



**Technical, Entrepreneurial and Vocational
Education and Training Authority (TEVETA)**

Strategic Plan 2013-2018





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and Training Authority
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Foreword

The TEVET Authority Strategic Plan for the 2013-2018 period is an initiative undertaken in order to reinforce the transformation of the Technical, Entrepreneurial and Vocational Education and Training (TEVET) so TEVET can effectively respond to new realities and opportunities prevailing in the country and beyond. It maps out a commitment towards the provision of high quality TEVET programmes that are demand-driven and relevant to the development needs of the nation.



The strategic planning process provided the core thrust of realising what TEVET Authority is, the ability of its staff to think and reflect, to understand the past and create the future after scanning the current situation. Thus, the strategic plan is the crystallisation of aspirations to meet the hopes and needs of the nation.

The TEVET Authority wishes TEVET to emerge in the minds of many players, as a national model instrument for poverty eradication.

In coming up with the new strategic direction for the institution, serious consideration was made to the following pertinent factors:

- 1) Emerging challenges and opportunities;
- 2) Current funding status by Private Sector, Government and Development partners;
- 3) Needs, interests and aspirations of major stakeholders;
- 4) National priorities and interests in line with MGDS II and other Government policies;
- 5) Institutional capacity and resource availability;
- 6) Aspirations embodied in the vision, mission and core value statements;
- 7) Development and sustainability needs of Malawi as a country;
- 8) Emerging social-economic obligations with a managerial view of strategy of the resource-conversion process model where expenditure controls have to be safeguarded.

Since the TEVET Authority was founded to regulate the provision of TEVET for the nation, this plan is an effort in the long process of business re-engineering focusing on current systems and operations as we consciously commit ourselves to a journey of self-examination and self-transformation. The journey is designed to provide the knowledge, guidance and practice needed to elevate organisational abilities to an optimal level. This is aimed at enhancing value creation for stakeholders.

The path leading to the realisation of the vision, mission, core values, goals/objectives and strategies might be long and rough. Hence, the Authority will require the support

from all stakeholders in terms of financial, material and moral as well as encouragement.

We believe that partnership and participation of various stakeholders in this campaign will help TEVET Authority prepare the required skilled and knowledgeable Malawian society capable of sustainably and effectively contribute to development of our mother Malawi.

We are determined and dedicated to transform TEVET and turn it into a real excellent tool for poverty eradication.



Rev. Dr. Osborne Joda-Mbewe
BOARD CHAIRPERSON

Executive Summary

The 2013 - 2018 Strategic Plan is TEVETA's inspiration to carry forward the implementation of various activities in fulfilment of the country's current and future skilled human resource needs.

Within this strategic plan TEVETA recognises the importance of entrepreneurship, research and development, private and public partnership and appropriate technology. The motivation is directed on empowerment of various stakeholders who for the past 12 or so years have remained on the peripheral of the regulated TEVET sector.



The Strategic Plan has been laid out based on five pillars to reflect the backbone to the programme design and effective implementation. The pillars are: Access and Equity, Quality and Relevance, Governance and Management and Cross-Cutting Issues. The pillars have been anchored on a number of goals and objectives of which the paramount objective is to ensure an adequate and competitive workforce for export-led socio-economic growth of Malawi. This is TEVETA's response to country's mid-term plan- the Malawi Growth and Development Strategy II (MGDS II). Furthermore, the Strategic Plan also responds to the National Export Strategy (NES) by ensuring improved productivity of the Malawian Workforce.

TEVETA will achieve all these by ensuring that the TEVET sector contributes effectively to the national development initiatives. As such its existence will be justified by the fact that it is mandated to promote and regulate sustainable provision of quality technical, entrepreneurial and vocational education and training for the Malawian workforce in a socially responsible manner.

TEVETA takes recognition of the environment within which it operates, hence, it is determined to capitalise on the strengths and ensure reinforcement in the areas where weaknesses have been noted. Opportunities available in the market will act as our driving force while threats will be avoided as much as possible.

Attainment of objectives of this Strategic Plan is based on the assumption that the environment, in which TEVETA will operate, has supportive public and private sectors and that various stakeholders assume their responsibilities. It also assumes that staff remains committed to their day to day operations.

The guidance to the implementation of this Strategic Plan will be based on the Monitoring and Evaluation Framework and supportive Programme Implementation guidelines. The Action Plan attached will be updated on yearly basis to ensure continued relevance of the Strategic Plan to economic needs of Malawi economy.

Yusuf Alide
EXECUTIVE DIRECTOR

Acknowledgements

It was a great honour to have been given the assignment to facilitate the formulation of this 2013 - 2018 Strategic Plan for the TEVET Authority. The process required the need for the Authority to rethink its vision, mission and core value statements. It also required the serious definition of implementable TEVET Authority goals and strategies as a means of the way forward.

The enthusiasm, commitment and support of Board Members, Management and Staff of the TEVET Authority, and all stakeholders have led to the compilation of this Strategic Plan. I would like to commend this spirit and hope that such zeal will continue up to the end of the implementation, monitoring and evaluation processes of this Strategic Plan. However, the formulation of this Strategic Plan is not enough in itself enough. The full realisation of our planning efforts will be achieved through the implementation and monitoring of the stated goals and strategies. For the TEVET Authority to achieve its vision and mission, it has to remain focused and pay due recognition of the societal and market demands. We would appeal to the Authority's Management to place much emphasis on implementation, monitoring and evaluation of the formulated strategies.

The formulation and development of this Strategic Plan has been achieved through the participatory efforts of people and institutions whose list is endless. Immeasurably, we are greatly indebted to the Board Members, Management and Staff, TEVET Providers, the Private sector, Development Partners and NGOs, Government Ministries and Departments. Special credit should be given to TEVET Authority Management and staff headed by Mr Yusuf Alide who put together their efforts on the production of this Strategic Plan. Lastly, let me also commend my fellow management consultants from the University of Malawi – Management Development Centre, Dr James Kamwachale Khomba (Senior Lecturer in Strategic Management and Finance) and Mr Noel Kufaine (Head of Technical Education Department) for their expertise and efforts in making this Strategic Plan a reality.

Ms. Ella Ulaya

DIRECTOR, MANAGEMENT DEVELOPMENT CENTRE

Acronyms

ADB	African Development Bank
AIDS	Acquired Immuno-deficiency Syndrome
DANIDA	Danish International Development Agency
HIV	Human Immunodeficiency Virus
ICT	Information and Communications Technology
IGA	Income Generating Activity
MGDS II	Malawi Growth and Development Strategy II
QABs	Quality Assurance Bodies
SME	Small and Medium Enterprise
SWOT	Strengths, Weaknesses, Opportunities and Threats
TEVET	Technical, Entrepreneurial and Vocational Education and Training
UNESCO	United Nations Education Science Organisation

Background

The Technical, Entrepreneurial and Vocational Education and Training (TEVET) Authority is a regulatory body established in July 1999 by an Act of Parliament. The TEVET Authority was founded to operate as an independent and autonomous body responsible for technical, entrepreneurial and vocational education and training in Malawi. At its establishment, the Authority was given a mandate to create an integrated TEVET system in Malawi that is demand-driven, competency based, modular, comprehensive, accessible, flexible and consolidated enough to service both the rural and urban Malawian population. The major purpose of the Authority is to contribute to human resources development, through among other things, creating an enabling environment for sustainable acquisition of internationally competitive skilled workforce capable of spearheading the country's production and export-led socio-economic growth.

Since the TEVET Authority's establishment in 1999, programme delivery for the Authority has been based on strategic plans, the most recent being 2007 - 2012 Strategic Plan. Therefore, there was need for TEVET Authority to review the 2007 - 2012 Strategic Plan which acted as a benchmark for the Authority to develop a new plan for 2013 - 2018 period. The TEVET Authority needed the new strategic plan to guide the institution in the implementation of programmes in cognisance of reform processes taking place in the TEVET sector as well as the national development agenda of Malawi Government with particular focus on improving the national productivity capacity as stipulated in Malawi Growth and Development Strategy (MGDS II) and National Export Strategy (NES)

Mandate and Policy Objectives

Specifically, under TEVET Act (1999), the institution was set up to achieve the following objectives:

- 1) To promote an integrated, demand-driven, competency-based modular technical education and training systems;
- 2) To monitor gaps between supply and demand of skills;
- 3) To support the adoption of appropriate technologies;
- 4) To promote managerial and business skills, and a spirit of entrepreneurial culture with regard to wage and self employment;
- 5) To facilitate sound and sustainable financing and funding mechanisms for technical education and training; and
- 6) To facilitate and bring together the expertise and moderate the different interests of stakeholders of technical education and training.

Governance Issues

The TEVET Authority is a statutory corporation responsible for technical, entrepreneurial and vocation education and training in Malawi. The institution reports to government through the Ministry Labour, which is responsible for TEVET.

The Authority has its secretariat in Lilongwe. At the Secretariat, there is the Executive Director with four directorates namely: Training Programmes, Quality Assurance, Finance, and Human Resource and Administration. The Authority has three established regional centres in Blantyre, Lilongwe and Mzuzu to act as implementation units for Authority's activities in the southern, central and northern region respectively. These regional centres are headed by Centre Managers.

