



Technical Entrepreneurial and Vocational Education  
and Training (TEVET) Authority



2024 - 2030  
**STRATEGIC PLAN**

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## | ACRONYMS

CBET	Competence Based Education and Training
CSDC	Community Skills Development Centre
DCS	Director of Corporate Services
DOF	Director of Finance
DTP	Director of Training Programmes
DQA	Director of Quality Assurance
DoPP	Director of Policy and Planning
ECAM	Employers Consultative Association of Malawi
ED	Executive Director
EMIS	Education Management Information System
GBV	Gender Based Violence
HEMIS	Higher Education Management Information System
ICT	Information and Communication Technology
ILO	International Labour Organisation
ISTPA	Informal Sector Training Providers Association
LMIS	Labour Market Information System
MCs	Master Crafts persons
MIE	Malawi Institute of Education
MIP-1	Malawi 2063 Implementation Plan (First 10 - Years)
M&E	Monitoring and Evaluation
MGDS	Malawi Growth and Development Strategy
MoV	Means of Verification
NGO	Non-Governmental Organisation
ODeL	Open and Distant eLearning
PESTELD	Political, Economic, Social, Technological, Environmental, Legal and Demographic

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PPDA	Public Procurement and Disposal of Assets Authority
PwDs	Persons with Disabilities
R&D	Research and Development
RPL	Recognition of Prior Learning ( RPL )
SADC	Southern Africa Development Community
TEVET	Technical, Entrepreneurial and Vocational Education and Training
TMIS	TEVET Management Information System
TVET	Technical and Vocational Education and Training
UNICEF	United Nations Children's Emergency Fund
YMIS	Youth Management Information System

## | FOREWORD



The Board of Directors is pleased to present the 2024-2030 Strategic Plan for the Technical, Entrepreneurial and Vocational Education and Training (TEVET) Authority.

TEVET Authority's functions as a regulator, facilitator and promoter of the TEVET system have evolved over time. The environment in which we operate is increasingly becoming vulnerable, uncertain, complex and ambiguous, a situation that demands us to be innovative in order to respond to the ever-changing needs and demands.

This Strategic Plan is building on the many achievements registered in the previous plan (2018-2023) as well as lessons learnt while at the same time positioning the TEVET system to respond to the present needs.

In the previous Strategic Plan, we registered a number of milestones on all fronts. Worth noting are the reforms that were undertaken during the 2018-2023 period. Such reforms included: Devolvement of the curriculum development function to Malawi Institute of Education; Development of partnerships with institutions that promote Small and Medium Enterprise development, education and training financing for TEVET students; and introduction of Mobile Training Workshops for increased access to TEVET

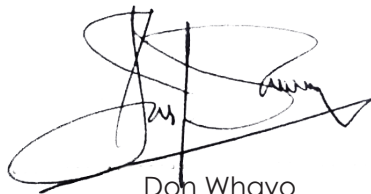
for youths in remote areas.

The Board is, therefore, confident that this strategy coined “Rethinking TEVET” re-affirms the Authority’s desire to regulate, promote and facilitate high-quality TEVET programmes and interventions that are demand-driven, innovative, and relevant to the development needs of the nation.

This Strategic Plan aligns to priorities defined by the Government of Malawi and the aspirations of the people of Malawi as enshrined in the Constitution and the Malawi 2063. It also aligns to regional and international protocols the nation is party to, such as, the African Union(AU) Continental Strategy for Technical and Vocational Education and Training (TVET), the International Labour Organisation (ILO) Decent Work Agenda and the Southern Africa Development Community (SADC) Protocol on Education and Training.

The successful implementation of this strategic plan requires strict adherence to the principles of corporate governance by the Board, Management and Staff of the Authority. Furthermore, coordination and collaboration with stakeholders from both private and public sectors are key success factors.

The Board of Directors commits its support to the realisation of the goals and objectives outlined in this strategic plan.



Don Whayo

**BOARD CHAIRPERSON**



## | PREFACE



The Technical, Entrepreneurial and Vocational Education and Training (TEVET) Authority is a regulatory body established in 1999 by an Act of Parliament. The Authority was founded to operate as an independent and autonomous body responsible for technical, entrepreneurial and vocational education and training in Malawi.

The law mandates the TEVET Authority to regulate, promote and facilitate the TEVET system in a fair, transparent, innovative, efficient and cost-effective manner for the benefit of the nation, utilising various tools and regulations that guide our operations.

This 2024-2030 Strategic Plan is, therefore, an important roadmap that defines our direction as we fulfill our mandate. It outlines the goals and aspirations of the TEVET Authority for the next six years. The development of this strategic plan, took into consideration shifts in our internal and external context, particularly the Political, Economic, Social, Technological, Environmental, Legal and Demographic issues which presented new opportunities for the Authority to reposition and modernize itself as it executes its mandate as a regulator, promoter, and facilitator of TEVET in Malawi.



This strategic plan is a tool that expresses the aspirations that the Authority would like to actualise in the period 2024-2030. It will guide our interventions as we seek to contribute to government's development agenda, the Malawi 2063, which identifies Human Capital Development as one of its enablers. The strategic plan is a culmination of extensive stakeholder consultations.

This blueprint has four strategic pillars that will guide the operations of the Authority namely: Access and Inclusivity; Quality, Technology and Innovation; Governance and Management and Financial Growth and Sustainability. The Authority will adopt a fit for purpose organizational structure and will put in place a robust performance monitoring framework that will ensure focused, efficient, effective, and adaptive programming.

As a brand, the Authority shall continue to build on its strong reputation as a formidable force in regulation, promotion and facilitation of the TEVET system for sustainable acquisition of sustainable manpower. This is a challenge we have given ourselves and we are determined to achieve this through sustainable partnerships and collaboration.

Let me take this opportunity to urge all stakeholders in the TEVET sector to embrace the notion of 'Rethinking TEVET' and fully commit to the realisation of this strategy.



**EXECUTIVE DIRECTOR**

## | **ACKNOWLEDGEMENT**

This strategic plan is a product of collaborative efforts from TEVET Authority Board of Directors, management and staff and other key TEVET stakeholders through research, interviews, workshops and other forms of information sharing. It remains a living document and stakeholders' contributions will continually be integrated to adjust to the changing environment.

Special acknowledgement and appreciation should go to the consultants, MODA Plus for facilitating the formulation of this Strategic Plan.

# SUMMARY OF THE 2024-2030 TEVET AUTHORITY STRATEGIC PLAN

## VISION:

Quality TEVET for employability and sustainable socio-economic development

## MISSION:

To regulate, promote and facilitate sustainable provision of quality Technical, Entrepreneurial and Vocational Education and Training in Malawi.

**Value 1:**  
Integrity

**Value 2:**  
Transparency and  
Accountability

**Value 3:**  
Innovativeness

**Value 4:**  
Customer  
Centric

**Value 5:**  
Team Work

## PILLARS AND OBJECTIVES

### Pillar 1

Access and  
Inclusivity

#### OBJECTIVES

1. To increase access to quality TEVET from 23,000 to 125,000 trainees by 2030;
2. To provide quality TEVET in the informal sector from 33,000 to 160,000 beneficiaries by 2030;
3. To promote equity in TEVET for vulnerable groups by 2030;

### Pillar 2

Quality, Technology  
and Innovation

#### OBJECTIVES

- 1: To increase the number of approved occupational TEVET curricula from 29 to 55 by 2030;
2. To increase the number of approved occupational tailor-made curricula from 32 to 60 by 2030;
3. To enhance the teaching and learning environment in TEVET providers;
4. To ensure relevance of TEVET curricula to labour market demands.
5. To enhance innovation support systems in TEVET by 2030.
6. To enhance adoption and use of technology in TEVET by 2030.
7. To enhance 100% evidence-based programming in TEVET by 2025;
8. To enhance compliance with Government policies and contracts implementation.
- 9: To enhance productivity in TEVET.

### Pillar 3

Governance and  
Management

#### OBJECTIVES

- 1: To enhance the oversight role of TEVET Authority Board by 2030;
2. To upgrade human resource capacity in TEVET Authority by 2030;
- 3: To enhance TEVET Authority's business systems by 2030;
- 4: To enhance the image and visibility of TEVET and TEVET Authority by 2030

### Pillar 4

Financial Growth  
and Sustainability

#### OBJECTIVES

- 1: To increase Revenue from 25% to 60 % by 2030
2. To enhance effective and efficient utilization of the TEVET Fund by 2030;
3. To ensure 100% transparency and accountability on collection and use of TEVET Fund.

2024 - 2030



## 1. INTRODUCTION

### 1.1 Background and Mandate of TEVET Authority

The Technical, Entrepreneurial and Vocational Education and Training (TEVET) Authority is a regulatory body established in 1999 by an Act of Parliament. The Authority was founded to operate as an independent and autonomous body responsible for technical, entrepreneurial and vocational and education training in Malawi.

At its establishment, the Authority was given the mandate to create an integrated TEVET system in Malawi that is demand-driven, competence based, modular, comprehensive, accessible, flexible and consolidated enough to service both the rural and urban Malawian population. The major purpose of TEVET Authority is to contribute to human resource development through, among other things, creating an enabling environment for sustainable acquisition of internationally competitive skills and competences for a productive workforce capable of spearheading the country's production and export led socio-economic growth.

### 1.2 Rationale for the Strategic Plan

The 2024-2030 Strategic Plan seeks to strengthen TEVET Authority's position as a regulator, promoter and facilitator of TEVET in the country in line with the Malawi 2063 First 10 year Implementation Plan (MIP-1) in the next six years. Specifically, this Strategic Plan:

- I. Realigns TEVET programmes to national development priorities enshrined in the Malawi 2063;
- II. Provides a focused plan of action responsive to TEVET Authority's mandate;
- III. Optimizes resource allocation within a results-based framework;
- IV. Revitalizes TEVET Authority's commitment to quality service delivery whilst enhancing accountability to its stakeholders.

### **1.3 Governance Structure of TEVET Authority**

The TEVET Authority operates under the guidance of a Board of Directors. The Board was established under Part IV Section 6 (1) of Cap 55:06 as the governance organ. Under the Board is the management team that is headed by an Executive Director (ED).

#### **1.3.1 Board of Directors**

The Board is responsible for overseeing the implementation of the TEVET Authority Strategic Plan. It is also responsible for approving management's recommendations about the future direction of the Authority. The board also oversees the management of finances, provides strategic direction, builds relationships, establishes ethical standards, values, and compliance, employs the ED, and monitors his or her performance

#### **1.3.2 Management**

The Management reports to the Board and is tasked with implementing the mandate of TEVET Authority and it is headed by the ED who is responsible for the day-to-day management of the Authority. The Authority has five Directorates, namely : Training Programmes; Quality Assurance; Finance, Corporate Services and Policy and Planning.

##### **1.3.2.1 Training Programmes**

The Directorate of Training Programmes is responsible for promotion and facilitation of formal and informal apprenticeships, productivity enhancement programmes, and entrepreneurship development programmes .

##### **1.3.2.2 Quality Assurance**

The Directorate of Quality Assurance is responsible for development and review of TEVET standards, assessment and certification, and registration and accreditation of institutions and programmes.

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### **1.3.2.3 Funding and Finance**

The Directorate of Finance is responsible for the management of funding and financing of TEVET programmes.

### **1.3.2.4 Corporate Services**

The Directorate of Corporate Services is responsible for human resource and administration services, provision of Information, Education, Communication and Technology services, legal services and procurement and disposal of assets services.

### **1.3.2.5 Policy and Planning**

The Directorate of Policy and Planning is responsible for policy formulation, strategic planning, research, monitoring and evaluation and projects development.

### **1.3.3 Internal Audit and Risk Management Division**

The Internal Audit and Risk Management Division provides assurance to Board and Management on governance, risk management, and control processes. It further checks compliance with statutory and regulatory requirements, detecting and preventing fraud, and providing advisory services.

## 2. APPROACH AND METHODOLOGY

### 2.1 Approach

An all-inclusive participatory approach was used to consult the Board, management, staff and stakeholders.

### 2.2 Methodology

Various methods were used to collect and analyse data. Results from each phase were synthesised and triangulated as presented below:

#### Phase 1: Situation Analysis

To establish the status of the organisation, the consultants conducted literature review, one-on-one consultations, Focus Group Discussions and workshops where PESTELD, SWOT analysis and Kepner Tregoe tools were used.

#### Phase 2: Vision and Mission Setting

Under this phase, the vision, mission and core values were formulated based on views from relevant stakeholders.

