Construct Phase 1 (Administration Block) of the New Learning Centre development by 2027

	KGRTC by 2026							<ul style="list-style-type: none"> • Renovate 10 guest rooms per year • Improve water reticulation by 2023 • Upgrade two training labs and conference facilities by 2027 • Upgrade the Laundry to accommodate new equipment by March 2023
	d) Improve human capital engagement annually.	# Engagements						<ul style="list-style-type: none"> • Develop and implement a human capital engagement strategy by March 2023

4.8 Change Management/Cascading of the Strategic Plan

The KGRTC management team will be responsible for implementing a change management plan to support the strategic plan implementation. In change management, the management team will ensure that the strategic plan is fully integrated into everyday management of the Centre. Management will follow a 5-step process as follows:

- a) Prepare the whole organization for change by disseminating the strategic plan to all staff and ensuring that all members of staff are aware of their scorecard to contribute to the success of the plan.
- b) Craft a vision and plan for change as soon it becomes clear that the Centre embraces change and develops a thorough and realistic plan to realize the objectives of the strategic plan.
- c) All members of staff will have a summary version of the strategic plan and own it. The change management plan will provide summary strategic goals of the plan, clearly discuss the Key Performance Indicators and how performance will be measured and identify action owners.
- d) In implementing the plan, management will right-proof the company's structure, and various systems including performance management, processes, and employee behaviours and do whatever is necessary to implement the plan.
- e) As soon as the change initiatives have been completed, the KGRTC team will embed changes caused by the strategic plan into the Centre's culture and practices and create a KGRTC way of doing things thus new culture of execution.
- f) In the implementation of the strategic plan, management commits to review progress and analyze the results on regular basis to ensure that the company does not slip into the old ways of strategy execution. In the execution of the strategic plan, management will be implementing the enterprise risk management framework, harmonizing the strategy processes with the people processes and operation processes and concurrently monitoring and evaluating the performance of the strategic plan.

5 CHAPTER FIVE: STRATEGIC PLAN GOVERNANCE AND IMPLEMENTATION

The governance of the strategic plan will be based on good governance systems comprising the Board of Trustees, Board Committees, Executive Management, and stakeholder engagements.

5.1 Board of Trustees

The Board of Trustees is mandated to ensure that the Strategic plan 2023 – 2027 is monitored and implemented in accordance with the set parameters. The Board have oversight responsibility over the management of the KGRTC and demands reports from management at the regular quarterly Board meetings. The progress in the implementation of the strategic plan is a permanent agenda item at the regular meetings of the Board.

The Board of trustees is represented by some Power Utility Companies primarily in the SADC region thus ZESCO of Zambia, ZESA of Zimbabwe, TANESCO of Tanzania, EEC of Eswatini, ESCOM of Malawi, UETCL of Uganda, and stakeholders from the University of Zambia, Ministry of Education in Zambia, and other representatives from ZESCO.

5.2 Committees of the Board

The Board has delegated some of its responsibilities to its Committees to delve into the detailed review of the operations of the KGRTC. The Board has established a Finance and Administration Committee, Audit and Risk Committee, Technical Committee, and the Director's Performance Evaluation Committee to advise the main Board on the status of various key deliverables of Management.

The governance structure of KGRTC is given in Figure 4.