Importance of this Strategic Plan

It was significant to formulate this strategic plan for the following reasons:

- 1) To achieve total commitment to placing TEVET at the centre stage of the socio-economic development activities in support of provisions of the Malawi Growth and Development Strategy II (MGDS II) in Malawi;
- 2) To achieve commitment to an ongoing strategic planning process to serve the interests of all stakeholders including Government, Private Sector, NGOs, Development Partners, Training Providers, Students and Employers in general so that TEVET is relevant and responsive to their needs;
- 3) To achieve commitment to increasing access and improving quality of TEVET programmes by expanding the capacity of the TEVET Authority in Malawi.
- 4) To achieve commitment in developing alternative sources of funding through internal income generating activities (IGAs) to supplement income from the Private Sector levy, Government, and Donors.
- 5) To achieve commitment in ensuring that the “Entrepreneurial” element within TEVET becomes a core business function.
- 6) To achieve commitment to improved management and use of modern information and communications technologies (ICTs) to optimise resource utilisation and accountability so that market opportunities are fully capitalised upon; and
- 7) To achieve commitment to offering high quality training programmes that should be demand driven to both the private and public sectors of our country.

Primary Stakeholders and Related Roles

The success of the TEVET Authority largely depends on how it relates and interacts with its key stakeholders and also how it recognises the diversified interests of such stakeholders. The Authority shall ensure effective relationships between its corporate activities and those of other stakeholders, and also the relationships between and interdependence of the stakeholders themselves within its operations.

TEVET stakeholders and their roles:

STAKEHOLDER	RELATED ROLES
1) Government	<ul style="list-style-type: none"> • Provides support to and guidance on TEVET activities • Pays TEVET levy • Ensures continued relevant training programmes offered by TEVET Authority • Pays subvention to support TEVET providers • Supports TEVET through parliamentary appropriations • Ensures expansion of TEVET provision • Develops infrastructure

2)	Private and Public sector/Employers	<ul style="list-style-type: none"> · Pay TEVET levy · Ensure continued relevance of TEVET programmes · Provide student attachments · Develop curricular · Offer guidance for TEVET programmes · Participate in training delivery and assessments · Provide and fund staff training · Participate in Public/Private Partnership Projects
3)	Employees	<ul style="list-style-type: none"> · Benefit from TEVET programmes that are demand-driven by employers · Participate in training delivery and assessment
4)	NGOs/Development Partners	<ul style="list-style-type: none"> · Provide funding for TEVET specific training projects · Define catchment/impact areas for specific TEVET projects · Ensure continued relevant training programmes offered by TEVET Authority · Assist in TEVET AUTHORITY visibility · Assist in identification of beneficiaries · Pay TEVET levy
5)	Students	<ul style="list-style-type: none"> · Benefit from TEVET programmes · Make the TEVET Authority more visible · Contribute financially to their Training · Manage their learning
6)	Training institutions	<ul style="list-style-type: none"> · Deliver training programmes · Adhere to offering relevant training programmes · Contribute to the funding of training implementation · Conduct quality assurance · Offer guidance on TEVET · Make TEVET visible
7)	Quality assurance bodies	<ul style="list-style-type: none"> · Facilitate the development of curricular and training materials · Monitor training delivery · Carry out external verification of assessment
8)	Awarding bodies	<ul style="list-style-type: none"> · Set, print and administer exams on behalf of the TEVET Authority · Award qualifications
9)	Community	<ul style="list-style-type: none"> · Benefit from TEVET programmes · Support implementation of training programmes · Raise visibility of TEVET
10)	Media	<ul style="list-style-type: none"> · Raise the visibility of TEVET

Vision:

An adequate and competitive workforce for export-led socio-economic growth of Malawi

Mission:

To promote and regulate sustainable provision of quality technical, entrepreneurial and vocational education and training for the Malawian workforce in a socially responsible manner.

Core Values:

The implementation of the Strategic Plan is guided by the following core values that form the TEVET Authority's beliefs and values:

- **Completeness:** TEVET programmes shall be all-embracing covering various trades, occupations and professions.
- **Demand-driven:** TEVET Authority shall support training programmes that are relevant to the needs of stakeholders.
- **Participation and Partnership:** TEVET programmes are premised on the active partnership and participation of our key stakeholders.
- **Flexibility:** TEVET programmes shall permit flexibility in response to market demands.
- **Transparency and Accountability:** TEVET Authority shall ensure that the funds are used for their designated tasks.
- **Ethics:** TEVET Authority activities will be run professionally with integrity, diligence, and responsibility.

Motto

"A Step to a Brighter Future"

Consolidated SWOT Analysis

Based on the situation analysis during development of this strategic plan, the following is a summary of the Authority's consolidated analysis of Strengths (S) and Weaknesses (W) as well as Opportunities (O) and Threats (T) popularly referred to as the SWOT Analysis.

The SWOT forms the basis for goal and strategy formulation:

The TEVET AUTHORITY'S Consolidated SWOT Analysis

POSITIVE

NEGATIVE

Strengths		Weaknesses	
INTERNAL	1) An established institution under the TEVET Act (1999)	1) Failure to influence other stakeholders to take their rightful roles	
	2) Sure source of funding	2) Inadequate promotion and visibility of TEVET Authority programmes	
	3) Well-coordinated network of experienced staff	3) Outdated labour market information	
	4) Offering popular courses	4) Inadequate research initiatives	
	5) National coverage	5) Poor conditions of service and staff incentives	
	6) Availability of systematic training curricula	6) Absence of formal linkage with other institutions of high learning	
	7) Secretariat is centrally-located	7) Absence of regular curriculum review	
	8) Established local and international networks	8) Low private sector partnership	
	9) Availability of TEVET policies	9) Lack of adherence to TEVET procedures	
	10) Availability of Registration of Training Providers' rules published in Government Gazette		
	11) Clear provisions in the TEVET Act for the recovery of the levy debt		
Opportunities		Threats	
EXTERNAL	1) Presence of political will to support TEVET Authority activities	1) Conflicting roles over parent Ministries/Departments	
	2) Vast programme market/demand availability	2) Interference of Government in the TEVET Authority operations	
	3) Possibility of expansion of TEVET programmes	3) Government's failure to pay the TEVET levy in full	
	4) Increased recognition of TEVET programmes	4) Heavy reliance on levy as a sole source of institutional funding	
	5) Presence of active private sector	5) Outdated infrastructure, equipment and instructors at training colleges	
	6) Donor goodwill and financial support	6) Lack of accreditation and recognition	
	7) Open for local and international collaborative partnerships	7) HIV and AIDS Pandemic	
		8) Availability of briefcase colleges	
		9) Lack of cooperation by some companies	
		10) Inadequate training providers	
		11) Lack of harmonisation of certificates	
		12) Inadequate structures at community level	
		13) Lack of specialised training	
		14) More emphasis on formal sector training than informal sector training	
	15) Non-responsive training markets		

TEVET Authority Strategy Pillars

The development of this Strategic Plan is founded on FIVE Strategy Pillars upon which all operations of the organisation rest. The strategy pillars are summarised as follows:

1) Access and Equity

Through this pillar, the TEVET Authority shall ensure that all learners regardless of origin and status have access to TEVET curricula and training standards, including individualised education programmes. Focus shall be put on giving technical, entrepreneurial and vocational training programmes equitably to all learners, males, females, underprivileged and the physically disadvantaged.

2) Quality and Relevance

The TEVET Authority, through this pillar, shall put value on evaluating and measuring the learning that learners attain. This will involve weighing of inputs against the documented and standardised performance outcomes as a process of improving quality of TEVET. All TEVET programmes shall be informed by evidence to ensure that all programmes are relevant and premised on the demand from the market.

3) Governance and Management

The TEVET Authority shall put in place efficient internal structures and management frameworks. All TEVET Authority operations shall be guided by principles of good corporate governance and management systems regimented by supportive organisational structures, internal management policies and regulations, and monitoring and evaluation of operations.

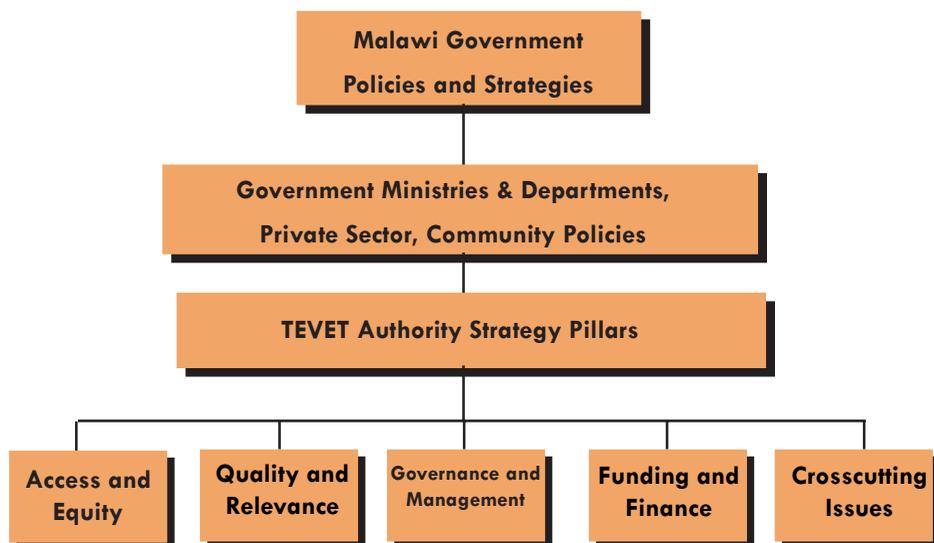
4) Funding and Financing

Through this pillar, the TEVET Authority shall ensure that there is financial sustainability and ongoing ability to generate enough resources for financing TEVET activities in pursuit of objectives of this strategic plan. The TEVET Authority shall make sure that it diversifies its source of funding.