#### Phase 3: Strategies Formulation

Under this phase, the situation analysis was reviewed to isolate strategic issues to inform the formulation of strategies. Thereafter strategic pillars, focus areas, strategic objectives, strategies and interventions were developed.

#### Phase 4: Monitoring, Evaluation, Accountability and Learning

Under this phase, a logical framework was developed to provide a platform for performance measurement, monitoring and evaluation.



## 3. CONTEXT AND DIRECTION

### 3.1 Context Analysis

The 2024-2030 Strategic Plan development process considered the context within which the Authority is regulating, promoting and facilitating the TEVET system in Malawi. A situation analysis on stakeholders, internal and external environments was conducted to establish the successes, opportunities, threats and prevalent challenges of the TEVET system.

#### 3.1.1 Stakeholder Analysis

The TEVET Authority conducts its core business in collaboration with a number of key stakeholders that were consulted during the development of this strategic plan as presented in **Table 1**.

**Table 1: Stakeholder Analysis**

No.	STAKEHOLDER	INTEREST	COMMITMENT
1.	Ministry of Labour	<ul style="list-style-type: none"><li>• Availability of skilled workforce</li></ul>	<ul style="list-style-type: none"><li>• To provide policy direction and oversight</li><li>• Ensure sustainable financing</li></ul>
2.	National Planning Commission	<ul style="list-style-type: none"><li>• Human Capital development for socio-economic growth</li></ul>	<ul style="list-style-type: none"><li>• To provide guidance on required skill areas</li></ul>
3.	Ministry of Education	<ul style="list-style-type: none"><li>• Availability of educated and skilled workforce</li></ul>	<ul style="list-style-type: none"><li>• To provide education policy direction and oversight</li></ul>
4.	Employers' Consultative Association of Malawi (ECAM)	<ul style="list-style-type: none"><li>• Ensure training is aligned to demands of employers.</li></ul>	<ul style="list-style-type: none"><li>• Identification of skills demand areas and support for industrial based training</li><li>• Levy contribution</li></ul>
5	Malawi Congress of Trade Unions (MCTU)	<ul style="list-style-type: none"><li>• Enhanced productivity at the workplace</li></ul>	<ul style="list-style-type: none"><li>• Advocate for better wages and working conditions for TEVET graduates</li></ul>

6.	Public Sector Employers	<ul style="list-style-type: none"> <li>• Availability of skilled workforce</li> </ul>	<ul style="list-style-type: none"> <li>• Support for industrial based training</li> <li>• Levy contributions</li> </ul>
7.	Non - Governmental Organizations (NGOs)	<ul style="list-style-type: none"> <li>• Availability of skilled workforce</li> <li>• Advocacy on inclusivity in formal and Informal sector skills training</li> </ul>	<ul style="list-style-type: none"> <li>• Support for formal and informal sector training</li> <li>• Levy contributions</li> </ul>
8.	Political and Traditional Leaders	<ul style="list-style-type: none"> <li>• National development</li> <li>• Improved livelihoods of communities</li> <li>• Job creation</li> </ul>	<ul style="list-style-type: none"> <li>• Mobilisation of TEVET beneficiaries and local resources</li> <li>• Contribute to development policies that promote job creation.</li> <li>• Contribute to job creation.</li> </ul>
9.	District Councils	<ul style="list-style-type: none"> <li>• Skills development</li> <li>• Community development</li> <li>• Job creation</li> </ul>	<ul style="list-style-type: none"> <li>• Coordination of TEVET activities</li> <li>• Provision of attachment places</li> <li>• Facilitate skills training</li> </ul>
10.	TEVET Providers	<ul style="list-style-type: none"> <li>• Provide training</li> <li>• Sustainable TEVET financing</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of quality TEVET programmes</li> </ul>
11.	Development Partners	<ul style="list-style-type: none"> <li>• Improved TEVET system for socio – economic development</li> </ul>	<ul style="list-style-type: none"> <li>• Provide technical and financial support</li> <li>• Levy contributions</li> </ul>
12	Media	<ul style="list-style-type: none"> <li>• Access to information on TEVET</li> </ul>	<ul style="list-style-type: none"> <li>• Information dissemination on TEVET</li> </ul>
13	Students	<ul style="list-style-type: none"> <li>• Availability of TEVET opportunities</li> <li>• Livelihood and employment</li> </ul>	<ul style="list-style-type: none"> <li>• Payment of applicable fees</li> <li>• Attend training</li> </ul>

14	Awarding Bodies	<ul style="list-style-type: none"> <li>• Patronage of candidates</li> <li>• Ensure quality of TEVET graduates</li> </ul>	<ul style="list-style-type: none"> <li>• Assess and certify achievements</li> </ul>
15	Parliament	<ul style="list-style-type: none"> <li>• National development</li> <li>• Improved livelihoods of communities</li> </ul>	<ul style="list-style-type: none"> <li>• Make and /or amend laws</li> <li>• Lobby for parliamentary appropriations</li> </ul>
16	TEVET Authority Board of Directors	<ul style="list-style-type: none"> <li>• Promote, facilitate and regulate quality TEVET in Malawi</li> </ul>	<ul style="list-style-type: none"> <li>• Provide oversight on governance, policy and strategic direction of TEVET Authority's mandate</li> </ul>
17	Management and staff of TEVET Authority	<ul style="list-style-type: none"> <li>• Promote, facilitate and regulate quality TEVET in Malawi</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of the strategic plan and approved policies</li> </ul>

### 3.1.2 Internal and External Environmental Analysis

The TEVET Authority recognizes that TEVET should be made available to every Malawian as per the aspirations of the MW2063. Therefore, the Authority shall enhance technical, vocational education and entrepreneurial training programmes targeting all Malawians and providing them with relevant job-related skills by involving all key stakeholders. Therefore, an analysis of the internal and the external business environment was conducted using the SWOT and PESTELD.

#### 3.1.2.1 INTERNAL ENVIRONMENT (SWOT ANALYSIS)

To understand the Strengths, Weaknesses, Opportunities and Threats (SWOT) of the TEVET Authority, an analysis was conducted. **Table 2** presents summary of the findings.

**TABLE 2: SWOT ANALYSIS**

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> <li>1. Established by the TEVET Act (1999)</li> <li>2. TEVET Policy to guide its operations (2013)</li> <li>3. Steady source of funds (TEVET Levy)</li> <li>4. Existing infrastructure: offices and equipment</li> <li>5. Committed local and international partners</li> <li>6. Assured government support</li> <li>7. Availability of qualified and experienced staff</li> <li>8. Availability of supporting stakeholder engagement structures</li> <li>9. Ability to influence policy</li> <li>10. Ability to enforce compliance of TEVET regulations and standards</li> <li>11. National coverage and visibility</li> </ol>	<ol style="list-style-type: none"> <li>1. Underutilisation of existing and supporting stakeholder engagement structures</li> <li>2. Over-reliance on TEVET levy as a source of funding</li> <li>3. Low adoption of technology</li> <li>4. Poor coordination in enforcement of regulations</li> <li>5. Weak internal and external communication</li> <li>6. Slow progress in inculcating entrepreneurial culture among TEVET graduates</li> </ol>
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> <li>1. High demand for relevant and quality technical and vocational skills</li> <li>2. Growing interest and support from local and international partners.</li> <li>3. Increasing number of public and private TEVET providers</li> <li>4. Political will to promote skills development for job creation</li> <li>5. Emerging technologies, science and innovation</li> <li>6. Growing youths population</li> </ol>	<ol style="list-style-type: none"> <li>1. Narrowing of the industry base affecting TEVET programming</li> <li>2. Delayed development of the Malawi Qualification Framework (MAQF)</li> <li>3. Delayed reviews of policies and regulatory instruments</li> <li>4. Low participation of industry in TEVET</li> <li>5. Negative social-cultural beliefs on participation of females in TEVET.</li> <li>6. Absence of adequately qualified technical teachers</li> </ol>

### 3.1.2.2 EXTERNAL ENVIRONMENT

Some Political, Economic, Social, Technological, Environmental, Legal and Demographic (PESTELD) factors that have an impact on the TEVET Authority, both positively and negatively, were analysed and the findings are presented in **Table 3** below.

**Table 3: PESTELD**

1. POLITICAL FACTORS	
FACTORS	RECOMMENDATIONS
<ol style="list-style-type: none"> <li>1. Malawi is politically stable</li> <li>2. TEVET Authority mandated to collect levy</li> <li>3. TEVET given prominence in the Malawi 2063, MIP-1</li> <li>4. There is political goodwill to promote TEVET</li> </ol>	<ol style="list-style-type: none"> <li>1. Leverage on the political stability to lobby for reviews of the legal and regulatory instruments</li> <li>2. Enforce levy payments by all employers</li> <li>3. Facilitate programmes that meet the expectations of employers</li> <li>4. Explore opportunities for effective delivery of TEVETA's mandate</li> <li>5. Increase purpose-built infrastructure, teacher capacity and training equipment in TEVET Providers to increase access</li> <li>6. Emphasize private sector participation for national development</li> <li>7. Promote the enrolment of girls and other marginalized groups</li> <li>8. Deliver entrepreneurship training as a practical subject for graduates to self-employment</li> </ol>

## 2. ECONOMIC FACTORS

FACTORS	RECOMMENDATIONS
<ol style="list-style-type: none"> <li>1. Increased number of infrastructure development projects in Malawi</li> <li>2. High demand for locally made products</li> <li>3. Low economic growth rate</li> <li>4. High interest rates</li> <li>5. High inflation rates</li> <li>6. High youth unemployment rates</li> </ol>	<ol style="list-style-type: none"> <li>1. Streamline TEVET in infrastructure development projects for active participation of TEVET learners</li> <li>2. Facilitate TEVET for production of quality products</li> <li>3. Position technical skills for socio-economic development</li> <li>4. Optimize costs and improve operational efficiency</li> <li>5. Diversify revenue streams</li> <li>6. Facilitate the provision of relevant technical and vocational skills for self and wage employment</li> </ol>

## 3. SOCIAL FACTORS

FACTORS	RECOMMENDATIONS
<ol style="list-style-type: none"> <li>1. Cultural beliefs that TEVET is for men</li> <li>2. Low regard for TEVET</li> <li>3. Low access to TEVET</li> <li>4. Low equity in TEVET</li> </ol>	<ol style="list-style-type: none"> <li>1. Create awareness on TEVET for socio-economic development</li> <li>2. Facilitate the establishment of additional TEVET providers</li> <li>3. Develop deliberate policies for inclusivity in TEVET</li> </ol>

## 4. TECHNOLOGICAL FACTORS

FACTORS	RECOMMENDATIONS
<ol style="list-style-type: none"> <li>1. High demand for new technologies</li> <li>2. Low adoption of technology</li> <li>3. Low Research and Development</li> <li>4. Low level of innovation</li> </ol>	<ol style="list-style-type: none"> <li>1. Champion use of advanced technology in TEVET providers</li> <li>2. Embrace Open and Distant e-Learning (ODEL)</li> <li>3. Promote Research and Development in TEVET providers</li> <li>4. Facilitate introduction of Science, Technology and Innovation programmes</li> <li>5. Enhance trainer capacity in new technologies</li> </ol>

### 5. ENVIRONMENTAL FACTORS

FACTORS	RECOMMENDATIONS
1. Impact of climate change: floods and droughts	1. Collaborate with relevant stakeholders to develop climate-responsive curricula
2. Deforestation	2. Enhance Green TEVET
3. Poor waste management	3. Create environmental awareness
4. Opportunity for environmental conservation programming	4. Develop waste management programmes

### 6. LEGAL FACTORS

FACTORS	RECOMMENDATIONS
1. Outdated supportive laws and policies in TEVET	1. Lobby for reviews of the legal and regulatory instruments
2. Overlapping legal instruments	2. Enforce compliance to legal and regulatory instruments
3. Increased non – compliance to legal and regulatory instruments	3. Develop and implement reporting mechanism for non -compliance
	4. Increase awareness of laws affecting TEVET Authority and its stakeholders: Safety laws, Labour laws, Discrimination laws, Education laws and Employment laws

### 6. DEMOGRAPHIC FACTORS

FACTORS	RECOMMENDATIONS
1. High population growth	1. Use population dynamics for TEVET programming
2. Growing youth population Not in Employment, Education or Training (NEET)	2. Develop strategies to increase female access to TEVET
3. Population largely rural	3. Increase access to TEVET especially in rural areas
4. Population largely female	

TEVET Authority shall continue to monitor, assess and manage risks associated with political, economic, social, technological, environmental, legal and demographic factors and effectively respond to any change.