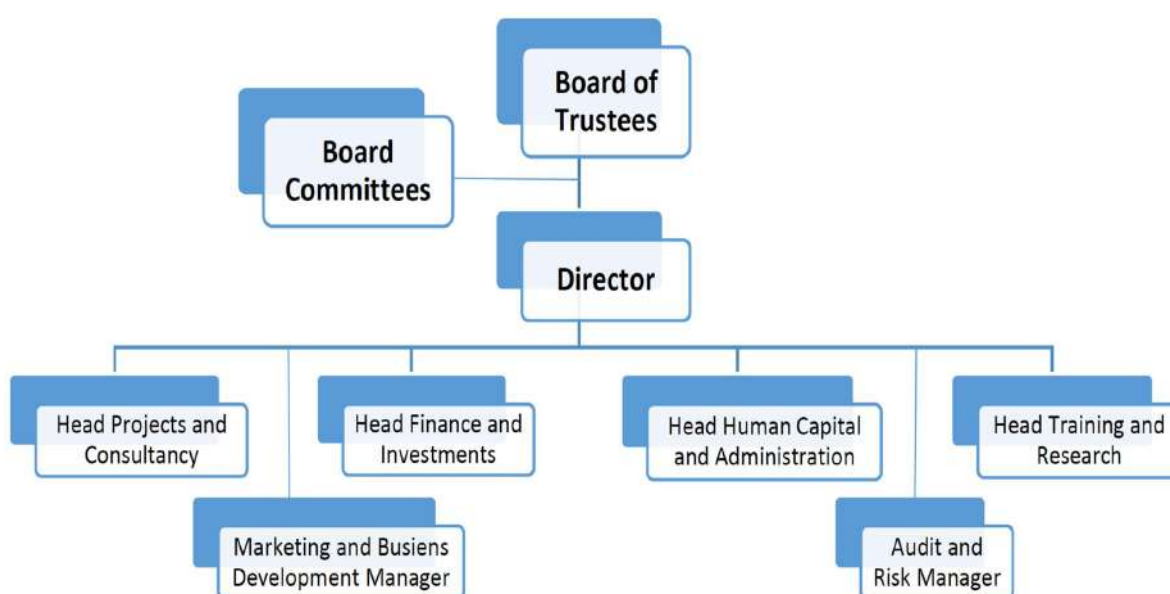


Figure 4: Governance Structure of KGRTC

5.3 Management

The Board has delegated some of its responsibilities to management including day-to-day management of the Centre. The Management through the Director, who is the Chief Executive Officer have the responsibility of implementing this strategic plan and will report to the Board of Trustees on the progress being made in the execution of the strategic plan.

Management will establish a change management team/committee to ensure that the change envisaged in the strategic plan is implemented. To ensure change is embraced, the Committee will publicize the quick wins and report on the progress being made. Management will establish an operational risk management committee to monitor the key risks and update management and the Risk Register as necessary. All major risks occurring will need to be escalated in the governance structure for the necessary actions, as the case may be.

5.4 Summary Estimated Cost for Implementation of the Strategic Plan

Table 10 summarises the estimated revenues and costs for implementation of the Strategic Plan. Table 11 provides a summary of the confirmed funding for the Strategic Plan and Table 12 highlights the funding gap.

Table 10: Summary Estimated Cost for Implementation of the Strategic Plan (ZMW '000)						
Strategic Pillars	2023	2024	2025	2026	2027	Total
Funding*	102,518	78,652	75,963	83,559	155,828	496,521
Business Expansion	19,934	250,187	393,300	419,900	83,600	1,166,921
Strategic Partnership	3,688	4,056	4,462	4,908	5,399	22,514
Operational Excellence	7,329	7,494	2,924	36,024	50,654	104,425
Organizational Capacity	62,779	69,057	75,963	83,559	91,915	383,275
Others	35,167	38,684	42,552	46,807	51,488	214,698
Total Expenditure	128,897	369,479	519,201	591,199	283,057	1,891,833
Funding Gap	-26,380	-290,827	-443,238	-507,640	-127,228	-1,395,312

Table 11: Summary of Confirmed Funding for Implementation of the Strategic Plan (ZMW '000)						
	2023	2024	2025	2026	2027	Total
Personnel Emoluments grants (ZESCO)	62,779	69,057	75,963	83,559	91,915	383,275
Strategic Partnerships (SESA) project funding	5,090	618				5,707
Confirmed training contracts under SDF	26,931	8,977				35,908
Confirmed training contracts under APUA	7,718					7,718
Projected receipts from sale of electricity					63,913	255,652
Total confirmed funding*	102,518	78,652	75,963	83,559	155,828	496,521