5) Crosscutting Issues

Through this pillar, the TEVET Authority shall deal with emerging issues which affect all the functionality of TEVET activities in the other pillars.

The above Strategy Pillars are linked with Government Strategies and Policies that have a bearing on Human Resources and Skills Development. The overall TEVET Authority Strategy Pillar roadmap is diagrammatically presented as follows:



Strategic Planning Assumptions

The strategic direction of the plan is based on the following fundamental premises:-

- 1) Presence of enabling political and socio-economic environment in Malawi will prevail;
- 2) There is conducive legal environment in Malawi for the TEVET Authority operations, including enforcement of levy collection;
- 3) There is high continued demand for TEVET programmes;
- 4) Government taxation levels remain manageable by the private sector who also pay levies to the TEVET Authority;
- 5) Staff compliments will remain at sufficient levels;
- 6) There will be adequate facilities to carry out the Authority's operations economically, efficiently, and effectively; and
- 7) There will be continued mutually-supportive relationship with all Authority's primary stakeholders.

Summary of Strategic Priority Issues

These priority areas have been identified by different stakeholders as benchmarks in the implementation of this Strategic Plan. The following are such priority areas:

Investment in Training Facilities and Equipment

The TEVET Authority recognises the need to massively facilitate investment in modern facilities and equipment to make the programmes relevant to the industry needs. The Authority shall strive to promote investment in the core business functions to support TEVET provision at TEVET Provider Institutions. Consequently, the investment in equipment shall be accompanied by investment in human resource capacity development in those TEVET Provider Institutions for effective and efficient programme delivery.

TEVET Authority's Independent and Autonomous Status

As enshrined in the TEVET Act (1999), the TEVET Authority will strive to be as independent and autonomous as possible. The Board of Directors shall act as a supreme body of the institution. By restoring this status, the Authority will be able to enhance collaborative partnership with the private sector, the public sector, donors as well as the Government.

Regulatory, Funding, Training and Examining Functions

The TEVET Authority shall rearrange its functions by focusing on regulation and promotion of sustainable provision of TEVET whilst training, assessment and examining functions shall be devolved to relevant TEVET bodies and stakeholders.

Emphasis on Entrepreneurial Skills

The Authority shall strive to promote practical entrepreneurship development programmes that will enable TEVET beneficiaries to become employers through creation of viable small and medium enterprises (SMEs). It is envisaged that the Malawi economy can improve only when the productive section of the population is empowered into becoming productive entities.

Harmonisation of the TEVET Certificate

The TEVET Authority shall facilitate harmonisation of the existing qualifications and enforce the adherence to a harmonised certificate.

Collaborative Partnerships with Centres of Innovation

The TEVET Authority shall assist the nation through research and development in adapting innovation skills relevant to national development needs through collaboration with other institutions locally and globally.

Stakeholder Orientation and Involvement

For the corporate sustainability of the TEVET Authority's future operations, TEVET programmes design and delivery shall actively involve different stakeholders at all levels of programme management. The Authority shall involve stakeholders in planning, execution, monitoring and evaluation of programmes.

Goals and Strategies

The TEVET Authority plans to accomplish different fundamental objectives for the years 2013-2018 according to the identified strategy pillars. On each strategy pillar, specific implementable strategies have been formulated to address specific goals as indicated in table below:

Pillar One: Access and Equity

Goal 1	To broaden equitable access to TEVET
Objective 1	To increase spectrum of formal TEVET opportunities
Strategies	<ol style="list-style-type: none"> 1. Facilitate the expansion of training institutions 2. Intensify the career guidance and counselling to youths in secondary schools 3. Encourage multiple entry and exit strategies 4. Promote private and public sector demand-driven programmes 5. Support implementation of TEVET programmes
Objective 2	To increase spectrum of informal TEVET opportunities
Strategies	<ol style="list-style-type: none"> 1. Establish and increase capacity of community colleges and rural polytechnics 2. Promote entrepreneurship culture and training in all informal training programmes 3. Create awareness of TEVET programmes 4. Promote private and public sector demand-driven programme 5. Promote Informal sector demand driven programmes
Objective 3	To support the vulnerable and disadvantaged groups in TEVET
Strategies	<ol style="list-style-type: none"> 1. Improve infrastructure and the training environment of training providers and community colleges 2. Provide conditions attractive to girl participation in TEVET programmes 3. Provide teaching and learning materials to suit special needs groups
Objective 4	To promote gender and special needs awareness in TEVET
Strategies	<ol style="list-style-type: none"> 1. Implement gender biased recruitment and enrolment 2. Create an enabling training environment 3. Create inclusive educational system

Pillar Two: Quality and Relevance

Goal 1	To effectively regulate the TEVET market
Objective 1	To effectively coordinate TEVET functions with key stakeholders
Strategies	<ol style="list-style-type: none"> 1. Develop and manage a quality assurance system for all TEVET providers 2. Enhance adherence to TEVET rules, guidelines and procedures 3. Ensure the implementation of the approved curricula and qualifications in line with labour market needs 4. Regulate the conduct of assessment and certification relating to TEVET 5. Implement the TEVET Qualification Framework 6. Enhance coordination among TEVET Key Stakeholders 7. Enhance establishment of relevant governance structures for coordination of TEVET functions 8. Harmonise the governance and management of TEVET provision under different Government ministries, private providers and NGOs
Goal: 2	To enhance quality and relevance of TEVET
Objective 1	To promote development and adoption of appropriate technology
Strategies	<ol style="list-style-type: none"> 1. Promote innovative applied research in TEVET 2. Promote the utilization and documentation of indigenous knowl edge and skills in TEVET 3. Promote adoption of appropriate technology in TEVET 4. Promote utilization and documentation of indigenous knowl edge and skills in TEVET 5. To promote green technology and environmental friendly initiatives in TEVET
Objective 2	To gather labour market information for policy and programme planning
Strategies	<ol style="list-style-type: none"> 1. Develop effective labour market monitoring system 2. Develop effective TEVET information management system with links to labour market information system
Objective 3	To facilitate implementation of demand driven TEVET curricula
Strategies	<ol style="list-style-type: none"> 1. Enhance the skills of trainers in training provider institutions 2. Foster and promote entrepreneurial values and skills 3. Promote the provision of TEVET according to socio-economic and market needs 4. Standardise and harmonise the TEVET assessment and certification system 5. Integrate formal and informal TEVET qualification systems 6. Enhance coordination among TEVET Assessment and Awarding Bodies

Pillar Three: Governance and Management

Goal 1	To enhance and promote good governance within TEVETA systems
Objective 1	To enhance human resource management
Strategies	1. Acquire and retain suitably qualified personnel for various positions
Objective 2	To promote HIV and AIDS awareness in TEVET
Strategies	1. Provide support towards HIV and AIDS activities
Objective 3	To ensure efficient and effective use of TEVET fund resources
Strategies	1. Strengthen financial management systems 2. Develop capacity in financial management 3. Ensure cost effectiveness in all TEVET Programmes
Objective 4	To promote good governance within TEVETA systems
Strategies	1. Advocate for independence and autonomy of the Board and the Authority 2. Adopt an effective risk management framework 3. Adopt policies and procedures to ensure efficiency and effectiveness
Goal 2	To enhance visibility and image of TEVET programmes
Objective 1	To enhance corporate and social responsibility
Strategies	1. Provide support to needy communities 2. Increase partnership and participation in matters of national interest
Objective 2	To enhance publicity of TEVET systems
Strategies	1. Enhance marketing and publicity activities 2. Enhance stakeholder involvement in TEVET activities 3. Create links and networks with institutions involved in TEVET programmes

Pillar Four: Funding and Financing

Goal 1	To maintain adequate funding and financing mechanism for the TEVET system
Objective 1	To broaden TEVET income base
Strategies	1. Promote partnerships and/or donor supported programmes 2. Enhance financial and property investments 3. Promote sale of TEVETA products
Objective 2	To ensure total adherence to TEVET Act provisions
Strategies	1. Enforce TEVET levy compliance 2. Provide incentives for levy compliant companies and organisations

Objective 3	To reduce overreliance on TEVET fund
Strategies	<ol style="list-style-type: none"> 1. Enhance cost sharing in TEVET programmes 2. Introduce relevant consultancies 3. Enhance partnerships and/or donor supported programmes 4. Enhance project proposal development for donor funding 5. Promote sale of TEVETA products
Objective 4	To ensure efficient and effective use of the TEVET fund
Strategies	<ol style="list-style-type: none"> 1. Enhance transparency and accountability 2. Develop capacity in financial management 3. Ensure cost effectiveness in all TEVET Programmes

Strategy Implementation, Monitoring and Evaluation

The strategies are forward looking, designed to be accomplished several years into the future (within five years on this plan). During the implementation stage, control and evaluation of attainment of objectives will be guided by appropriate tools and instruments, where actual results will be compared against targets and that an evaluation process will be used as an input to the control and monitoring processes.