### 3.3.1 KEY STRATEGIC ISSUES AND RECOMMENDATIONS

The following is a summary of key strategic issues and recommendations based on the Situation Analysis. **Table 4** below presents the key findings and recommendations.

**Table 4: Key Findings and Recommendations**

Key finding (KF)	Recommendation(s)
<b>K.F.1.</b> Delayed reviews of the policies and regulatory instruments	<p><b>R.1.1.</b> Lobby for the finalization and speedy gazetting of the new TEVET Act and develop regulations</p> <p><b>R.1.2.</b> Lobby for the approval of the TEVET Policy</p> <p><b>R.1.3.</b> Resolution of overlapping mandates, legal and regulatory instruments</p> <p><b>R.1.4.</b> Realignment of institutional arrangements for TEVET in view of reviewed Policy and Act</p> <p><b>R.1.5.</b> Strengthen regulation of TEVET by enforcing compliance</p> <p><b>R.1.6.</b> Strengthen the regulatory capacity of the TEVET Authority</p> <p><b>R.1.7.</b> Strengthen performance management at all levels of TEVET Authority and across the TEVET system</p>
<b>K.F.2.</b> Inadequate funding and overdependence on TEVET levy affecting delivery of strategy	<b>R.2.1.</b> Intensify resource mobilization
<b>K.F.3.</b> Impact of pandemics and natural catastrophes	<p><b>R.3.1.</b> Adopt risk management and adaptation plan</p> <p><b>R.3.2.</b> Introduce ODeL in TEVET</p>
<b>K.F.4.</b> Weak quality assurance culture in Regional Service Centres	<b>R.4.1.</b> Inculcate the quality assurance culture in Regional Service Centres
<b>K.F.5.</b> Inadequate utilization of quality assurance instruments	<b>R.5.1.</b> Enforce utilization of quality assurance instruments



<p><b>K.F.6.</b> Exponential increase in skills demand especially among youths</p>	<p><b>R.6.1.</b> Expand services and capacity to meet demand/increase access</p> <p><b>R.6.2.</b> Link youth to services that help them to access TEVET in their locations</p> <p><b>R.6.3.</b> Use Technology to meet increasing skills demand</p>
<p><b>K.F.7.</b> Low client satisfaction with quality of some TEVET programmes and services</p>	<p><b>R.7.1.</b> Enhance labour market surveys to inform curriculum development</p> <p><b>R.7.2.</b> Ensure use of qualified trainers</p> <p><b>R.7.3.</b> Lobby for establishment of a Technical Teacher Training College</p> <p><b>R.7.4.</b> Enforce service charter and introduce feedback mechanisms</p> <p><b>R.7.5.</b> Undertake mass awareness campaigns to reinstate good image and confidence in TEVET programmes and services</p> <p><b>R.7.6.</b> Facilitate introduction of technologically innovative TEVET programmes</p> <p><b>R.7.7.</b> Champion replacement of obsolete training equipment</p> <p><b>R.7.8.</b> Ensure availability of training materials</p> <p><b>R.7.9.</b> Promote and invest in entrepreneurship programmes</p>
<p><b>K.F.8.</b> Low visibility of TEVET in rural areas</p>	<p><b>R.8.1.</b> Employ targeted marketing initiatives and strategic networking to gain more exposure and visibility across audiences</p>
<p><b>K.F.10.</b> Underutilization of ICT and low adoption of technology</p>	<p><b>R.10.1.</b> Conduct institutional review of ICT policy to determine pragmatic improvements in ICT</p> <p><b>R.10.2.</b> Collaboration with ICT experts to unlock technology potential</p> <p><b>R.12.3.</b> Facilitate development of e-Learning infrastructure in TEVET Provider institutions</p>



## 4.0 THE STRATEGIC PILLARS, FOCUS AREAS, OBJECTIVES AND STRATEGIES

The situation analysis led to the development of four pillars of the 2024-2030 TEVET Authority Strategic Plan. Presented below are the four pillars of the Strategic Plan.

### 4.0 STRATEGIC PILLARS

#### STRATEGIC PILLAR 1: ACCESS AND INCLUSIVITY

This pillar has strategies that will improve access to TEVET for all. It will ensure that all learners regardless of gender, age, vulnerability, economic status, and geographic location have access to TEVET.

#### STRATEGIC PILLAR 2: QUALITY, TECHNOLOGY AND INNOVATION

This pillar will ensure a quality TEVET system that conforms to all set regulations, standards and requirements. It will further champion adoption of advanced technologies and spearhead innovation and creativity in TEVET programming for the sector to respond to the ever-changing global needs.

#### STRATEGIC PILLAR 3: GOVERNANCE AND MANAGEMENT

This pillar seeks to improve the performance capacity of the Board, Management and the Authority as a whole. It will further enhance the Authority's operational systems growth, business continuity and risk management for effective and efficient implementation of the Authority's mandate.

#### STRATEGIC PILLAR 4: FINANCIAL GROWTH AND SUSTAINABILITY

This pillar has strategies to ensure that the Authority has adequate and sustainable financial base for effective and efficient implementation of its programmes. It further ensures that finance policies are in place to control budget implementation.

### 4.2 FOCUS AREAS, OBJECTIVES AND STRATEGIES

The section outlines focus areas, strategic objectives and the strategies

that are being pursued to attain the aspirations in the strategic pillars. These areas have informed the formulation of the logical framework (Annex 1).

### STRATEGIC PILLAR 1: ACCESS AND INCLUSIVITY

This pillar ensures that all learners regardless of gender, age, vulnerability, economic status, and geographic location have access to TEVET. The focus will be on quality formal apprenticeship, informal sector skills development and inclusivity.

#### FOCUS AREA 1: ACCESS TO QUALITY FORMAL APPRENTICESHIP

##### STRATEGIC OBJECTIVE 1:

**To increase access to TEVET from 23,000 to 125,000 trainees by 2030**

- ST.1. Increase training facilities
- ST.2. Increase number of competent trainers
- ST.3. Promote Open, Distance and e-Learning
- ST.4. Facilitate provision of training equipment and tools
- ST.5. Facilitate training delivery

#### FOCUS AREA 2: ACCESS TO SKILLS DEVELOPMENT PROGRAMMES IN THE INFORMAL SECTOR

##### STRATEGIC OBJECTIVE 1:

**To provide quality TEVET in the informal sector for 159,656 beneficiaries by 2030**

- ST.1. Increase training facilities
- ST.2. Increase number of trainers
- ST.3. Facilitate training delivery
- ST.4. Implement outreach skills development programmes

#### FOCUS AREA 3: INCLUSIVITY IN TEVET

##### STRATEGIC OBJECTIVE 1:

**To promote equity in TEVET for vulnerable groups by 2030**

- ST.1. Promote access of females to TEVET
- ST.2. Eliminate Gender Based Violence (GBV) in TEVET providers
- ST.3. Provide conducive learning environment for persons with disabilities in TEVET providers

#### 4.2.1 STRATEGIC PILLAR 2: QUALITY, TECHNOLOGY AND INNOVATION

This pillar focuses on Quality, Technology and Innovation. TEVET Authority shall ensure continuous alignment of TEVET to Quality Standards while promoting Technology, Innovation and Research and Development.

##### FOCUS AREA 1: QUALITY ASSURANCE

<b>STRATEGIC OBJECTIVE 1:</b> <b>To increase the number of approved occupational TEVET curricula from 29 to 55 by 2030</b>	ST.1. Develop formal Competence Based Education and Training (CBET) curricula standards ST.2. Develop CBET curricula delivery support materials
<b>STRATEGIC OBJECTIVE 2:</b> <b>To increase the number of approved tailor-made TEVET curricula from 32 to 60 by 2030</b>	ST.1. Develop formal Tailor -Made CBET curricula standards ST.2. Develop CBET tailor-made curricula delivery support materials
<b>STRATEGIC OBJECTIVE 3:</b> <b>To enhance the teaching and learning environment in TEVET Providers</b>	ST.1. Implement a Continuing Professional Development (CPD) framework for trainers in TEVET ST.2. Improve infrastructure in TEVET Providers ST.3. Provide up to date reference materials in TEVET Providers ST.4. Establish TEVET Centre of Excellence (TCoE) ST.5. Introduce cross-institution mentorship programme in TEVET
<b>STRATEGIC OBJECTIVE 4:</b> <b>To enhance the relevance of TEVET curricula to the labour market demands (MW2063)</b>	ST.1. Enhance the implementation of the Quality Assurance Framework ST.2. Enhance Inspection and Advisory Services in TEVET ST.3. Improve the conduct of CBET assessment and certification ST.4. Ensure compliance to legal and regulatory standards ST.5. Enhance entrepreneurship development programmes

<b>FOCUS AREA 2: INNOVATION AND TECHNOLOGY</b>	
<p><b>STRATEGIC OBJECTIVE 1:</b></p> <p><b>To enhance innovation support systems in TEVET by 2030</b></p>	<p>ST.1. Establish innovation support system in TEVET</p> <p>ST.2. Facilitate innovation and technology competitions</p>
<p><b>STRATEGIC OBJECTIVE 2:</b></p> <p><b>To enhance adoption and use of technology in TEVET</b></p>	<p>ST.1. Promote adoption of technologies in Malawi</p> <p>ST.2. Support green technologies, environmental and waste management initiatives in TEVET</p>
<b>FOCUS AREA 4.2.3: PLANNING, M&amp;E, RESEARCH AND DEVELOPMENT</b>	
<p><b>STRATEGIC OBJECTIVE 1:</b></p> <p><b>To enhance 100% evidence-based programming in TEVET by 2025.</b></p>	<p>ST.1. Enhance Applied Research &amp; Development in TEVET</p> <p>ST.2. Promote Results Based M&amp;E System in TEVET Authority</p> <p>ST.3. Promote capacity building in research and development (R&amp;D) to TEVET Providers</p> <p>ST.4. Enhance TEVET Information Management System</p>
<p><b>STRATEGIC OBJECTIVE 2:</b></p> <p><b>To enhance compliance with Government Policies and Contracts implementation</b></p>	<p>ST.1. Enhance coordination among TEVET stakeholders</p> <p>ST2. Enhance Reforms Contract Implementation with Government</p>
<b>FOCUS AREA 4.2.4: PRODUCTIVITY ENHANCEMENT</b>	
<p><b>STRATEGIC OBJECTIVE 1:</b></p> <p><b>To enhance National Productivity in line with the National Development Agenda (MW2063)</b></p>	<p>ST.1. Facilitate the development of a National Productivity Policy</p>



## STRATEGIC PILLAR 4: GOVERNANCE AND MANAGEMENT

Through this pillar, TEVET Authority shall ensure that there is a well-established organisational structure supported by relevant policies, procedures and controls. Additionally, the TEVET Authority shall pay particular attention to the implementation of public relations, communication and marketing strategies.

### FOCUS AREA 1: GOVERNANCE

#### STRATEGIC OBJECTIVE 1:

**To enhance the oversight role of TEVET Authority Board by 2030**

ST.1. Facilitate capacity development of the TEVET Authority Board

ST.2. Facilitate periodic Board appraisals

ST.3. Ensure 100% compliance with legal and regulatory frameworks

ST.4. Enhance the effectiveness of governance, risk management and internal controls

### FOCUS AREA 2: CORPORATE SERVICES

#### STRATEGIC OBJECTIVE 1:

**To upgrade Human Resource capacity in TEVET Authority by 2030**

ST.1. Enhance human resource capacity in the TEVET Authority

ST.2. Enhance staff motivation by 2028

ST.3. Optimize the utilization of TEVET Authority facilities

#### STRATEGIC OBJECTIVE 2:

**To enhance TEVET Authority's business systems by 2030**

ST.1. Strengthen the Procurement and Disposal of assets function

ST.2. Enhance ICT systems and service delivery

ST.3. Enhance implementation of Records Management, Archiving and Disposal system

ST.4. Enhance implementation of the Quality Management System (QMS) in TEVET Authority

#### STRATEGIC OBJECTIVE 3:

**To enhance the image and visibility of TEVET and TEVET Authority by 2030**

ST.1. Strengthen corporate engagements and communications

ST.2. Enhance marketing of programmes

ST.3. Enhance brand visibility

#### 5.4 STRATEGIC PILLAR 4: FINANCIAL GROWTH AND SUSTAINABILITY

Through this pillar, the TEVET Authority shall ensure increased revenue base, efficient utilization of funds, and proper financial reporting for sustainability, transparency and accountability.