Table 12: Summary of Financing Funding Gap for Implementation of the Strategic Plan (ZMW '000)						
	2023	2024	2025	2026	2027	Total
Grants / Concession Loans / Commercial loans	-19,934	-250,187	-393,300	-419,900	-83,600	-1,166,921
Internally generated revenues	-6,445	-40,640	-49,938	-87,740	-43,628	-228,391

Total financing gap	-26,380	-290,827	-443,238	-507,640	-127,228	-1,395,312
----------------------------	----------------	-----------------	-----------------	-----------------	-----------------	-------------------

5.5 Annual Planning

Management will develop an annual Work Plan and Budget, that will be subject to approval by the Board. The annual Work Plan and Budget will be based on the approved strategic plan. In an event of unexpected events, the annual operational plan will not include any new programmes that were not approved in the strategic plan. Where management wishes to change certain aspects of the strategic plan, Management will seek Board approval.

In implementing the strategic plan, there will always be a risk of failure to implement some aspects of the strategic plan or failure to achieve the objectives for whatever reason. The Board has approved an enterprise risk management policy that would help management to identify, analyze, assess, mitigate, and monitor the risk.

5.6 Monitoring and Evaluation

The Monitoring and Evaluation (M&E) Committee will carry out concurrent monitoring of the implementation of the strategic plan and evaluate the potential impact of deviations from the plan. Using the implementation or action plan, the M&E Committee will formulate a strategic plan implementation tracker and provide regular updates to management every quarter. Management will similarly report to the Board on the progress made in implementing the strategic plan.

5.7 Key Assumptions

In the formulation of the strategic plan, there were some assumptions made for the successful implementation of the strategic plan. The key assumptions included:

- a) Mobilizing financing for the four major projects namely:
 - i) 7.5 MW Mini Hydropower Station in Serenje;
 - ii) 7.5 MW KGRTC Wind Farm in Namalundu;
 - iii) 10 MW Nature Inclusive Solar Power Park Energy Project in Namalundu; and
 - iv) The New Learning Centre in Namalundu.
- b) Continued technical support from ZESCO Limited during the life of the plan;
- c) The phased reduction in emolument support from ZESCO Limited is anticipated to commence in 2027 upon operationalization of the 7.5 MW nature inclusive solar park energy project and the 7.5 MW Mini Hydropower Station in Serenje.
- d) Organizational structure to be implemented in a phased approach.

5.8 Implementation / Action Plan

In implementing the strategic plan, management will be formulating annual Work Plans or annual Operational Plans and Budgets derived from this implementation plan. The implementation plan is based on the strategic pillars, strategic objectives, strategies/actions with key performance indicators and annual targets. Annex 1 presents KGRTC's course list whilst the implementation planning framework is as given in Annex 2.

6 ANNEXURES

Annex 1: KGRTC Course List

S/N	Course Cluster	Number of Courses Offered
1.	Electricity Generation and Development Courses	22
2.	Electricity Transmission and System Operations Courses	14
3.	Electricity Distribution Courses	8
4.	Engineering Application Courses	50
5.	Safety Health Environment and Quality Courses	14
6.	Leadership and Management Courses	25

S/N	Course Cluster	Course Name	Course Code	Duration (Weeks)	Fees (USD)
1.	Electricity Generation and Development Courses	Control Room Operations for Hydropower Plants	CROHP	8	7,000
2.	Electricity Generation and Development Courses	Control Room Operations for Thermal Power Plants	CROTP	4	5,000
3.	Electricity Generation and Development Courses	Dam Safety Management	DSM	2	3,500
4.	Electricity Generation and Development Courses	Diesel Peaking Plant Operation and Maintenance	DPPOM	2	3,750
5.	Electricity Generation and Development Courses	Diploma in Hydropower Technology and Management	DipHTM	1.5 Years	TBA
6.	Electricity Generation and Development Courses	Generator Inspection, Testing and Maintenance	GITM	2	3,000
7.	Electricity Generation and Development Courses	Generator Performance Dynamics	GPD	2	3,000
8.	Electricity Generation and Development Courses	Hydraulics and Turbine Regulations	HTR	3	3,500
9.	Electricity Generation and Development Courses	Hydropower Construction Management and Contracts	HPCMC	2	2,500
10.	Electricity Generation and Development Courses	Hydropower Dams for Practicing Professionals	HDPP	3-Days	1,500
11.	Electricity Generation and Development Courses	Hydropower Intake Operations	HIO	1	1,500
12.	Electricity Generation and Development Courses	Hydropower Maintenance Routines	HMR	8	7,000
13.	Electricity Generation and Development Courses	Hydropower Plant Operations	HPO	10	7,000
14.	Electricity Generation and Development Courses	Hydropower Plant Operations and Control	HPOC	3	3,500