During the strategic control process, the TEVET Authority shall track strategies as they are being implemented, detecting problems of changes in its underlying premises and making necessary adjustments as the environment dictates.

While strategic control will attempt to steer the institution over an extended period, operational controls will provide post-action evaluation and control over short periods falling within one year. To be effective, operational control systems shall be based on the following four steps:

- 1) Set standards of performance
- 2) Measure actual performance quantitatively or qualitatively
- 3) Identify deviations from targets
- 4) Initiate corrective action

Critical Success Factors

The implementation process will consider the following factors:

- 1) Encourage every member of management and staff to actively participate in translating plans into actions. Create an atmosphere of **total involvement**.
- 2) Strive for continuous improvement in **Quality, Efficiency and Responsiveness**.
- 3) Control and continuously improve institutions set up for effective and efficient decision making process **guided by good information management systems**.
- 4) Take a **preventive and a proactive approach**. Management shall reward

personnel for doing prevention-oriented work and those that seek to eliminate non-value added activities.

- 5) Adopt an error-free attitude. Instil an attitude that “good enough” is not good enough anymore. A **zero-defect attitude** should become each individual’s performance standard.
- 6) Develop linkages with as many stakeholders as possible internally and externally. The success of the TEVET Authority is dependent on the **success of all stakeholders** in TEVET.

Appendix 1: Detailed Tevet Authority Swot Analysis

Here is a detailed analysis of the current status of the TEVET Authority in terms of its internal Strengths (S) and Weaknesses (W) as well as its external environmental Opportunities (O) and Threats (T) – the SWOT analysis. The detailed corporate or SWOT analysis is as follows:

Strengths

The established strengths which should be maintained or even improved upon included the following:

- 1) **An established institution under the TEVET Act (1999)**
The TEVET Authority is an established institution in Malawi offering technical, entrepreneurial and vocational education and training programmes. The institution is guided by the TEVET Act (1999). Over the past twelve years, the TEVET Authority has proved to be of great significance to many stakeholders in the country. The stakeholders include the private sector which is the engine of economic development for Malawi.
- 2) **Sure source of funding**
The TEVET Authority gets funding from levy which is currently 1% of the total wage bill from both the Private and Public sectors and Government. The Government also provides support to the Authority in the form of subvention and parliamentary appropriation for its operations,
- 3) **Well-coordinated network of experienced staff**
The TEVET Authority has management and staff members who are well qualified and experienced to carry out the management and operational activities professionally.
- 4) **Offering popular courses**
The TEVET Authority offers programmes that are in demand by most companies in Malawi.
- 5) **National coverage**
The TEVET Authority programmes cover all the three regions, i.e. Northern Region, Southern Region and Central Region with designated regional offices and training providers. The national coverage has increased accessibility of TEVET programmes.
- 6) **Availability of systematic training curricula**
Training syllabuses and materials are available to both TEVET Authority students and staff. This makes the TEVET Authority facilitated programmes

to be amongst the best managed programmes in Malawi with modules readily available.

- 7) Secretariat is centrally-located**
The management and control of TEVET Authority operations is facilitated through a centralised system that the institution has adopted. This makes coordination of regional activities more feasible.
- 8) Established local and international networks**
The TEVET Authority has local and international networks; it works hand in hand with Technical Education, Vocational and Entrepreneurship Training Authority (TEVETA) of Zambia, Botswana Training Authority (BOTA) of Botswana, International Vocational Education and Training Association (IVETA) and UNEVOC.
- 9) Availability of TEVET policies**
The TEVET Authority has clear policies that guide employees and other stakeholders on how best to run TEVET Authority activities. Such policies are even published on the TEVET Authority website for easy information dissemination.
- 10) Availability of Registration of Training Provider's Rules published in Government Gazette**
There are clear and unambiguous published registrations of training provider's rules that were Gazette by Government. All training providers are guided as to how best they can conduct themselves towards the delivered of TEVET programmes.
- 11) Clear provisions in the TEVET Act for the recovery of the levy debt**
The TEVET Authority recovery system of the due levies is clearly stipulated in the TEVET Act. Within the definitions of the Act, enforcement of the levy collections is clear and straight forward.

Weaknesses

The corporate analysis also identified some internal weaknesses which the institution should try to minimize or completely eliminate.

- 1) Failure to influence other stakeholders to take their rightful roles**
The TEVET Authority as one body has been dealing in many conflicting activities, some of which can better be done by others. For example, the TEVET Authority is supposed to act as a regulatory authority over technical, entrepreneurial and vocational education and training but at the same time engages itself in recruitment and administration of students, curricular

development and training, setting of exams and certification. This ambiguity of definitions of TEVET Authority responsibilities makes implementation of tasks difficult.

- 2) Inadequate promotion and visibility of the TEVET Authority programmes**
There is lack of publicity and awareness on the TEVET Authority's activities. The TEVET Authority is not well known in most parts of the country especially in the informal sector. This makes it difficult for the TEVET Authority to sell its training programmes in such sectors as rural areas.
- 3) Outdated labour market information**
The TEVET Authority lacks the up-to-date labour market information so that the institution can offer programmes that are relevant to the labour market in Malawi.
- 4) Inadequate research initiatives**
The TEVET Authority human resource base is not orientated to the formulation of different research activities for the institution. There is lack of research capacity to direct the TEVET Authority training initiatives for various sectors of Malawi and beyond.
- 5) Poor conditions of service and staff incentives**
The levels of remuneration and terms of service are not competitive, thereby leading to inadequate motivation and poor retention of staff.
- 6) Absence of formal linkage with other institutions of high learning**
The TEVET Authority is not formally linked with higher learning institutions that are offering technical-oriented degrees and diplomas. This is as a result of the absence of the National Qualifications Framework (NQF). The existence of linkages is important as the institution would use these as a career development path for its students.
- 7) Absence of regular curriculum review**
The TEVET curriculum is not reviewed regularly to take care of any updates in the technical, entrepreneurial and vocational education training programmes most of which are constantly changing.
- 8) Poor private sector/stakeholder interface**
The partnership between the TEVET Authority and the private sector is not fully nurtured in terms of their relevant training programmes, curricular development, apprenticeship, student attachment arrangements and student allowances during attachments. Issues regarding student attachments are still problematic. Generally, the interface that would enhance relationship between the TEVET Authority and its primary stakeholders is poor.

9) Lack of adherence to TEVET procedures

There have been cases where some programmes have been implemented without proper documentation, guidelines and approval procedures. Such programmes end up becoming failures in the process and waste a lot of institutional resources.

Opportunities

The analysis included the scanning of the environmental opportunities which the TEVET Authority must exploit for the improvement and sustainability of its operations. The external opportunities available to the Authority are as follows:

1) Presence of political will to support the TEVET Authority activities

The TEVET Authority enjoys the political will from government to run its activities. The Government supports the Authority's activities through subventions. The institution also works closely with Ministry of Labour, Ministry of Education, Science and Technology apart from the Department of Statutory Corporation and the Office of President and Cabinet.

2) Vast programme market/demand availability

Since the TEVET Authority came into being in Malawi, there has been a big demand for its training activities from the labour market. The TEVET Authority training programmes continue to enjoy an excessively high demand from both the formal and informal sectors. This is despite its limited awareness campaigns especially in the informal sectors.

3) Possibility of expansion of the TEVET Authority programmes

The TEVET Authority has the greatest potential to expand its training programmes and activities locally in the district/rural areas. The expansion would include the establishment of relevant infrastructures and provision of relevant training equipment and facilities. This would also include establishment of community or rural technical colleges.

4) Increased recognition of TEVET programmes

The TEVET Authority has started enjoying an increased recognition of its technical, entrepreneurial and vocational education and training programmes amongst companies from the private sector.

5) Presence of active private sector

Although there are seasonal payers of levies, the TEVET Authority enjoys the presence of regular payers of levies from the private sector. There should be a deliberate incentive that would attract prompt levy payments by organisations in Malawi, for instance, reduced cost of training to induce organisations to continue paying the levies.

- 6) **Development Partners goodwill and financial support**
Because of its mandate, professionalism and goodwill, the TEVET Authority continues to enjoy financial and material support from donors.
- 7) **Open for local and international collaborative partnerships**
The TEVET Authority has local and international collaborative partners who are willing to work with the authority in technical and vocational education.