##### FOCUS AREA 1: REVENUE AND FINANCIAL MANAGEMENT

###### STRATEGIC OBJECTIVE 1:

**To ensure Revenue Generation increase from 25 % to 60 % by 2030**

ST.1. Streamline Levy payment processes

ST.2. Enhance compliance with TEVET Act on payment of TEVET Levy

ST.3. Diversify sources of revenue

###### STRATEGIC OBJECTIVE 2:

**To ensure effective and efficient utilisation of the TEVET Fund by 2030**

ST.1. Enhance 100% adherence to financial regulations, policies and procedures.

ST.2. Reduce administrative to programs expenditure ratio from 40:60 to 30:70 by 2030

ST.3: Manage a Credit Ceiling Authority (CCA) system

##### FOCUS AREA 3: FINANCIAL REPORTING

###### STRATEGIC OBJECTIVE 1:

**To ensure 100% transparency and accountability on collection and use of the TEVET fund**

ST.1. Enhance financial reporting to all key stakeholders

ST.2. Enhance stakeholders' awareness on collection and use of TEVET fund



## 5. KEY SUCCESS FACTORS FOR THE IMPLEMENTATION OF THIS STRATEGIC PLAN

The success of this strategic plan relies on the effective, efficient and constant implementation of the interventions, availability of funds, capacity of staff, commitment and coordination of stakeholders, strong legal and statutory frameworks, political will and acceptance of aspirations outlined in this plan to enhance visibility of TEVET programmes.

In line with its mandate, the Authority shall strive for continuous improvement and be flexible to embrace change in its programming.

## 6. MONITORING AND EVALUATION

The Authority shall closely monitor and evaluate the implementation of this strategic plan, guided by a comprehensive Monitoring, Evaluation, Accountability and Learning (MEAL) plan.

The MEAL plan shall assist the TEVET Authority in;

- Tracking implementation progress both internally and externally;
- Assessing whether objectives are being achieved efficiently and effectively;
- Promoting organizational learning and encouraging adaptive management approaches; and
- Evaluating the relevance, efficiency, effectiveness, impact and sustainability of TEVET programme implementation.

The MEAL plan incorporates balanced scorecard perspectives on financial, stakeholder satisfaction, internal business processes and learning and growth as a basis for tracking the performance of the Strategic Plan.

## 7. RISK MANAGEMENT

The Authority adopts a risk-based management approach to manage all risks and take advantage of opportunities that may arise in the course of implementing this Strategic Plan. The risk analysis for this strategic plan is presented in **Appendix 2**.



## APPENDIX I: LOGICAL FRAMEWORK

### PILLAR 1: ACCESS AND INCLUSIVITY

#### Focus Area 1: Access to Quality Formal Apprenticeship

**Strategic Objective 1:** To increase access to quality TEVET from 23,000 to 125,000 trainees by 2030

Strategies	Key Interventions	Output	Key Performance Indicator (s)	Baseline	Target	Target Description	Means Of Verification (Mov)	Timeframe	Responsibility
ST1: Increase training facilities	Facilitate establishment of new TEVET providers (CTCs and NTCs)	New TEVET providers established	Number of new TEVET providers established	19	46	New TEVET providers	Progress Reports	2024-2030	DTP
	Facilitate refurbishment of TEVET providers infrastructure (NTC, CTCs and CSDCs)	TEVET providers infrastructure refurbished	Number of TEVET providers refurbished	40	68	TEVET providers refurbished	Site Visit Reports	2024-2030	DTP
ST2: Increase number of competent trainers	Support recruitment of qualified trainers in public and private TEVET providers	Qualified trainers recruited in private TEVET providers	Number of trainers recruited in private TEVET providers	300	1,280	Trainers	Staff Return Reports	2024-2030	DTP
	Create a pool of industry based trainers	Qualified trainers recruited in public TEVET providers A pool of industry-based trainers created	Number of trainers recruited in public TEVET Providers Number of industry-based trainers	300 500	580 1340	Trainers Industry based trainers	Staff Return Reports Functional Database / Reports	2024-2030 2024-2030	DTP DTP

ST3: Promote Open, Distance and e-Learning (ODEL)	Facilitate Training of Trainers in ODEL delivery	Trainer Trainers trained in ODEL TEVET delivery	Number of Trainers trained	0	350	Trainer Trainers	Progress Reports	2024-2030	DTP
	Introduce ODEL in TEVET	ODEL programmes introduced	Number of ODEL programmes introduced	0	30	ODEL Programmes	Progress Reports	2024-2030	DTP
ST4: Facilitate provision of training equipment and tools	Support TEVET providers (CTCs and CSDCs) with training equipment and tools	TEVET providers provided with training equipment	Number of TEVET providers provided with training equipment	40	68	Institutions Supported	Monitoring Reports	2024-2030	DTP
	Facilitate Public Private Skills Dialogue Forum (PPSDF) meetings in TEVET sector	Periodic meetings conducted	Number of PPSDF meetings conducted	8	24	Meetings between Industry and TPI	Progress Reports, Minutes of Meetings	2024-2030	DTP
ST5: Facilitate training delivery	Support recruitment of apprentices	Apprentices recruited	Number of apprentices recruited	23,000	125,000	Apprentices	Selection Reports/Head Counting Reports,	2024-2030	DTP
	Provide training subsidies	Apprentices provided with subsidies	Number of apprentices provided with subsidies	23,000	125,000	Apprentices	Progress Reports, Disbursement Reports	2024-2030	DTP

	Support monitoring of apprentices	Apprentices monitored	Number of apprentices monitored	23,000	125,000	Apprentices	Monitoring Reports	2024-2030	DIP
	Support external verification of apprentices assessments	Apprentices verified	Number of apprentices verified	140,188	650,188	Verifications	Verification Reports/Progress Reports	2024-2030	DIP
	Support attachment of apprentices	Apprentices attached	Number of apprentices attached	23,000	125,000	Apprentices	Cohort Tracking Matrix	2024-2030	DIP
	Facilitate progression of apprentices from CTCs to NTCs	Apprentices progressed from CTCs to NTCs	Number of apprentices progressed to CTCs and NTCs	1,500	4,300	Apprentices	Head Counting Reports/ Selection Booklet	2024-2030	DIP
	Facilitate progression of trainees from informal to formal TEVET	Apprentices progressed from informal to formal TEVET	Number of apprentices progressed from informal to formal TEVET	130	1,530	Apprentices	Head Counting Reports/Progress Reports	2024-2030	DIP
	Facilitate roll out of Level 4 TEVET programmes	Level 4 programmes rolled out	Number of level 4 programmes rolled out	2	16	Level 4 programmes	Training Progress Reports, Recruitment And Enrolment Data	2024-2030	DIP
	Facilitate implementation of dual training system	Apprentices trained through dual training system	Number of apprentices trained through dual training system	20	1000	Apprentices trained through dual training	Training Progress Reports Recruitment And Enrolment Data	2024-2030	DIP

**Focus Area 2: Access to Skills development in the Informal sector**

**Strategic Objective 1: To provide quality TEVEI in the informal sector for 159,656 beneficiaries by 2030**

Strategies	Key Interventions	Output	Key Performance Indicator (s)	Baseline	Target	Indicator Description	Means Of Verification (Mov)	Timeframe	Responsibility
ST1: Increase training facilities (CSDCs)	Facilitate refurbishment of CSDCs	CSDCs refurbished	Number of CSDCs refurbished	24	67	Refurbished CSDCs	Refurbished CsdC Site Reports	2024-2030	DTP
	Facilitate establishment of new CSDCs	New CSDCs established	Number of new CSDCs established	35	95	New CSDCs	Progress Reports	2024-2030	DTP
ST2: Increase number of competent Master Craft persons(MCs))	Create a pool of competent MCs	A pool of competent MCs created	Number of MCs identified	1,225	3,710	MCs	Reports And Functional Database of MCs	2024-2030	DTP
	Engage Informal Sector TEVEI Providers' Associations (ISTPAs) to identify trainers	Trainers identified through ISTPAs	Number of Trainers (MCs) identified	250	600	MCs	Reports	2024-2030	DTP
	Promote linkages amongst Informal Sector TEVEI Provider Associations (ISTPAs)	Linkages among ISTPAs promoted	Number of associations' meetings conducted	20	104	Quarterly meetings	Progress Reports	2024-2030	DTP
	Facilitate capacity building of MCs in pedagogy	MCs trained in pedagogical skills	Number of MCs trained	1,225	5000	MCs	Progress Reports	2024-2030	DTP

ST3: Facilitate training delivery	Support recruitment of apprentices	Apprentices recruited	Number of apprentices recruited	33,250,	192,906	Apprentices	Head Counting Reports	2024-2030	DTP
	Provide training subsidies	Training subsidies provided	Number of apprentices provided with subsidies	33,250	192,906	Apprentices	Head Counting Data	2024-2030	DTP
	Support monitoring of apprentices	Apprentices monitored	Number of apprentices monitored	33,250	192,906	Apprentices	Progress Reports	2024-2030	DTP
	Support external verification of assessment	Apprentices verified	Number of apprentices verified	33,250	328,090	Verifications	Verification Reports	2024-2030	DTP
	Facilitate Implementation of TEVET through mobile workshops	TEVET implemented through mobile workshops	Number of beneficiaries reached out through TEVET mobile workshops	770	39,130	Trainees	Progress Reports	2024-2030	DTP
	Facilitate Implementation of TEVET through CSDCs	Beneficiaries trained through CSDCs	Number of beneficiaries trained through CSDCs	7,500	103,260	Trainees	Progress Reports	2024-2030	DTP
ST4: Implement outreach skills development programmes (mainstreaming and through partnerships).	Facilitate Implementation of TEVET through artisans workshops	TEVET programmes implemented through artisans workshops	Number of beneficiaries trained through artisans workshops	7,500	33,036	Trainees	Progress Reports	2024-2030	DTP
	Support TEVET providers (CSDCs) with training equipment and tools	CSDCs provided with training equipment and tools	Number of CSDCs provided with training equipment and tools	24	102	CSDCs	Progress Reports	2024-2030	DTP

### Focus Area 3: Inclusivity in TEVET

#### Strategic Objective 1: To promote equity in TEVET for vulnerable groups by 2030

Strategies	Key Interventions	Output	Key Performance Indicators (KPIs)	Baseline	Target	Indicator Description	Mov	Timeframe	Responsibility
ST1: Promote access of females to TEVET	Provide scholarships for girls in hard skills trades	Girls benefitting from Scholarships	Number of girls benefitting from scholarships	1,000	41,600	Scholarship beneficiaries	Progress Reports, Payment Records	2024-2030	DTP
	Provide apprenticeship training bursaries for needy learners	Learners benefitting from bursaries	Number of Learners benefitting from bursaries	6,295	18,895	Bursary beneficiaries	Progress Reports, Payment Records	2024-2030	DTP
ST2: Promote reduction of Gender Based Violence (GBV) in TEVET providers	Adoption of gender policy in TEVET providers	Gender policy in TEVET providers adopted	Proportion of TEVET Providers that have adopted gender policy	0	100%	TEVET Providers	Progress Reports, Back To Office Reports, Copies of Gender Policies	2024-2030	DoPP
	Develop guidelines on Gender Based Violence (GBV) in TEVET	Guidelines on Gender Based Violence (GBV) in TEVET developed	Number of Guidelines on Gender Based Violence (GBV) in TEVET developed	0	1	Guidelines	GBV Guideline Document	2024-2030	DTP
	Advocate against GBV in TEVET providers	GBV advocacy sessions in TEVET providers conducted	Number of TEVET Providers reached out	35	196	TEVET Providers	Progress Reports, Attendance Sheets	2024-2030	DTP



ST3: Create a conducive environment for Persons with Disabilities (PwDs) in TEVET providers	Conduct baseline survey on gender parity, underprivileged and PwDs in TEVET enrollment	Baseline survey conducted	Number of Baseline surveys conducted	0	1	Baseline survey	Survey Report	2024-2030	DPP
	Conduct surveys on persons with disabilities	Surveys on persons with disabilities conducted	Number of surveys on persons with disability conducted	1	6	Survey	Survey Report	2024-2030	DoPP
	Facilitate Training of Trainers in special needs education in TEVET providers	Trainers in TEVET providers trained in special needs education.	Number of trainers in TEVET Providers trained in special needs education	24	480	Trainers	Training Report, Attendance Registers	2024-2030	DIP
	Facilitate provision of assistive devices to Persons with Disabilities in TEVET providers	Persons with Disabilities provided with assistive devices	Proportion of Persons with disabilities provided with assistive devices	20%	100%	Persons with disabilities	Quarterly Progress Reports	2024-2030	DIP