S/N	Course Cluster	Course Name	Course Code	Duration (Weeks)	Fees (USD)
15.	Electricity Generation and Development Courses	Hydropower Turbine Dynamics and Operations	HTDO	2	3,000
16.	Electricity Generation and Development Courses	Managing of Water Hyacinth and Siltation in Reservoirs	MWHSR	1	1,500
17.	Electricity Generation and Development Courses	Off-Grid Solar System Design and Installation	OGSSDI	1	1,500
18.	Electricity Generation and Development Courses	Planning Renewable Energy Projects	PREP	1	1,500
19.	Electricity Generation and Development Courses	Shift Charge Operations for Hydropower Plants	SCOHP	8	7,000
20.	Electricity Generation and Development Courses	Shift Charge Operations for Thermal Power Plants	SCOTP	4	5,000
21.	Electricity Generation and Development Courses	Small Hydropower Development	SHD	3	4,000
22.	Electricity Generation and Development Courses	Thermal Power Plant Operations and Maintenance	TPPOM	3	4,500
23.	Electricity Transmission and System Operations Courses	Emergency Restoration System	ERS	3-Days	1,500
24.	Electricity Transmission and System Operations Courses	Earthing Bonding and Lightning Protection	EBLP	1	1,500
25.	Electricity Transmission and System Operations Courses	Grid Integration of Renewable Energy Sources	GIRES	1	1,500
26.	Electricity Transmission and System Operations Courses	High Voltage Regulations	HVR	2	3,000
27.	Electricity Transmission and System Operations Courses	High Voltage Substation Design	HVSD	4	4,500
28.	Electricity Transmission and System Operations Courses	High Voltage Substation Operations and Maintenance	HVSOM	4	4,500
29.	Electricity Transmission and System Operations Courses	High Voltage Substation Protection and Control	HVSPC	4	4,500
30.	Electricity Transmission and System Operations Courses	High Voltage Switching Operations	HVSO	2	3,000
31.	Electricity Transmission and System Operations Courses	High Voltage Transmission System Communication and Control	HVTSCC	4	4,500
32.	Electricity Transmission and System Operations Courses	Power System Controllers' Operations	PSCO	3	4,000
33.	Electricity Transmission and System Operations Courses	Power Systems Operations	PSO	3	4,000
34.	Electricity Transmission and System Operations Courses	Transmission Lines Design and Construction	TLDC	2	3,000
35.	Electricity Transmission and System Operations Courses	Transmission Lines Maintenance	TLM	3	4,000
36.	Electricity Transmission and System Operations Courses	Transmission Systems Operations and Maintenance	TSOM	3	3,500
37.	Electricity Distribution Courses	Distribution Lines Design and Construction	DLDC	2	3,000
38.	Electricity Distribution Courses	Distribution Lines Maintenance	DLM	2	3,000