Threats

The external threats which should be avoided by the institution were identified. These were:

- 1) **Conflicting roles over parent Ministries/Departments**
Despite its being an autonomous institution, the TEVET Authority experiences conflicts of roles over parent ministries and Government departments. Notable of these are the Ministry of Labour and Vocational Training; Ministry of Education, Science and Technology; Department of Statutory Corporation; and the Office of President and Cabinet.
- 2) **Interference of Government in TEVET Authority operations**
The TEVET Authority was enacted by Parliament to become an independent and autonomous body for the technical, entrepreneurial and vocational education and training in Malawi. There have been cases where Government has been interfering in the TEVET Authority activities which consequently have been a deterrent towards active participation and cooperation by the private sector.
- 3) **Government's failure to pay the TEVET levy in full**
It is a statutory requirement that all employers including the public and civil service should pay 1% of the total wage bill towards the TEVET Authority operations. However the TEVET Authority's activities are being hindered by the conspicuous default of Government in paying levies to TEVET Authority.
- 4) **Heavy reliance on levy as a sole source of institutional funding**
The institution relies mostly on the TEVET levy to run its operation. This implies that when levy is not paid by either companies or Government, the TEVET Authority activities are adversely affected. The institution also lacks any meaningful funding alternatives apart from the levy and donor sources.
- 5) **Outdated infrastructure, equipment and instructors at training colleges**
The TEVET Authority relies on both private and public training providers to run its training programmes. Unfortunately, most training colleges have

inadequate and outdated infrastructure and training equipment for modern business demands. The training instructors are also outdated as they fail to handle modern training needs.

- 6) Lack of accreditation and recognition**
The training programmes which are run in TEVET are not yet accredited by the TEVET Authority. This makes it difficult for the TEVET Authority's graduates to have a proper defined career path which can be a motivating factor to TEVET Authority students, especially the targeted youth.
- 7) HIV and AIDS Pandemic**
HIV and AIDS pandemic has led to the loss of high-level human resources which has had a widespread negative impact on the socio-economic situations in Malawi. This crisis has affected many of the TEVET Authority's stakeholders including students, employees, donors and Government.
- 8) Availability of briefcase colleges**
There has been a proliferation of many private small and medium training colleges offering programmes that are below standards and very difficult to regulate.
- 9) Lack of cooperation by some companies**
There are cases that relationship between the TEVET Authority and companies is not all that rosy. For instance, not all companies cooperate on levy payments and students attachments.
- 10) Lack of training providers**
In Malawi, there is lack of reputable training providers for the TEVET Authority's coordinated current and future programmes.
- 11) Lack of harmonisation of certificates**
There is still lack of harmonisation of TEVET qualifications with those of other institutions that are offering similar programmes in Malawi. Such qualifications include; TEVET certificate, Malawi Craft certificates, and Malawi National Trade Test. This experience is weakening the technical and vocational training provision.
- 12) Inadequate structures at community level**
TEVET at informal sector is limited because of lack of established community structures.
- 13) Lack of specialised training**
Malawi lacks specialised training for TEVET instructors in the training colleges. This is true especially with programmes involving modern technologies that are in high demand by industries.

- 14) **More emphasis on formal sector training than informal sector training**
The institution has concentrated so much of its efforts on the formal sector training programmes rather than the informal sector programmes. Unfortunately, the informal sector that comprises the majority of the Malawian business setup has been neglected or attended to minimally by TEVET. The TEVET Authority activities are minimally visible in the informal sector.
- 15) **Non-responsive training markets**
Most training providers are not responsive to the demands and needs that the private and public sectors are looking for. This makes TEVET to be non-responsive to the market demands as well.

Appendix 2:

2013 – 2018 TEVET Authority Strategic Action Plan

ACTION PLAN (IMPLEMENTATION MATRIX)

The following represents the implementation matrix which charts activities, their implementation timings, measurement metrics together with appropriate responsibilities highlighted on each activity.

Action Plan for Pillar One: Access and Equity

Goal 1		To broaden equitable access to TEVET		
Objective 1		To increase spectrum of formal TEVET opportunities		
Strategies		Activities	Performance Indicators (Baseline and Target)	Period
1.	Facilitate the expansion of training institutions	1. Lobby for establishment of new TEVET Provider Institutions. i.e. Government and Private Sector	Baseline: 0 Target: 30 institutions (5 government, 25 donors & partners)	2013 - 2018
		2. Conduct inspections of newly established TEVET Provider Institutions	Baseline: 0 Target: 30 institutions (5 government, 25 donors & partners)	2013 - 2018
		3. Register Formal TEVET Provider Institution	Baseline: 59 Target: 150 institutions	2013 - 2018
		4. Register Informal Sector TEVET Providers	Baseline: 0 Target: 300 institutions	2013 - 2018
		5. Facilitate implementation of company specific-On the job training and common tailor-made programs	Baseline: 0 Target: 25 trainings	2013 - 2018
		6. Refurbish equipment and machinery in TEVET	Baseline: 0 Target: 8 occupations	2013 - 2018

Strategies	Activities	Performance Indicators (Baseline and Target)	Period
2. Intensify the career guidance and counselling to youths in secondary schools	1. Conduct and support career guidance in primary and secondary schools	Baseline: 90 Target: 4000 secondary schools & 4000 primary schools	2013 - 2018
	2. Train educators in career guidance	Baseline: 0 Target: 150 PEAs, 8000 secondary school teachers	2013 - 2015
	3. Review career guidance book	Baseline: 0 Target: 1 Review	2013 - 2014
	4. Conduct bridging programmes for the Informal sector	Baseline: 123 Target: 500 trainees	2013 - 2018
	5. Distribute career guidance books	Baseline: 0 Target: All libraries	2013 - 2018
	6. Conduct meetings with stakeholders (National Library, NICE, Schools (to make sure that village libraries are operational))	Baseline: 0 Target: 10 meetings	2013 - 2014
	7. Establish networks with different groups working in Education access and equity	Baseline: 0 Target: 20 groups	2013 - 2018
3. Encourage multiple entry and exit strategies	1. Review calendars for institutional and industrial module delivery	Baseline: 0 Target: 5 reviews	2013 - 2018
	2. Orienting institutions and industry on the implementation of the calendar	Baseline: 0 Target: 150 institutions	2013 - 2018
	3. Establish and support RPL centres	Baseline: 0 Target: 20 centres	2013 - 2018
	4. Train RPL Implementers	Baseline: 0 Target: 200 assessors and administrators	2013 - 2018
	5. Monitor activities of RPL	Baseline: 0 Target: 20 monitoring visits	2013 - 2018
	6. Develop informal sector training programme packages	Baseline: 0 Target: 36 module packages	

	7.	Orient Informal TEVET Providers on the use of standard packages.	Baseline: 0 Target: 500 Informal TEVET providers	2013 - 2018
	8.	Conduct awareness on RPL	Baseline: 0 Target: 4 campaigns	2013 - 2015
4. Promote private and public sector demand-driven programmes	1.	Facilitate implementation of training programmes demanded by industrial groupings, associations and TACs – leading to formal certification	Baseline: 0 Target: 50 courses	2013 - 2018
	2.	Support implementation of organisation specific programme	Baseline: 207 Target: 200 courses	2013 - 2018
	3.	Facilitate formal up grader's course	Baseline: 0 Target: 600 trainees	2013 - 2018
	4.	Conduct door to door consultative awareness meetings	Baseline: 0 Target: 15 consultative meetings	2013 - 2018
	5.	Facilitate needs assessment for PSTP	Baseline: 5 Target: 5 assessments	2013 - 2018
5. Support implementation of TEVET	1.	Facilitate implementation of apprenticeship training programmes	Baseline: 0 Target: 45,000 apprentices	2013 - 2018
	2.	Facilitate provision of training tools	Baseline: 0 Target: 15000 trainees	2013 - 2018
Objective 2	To increase spectrum of informal			
Strategies	Activities		Performance Indicators	Period Responsible
1. Establish and increase capacity of community colleges and rural polytechnics	1.	Facilitate establishment of satellite skills centres, community skills development centres and village polytechnics	Baseline: 15 Target: 60 skills centres	2013 - 2018

Strategies	Activities	Performance Indicators (Baseline and Target)	Period
	2. Provide equipment in satellite skills centres, community skills development centres and village Polytechnics	Baseline: 10 Target: 60 centres	2013 - 2018
	3. Facilitate implementation of training programmes in satellite skills centres, community skills development centres and village Polytechnics.	Baseline: 346 Target: 12000 trainees	2013 - 2018
	4. Conduct TOT for Master Trainers in the informal sector	Baseline: 300 Target: 500 trainers	2013 - 2018
	5. Facilitate Informal Sector Skills Development programmes through district assemblies	Baseline: 0 Target: 3200 courses	2013 - 2018
	6. Conduct meetings with communities to provide guidelines and direction for them to effectively and sustainably run the Satellite skills development centres.	Baseline: 7 Target: 120 meetings	2013 - 2017
	7. Conduct meetings with partners and donors to lobby for support of Satellite Skills development programmes.	Baseline: 7 Target: 60	2013 - 2017
	8. Train trainers in the satellite centres	Baseline: 0 Target: 120 trainers	2013 - 2014
	9. Train TEVET District Coordinators in the district assemblies	Baseline: 0 Target: 96 coordinators	2013 - 2015
	2. Promote entrepreneurship culture and training in all informal training programmes	1. Facilitate implementation of EDEC meetings.	Baseline: 6 Target: 20 meetings
2. Facilitate implementation of SED programmes		Baseline: 13 Target: 30 groups	2013 - 2018
3. Provide start up tools and kits to Informal sector graduates		Baseline: Target: 1000 trainees	2013 - 2018
4. Conduct lobbying meetings with financing institutions to link Informal sector graduates		Baseline: 0 Target: 50 meetings	2013 - 2018