## PILLAR 2: QUALITY, TECHNOLOGY AND INNOVATIONS

### Focus Area 1: Quality Assurance

Strategic Objective 1: To increase the number of approved Occupational TEVET Curricula from 29 to 55 by 2030

Strategies	Key Intervention	Output	Key Performance Indicator (s)	Baseline	Target	Indicator Description	Means Of Verification (Mov)	Timeframe	Responsibility
ST1: Develop formal Occupational CBET Curricula	Review curriculum development framework	Curriculum development framework reviewed	Number of curriculum development frameworks reviewed	1	2	Curriculum development framework	Approved Framework	2024-2026	DQA

	Conduct periodic Training Needs Assessments (TNAs) for programmes implementation	Periodic TNAs for programme implementation conducted	Number of periodic TNAs for programme implementation conducted	5	12	TNAs	Progress Reports (Tna Report)	2024 - 2030	DoPP
	Register curricula developers	Curricula developers registered	Number of curricula developers registered	38	132	Registered curricula developers	Training Certificates, Training Reports, Database of Registered Curriculum Developers	2024 - 2026	DQA
	Develop Curricula	Curricula Developed	Number of curricula developed	29	55	Developed Occupational Curricula	Curricula Development Reports, Curricula Documents	2024 - 2030	DQA
	Facilitate implementation of the Recognition of Prior Learning (RPL)	RPL implementation facilitated	Number of RPL beneficiaries	30	5000	Occupations	Progress Reports/ Certifications/ Attendance Registers	2024-2030	DQA
ST2: Develop CBET Curricula support materials	Facilitate development of occupational sample assessment packages	Sample assessment materials package developed	Number of sample assessment materials developed	25	55	CBET occupational assessment material packages	Development Reports/ Developed Assessment Materials Packages	2024 - 2030	DQA

	Facilitate review of occupational sample assessment materials	Sample assessment material packages reviewed	Number of sample assessment material packages reviewed	29	55	Occupational CBET assessment material packages	Review Reports, Reviewed Assessment Materials Packages	2024 – 2027	DQA
	Facilitate development of occupational training manuals/ learning guides	Training manuals/ learning guides developed	Number of training manuals/Learning guides developed	10	55	Developed training manuals/ learning guides	Development Reports, Training Manual/ Learning Guide Documents	2024 - 2028	DQA
	Facilitate review of occupational training manuals/ learning guides	Training manuals/ learning guides reviewed	Number of training manuals/learning guides reviewed	2	10	Reviewed training manuals/ learning guides	Review Reports, Training Manual/ Learning Guide Document	2024 - 2028	DQA
	Facilitate the development of occupational assessment logbooks	Occupational assessment logbooks developed	Number of assessment logbooks developed	29	55	Developed assessment logbooks	Development Reports, Assessment Logbooks	2024 - 2030	DQA
	Facilitate review of occupational assessment logbooks	Occupational assessment logbooks reviewed	Number of assessment logbooks reviewed	25	55	Reviewed assessment logbooks	Review Reports, Assessment Logbooks	2024 - 2030	DQA
	Print and publish occupational CBET curricula	Occupational CBET curricula documents published	Number of occupational curricula published	29	55	CBET Curricula	Catalogue of Published Curricula	2024 - 2030	DCS

**Strategic Objective 2: To Increase the Number of Approved Tailor-Made TEVET Curricula from 32 to 57 by 2030**

ST 1: Develop tailor-made CBET curricula	Facilitate development of tailor-made curricula	Tailor-made curricula developed	Number of tailor-made curricula developed	32	60	Developed tailor-made curricula	Progress Report/ Developed Curricula Documents	2024 - 2030	DQA
	Facilitate review of tailor-made curricula	Tailor-made curricula documents reviewed	Number of tailor-made curricula reviewed	12	27	Reviewed tailor-made curricula	Progress Report/ Reviewed Curricula Documents	2024 - 2027	DQA
	Register tailor made curricula standards	Curricula standards registered	Number of curricula standards registered	32	60	Registered tailor-made curricula standards	Progress Report	2024 - 2030	DQA
	Adopt curricula for learners with special needs	Curricula for learners with special needs adopted	Number of curricula for learners with special needs adopted	1	3	Curricula for learners with special needs	Progress Reports	2024 - 2026	DQA
ST 2: Develop CBET tailor made curricula support materials	Develop occupational sample assessment materials for tailor made curricula	Sample assessment materials for tailor made curricula developed	Number of sample assessment materials developed	32	60	Developed sample assessment materials for tailor made curricula	Progress Report	2024 - 2030	DQA
	Review occupational sample assessment materials for tailor made curricula	Sample assessment support for tailor made curricula materials reviewed	Number of sample assessment support materials reviewed	12	27	Reviewed sample assessment support materials for tailor made curricula	Progress	2024 - 2027	DQA

Strategic Objective 3: To enhance Teaching and Learning Environment in TEVET Providers by 2030									
Strategies	Key Activities / Intervention	Output	Key Performance Indicator (s)	Baseline	Target	Indicator Description	Means Of Verification (Mov)	Timeframe	Responsibility
ST 1: Implement a Continuing Professional Development (CPD) Framework for TEVET Trainers	Develop occupational training manuals/ learning guides for tailor-made curricula	Training manuals/ learning guides for tailor-made curricula developed	Number of training manuals/learning guide for tailor made curricula developed	0	20	Developed training manuals/ learning guides for tailor made curricula	Development Reports/Training Manual/ Learning Guide Document	2024 - 2028	DQA
	Review occupational training manuals/ learning guides for tailor made curricula	Training manual/ learning guides for tailor made curricula reviewed	Number of training manuals/learning guide for tailor made curricula reviewed	0	10	Reviewed training manuals/ learning guides for tailor made curricula	Progress	2024 - 2028	DQA
	Develop a CPD Framework for Trainers in TEVET	CPD framework developed	Number of CPD frameworks developed	0	1	Developed CPD framework	Annual Reports/ CPD Document	2024 - 2025	DQA
	Facilitate implementation of the CPD Framework	CPD implemented	Number of trainers benefiting from CPD	75	670	Trainers	Training Reports/ Certificates	2024 - 2030	DTP
	Facilitate provision of Occupational Health and Safety (OSH) training to trainers	Trainers trained in OSH	Number of trainers trained in OSH	25	500	Trainers trained in OSH	Training Reports Certificates	2024 - 2027	DTP

Induct Trainers on CBET methodology and emerging issues on TEVET delivery	Trainers inducted on CBET methodology and emerging issues	Number of Trainers inducted	200	500	Trainers inducted	Induction Reports, Certificates	2024 - 2027	DTP
Facilitate a training course in teaching for trainers in TEVET Providers	Trainers with a certificate in teaching	Number of trainers with a certificate in teaching	125	650	Trainers	Progress Report, Certification	2024 - 2030	DTP
Facilitate attachment of trainers to industry	Trainers attached to the industry	Proportion of trainers attached to the industry	5%	80%	Proportion of trainers	Progress Reports	2024 - 2030	DTP
Capacitate TEVET providers to conduct tracer studies	TEVET providers capacitated to conduct Tracer studies	Number of TEVET providers capacitated to conduct tracer studies	15	64	TEVET providers	Tracer Study Reports	2024-2030	DoPP
Implement the Equipment Refurbishment and Replacement Plan in TEVET	Equipment Refurbishment and Replacement Plan implemented	Proportion of the Plan implemented	0	100 %	Implementation Proportion s	Progress Reports, Refurbished Institutions	2024 - 2030	DTP
Distribute relevant books for TEVET providers	Relevant books for TEVET providers distributed	Number of relevant books distributed	1057	40,000	Books/ E-books	Progress Reports	2024 - 2028	DCS
Facilitate establishment of e-library facilities in TEVET providers	TEVET Providers with operational e-library facility	Number of TEVET providers with operational e-library facilities	16	100	E-Library facilities	Progress Reports	2024 - 2027	DCS

ST2	Establish Centre of Excellence in TEVEI	Facilitate the establishment of TEVEI Centre of Excellence (TCoE)	Centre of Excellence established in TEVEI	Number of centres of Excellence established	0	1	Centre of Excellence	Reports	2024 - 2030	DCS
ST3:	Introduce cross-institution mentorship programme in TEVEI	Develop TEVEI institutional cooperative agreements between NITCs and CTCs/CSDCs ( formal)	TEVEI Institution cooperative agreements signed	Number of TEVEI institution cooperative agreements signed	3	27	MoUs	Signed MoUs	2024 - 2030	DTP
		Facilitate trainer exchange programmes	Trainer exchange programmes facilitated	Number of trainers participated in exchange programmes	6	138	Trainers	Progress Report	2024-2030	DTP
		Facilitate trainee exchange programmes	Trainee exchange programmes facilitated	Number of trainees participated in exchange programmes	14	218	Trainees	Progress Report	2024-2030	DTP
<b>Strategic Objective 4: To Ensure Relevance of Tevet Curricula To The Labour Market Demands (Mw 2063)</b>										
ST1:	Enhance the implementation of the Quality Assurance Framework in TEVEI	Establish IQACs in TEVEI providers	IQACs in TEVEI providers established	Number of IQACs established	61	186	IQACs	Progress Reports,	2024- 2030	DQA
		Monitor IQACs operations in TEVEI providers	IQACs operations monitored	Number of IQACs monitoring sessions	1	72	Monitoring visits	IQAC Monitoring Reports/ Reports from Institutions	2024 - 2030	DQA
		Conduct annual IQAC review fora	Annual IQACs review fora conducted	Number of annual IQACs review fora conducted	0	6	IQACs review fora	Progress Reports	2024 - 2030	DQA

	Facilitate orientation of staff in TEVET providers on Quality Assurance	Staff in TEVET providers oriented in quality assurance	Number of staff in TEVET providers oriented in quality assurance	60	450	Staff trained	Progress Report	2024 - 2030	DGA
ST2: Enhance Inspection and Advisory Services in TEVET	Inspect TEVET programmes delivery	TEVET programmes delivery inspections conducted	Number of Quarterly TEVET programmes delivery inspections conducted	6	26	Quarterly inspections	Inspection Reports	2024 - 2030	DGA
	Inspect TEVET providers	TEVET providers inspected	Number of TEVET providers inspected	158	640	TEVET providers	Inspection Reports	2024 - 2030	DGA
ST3: Improve the conduct of CBET assessments and certification	Conduct Surveillance Inspections	Surveillance inspection cycles conducted	Number of Quarterly surveillance Inspection conducted	10	24	Surveillance inspection cycles	Inspection Reports	2024 - 2030	DGA
	Evaluate the conduct of CBET assessments and certification	Conduct of CBET assessments and certification evaluated	Number of evaluations of the conduct of CBET assessments and certification conducted	2	6	Annual evaluations	Evaluation Reports	2024-2030	DGA
	Facilitate inspection of assessment and certification functions	Inspections cycles conducted	Number of inspection cycles conducted	5	26	Inspection cycles	Inspection Reports	2024-2030	DGA
	Audit Assessment and certification in TEVET providers	CBET assessments and certification audited	Number of TEVET providers audited	42	98	CBET assessments and certification audits	Audit Reports	2024 - 2030	DGA



	Audit registered assessment centres	Registered assessment centres audited	Number of registered assessment centres audited	3	120	Registered assessment centres	Audit Reports	2024 - 2030	DGA
	Audit accredited awarding bodies	Accredited awarding bodies audited	Number of accredited awarding bodies audited	0	20	Awarding bodies	Audit Reports	2024 - 2030	DGA
	Conduct assessment and certification review meetings	Assessments and certification review meetings conducted	Number of assessment and certification review meetings conducted	2	13	Assessment and certification review meetings	Progress Reports	2024 - 2030	DGA
ST4 Enhance compliance to legal and regulatory standards	Develop and review regulatory instruments	Regulatory instruments developed	Number of regulatory instruments developed	3	5	Developed regulatory instruments	Progress Reports	2024 - 2027	DGA
	Review regulatory instruments	Regulatory instruments reviewed	Number of regulatory instruments reviewed	2	5	Reviewed regulatory instruments	Progress Reports	2024 - 2027	DGA
	Sensitize stakeholders on legal and regulatory standards	Stakeholders sensitized	Proportion of stakeholders sensitized	55 %	100%	Proportion of TEVET providers	Progress Report	2024 - 2030	DGA
	Register TEVET providers	TEVET providers registered	Number of TEVET providers registered	63	160	Registered TEVET providers	Registration Reports, Registration Certificates	2024 - 2030	DGA