S/N	Course Cluster	Course Name	Course Code	Duration (Weeks)	Fees (USD)
39.	Electricity Distribution Courses	Distribution Power System Design and Operation	DPSDO	3	4,500
40.	Electricity Distribution Courses	Distribution Systems Operations	DSO	3	4,000
41.	Electricity Distribution Courses	Electricity Distribution Network Management	EDNM	3	4,000
42.	Electricity Distribution Courses	Maintenance and Troubleshooting of Distribution Systems	MTDS	2	3,000
43.	Electricity Distribution Courses	Modern Distribution System Design and Planning	MDSDP	3	4,500
44.	Electricity Distribution Courses	Power Distribution Management	PDM	3	3,500
45.	Engineering Application Courses	Aggregated Technical, Commercial and Collection Loss Reduction	ATCC-LR	2	3,000
46.	Engineering Application Courses	Applied Industrial Hydraulics	AIH	2	3,000
47.	Engineering Application Courses	AutoCAD Techniques for Practicing Professionals	ATPP	1	2,000
48.	Engineering Application Courses	Basic Line Work	BLW	1	1,500
49.	Engineering Application Courses	Cable Jointing and Termination	CJT	3	4,000
50.	Engineering Application Courses	DC Power Systems Maintenance	DCPSM	1	1,500
51.	Engineering Application Courses	Design and Optimization of Power Lines	DOPL	2	3,750
52.	Engineering Application Courses	Certified Energy Auditing Training	CEAT	2	3,500
53.	Engineering Application Courses	Energy Efficiency Management	EEM	2	3,000
54.	Engineering Application Courses	Power Trading and Energy Management	PTM	1	1,500
55.	Engineering Application Courses	Root Cause Analysis	RCA	1	1,000
56.	Engineering Application Courses	Shutdown and Turnaround Management	SDTM	2	3,000
57.	Engineering Application Courses	Dense Wavelength Division Multiplexing	DWDM	1	1,500
58.	Engineering Application Courses	Telecommunication Systems -Fundamentals	TSF	1	1,500
59.	Engineering Application Courses	Telecommunication Systems -Advanced	TSA	1	1,500
60.	Engineering Application Courses	Fiber Optics for Telecommunication Applications	FOTA	1	1,500
61.	Engineering Application Courses	Fluid Flow and Centrifugal Pumps	FFCP	2	3,000
62.	Engineering Application Courses	Geographic Information Systems-Advanced	GIS-A	2	3,000

S/N	Course Cluster	Course Name	Course Code	Duration (Weeks)	Fees (USD)
63.	Engineering Application Courses	Geographic Information Systems-Basic	GIS-B	2	3,000
64.	Engineering Application Courses	Geographical Information Systems for Energy Planning	GISEP	1	2,000
65.	Engineering Application Courses	Instrumentation and Process Control	IPC	2	3,000
66.	Engineering Application Courses	Laser Shaft Alignment	LSA	1	2,000
67.	Engineering Application Courses	Machinery Alignment and Balancing	MAB	1	2,000
68.	Engineering Application Courses	Machinery Vibration Monitoring and Analysis	MVMA	2	3,000
69.	Engineering Application Courses	Maintenance Management Systems	MMS	1	2,000
70.	Engineering Application Courses	Maintenance Planning and Scheduling	MPS	3-Days	1,000
71.	Engineering Application Courses	Mechanical Design of Transmission and Distribution Lines	MDTDL	1	1,500
72.	Engineering Application Courses	Metering Solutions Technology and Installations	MSTI	2	3,000
73.	Engineering Application Courses	Microprocessor Logic Controls	MLC	3	4,000
74.	Engineering Application Courses	MV Switchgear Operations and Maintenance	MVSOM	2	3,000
75.	Engineering Application Courses	Overhead Lines Inspection Techniques	OLIT	2	3,000
76.	Engineering Application Courses	Partial Discharge Testing Techniques	PDDT	1	2,000
77.	Engineering Application Courses	Power Line Design, Operations and Maintenance	PLDOM	3	3,000
78.	Engineering Application Courses	Power Project Analysis and Design (PPAD) – a Case of Wind Power Development and Use	PPAD-WP	1	2,000
79.	Engineering Application Courses	Power Quality and Systems Stability	PQSS	1	2,000
80.	Engineering Application Courses	Power Quality Management Systems	PQMS	2	2,500
81.	Engineering Application Courses	Power Systems Planning	PSPg	3	4,000
82.	Engineering Application Courses	Power Systems Protection	PSP	3	4,000
83.	Engineering Application Courses	Reliability Centred Maintenance	RCM	1	1,500
84.	Engineering Application Courses	Revenue Protection Management and Prevention of Vandalism-Advanced	RPMPV-A	1	1,500
85.	Engineering Application Courses	Revenue Protection Management and Prevention of	RPMPV-	1	1,500