	5.	Develop entrepreneurship linkage model	Baseline: 0 Target: 1 model	2013 - 2014	
	6.	Develop Productivity Centres	Baseline: 0 Target : 3 Regional Centres	2013 - 2018	
3.	Create awareness of TEVET programmes	1.	Conduct TEVET awareness campaign meetings	Baseline: 0 Target: 10 meetings	2013 - 2018
		2.	Establish of informal sector training providers associations	Baseline: 1 Target: 6	2013 - 2018
4.	Promote private and public sector demand-driven programme	1.	Reimburse organisations on Organisation Specific Programmes	Baseline: 207 companies Target: 60 courses	2013 - 2018
		2.	Facilitate common tailor-made PST programmes	Baseline: 76 courses Target: 140 courses	2013 - 2018
		3.	Facilitate programmes of TACs	Baseline: 0 Target: 40	2013 - 2018
		4.	Procure consultancy services to facilitate the PST programmes	Baseline: 5 Target: 5 times	2013 - 2018
		5.	Develop a Policy to identify and motivate TEVETA in-house talent and skills	Baseline: 0 Target: 1 policy	2013 - 2014
5.	Promote Informal Sector demand driven programmes	1.	Facilitate formation of Informal Sector Technical Groupings.	Baseline: 0 Target: 36 districts	2013 - 2018
		2.	Develop Informal Sector Skills Development programme concepts	Baseline: 0 Target: 7	By 2013
		3.	Develop a concept for community based informal training institutions	Baseline: 0 Target: 1	By 2013
		4.	Regulate programmes facilitated by District Assemblies	Baseline: 0 Target: All programmes	2013 - 2018

Strategies	Activities	Performance Indicators (Baseline and Target)	Period
	5. Develop technical capacity of Informal Sector Master Trainers	Baseline: 0 Target: 500 Master Trainers	2013 - 2018
	6. Conduct needs assessment for Informal sector	Baseline: 2 Target: 5 assessments	2013 - 2018

Objective 3

To promote gender and special needs awareness in TEVET

Strategies	Activities	Performance Indicators (Baseline and Target)	Period
1. Improve infrastructure and the training environment of training providers and community colleges	1. Conduct inspections for formal TEVET programmes	Baseline: 0 Target: 3,000 inspections	2013 - 2018
	2. Conduct inspections for formal TEVET Provider Institutions	Baseline: 0 Target: 12000 inspection	2013 - 2018
	3. Conduct inspections for Informal Sector TEVET programmes	Baseline: 0 Target: 3000 inspections	2013 - 2018
	4. Conduct inspections for Informal Sector TEVET Providers	Baseline: 0 Target: 6000 inspections	2013 - 2018
2. Provide conditions attractive to girl participation in TEVET programmes	1. Provide merit based scholarships for girls	Baseline: 0 Target: 300 scholarships	2013 - 2018
	2. Provide bursaries for needy girls	Baseline: 50 Target: 1000 female trainees	2013 - 2018
3. Provide teaching and learning materials to suit special needs groups	1. Facilitate provision of special needs materials in the institutions	Baseline: 0 Target: 25 trades	2013 - 2018
	2. Conduct capacity development of trainers in special needs education	Baseline: 0 Target: 120 trainers	2013 - 2014

Objective 4		<i>To promote gender and special needs awareness in TEVET</i>		
Strategies	Activities	Performance Indicators (Baseline and Target)	Period	
1. Implement gender biased recruitment and enrolment	1. Recruit 50% girls in TEVET	Baseline: 30% Target: 50%	2013 - 2018	
	2. Conduct targeted career guidance for secondary school girls	Baseline: 0 Target: 32 girls	2013 - 2018	
2. Create an enabling training environment for all	1. Orient training providers on appropriate environment for people with special needs	Baseline: 0 Target: 500 training providers	2013 - 2018	
	2. Conduct Sensitisation Workshop for trainers on special needs	Baseline: 0 Target: 500 trainers	2013 - 2018	
3. Create inclusive educational system	1. Lobby for Increased appropriate infrastructure to equitably accommodate TEVET trainees	Baseline: 0 Target: 3 (one hostel per region in satellite centres)	2013 - 2018	

Action Plan for Pillar Two: Quality and Relevance

Goal 1	To Effectively Regulate The Tevet Market			
Objective 1	To effectively coordinate TEVET functions of key stakeholders			
Strategies	Activities	Performance Indicators (Baseline and Target)	Period	
1. Develop and manage a quality assurance system for all TEVET providers	1. Establish trade advisory Committees	Baseline: 0 Target: 15 TACs		2013 - 2017
	2. Conduct monitoring of TACs	Baseline: 0 Target: 20 visits		2013 - 2018
	3. Conduct training for QABs specialists in curriculum development in CBET	Baseline: 0 Target: 20 QABs specialists		2013 - 2014
	4. Review guidelines for QABs	Baseline: 0 Target: 1 review		2013 - 2014
	5. Register QABs	Baseline: 0 Target: 15 QABs		2013 - 2018
	6. Induct QABs	Baseline: 0 Target: 15 QABs		2013 - 2015
	7. Accredit QABs	Baseline: 2 Target: 15 QABs		2013 - 2017
	8. Conduct study tours	Baseline: 0 Target: 10 members of staff		2013 - 2017
2. Enhance adherence to TEVET rules, guidelines and procedures	1. Register Institutions	Baseline: 59 Target: 150 institutions		2013 - 2017
	2. Accredit Institutions	Baseline: 0 Target: 75 institutions		2013 - 2017
	3. Accredit trainers	Baseline: 0 Target: 500 trainers		2013 - 2017
	4. Accredit master craft persons	Baseline: 0 Target: 400 Master Craft Persons		2013 - 2018
	5. Accredit verifiers	Baseline: 0 Target: 300 verifiers		2013 - 2018

3.	Ensure the implementation of the approved curricula and qualifications in line with labour market needs	1.	Monitor training delivery (inspection)	Baseline: 13,745 Target: 70,000 inspections	2013 - 2018
		2.	Audit CBET implementation	Baseline: 0 Target: 250 Audit visits	2013 - 2018
		3.	Develop CBET Auditing guidelines	Baseline: 0 Target: 1 guideline	2013 - 2014
		4.	Conduct annual review of the content of demanded programmes	Baseline: 0 Target: 5 reviews	2013 - 2018
		5.	Conduct annual review/update of consultants' profiles	Baseline: 0 Target: 5 reviews	2013 - 2018
4.	Regulate the conduct of assessment and certification relating to TEVET	1.	Audit CBET Assessment and Certification	Baseline: 4 Target: 20 Audit Visits	2013 - 2018
		2.	Verification of audits of CBET assessment and certification	Baseline: 4 Target: 20 verifications	2013 - 2018
		3.	Induct Ministry officials on CBET Implementation	Baseline: 0 Target: 20 officials	2013 - 2018
		4.	Conduct award meetings	Baseline: 0 Target: 20 meetings	2013 - 2018
5.	Implement the TEVET Qualification Framework	1.	Approve Curricula used in colleges	Baseline: 0 Target: on going	2013 - 2018
		2.	Register and Publish curriculum	Baseline: 22 Target: 80 curricula	2013 - 2018
		3.	Register Awarding Bodies	Baseline: 0 Target: 15 Awarding Bodies	2013 - 2018
		4.	Regulate activities of awarding bodies	Target: 20 visits	2013 - 2018
		5.	Facilitate the formulation of NQF	Baseline: 0 Target: 1 NQF	2013 - 2018
6.	Enhance coordination among key TEVET stakeholders	1.	Develop a coordination framework	Baseline: 0 Target: 1 Framework	2013 - 2014

Strategies		Activities	Performance Indicators (Baseline and Target)	Period
7.	Enhance establishment of relevant governance structures for coordination of TEVET functions	1. Set up relevant TEVET committees	Baseline: 0 Target: 10 committees	2013 - 2017
		2. Conduct TEVET committee meetings	Baseline: 0 Target: 20 meetings	2013 - 2017
		3. Facilitate TEVETA board and board committee meetings.	Baseline: 40 Target: 40 Meetings	2013 - 2017
8.	Harmonise the governance and management of TEVET provision under different Government ministries, private providers and NGOs	1. Coordinate meetings of TEVET Inter-ministerial Committees	Baseline: 3 Target: 20 meetings	2013 - 2017
		2. Coordinate TEVET management meetings	Baseline: 8 Target: 20 meetings	2013 - 2017
Goal: 2		To enhance quality and relevance of TEVET		
Objective 1		<i>To promote development and adoption of appropriate technology</i>		
Strategies		Activities	Performance Indicators (Baseline and Target)	Period
1.	Promote adoption of appropriate technology in TEVET	1. Conduct a studies on appropriate technologies	Baseline: 0 Target: 5 studies	2013 - 2018
		2. Implement programmes using new appropriate technologies	Baseline: 0 Target: 120 programmes	2013 - 2017
2.	Promote innovative applied research in TEVET	1. Conduct research on market needs for programme implementation	Baseline: 0 Target: 5 researches	2013 - 2017
		2. Conduct sensitization meetings for associations or industrial groupings to carry out research	Baseline: 0 Target: 5 meetings	2013 - 2017
		3. Conduct research findings dissemination workshops	Baseline: 1 Target: 5 workshops	2013 - 2013