Renew registration of TEVET providers	Registration of TEVET providers renewed	Number of renewed registration for TEVET providers	63	160	TEVET providers with renewed registration	Registration Reports, Registration Certificates	2024 - 2030	DGA
Register assessment centres	Assessment Centres registered	Number of assessment centres registered	3	80	Registered assessment centres	Registration Reports, Registration Certificates	2024 - 2027	DGA
Register Assessors	Assessors registered	Number of Assessors registered	280	588	Registered Assessors	Registration Reports, Registration Certificates	2024-2030	DGA
Register Verifiers	Verifiers registered	Number of Verifiers registered	178	380	Registered Verifiers	Registration Reports, Registration Certificates	2024-2030	DGA
Accredit TEVET programmes	TEVET programmes accredited	Number of programmes accredited	0	63	Programmes	Accreditation Reports	2024-2030	DGA
Accredit TEVET Providers	TEVET Providers accredited	Number of TEVET providers accredited	0	112	Accredited TEVET providers	Accreditation Reports, Accreditation Certificate	2024 - 2030	DGA
Accredit trainers in TEVET providers	Trainers in TEVET providers accredited	Number of Trainers in TEVET providers accredited	0	350	Accredited trainers	Accreditation Reports, Accreditation Certificates, Database	2024 - 2030	DGA

	Accredit Master-Craft Persons (MCs)	MCs accredited	Number of MCs accredited	0	150	Accredited MCs	Accreditation Reports, Accreditation Certificates, Database	2024 - 2026	DGA
	Accredit awarding bodies	Awarding bodies accredited	Number of awarding bodies accredited	0	10	Awarding bodies	Accreditation Reports, Accreditation Certificate	2024 - 2026	DGA
	Establish Sector Skills Councils/ Committees	Sector Skills Councils/ Committees established	Number of Sector Skills Councils/ Committees established	0	8	Sector Skills Councils/ Committees	Progress Reports	2024 - 2030	DoPP
	Facilitate alignment and verification of qualifications in TEVET	Qualifications in TEVET aligned and verified	Number of Qualifications in TEVET aligned and verified	6	14	Aligned and verified qualifications	Progress Reports	2024 - 2030	DGA
ST 5: Promote entrepreneurship development programme	Facilitate implementation of the entrepreneurship development strategy	Implementation of the entrepreneurship development strategy facilitated	Proportion of activities in the strategy implemented	33%	100%	Proportion of activities implemented	Progress Reports,	2024 - 2030	DTP
	Review (mid-term) of the entrepreneurship development strategy	Entrepreneurship development strategy reviewed	Number of reviews	1	3	Reviews	Progress Reports,	2027 - 2028	DoPP

**Focus Area 2: Technology and Innovation**

**Strategic Objective 1: To Enhance Innovation Support Systems in TEVEI By 2030**

Strategies	Key Activities / Intervention	Output	Key Performance Indicator (s)	Baseline	Target	Indicator Description	Means Of Verification (Mov)	Timeframe	Responsibility
ST1: Establish Innovation Support Systems in TEVEI	Establish a sector wide committee for technology and innovation support	Committee for technology and innovation support established	Number of sector wide committees established	0	1	Committee	List Of Committee Members, Terms of References	2024-2026	DoPP
	Support adoption of appropriate technologies/ innovations	Appropriate technologies/ innovations supported for adoption	Number of appropriate technologies/ innovations adopted	10	66	Appropriate technologies/ innovations	Quarterly Progress Reports, Activity Completion Reports	2024-2030	DoPP
	Support appropriate technologies for further product development	Appropriate technologies supported for further product development	Number of appropriate technologies supported for further product development	10	66	Appropriate technologies	Quarterly Progress Reports, Activity Completion Reports	2024-2030	DoPP
	Facilitate establishment of innovation and incubation hubs	Innovation and incubation hubs in TEVEI established	Number of innovation and incubation hubs established	0	9	Incubation hubs	Reports, Pictures, Enrolment Figures	2024–2026	DoPP
	Establish partnerships with stakeholders on innovations, technology transfer and development	Memoranda of Understanding (MoUs) signed	Number of MoUs signed	1	7	MoUs	Copies Of Signed MoUs, Activity Completion Reports	2025-2030	DoPP

ST2: Facilitate innovation and technology competitions	Develop an innovation and technology competitions (ITCs) concept in TEVET	ITCs concept developed	Number of ITCs concepts developed	0	1	Innovation and technology competitions concept	Approved Concept	2024-2025	DoPP
	Innovation and technology competitions facilitated	Innovation and technology competitions facilitated	Number of Innovation and technology competitions facilitated	0	5	Innovation and technology competitions	Reports	2025-2030	DoPP
<b>Strategic Objective 2: To enhance adoption and use of technology in TEVET</b>									
ST1: Promote adoption of technologies in TEVET	Facilitate modernisation of equipment in TEVET providers	TEVET providers provided with modern equipment	Number of TEVET providers provided with modern equipment	23	63	TEVET Providers	Delivery Note/ Progress Reports	2024-2030	DQA
	Strengthen the use of technologies in TEVET	Technologies adopted	Number of users utilizing technologies	100	380	Users	Training Reports/ Attendance Register	2024-2030	DQA
	Automate the registration and accreditation process	Automated registration platform developed	Number of e-registration and accreditation platforms developed	0	1	E-registration and accreditation platform	Progress Report	2024 - 2030	DQA
	Facilitate digitalization of curricula to support ODEL	Curricula digitalized	Number of curricula digitalized	0	28	Digitalised curricula	Progress Reports, Digitized Curricula	2024 - 2030	DQA
	Facilitate development and implementation of TEVET online application portal	TEVET online application portal developed and implemented	TEVET online application portal developed and implemented	0	1	TEVET online application portal	Progress Report	2024 - 2030	DTP

ST 2: Support green technologies, environmental and waste management initiatives	Develop the green policy for TEVEI Authority	TEVEI Authority green policy developed	Number of Green policies developed	0	1	Policy	Published Policy	2024–2025	DoPP
	Implement the Green policy	Green policy implemented	Proportion of Green policy implementation	0	100%	Proportion implementation	Progress Reports	2025-2030	DCS
<b>Focus Area 3: Planning, Monitoring &amp; Evaluation, Research and Development</b>									
<b>Strategic Objective 1: To enhance 100% evidence-based programming in TEVEI by 2030</b>									
ST 1: Enhance applied Research & Development in TEVEI	Implement the Research Agenda	Research Agenda implemented	Proportion of Research Areas implemented	5%	100%	Research Agenda	Research Reports	2024-2026	DoPP
	Review the TEVEI Research Agenda	TEVEI Research Agenda reviewed	Number of TEVEI Research Agenda reviewed	0	1	Reviewed Research Agenda	Reviewed Document	2028- 2030	DoPP
	Conduct demand-driven surveys	Demand driven surveys conducted	Number of demand-driven surveys	12	36	Demand-driven survey	Survey Reports	2024 - 2030	DoPP
ST 2: Promote Results Based M&E system in TEVEI Authority	Develop M&E framework for the 2024-2030 strategic plan	M&E framework developed	Number of M&E frameworks developed	0	1	M&E framework	M&E Framework Document	2024-2025	DoPP
	Conduct monitoring of the implementation of the strategic plan	Implementation of the strategic plan monitored	Number of monitoring sessions	20	48	Monitoring sessions	Monitoring Reports	2024-2030	DoPP
	Conduct mid-term evaluations of the Strategic Plan	Mid- Term evaluations conducted	Number of mid-term evaluations conducted	3	5	Mid Term Evaluations	Mid Term Evaluations Report	2024-2030	DoPP
	Conduct end line evaluation of the strategic Plan	End line evaluation conducted	Number of End line evaluation conducted	1	2	End line evaluation	Evaluation Report	2024-2030	DoPP

	Conduct periodic review meetings	Review meetings conducted	Number of review meetings conducted	20	48	Review meeting	Meeting Minutes	2024-2030	DoPP
	Conduct evaluation of TEVET Authority programmes	TEVET Authority programmes evaluations conducted	Number of TEVET Authority programmes evaluations conducted	3	13	TEVET Authority programme evaluations	Evaluation Reports	2024-2030	DoPP
ST3:	Develop R&D capacity development plan for TEVET Sector	R&D capacity development plan developed	Number of R&D capacity development plan developed	0	1	R&D capacity development plan	R&D Capacity Development Reports,	2024-2030	DoPP
	Conduct national TEVET research dissemination conferences	National TEVET research dissemination conferences conducted	Number of national TEVET research dissemination conferences conducted	3	9	Research dissemination conference	National Tevet Research Dissemination Conference Abstracts And Reports	2024-2030	DoPP
ST4:	Roll out TMS to TEVET providers	TMS rolled out to TEVET providers	Proportion of TEVET providers with TMS rolled out	10%	100%	TEVET providers	Annual Reports,	2024-2030	DIP
Enhance TEVET Management Information System( TMS)	Facilitate data capturing for all registered TEVET providers in TMS	Data for all registered TEVET providers captured in TMS	Proportion of registered TEVET providers with data captured	10%	100%	Proportion TEVET providers	Progress Reports,	2024-2030	DIP
	Conduct linkages between TMS and other Management Information Systems ( MIS) such as LMS, EMIS, YMS, and HEMIS	Linkages with other MIS conducted	Number of MIS linked with TMS	0	4	Management information systems	Annual Report	2024-2030	DCS

	Conduct data quality assessment in TEVEI providers	Data quality assessment in TEVEI providers conducted	Number of data quality assessment in TEVEI providers conducted	4	10	Assessment	Progress Report	2024-2030	DoPP
	Facilitate training of TEVEI providers in records management system	Facilitation sessions in records management system conducted	Number of facilitation sessions in records management systems conducted	4	10	Facilitation sessions	Progress Report	2024-2030	DCS
<b>Strategic Objective 2: To enhance compliance with Government Policies and Contracts Implementation</b>									
ST1: Enhance coordination among TEVEI stakeholders	Develop coordination framework for TEVEI stakeholders	Coordination Framework developed	Number of frameworks developed	0	1	Framework	Approved Framework, Development Reports	2024-2025	DoPP
	Establish a Sector Working Group (SWG) for TEVEI	Sector Working Group established	Number of SWGs established	0	1	Sector Working Group	Annual Reports, Minutes of Meetings	2024-2030	DoPP
ST2: Enhance reforms contract implementation with Government	Formulate annual performance plans and budgets	Annual plans and budgets formulated	Number of plans and budgets formulated	24	31	Annual plans and budget	Approved Plans And Budget	2024-2030	DoPP
	Formulate reforms contracts with Government	Reforms contracts developed	Number of reforms contracts signed with government	2	9	Signed reforms contracts	Published Reforms Contracts	2024-2030	DoPP



Focus Area 5: Productivity Enhancement									
Strategic Objective 1: To Enhance Productivity in TEVET									
STI: Facilitate the development of a National Productivity Policy	Facilitate the development of a National Productivity Policy	National Productivity Policy developed	Number of National Productivity Policy developed	0	1	Policy	Approved Policy	2024-2025	DoPP
	Facilitate interventions for productivity in organisations	Productivity interventions facilitated	Number of short tailor-made interventions facilitated	120	400	Short tailor-made interventions	Progress Reports	2024-2030	DIP
			Number of in-service interventions facilitated	100	310	In-service interventions	Progress Reports	2024-2030	DIP

**PILLAR 3 : GOVERNANCE AND MANAGEMENT**

**FOCUS AREA 1: Governance**

**Strategic Objective 1: To Enhance the Oversight Role of TEVET Authority Board by 2030**

Strategies	Key Activities	Output	Key Performance Indicators (KPIs)	Baseline	Target	Indicator Description	Mov	Timeframe	Responsibility
STI: Facilitate capacity development programmes of the TEVET Authority Board	Conduct TEVET Authority Board evaluation	Evaluation of TEVET Authority Board conducted	Number of evaluations conducted	1	3	Evaluation	Evaluation Report	2024-2030	DCS
	Facilitate benchmarking tours for the Board	Benchmarking tours for the Board conducted	Number of Board benchmarking tours conducted	5	11	Benchmarking visits	Benchmarking Reports, Board Reports	2024-2030	DCS