S/N	Course Cluster	Course Name	Course Code	Duration (Weeks)	Fees (USD)
		Vandalism-Basic	B		
86.	Engineering Application Courses	SCADA Systems Management-Advanced	SSM-A	2	3,000
87.	Engineering Application Courses	SCADA Systems Management-Basic	SSM-B	2	3,000
88.	Engineering Application Courses	Substation Operations and Maintenance	SOM	3	3,500
89.	Engineering Application Courses	Survey Data Analysis	SDA	1	2,000
90.	Engineering Application Courses	Surveying for Electricity Utility Applications	SEUA	3-Days	1,500
91.	Engineering Application Courses	Switchgear Operations and Maintenance	SgOM	3	3,000
92.	Engineering Application Courses	Transformer and Motor Rewinding	TMR	3	4,000
93.	Engineering Application Courses	Transformer and Maintenance and Testing	TSM	3	3,750
94.	Engineering Application Courses	Water Production and Management	WPM	3	4,000
95.	Safety Health Environment and Quality Courses	Divers and Rescue Training – Scuba Diving ^{IMCA Certified}	DRT-SD	2	3,500
96.	Safety Health Environment and Quality Courses	Environmental Assessment and Information Management	EAIM	2	2,500
97.	Safety Health Environment and Quality Courses	Environmental Compliance for Energy Projects, A Case of Hydropower	ECREP-HP	1	1,500
98.	Safety Health Environment and Quality Courses	General Safety Training	GST	3-Days	1,000
99.	Safety Health Environment and Quality Courses	Health and Safety Leadership	HSL	3-Days	1,500
100.	Safety Health Environment and Quality Courses	Health Safety and Environment	HSE	1	1,500
101.	Safety Health Environment and Quality Courses	Industrial Occupational Health and Safety Management	IOHSM	2	2,500
102.	Safety Health Environment and Quality Courses	Occupational Health and Safety Management	OHSM	1	1,500
103.	Safety Health Environment and Quality Courses	Quality Management System Internal Auditors	QMSIA	1	1,000
104.	Safety Health Environment and Quality Courses	Quality Management Systems	QMS	3-Days	1,000
105.	Safety Health Environment and Quality Courses	Safety in Handling Hazardous Substances	SHHS	1	1,000
106.	Safety Health Environment and Quality Courses	Safety Representative Training	SRT	1	1,500
107.	Safety Health Environment and Quality Courses	Safety, Health, Environment and Quality Management	SHEQM	2	3,000
108.	Safety Health Environment and Quality Courses	Environmental and Social Impact Assessment for Renewable	ESIARE	2	2,500