	4.	Conduct impact assessments	Baseline:1 Target: 1 assessment	2013 - 2017	
	5.	Conduct surveys	Baseline: 0 Target: 2 surveys	2013 - 2018	
	6.	Conduct research on TEVET Policy	Baseline: 0 Target: 1 research	2014 - 2015	
	7.	Establish records management system	Baseline: 0 Target: 1 system	2013 - 2015	
3.	Promote the utilisation and documentation of indigenous knowledge and skills in TEVET	1.	Collect and supply TEVET Information on indigenous skills	Baseline: 0 Target: 2 nationwide studies	2013 - 2017
		2.	Develop database of indigenous skills in Malawi	Baseline: 0 Target: 1 database	2013 - 2014
		3.	Create and maintain curriculum bank for indigenous skills in Malawi.	Baseline: 0 Target: 1 bank	2013 - 2017
		4.	Coordinate skills transfer from custodians to interested members of the society.	Baseline: 0 Target: 10 Trainings	2013 - 2017
		5.	Establish records management system	Baseline: 0 Target: 1 on going	2013 - 2015
		6.	Subscribe for access to e-resources	Baseline: 1 Target: 1 on going	2013 - 2018
		7.	Digitise records keeping and develop a repository	Baseline: 0 Target: on going	2013 - 2018
4.	Promote green technology and environmental friendly initiatives in TEVET	1.	Design policy and implement policy objective on green technology	Baseline: 0 Target: 1	2013 - 2018

Objective 2		To gather labour market information for policy and programme planning			
Strategies		Activities		Performance Indicators (Baseline and Target)	Period
1.	Develop effective TEVET information management system with links to labour market information system	1.	Establish LMIAS	Baseline: 0 Target: 1 system	2013 - 2014
		2.	Monitor TEVET activities	Baseline: 19 visits Target: 20 visits	2013 - 2018
		3.	Update TMIS	Baseline: 0 Target: 20 updates (quarterly spot checks)	2013 - 2018
2.	Develop effective labour market monitoring system	1.	Develop a tool for monitoring labour market information	Baseline: 0 Target: 1 tool	2013 - 2014
		2.	Train staff and relevant stakeholders in collection and analysis of labour market information	Baseline: 0 Target: 300 people	2013 - 2017
		3.	Evaluate labour market information status	Baseline: 0 Target: 5 evaluations	2013 - 2017
		4.	Conduct Monitoring of Labour Market Trends	Baseline: 0 Target: 20 visits	2013 - 2018
		5.	Develop documentation unit policy	Baseline: 0 Target: 1 policy	2013 - 2018
Objective 3		To facilitate implementation of demand driven TEVET curricula			
Strategies		Activities		Performance Indicators (Baseline and Target)	Period
1.	Enhance the skills of trainers in training provider institutions	1.	Induct trainers in CBET delivery in Institutions	Baseline: 717 Target: 1000 trainers	2013 - 2018
		2.	Induct trainers in CBET at Industry	Baseline: 500 Target: 600 trainers	2013 - 2018
		3.	Attach Instructors to Industry	Baseline: 80 Target: 400 instructors	2013 - 2018
		4.	Upgrade qualifications of TEVET Provider Institution trainers	Baseline: 20 Target: 100 trainers	2013 - 2018
2.	Foster and promote entrepreneurial values and skills	1.	Train instructors in practical entrepreneurship	Baseline: 0 Target: 800 instructors	2013 - 2018
		2.	Train master crafts persons in entrepreneurship skills	Baseline: 0 Target: 192 MCs	2013 - 2018

		3. Conduct meetings with government to lobby for an entrepreneurship policy for TEVET	Baseline: 0 Target: 3 meetings	2013 - 2017
3.	Promote the provision of TEVET according to socio-economic and market needs	1. Develop curricula	Baseline: 0 Target: 20 curricula	2013 - 2017
		2. Conduct annual review of curricula for Tailor Made Courses	Baseline: 3 Target: 5 reviews	2013 - 2018
4.	Standardize and harmonize the assessment and certification system	1. Induct assessors on harmonised curricula	Baseline: 0 Target: 1500 assessors	2013 - 2017
				2013 - 2014
5.	Integrate formal and informal certification systems	1. Develop RPL guidelines and procedures.	Baseline: 0 Target: 1 guideline	2013 - 2014
		2. Develop rules and guidelines for certification of Informal sector.	Baseline: 0 Target: 1 guideline	2013 - 2017
6.	Enhance coordination among TEVET assessment, awarding bodies and other partners	1. Conduct periodic meetings between TEVETA, awarding bodies and other partners.	Baseline: 8 Target: 20 meetings	

Action Plan for Pillar Three: Governance and Management

GOAL 1		To enhance good governance and management within TEVETA systems		
Objective 1		To enhance human resource management		
Strategies	Activities	Performance Indicators (Baseline and Target)	Period	
1. Acquire and retain suitably qualified personnel for various positions	1. Develop recruitment and retention policy	Baseline: 0 Target: 1 policy	2013 - 2017	
	2. Review STACOS	Baseline: 1 Target: 3 reviews	2013 - 2017	
	3. Develop human resource development policy	Baseline: 0 Target: 1 policy	2013 - 2014	
	4. Develop staff compensation Policy	Baseline: 0 Target: 1 policy	2013 - 2014	
	5. Develop a succession Plan	Baseline: 0 Target: 1 Plan	2013 - 2014	
Objective 2		To promote HIV and AIDS awareness in TEVET		
Strategies	Activities	Performance Indicators (Baseline and Target)	Period	
1. Provide support towards HIV and AIDS activities	1. Provide finances for the Implementation of HIV and AIDS programmes	Baseline: 0 Target: all HIV/AIDS programmes	2013 - 2018	
	2. Review PSTPs to establish the need for HIV and AIDS management course	Baseline: 0 Target: 1 review	2013 - 2013	
	3. Conduct HIV and AIDS management course	Baseline: 0 Target: 15 courses	2014 - 2018	
	4. Conduct delivery of HIV and AIDS training under OSHE fundamental modules for Apprenticeship	Baseline: 18 occupations Target: 50 occupations	2013 - 2018	

	5.	Develop curriculum that addresses HIV and AIDS issues	Baseline: 0 Target: 1 curriculum	2013 - 2014
	6.	Conduct awareness programmes on HIV and AIDS to staff and apprentices	Baseline: 0 Target: 5 programmes	2013 - 2018
	7.	Provide publication items on HIV and AIDS	Baseline: 0 Target: 10 publications	2013 - 2018
	8.	Appoint and train peer educators	Baseline: 0 Target: 10 educators	2013
	9.	Provide resources to staff living positively	Baseline: 0 Target: on going	2013 - 2018
Objective 3	To ensure efficient and effective use of TEVET fund resources			
Strategies	Activities		Performance Indicators (Baseline and Target)	Period
1. Strengthen financial management systems	1.	Review the accounting system	Baseline: 1 Target: 3 times	2013 - 2018
	2.	Update financial manuals	Baseline: 1 Target: 2 times	2013 - 2018
	3.	Update accounting staff on current updates on International Financial Reporting Standards (IFRSs)	Baseline: 1 Target: 5 times	2013 - 2018
2. Develop capacity in financial management	1.	Align ACCPAC system with other TEVET management system in the region	Baseline: 1 Target: 5 times	2013 - 2018
	2.	Carry out staff development programmes	Baseline: 1 Target: on going	2013 - 2018
3. Ensure cost effectiveness in all TEVET Programmes	1.	Conduct periodic review of management reports.	Baseline: 4 Target: 20 times	2013 - 2018
	2.	Train Managers on optimal resource use	Baseline: Loose Target:	2013 - 2018