		Conduct programme implementation field visits	Programme implementation field visits conducted	Number of programme implementation field visits conducted	5	11	Field visits	Reports	2024 - 2030	DCS
ST2: Facilitate periodic Board appraisals	Conduct review of the Board charter	Board charter revision conducted	Number of Board charter revisions conducted	1	3	Board charter revisions	Revised Board Charter	2026 -2028	DCS	
	Conduct orientation of the Board on the Board charter and other relevant policies and procedures	Board orientation sessions conducted	Number of Board orientation sessions conducted	1	3	Orientation sessions	Progress Report	2024 - 2027	DCS	
	Facilitate annual Board appraisal	Board performance appraisal conducted	Number of annual Board appraisals conducted	2	9	Performance appraisals	Progress Reports	2024-2030	DCS	
	Conduct Board meetings as per the Board calendar	Board meetings conducted	Number of Board meetings conducted	20	48	Board meetings	Board and Committee Minutes	2024-2030	DCS	
ST3: Ensure 100% compliance with legal and regulatory frameworks	Review of TEVET Authority policies and procedures	Policies and procedures reviewed	Number of policies and procedures reviewed	10	24	Reviews	Approved Policies and Procedures, Review Reports	2024-2030	DoPP	
	Conduct Staff sensitization sessions on the internal policies and procedures	Staff sensitization meetings conducted	Number of staff sensitization meetings conducted	1	8	Sensitization sessions	Progress Reports, Attendance Registers	2024 -2030	DoPP	
	Develop an integrity policy for TEVET Authority	Integrity policy developed	Number of integrity policies developed	0	1	Integrity policy	Published Policy	2024- 2025	DoPP	

	Conduct compliance checks on Human Resource and Administration policies	Human Resource and Administration compliance checks conducted	Number of compliance checks on Human Resource and Administration policies conducted	12	40	Compliance checks	Report	2024-2030	DCS
ST4: Enhance effectiveness of Governance, Risk Management and Internal controls	Review Internal Audit Charter	Internal Audit Charter reviewed	Number of internal audit charter reviewed	3	6	Internal audit charter reviews	Published Internal Audit Charter	2024-2030	HIARM
	Carry out scheduled audits	Scheduled audits conducted	Number of scheduled audits conducted	177	457	Internal audits	Internal Audit Reports	2024-2030	HIARM
	Implementation of audit findings and recommendations	Audit findings and recommendations implemented	Proportion of audit findings and recommendations implemented	60%	100%	Internal audit findings	Internal Audit Reports	2024-2030	HIARM
	Conduct risk assessments	Risk assessments conducted	Number of risk assessments conducted	2	6	Risk assessments	Risk Assessment Report	2024-2030	HIARM
	Develop a Business Continuity Plan	A Business Continuity Plan developed	Number of Business Continuity Plan developed	0	1	Business Continuity Plan	Report	2024-2025	DCS
	Review risk management framework	Risk management framework reviewed	Number of risk management framework reviewed	0	1	Risk management framework reviews	Approved Reviewed Risk Management Framework	2024-2025	HIARM

### FOCUS AREA 2: Corporate Services

#### STRATEGIC OBJECTIVE 1: To Upgrade Human Resource Capacity in TEVET Authority By 2030

Strategies	Key Activities / Interventions	Output	Key Performance Indicators (KPIs)	Baseline	Target	Indicator Description	Mov	Timeframe	Responsibility
ST1: Strengthen Institutional Human Resource capacity	Implement the functional review	Functional review implemented	Proportion of the functional review recommendations implemented	0%	100%	Proportion of recommendations implemented	Progress Reports	2024-2027	DCS

	Conduct staff capacity gap analysis	Staff skills gaps identified	Number of staff capacity gap analysis conducted	1	3	Capacity gap analysis	Completion Report	2024-2030	DCS
	Develop capacity development plan	Capacity development plan developed	Number of capacity development plans developed	1	4	Capacity development plan	Approved Capacity Development Plan	2024-2030	DCS
	Implement the staff capacity development plan	Staff capacity development plan implemented	Proportion of staff capacity development plan implemented	40%	100%	Proportion implemented	Quarterly Reports	2024- 2030	DCS
ST2: Enhance staff motivation programmes by 2030	Conduct staff satisfaction surveys	Staff satisfaction surveys conducted	Number of staff satisfaction surveys conducted	1	7	Surveys	Report	2024- 2030	DCS
	Conduct staff meetings	Staff feedback received	Number of staff meetings conducted	20	48	Staff meetings	Minutes	2024- 2030	DCS
	Conduct HR clinics	HR clinics implemented	Number of HR clinics conducted	1	14	HR clinics	Progress Reports	2024 - 2030	DCS
	Conduct annual performance appraisals	Staff performance appraisals conducted	Proportion of staff appraisals conducted	70%	100%	Staff appraisals	Staff Appraisal Reports	2024 - 2030	DCS
	Conduct team building activities	Team building activities conducted	Number of team building activities conducted	2	6	Team building activities	Progress Reports	2024 - 2030	DCS
	Conduct employee wellness programs	Employee wellness programs conducted	Number of staff wellness activities conducted	2	27	Staff wellness activities	Progress Reports	2024 - 2030	DCS

**STRATEGIC OBJECTIVE 2: To Enhance TEVET Authority's Business Systems by 2030**

Strategies	Key Activities / Interventions	Output	Key Performance Indicators (KPIs)	Baseline	Target	Indicator Description	MoV	Timeframe	Responsibility
ST1: Strengthen the procurement and disposal of assets function	Implement procurement module of enterprise resource planning system	Procurement modules in enterprise resource planning implemented	Proportion of procurement modules in enterprise resource planning implemented	10%	100%	Procurement modules	Progress report	2024 -2027	DCS
	Orient staff on procurement and disposal of assets processes	Staff oriented on procurement and disposal of assets processes	Proportion of staff oriented on procurement and disposal of assets processes	30%	100%	Proportion of staff	Progress report	2024 - 2030	DCS
	Implement procurement and disposal of assets plans	Procurement and disposal of assets plans implemented	Proportion of the procurement plans and disposal of assets implemented	70%	100%	Proportion implemented	Progress report	2024-2030	DCS
ST2: Enhance ICT systems and service delivery	Procurement of ICT software and licences	ICT software and licences procured	Number of procurements of ICT software and licences	5	11	Software and licences procurements	Progress reports	2024-2030	DCS
	Implement use of employee self-service system	Staff using employee self-service system	Proportion of staff using employee self-service system	30%	100%	Proportion of staff	Progress report	2024-2030	DCS
ST3: Enhance implementation of records management, archiving and disposal systems	Conduct maintenance of Wide Area Network (WAN) and ICT systems	WAN and ICT services maintenance sessions conducted	Number of WAN and ICT services maintenance sessions conducted	5	11	WAN and ICT services maintenance sessions	Progress reports	2024-2030	DCS
	Review the records management system	A records management system reviewed	Number of records management system reviewed	0	1	Records management system	Progress reports	2024-2025	DCS

	Implement the records management system	The records management system implemented	Proportion of records management plan implemented	40%	100%	Record management system	Progress reports	2024 -2030	DCS
	Subscription and management of e-resources	E-resources subscribed	Number of e-resources subscribed	5	6	Annual subscriptions	Progress reports	2024 -2030	DCS
	Digitization of records	Records digitized	Proportion of records digitized	50%	100%	Eligible records for digitization	Progress reports	2024 -2030	DCS
ST4:	Institutionalise quality management system in TEVET Authority programmes	QMS institutionalized	Proportion of QMS institutionalized	10%	100%	Proportion of QMS institutionalised	Progress reports	2024 -2026	DQA
	Train TEVET Authority staff in QMS	QMS trainings conducted	Proportional of TEVET Authority staff trained in QMS	50%	100%	Proportions of stafftrained in QMS trainings	Training reports	2024 -2030	DQA
ST5:	Rehabilitate office infrastructure	Office infrastructure rehabilitated	Number of office infrastructure rehabilitated	4	28	Infrastructure rehabilitated	Progress report	2024 - 2030	DCS
<b>STRATEGIC OBJECTIVE 3: To Enhance the Image and Visibility of TEVET and the TEVET Authority by 2030</b>									
Strategies	Key Activities / Interventions	Output	Key Performance Indicators (KPIs)	Baseline	Target	Indicator Description	Mov	Timeframe	Responsibility
ST1: Strengthen corporate engagements and communications	Review and implement service charter	Service charter reviewed	Number of service charter reviews	1	1	Approved service charter	Compliance Reports	2024-2030	DCS
	Conduct business meetings with various stakeholders	Service charter implemented	Proportion of service charter implementation	30%	100%	Service charter implementation	Compliance Reports/ Implementation Survey Reports	2024-2030	DCS
		Business meetings conducted	Number of quarterly business meeting cycles conducted	5	29	Quarterly business meeting cycle	Progress Reports	2024-2030	DCS

	Develop career fair concept	Career fair concept developed	Number of career fair concept developed	0	1	Approved career fair concept	Progress Report	2024-2026	DCS
	Conduct Career Fairs	Career fairs conducted	Number of career fairs conducted	0	17	Career fairs	Progress Reports	2024-2030	DCS
	Conduct Media engagement meetings	Media engagement meetings conducted	Number of Media engagement meetings conducted	3	13	Meetings	Progress Reports	2024-2030	DCS
ST2: Enhance digital marketing programmes	Rebuild TEVET Authority website	Website rebuilt	Number of sessions of rebuilding the website	1	3	Website rebuilding sessions	Progress Reports, Functional Website	2024-2026	DCS
	Increase TEVETA's social media presence	Social media presence increased	Proportion increase in online presence and engagements	60%	100%	Social media presence promoted and posts boosted	Progress Reports, Social Media Platforms	2024-2030	DCS
	Conduct influencer marketing engagements	Social media influencer marketing engagements conducted	Number of social media influencers engaged	1	14	Influencers marketing engagements	Progress Report	2024-2030	DCS
	Produce e-TEVET Times editions	e-TEVET Times editions produced	Number of editions of e-TEVET Times produced	3	27	E TEVET Times	Progress Reports, Published E-Copy	2024-2030	DCS
	Conduct marketing of TEVET	Marketing interventions implemented	Number of marketing interventions implemented	40	80	Marketing interventions	Progress Reports,	2024-2030	DCS
ST3: Enhance brand visibility	Develop and implement branding guidelines	Branding guidelines developed	Number of branding guidelines developed	0	1	Approved guidelines	Progress Reports, Published Guidelines	2024-2025	DCS
	Produce Information, Education and Communication (IEC) materials	Various IEC materials produced	Number of various IEC materials produced	11,250	30,500	IEC materials	Progress Reports, IEC Materials	2024-2030	DCS

	Review visibility and communication strategy	Visibility and communication strategy reviewed	Number of visibility and communication strategy	1	3	Approved visibility and communication strategy	Progress Reports, Published Communication Strategy	2024-2030	DCS
	Facilitate media coverage to TEVET activities	Media coverage to TEVET activities facilitated	Number of media coverage to TEVET activities facilitated	26	88	Media coverage	Progress Reports, Published Content	2024-2030	DCS
	Conduct Corporate Social Responsibility (CSR) activities	CSR activities conducted	Number of CSR activities conducted	3	9	CSR activities	Progress Reports	2024-2030	DCS
	Publish adverts in local media	Adverts published in local media	Number of adverts published in local media	68	183	Published adverts	Progress Reports	2024-2030	DCS
	Document success stories on radios and TV	Success stories documented on TV and radio programmes	Number of success stories documented (TV and radio programmes)	22	131	Success stories	Actual Programmes	2024-2030	DCS
	Conduct targeted awareness campaigns for rural masses	Awareness campaigns for rural masses conducted	Number of awareness campaigns conducted	30	60	Awareness campaign	Progress Reports	2024-2030	DCS

#### PILLAR 4: Financial Growth and Sustainability

##### Focus Area 1: Revenue and Financial Management

###### Strategic Objective 1: To Ensure 100 % Revenue Generation Increase By 2030

Strategies	Key Activities / Interventions	Output	Key Performance Indicator (\$)	Baseline	Targets	Indicator Description	Means Of Verification (Mov)	Timeframe	Responsibility
STI: Streamline TEVET Levy payment processes	Introduce mobile money payment platforms	Mobile money platforms introduced	Number of payment platforms introduced	0	2	Platforms	Bank Reconciliation Statement And Completion Report	2024-2025	DoF