S/N	Course Cluster	Course Name	Course Code	Duration (Weeks)	Fees (USD)
		Energy Projects			
109.	Leadership and Management Courses	Asset Management	AM	1	1,500
110.	Leadership and Management Courses	Business Planning for Independent Power Producers	BPIPPs	1	1,500
111.	Leadership and Management Courses	Plant and Asset Management Systems	PAMS	1	1,000
112.	Leadership and Management Courses	Construction Contracts and Power Purchase Agreements	CCPPA	1	1,000
113.	Leadership and Management Courses	Customer Care	CC	3-Days	1,000
114.	Leadership and Management Courses	Electricity Appreciation for Non-Technical People	EANTP	1	1,500
115.	Leadership and Management Courses	Electricity Business Value Chain Appreciation	EBVCA	1	1,500
116.	Leadership and Management Courses	Financial Management in Utilities	FMU	3-Days	1,000
117.	Leadership and Management Courses	Financial Modelling for Renewable Energy Projects	FMREP	1	1,000
118.	Leadership and Management Courses	Gender Mainstreaming for Sustainable Development	GMSD	1	1,500
119.	Leadership and Management Courses	Human Capital Management for Sustainability and Business Continuity	HCMSBC	1	1,500
120.	Leadership and Management Courses	Insurance for Electricity Utilities	IEU	1	1,500
121.	Leadership and Management Courses	Operations and Maintenance Management	OMM	1	1,500
122.	Leadership and Management Courses	Operations and Production Management	OPM	1	1,500
123.	Leadership and Management Courses	Power Purchase Agreements and Concessions	PPAC	1	2,000
124.	Leadership and Management Courses	Procurement and Contracts Management	PCM	1	1,500
125.	Leadership and Management Courses	Public Private Partnerships in the Energy Sector	PPES	1	1,500
126.	Leadership and Management Courses	Procurement and Materials Management in Utilities	PMMU	3-Days	1,000
127.	Leadership and Management Courses	Project Management	PM	1	1,500
128.	Leadership and Management Courses	Report Writing and Document Handling	RWDH	1	1,500
129.	Leadership and Management Courses	Standardization of the Electricity Supply Chain	SESC	1	1,000
130.	Leadership and Management Courses	Strategic Management	SM	3-Days	1,500
131.	Leadership and Management Courses	Supervisory Leadership	SL	1	1,000

S/N	Course Cluster	Course Name	Course Code	Duration (Weeks)	Fees (USD)
132.	Leadership and Management Courses	Training of Trainers	ToT	1	1,500
133.	Leadership and Management Courses	Asset Management, Business Governance and Compliance	AMBGC	1	1,500

Annex 2: Implementation Plan Framework for KGRTC Strategic Plan – 2023-2027

The Strategic Pillars will be weighted as follows

	Weights
Business Expansion	30%
Organizational Capacity	30%
Operational Excellence	20%
Strategic Partnerships	20%
Total	100%

S/N	Performance Result	Green / Amber / Red	Score
1	Not Achieved		0
2	Amber		1
3	Achieved		2

Strategic Pillars	Strategic Objectives	Strategies / Actions	KPI	Baseline/ 2022	Targets					Action Owner	Estimated Budget	Comment
					2023	2024	2025	2026	2027			
Business Expansion	SO1: Increase internally generated revenue by 10% annually	• Train a minimum of 4,000 course participants by 2027	# of participants	2500	600	700	800	900	1000	MBDM		
		• Attain a minimum of 3,500 conference participants by 2027		TBA	525	613	700	787	785	MBDM		
		• Attain K2,500,000 Income from walk-in guests at the Restaurant and Mingling Bar by 2027.			375,000	437,500	500,000	562,500	625,000	MBDM		
		• Attain a minimum of K7,500,000 from consultancy services by 2027.			K1,125,000	K1,312,500	K1,500,000	K1,687,500	K1,875,000	HTR		

Strategic Pillars	Strategic Objectives	Strategies / Actions	KPI	Baseline/ 2022	Targets					Action Owner	Estimated Budget	Comment
					2023	2024	2025	2026	2027			
		<ul style="list-style-type: none"> Attain K400,000 minimum income from Dry Cleaning and Laundry Services by 2027 		K25,000	60,000	70,000	80,000	90,000	100,000	MBDM		
	SO2: Strengthen cost control measures to achieve at least 10% profitability annually.	<ul style="list-style-type: none"> Maintain 100% adherence to annual expenditure budget. 	%	100	100	100	100	100	100	HFI		
			# of reviews	2	2	2	2	2	2	ARM		
			# of audits	2	2	2	2	2	2	HFI		
	SO3: Increase alternative sources of income by 20% by 2026.	<ul style="list-style-type: none"> Operationalize a 7.5 MW Mabula Kapi Small Hydro Power Station in Serenje by 2027 							100	HPC		
		<ul style="list-style-type: none"> Operationalize a 7.5 MW KGRTC Wind Farm in Namalundu by 2027 							100	HPC		
		<ul style="list-style-type: none"> Operationalize a 10 MW Nature Inclusive Solar Park at Namalundu by 2026 						100		HPC		
Strategic Partnerships	SO1: Increase customer base by 20% by 2024.	<ul style="list-style-type: none"> Operationalize a fully-fledged marketing department by January 2023 	%	0	100					MBDM		
		<ul style="list-style-type: none"> Develop and implement a Marketing 	%	0	100					MDBM		