Objective 4		<i>To promote good governance within TEVETA systems</i>		
Strategies		Activities	Performance Indicators (Baseline and Target)	Period
1.	Advocate for independence and autonomy of the Board and the Authority	1. Conduct awareness campaigns on the Act	Baseline: 0 Target: 5 campaigns	2013 - 2017
		2. Induct board members	Baseline: 2 Target: 2 inductions	2013 - 2017
		3. Conduct an audit for Board by an independent Audit firm	Baseline: 0 Target: 5 audits	2013 - 2018
2.	Adopt an effective risk management framework	1. Conduct consultative meetings on the development of risk management framework	Baseline: 1 Target: 5 meetings	2013 - 2014
		2. Monitor Risk Management Framework	Baseline: 0 Target: 10 times	2013 - 2018
		3. Review Risk Management Framework	Baseline: 1 review Target: 2 reviews	2016 - 2017
		4. Develop risk management policy and framework	Baseline: 1 Target: 1 framework	2013 - 2014
		5. Train staff in risk management principles	Baseline: 4 Target: 20 members of staff	2013 - 2017
		6. Induct focal persons in risk management from each Directorate	Baseline: 0 Target: 15 members of staff	2013 - 2018
3.	Adopt policies and procedures to ensure efficiency and effectiveness	1. Conduct consultative meetings on developing and reviewing of policies and procedures	Baseline: 4 Target: 2 meetings	2013 - 2017
		2. Conduct sessions to develop or review policies and procedures	Baseline: 4 Target: 20 sessions	2013 - 2017
		3. Conduct staff induction on new and reviewed policies	Baseline: 0 Target: 10 sessions	2013 - 2017
		4. Develop PSTP policies and guidelines	Baseline: 0 Target: 6 guidelines	2013 - 2018

Goal 2		To enhance visibility and image of TEVET programmes		
Objective 1		To enhance corporate and social responsibility		
Strategies		Activities	Performance Indicators (Baseline and Target)	Period
1. Provide support to needy communities	2.	1. Support needy communities	Baseline: 1 Target: 5 times	2013 - 2018
		2. Participate in matters of national interest e.g. national celebration	Baseline: 0 Target: 10 activities	2013 - 2018
	2. Attend meetings with stakeholders	Baseline: 0 Target: 10 meetings	2013 - 2018	
2. Increase partnership and participation in matters of national interest				
Objective 2		To enhance publicity of TEVET systems		
Strategies		Activities	Performance Indicators (Baseline and Target)	Period
1. Enhance marketing and public relations activities	1.	Develop an IEC policy	Baseline: 0 Target: 1 policy	2013 - 2014
	2.	Review IEC strategy	Baseline: 0 Target: 1 review	2013 - 2014
	3.	Conduct business breakfast and cocktails	Baseline: 2 Target: 15 cocktails/ breakfasts	2013 - 2018
	4.	Publicise launch of new products	Baseline: 0 Target: All new products (CBET, Strategic Plan etc)	2013 - 2018
	5.	Rebrand TEVETA Corporate Image	Baseline: 0 Target: once	2014 - 2015
	6.	Conduct TEVET Week	Baseline: 0 Target: 2 times	2013 - 2018
	7.	Produce Radio programmes	Baseline: 8 Target: As and when necessary	2013 - 2018

Strategies	Activities	Performance Indicators (Baseline and Target)	Period	
	8. Produce Television programmes	Baseline: 8 Target: As and when necessary	2013 - 2018	
	9. Conduct media tours	Baseline: 3 Target: 15 tours	2013 - 2018	
	10. Hold press conferences	Baseline: 4 Target: 15 conferences	2013 - 2018	
	11. Develop and distribute IEC promotional materials and programmes	Baseline: 4 Target: 5 times	2013 - 2018	
	12. Update website	Baseline: 0 Target: 20 times	2013 - 2018	
	13. Publish brochures and various documents	Baseline: 10,000 Target: Various	2013 - 2018	
	14. Publish newsletters	Baseline: 13,500 Target: 40,000 newsletters	2013 - 2018	
	15. Hold panel discussions	Baseline: 6 Target: 15 discussions	2013 - 2018	
	16. Sponsor media TEVET related activities	Baseline: 4 Target: 10 sponsorships	2013 - 2018	
	17. Publish annual reports	Baseline: 4 Target: 5 annual reports	2013 - 2018	
	18. Publish features	Baseline: 38 Target: 150 features	2013 - 2018	
	19. Participate in local and international fairs	Baseline: 2 Target: 5 times	2013 - 2018	
	20. Newspaper supplements	Baseline: 7 Target: 10 supplements	2013 - 2018	
	21. Publicize and advertise special events	Baseline: 97 Target: Various	2013 - 2018	
	22.. Establish a PR office in management function	Baseline: 0 Target: 1 establishment	2013 - 2014	
	2. Enhance involvement of stakeholders in TEVET activities	1. Establish linkages with media houses and other relevant stakeholders	Baseline: 2 Target: On-going	2013 - 2018

3.	Create links and networks with all institutions concerned with TEVET programmes	1.	Conduct exchange visits with institutions within Malawi and abroad	Baseline: 5 Target: 30 visits	2013 - 2017
		2.	Establish collaborating programmes with local and international institutions	Baseline: 5 Target: 30 institutions	2013 - 2017

Action Plan for Pillar Four: Funding and Financing

Goal 1	To maintain adequate funding and financing mechanism for the TEVET system			
Objective 1	To broaden TEVET income base			
Strategies	Activities	Performance Indicators (Baseline and Target)	Period	
1. Promote partnerships and/or donor supported programmes	1. Train staff in project proposal development	Baseline: 0 Target: 15 TACs	2013 - 2017	
	2. Submit project proposals for funding to TEVET programs	Baseline: 0 Target: 20 visits	2013 - 2018	
2. Enhance financial and property investments	1. Develop area 43 plot	Baseline: 0 Target: 20 QABs specialists	2013 - 2014	
	2. Develop office complex in Mzuzu	Baseline: 0 Target: 1 review		
	3. Invest in short term portfolios	Baseline: 0 Target: 15 QABs	2013 - 2014	
3. Promote sale of TEVETA products, e.g. handbooks, dacum charts, modules	1. Market the materials to various stakeholders	Baseline: 0 Target: 15 QABs	2013 - 2018	
	2. Advertise materials for sale	Baseline: 2 Target: 15 QABs	2013 - 2015	
Objective 2	To ensure total adherence to TEVET Act provisions			
Strategies	Activities	Performance Indicators (Baseline and Target)	Period	
1. Enforce TEVET levy compliance	1. Conduct periodic meetings on TEVET Levy.	Baseline: 3 meetings Target: 30 meetings	2013 - 2018	
	2. Take legal action against defaulters.	Baseline: 0 Target: All defaulters	2013 - 2018	

	3.	Identification of new employers and sectors.	Baseline: 100 employers Target: 1000 employers	2013 - 2018	
	4.	Conduct Sample Inspection.	Baseline: 500 Target: 2500 companies	2013 - 2018	
	5.	Identify and engage Levy collection agencies.	Baseline: 0 Target: 1 agency	2013 - 2018	
2.	Provide incentives for levy compliant companies and organisations	1.	Award contracts to levy compliant companies.	Baseline: 50% Target: 100% companies	2013 - 2018
		2.	Award certificate to Levy compliant employers.	Baseline: 5 Target: 25 employers	2013 - 2018
		3.	Publish levy compliant companies	Baseline 0 Target : 5 publications	2013 - 2018
Objective 3		<i>To reduce overreliance on TEVET fund</i>			
Strategies		Activities	Performance Indicators (Baseline and Target)	Period	
1.	Enhance cost-sharing in TEVET programmes	1.	Hold meetings to influence revision of fees	Baseline: 0 Target: 4 meetings	2013 - 2018
		2.	Conduct Lobby meetings with stakeholders to take over the buying of OSHE	Baseline: 0 Target: 5 meetings	2013 - 2018
		3.	Publicise agreement with government on cost sharing	Baseline: 0 Target: as required	2013 - 2018
2.	Enhance partnerships and/or donor supported programmes	1.	Conduct mapping of partners/donors	Baseline : 6 Target: 5 mapping exercises	2013 - 2018
		2.	Hold meetings with potential partners	Baseline: 6 meetings Target: 20 meetings	2013 - 2018
		3.	Conduct Lobby meetings for support	Baseline: 6 meetings Target: 15 meetings	2013 - 2018

3.	Introduce relevant consultancies	1.	Develop guidelines and incentives for staff on consultancy	Baseline: 0 Target: 1 booklet of guidelines	2013 - 2014
		2.	Train staff in conducting and management of consultancy	Baseline: 0 Target: 10 members of staff	2013 - 2014
4.	Promote Sale of TEVET products	1.	Sell TEVET products	Baseline: 0 Target: All modules	2013 - 2018
Objective 4		<i>To ensure efficient and effective use of the TEVET fund</i>			
Strategies		Activities		Performance Indicators (Baseline and Target)	Period
1.	Enhance transparency and accountability	1.	Publish annual audited financial reports	Baseline: 1 Target: 5 times	2013 - 2018
		2.	Conduct internal and external audits	Baseline: 0 Target: 100 audits	2013 - 2018
		3.	Carry out inspection of materials procured in TP's	Baseline: 0 Target: 20 times	2013 - 2018
2.	Develop capacity in financial management	1.	Align ACCPAC system with other TEVET management system in the region	Baseline: 1 Target: 5 times	2013 - 2018
		2.	Carry out staff development programmes	Baseline: 1 Target: on going	2013 - 2018
3.	Ensure cost effectiveness in all TEVET Programmes	1.	Conduct periodic review of management reports.	Baseline: 4 Target: 20 times	2013 - 2018
		2.	Train Managers on optimal resource use	Baseline: Loose Target:	2013 - 2018

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