	Open Levy collection accounts with all registered commercial banks	Levy collection accounts opened with all registered commercial banks	Number of registered commercial banks having a levy collection account	6	8	Levy collection accounts	Bank Account Reconciliation Reports	2024-2025	DoF
	Facilitate introduction of TEVET levy payment option on MIRA tax payment portal	TEVET levy payment option on MIRA tax payment portal introduced	Number of TEVET levy payment option on MIRA tax payment portal introduced	0	1	Portal	Completion Reports	2024-2026	DoF
	Evaluate implementation of the MOU with MIRA on levy collection	Evaluation of MOU with MIRA on levy collection conducted	Number of evaluations conducted	1	3	Evaluations	Evaluation Reports	2024-2030	DoF
ST2:	Conduct awareness activities on TEVET levy	Awareness activities on TEVET levy conducted	Number of TEVET levy awareness activities conducted	16	36	Awareness activities	Progress Reports	2024-2030	DCS
	Register new levy payers	New levy payers registered	Proportion of new levy payers registered	25 %	60 %	Proportions of new levy payers	Progress Reports	2024-2030	DoF
	Facilitate legal action against non-compliant levy payers	Legal action against non-compliant levy payers facilitated	Proportion of non-compliant levy payers prosecuted	20%	100%	Proportion of non-compliant levy payers prosecuted	Quarterly Progress Reports Litigation Documents	2024-2030	DoF
	Conduct periodic reconciliations of levy payer accounts	Levy payer accounts reconciled	Proportion of levy payer accounts reconciled	50	100%	Proportion of levy payer accounts	Levy Payer Accounts Reconciliation Reports	2024-2030	DoF
	Conduct quarterly review meetings on the performance of levy collection	Quarterly review meetings on performance of levy collection conducted	Number of review meetings on performance of levy collection conducted	20	44	Quarterly review meetings	Quarterly Progress Reports	2024-2030	DoF

ST13	Diversify sources of revenue	Develop Resource Mobilization Strategy	Resource Mobilization Strategy developed	Number of Resource Mobilization Strategies developed	0	1	Resource Mobilization Strategy	Published Resource Mobilization Strategy	2024-2025	DoPP
		Develop TEVET Sector Investment plan	TEVET sector investment plan developed	Number of TEVET sector investment plans developed	0	1	TEVET sector investment plan	Published TEVET Sector Investment Plan	2024-2025	DoPP
		Conduct evaluation of the Resource Mobilization Strategy	Resource Mobilization Strategy evaluated	Number of Resource Mobilization Strategy evaluated	0	2	Evaluations	Evaluation Reports	2027-2030	DoPP
		Develop capacity of TEVET providers in funding proposal development	TEVET providers capacitated in funding proposal development	Number of TEVET providers capacitated in funding proposal development	12	79	TEVET providers	Progress Report	2024-2030	DoPP

### Strategic Objective 2. To Enhance Effective And Efficient Utilisation of the TEVET Fund By 2030

Strategies	Key Activities/ Interventions	Output	Key Performance Indicator (\$)	Baseline	Target	Indicator Description	Means Of Verification (Mov)	Timeframe	Responsibility
ST1: Ensure 100% adherence to financial regulations, policies and procedures.	Conduct orientation meetings for TEVET providers on the Finance Management Manual	Orientation meetings conducted	Number of orientation meetings	10	22	Orientation meetings	Reports, Attendance Register	2024-2030	DoF
	Review TEVET Policies and Procedures Manual	TEVET Policies and Procedures Manual reviewed	Number of reviews for the TEVET Policies and Procedures Manual	0	1	Reviewed TEVET Policies and Procedures Manual	Published Revised TEVET Policies And Procedures Manual	2025-2026	DoF
	Review TEVET providers Finance Management Manual	TEVET providers Finance Management Manual reviewed	Number of reviews of TEVET providers Finance Management Manual	1	2	Reviewed TEVET providers Finance Management Manual	- Published Revised Finance Management Manual	2026-2027	DoF

	Monitor use of TEVEI providers Finance Management Manual	TEVEI providers Finance Management Manual monitored	Proportion of usage of TEVEI providers Finance Management Manual	40%	100%	Proportion of institutions	Quarterly Progress Reports	2024-2030	DoF
	Implement Enterprise Resource Planning (ERP)	ERP implemented	Number of modules implemented	4	9	Modules	Progress Reports	2024-2026	DoF
	Implement a Treasury Management System in line with Credit Ceiling Authority (CCAs)	Treasury Management System implemented	Proportional liquidity of the organization	0	100%	Liquidity ratio	Expenditure Returns Monthly Cash Flows -Progress Report	2024-2030	DoF
ST.2	Reduce administrative programmes to expenditure ratio from 40:60 to 30:70	Conduct orientation meetings on budget implementation and cost cutting guidelines	Number of orientation meetings on cost cutting guidelines conducted	0	6	Orientation meetings	Progress Reports	2024-2030	DoF
	Implement cost-cutting guidelines	Cost-cutting guidelines implemented	Proportion of cost-cutting activities implemented	0	100%	Cost-cutting activities	Quarterly Progress Report	2024-2030	DoF
	Monitor implementation of Financial Control Systems	Financial Control Systems monitored	Number of Financial Control Systems monitored	0	28	Monitoring sessions	Quarterly Progress Report Audit Reports	2024-2030	DoF

### FOCUS AREA 3: Financial Reporting

Strategic Objective 1: To ensure 100% transparency and Accountability on Collection and Use of the TEVET Fund.

Strategies	Key Activities / Interventions	Output	Key Performance Indicators (KPIs)	Baseline	Target	Indicator Description	Means Of Verification ( Mov)	Timeframe	Responsibility
ST.1 Enhance financial reporting to all key stakeholders	Facilitate the conduct of External Audits	External Audits conducted	Number of External Audits conducted	5	11	External Audits	Audited Financial Statement Report	2024-2030	DoF
	Publish Annual Reports	Annual reports published	Number of annual reports published	15	21	Published Annual Reports	Published Annual Reports	2024-2030	DCS
	Produce quarterly financial performance reports	Quarterly financial performance reports produced	Number of financial performance reports produced	20	44	Quarterly financial reports	Quarterly Progress Reports	2024-2030	DoF

## Appendix 2: Risk Management Framework

Risk Category	Key risks Identified	Causes	Mitigation
Business Systems risk	<ul style="list-style-type: none"> <li>Inability to keep pace with new technology and loss of data integrity</li> </ul>	<ul style="list-style-type: none"> <li>Insufficient investment in technology upgrades and data management systems</li> </ul>	<ul style="list-style-type: none"> <li>Invest in technology upgrade</li> <li>Business Continuity Plan</li> </ul>
	<ul style="list-style-type: none"> <li>System downtime, security breaches and fraud</li> </ul>	<ul style="list-style-type: none"> <li>Intrusion, interception and malicious codes</li> </ul>	<ul style="list-style-type: none"> <li>Business continuity plan</li> </ul>
Compliance risk	<ul style="list-style-type: none"> <li>Noncompliance with applicable laws and regulations</li> </ul>	<ul style="list-style-type: none"> <li>Complexity of regulations</li> <li>Inadequate training and knowledge</li> </ul>	<ul style="list-style-type: none"> <li>Regulatory monitoring and updates</li> <li>Compliance training and awareness</li> </ul>
Governance risk	<ul style="list-style-type: none"> <li>Inefficiency in organisation governance and corporate reporting</li> </ul>	<ul style="list-style-type: none"> <li>Appointment of board not in line with tevet act</li> </ul>	<ul style="list-style-type: none"> <li>Ensure adherence when appointing the board</li> </ul>
	<ul style="list-style-type: none"> <li>Inadequate human capital, diversity and talent management and retention</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate talent development</li> <li>Inadequate diversity and inclusion</li> <li>Irregular recruitment</li> </ul>	<ul style="list-style-type: none"> <li>Diverse and inclusive recruitment</li> <li>Invest in talent development</li> <li>Employee engagement initiatives</li> <li>Independent selection committee for recruitment</li> </ul>
	<ul style="list-style-type: none"> <li>Resistance to change by staff</li> <li>Legal and compliance risks</li> </ul>	<ul style="list-style-type: none"> <li>Unrealistic expectation to implementation of functional review</li> <li>Inadequate change management</li> </ul>	<ul style="list-style-type: none"> <li>Continuous engagement</li> <li>Develop a comprehensive change management strategy</li> </ul>
Operational and Delivery risk	<ul style="list-style-type: none"> <li>Failure to increase access to tevet</li> </ul>	<ul style="list-style-type: none"> <li>Limited resources,</li> <li>Inadequate infrastructure,</li> </ul>	<ul style="list-style-type: none"> <li>Foster strong partnerships with Government, industry and all relevant stakeholders</li> <li>Identify more partners to support the tevet sector</li> </ul>

		<ul style="list-style-type: none"> <li>• Lack of qualified instructors,</li> <li>• Underutilization of digitalised teaching, learning, and assessment platforms</li> <li>• Longer training duration than comparable courses,</li> <li>• Natural disasters and pandemics and</li> <li>• Insufficient industry engagement.</li> </ul>	<ul style="list-style-type: none"> <li>• Secure adequate funding,</li> <li>• Invest in training technology,</li> <li>• Implement robust monitoring and evaluation processes, and</li> <li>• Continuously adapt training methods to suit the evolving needs of the sector and its beneficiaries.</li> </ul>
	<ul style="list-style-type: none"> <li>• Delivery of substandard training in the sector</li> </ul>	<ul style="list-style-type: none"> <li>• Limited resources and funding.</li> <li>• Difficulty in recruiting qualified instructors.</li> <li>• Inadequate curriculum design.</li> <li>• Outdated training methods.</li> <li>• Insufficient monitoring and evaluation.</li> <li>• Lack of industry collaboration.</li> </ul>	
Operation and delivery	<ul style="list-style-type: none"> <li>• Inadequate support and targeted initiatives for promoting equity in training for vulnerable groups</li> </ul>	<ul style="list-style-type: none"> <li>• Limited funding towards apprenticeship training bursaries for needy students</li> <li>• Non-existent gender policy in TEVET providers</li> <li>• Low GBV advocacy and awareness initiatives</li> </ul>	Identify more partners to support SNE in the TEVET sector
	<ul style="list-style-type: none"> <li>• Uncoordinated efforts in supporting innovations and technology</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate sector-wide approaches to innovation and technology support</li> <li>• Lack of a policy direction</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate the development of innovation and technology support policies</li> </ul>

	<ul style="list-style-type: none"> <li>• Mismatch between curricula and labor market demands (mw 2063)</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate research and assessment of labor market trends and demands,</li> <li>• Limited industry collaboration in curriculum development, and</li> <li>• Slow response to changing market needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Labor Market Research</li> <li>• Industry collaboration</li> <li>• Engage NPC to do more sensitization with the Private sector</li> </ul>
Financial risks	<ul style="list-style-type: none"> <li>• Inadequateness of funds for the tevet systems and operations.</li> </ul>	<ul style="list-style-type: none"> <li>• Overreliance on TEVET Levy</li> <li>• Non-payment of Levy by both private and public Levy payers</li> <li>• Slow funding of the CCAs through a lot of manual processes in the system</li> </ul>	<ul style="list-style-type: none"> <li>• Diversity revenue sources</li> <li>• Facilitate the review of the TEVET Act on provisions for Levy payment compliances</li> <li>• Automation of the CCAs processes.</li> <li>• Capacity building of members of staff on the CCAs</li> </ul>
	Failure to diversify revenue streams	<ul style="list-style-type: none"> <li>• Lack of skills and knowledge to draft winning proposals and run subsidiary adventures</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity building of staff members</li> <li>• Conducive environment to allow innovativeness by members of staff.</li> </ul>
	<ul style="list-style-type: none"> <li>• Over budgeting/Under budgeting</li> </ul>	<ul style="list-style-type: none"> <li>• Poor forecasting</li> <li>• Non-compliance to implementation instruments like finance procedures manual, various acts and SOPs.</li> </ul>	<ul style="list-style-type: none"> <li>• Update budgeting guidelines</li> <li>• Inculcating a culture of transparency and accountability.</li> </ul>
Reputation risk	<ul style="list-style-type: none"> <li>• Inadequate Communication,</li> <li>• Qualifications not meet the needs of a modern workforce</li> <li>• Diminished motivation for students to pursue TEVET.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of clarity,</li> <li>• Language barriers</li> <li>• Low societal statutes,</li> <li>• Outdated curriculums,</li> <li>• Limited awareness</li> <li>• Mismatched expectations, Limited stakeholder representation</li> </ul>	<ul style="list-style-type: none"> <li>• Develop clear and well-documented communications channel that is easily accessible</li> <li>• Provide multilingual materials</li> <li>• Regularly review and update curricula</li> <li>• Conduct career guidance</li> </ul>