Strategic Pillars	Strategic Objectives	Strategies / Actions	KPI	Baseline/ 2022	Targets					Action Owner	Estimated Budget	Comment
					2023	2024	2025	2026	2027			
		and Communication plan by January 2023										
	S02: Attain 100% planned stakeholder engagements by 2026	• Formulate and implement a stakeholder engagement strategy by March 2023	%	0	100					MBDM		
	S03: Increase customer awareness of the KGRTC brand to 100% by 2027	• Redesign the KGRTC Brand	%		100					MBDM		
		• Execute five marketing activities monthly	%		100	100	100	100	100	MBDM		
	S04: Attain at least 90% customer satisfaction annually.	• Introduce a Customer Service Charter by February 2023	%	0	100					MBDM		
Operational excellence	S01: Attain at least 90% service delivery annually.	• Maintain Continuous improvement programmes and ISO quality audits at 100% annually.	%	100	100	100	100	100	100	MBDM		
		• Operationalize the Change Management Team/Committee	#	0	1					HHCA		
		• Operationalize the Operational Risk Management Committee	#	0	1					HHCA		

Strategic Pillars	Strategic Objectives	Strategies / Actions	KPI	Baseline/ 2022	Targets					Action Owner	Estimated Budget	Comment
					2023	2024	2025	2026	2027			
	SO2: Maintain 100% implementation of integrated management systems annually.	• Carry out an ICT infrastructure gap analysis and develop interventions by January 2023	%	100	100	100	100	100	100	HTR		
		• Acquire a Computerized Maintenance Management System (CMMS) by March 2023		0	100					MO		
		• Operationalize HRIMS by March 2023		0	100					HHCA		
		• Acquire a Hotel Management System by September 2023		0	100					MBDO		
Organizational Capacity	SO1: Review the current organizational structure by March 2023	• Review of organizational Structure by 2023	%		100					HHCA		
	SO2: Improve organizational performance by 5% annually	• Develop a performance management system by Jan.2023	%		100					HHCA		
		• Develop a reward and remuneration policy by 31st March 2023	%		100					HHCA		
		• Develop performance improvement	%		100					HHCA		

Strategic Pillars	Strategic Objectives	Strategies / Actions	KPI	Baseline/ 2022	Targets					Action Owner	Estimated Budget	Comment
					2023	2024	2025	2026	2027			
		initiatives (Plans) by 30th May 2023										
		• Develop succession plan and staff development programs by August 2024	%		100					HHCA		
		• Develop staff training programs linked to strategy by Feb 2023	%		100					HHCA		
		• Review of organization policies by March 2023	%		100					HHCA		
		• Develop a health and safety program by Feb 2023	%		100					HHCA		
		• Develop a retention strategy by August 2023	%		100					HHCA		
		• Develop employee relations plan (Jan 2023)	%		100					HHCA		
	SO3: Improve the quality of infrastructure at KGRTC by 2026	• Construct Phase 1 (Administration Block) of the New Learning Centre development by 2027	% completion		0	0	0	50	100	HPC		
		• Renovate 10 guest rooms per year	% completion		100	100	100	100	100	MO		
		• Improve water	%		100					MO		

Strategic Pillars	Strategic Objectives	Strategies / Actions	KPI	Baseline/ 2022	Targets					Action Owner	Estimated Budget	Comment
					2023	2024	2025	2026	2027			
		reticulation by 2023	completion									
		• Upgrade two training labs Annually	% completion		25	25	25	25		MO		
		• Upgrade conference facilities by 2024	% completion		50	50				MO		
		• Upgrade the Laundry to accommodate new equipment by June 2023	% completion		100					MO		
	S04: Improve human capital engagement annually.	• Develop and implement Human capital engagement strategy by March 2023	%	100						HHCA		