



ANNUAL REPORT

2021 - 2022

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Table of Contents

<u>Acronyms</u>	ii
<u>Executive Summary</u>	iii
<u>Section A: Introduction</u>	1
<u>Section B: Implementation Progress/Performance of the KPAs</u>	3
<u>Section 1 Access and Equity</u>	
<u>Apprenticeship Program</u>	5
<u>Informal Sector Skills Development Programme</u>	7
<u>Productivity Enhancement Programme</u>	8
<u>Entrepreneurship</u>	8
<u>Projects and Development</u>	9
Section 2: Regulatory & Compliance	
<u>Registration and Compliance</u>	11
Assessments, Moderation and Certification	12
Standards Development	12
Section 3: Quality and Relevance	
<u>Planning and Research</u>	15
<u>Monitoring & Evaluation</u>	16
Section 3: Institutional Strengthening	
<u>Corporate Affairs</u>	17
<u>Funding and Finance Programmes</u>	18
<u>Administration and Human Resource</u>	19
<u>Internal Audit Services</u>	21
<u>Section C: Major Challenges and Recommendations</u>	22
<u>Section D: Conclusion</u>	23

Acronyms

ACCPAC	Accounting Package
AFINAC	Audit, Finance and Administration Committee
BAM	Bankers Association of Malawi
CBET	Competence Based Education and Training
CSDC	Community Skills Development Centre
CTC	Community Technical College
ED	Executive Director
EDeC	Entrepreneurship Development Committee
IAS	Internal Audit Section
KPA	Key Performance Area
MOU	Memorandum of Understanding
MSED	Micro and Small Enterprising Development
OJT	On the Job Training
PSTP	Private Sector Training programme
RSCM	Regional Service Centre Manager
SDI	Skills Development Initiatives
SED	Small Enterprise Development
TAC	Trade Advisory Committee
TEVET	Technical, Entrepreneurial Vocational and Education Training
TNA	Training Needs Assessment
TQC	Technical Qualifications Committee

CORPORATE PROFILE

Background

The TEVET Authority is a regulatory body established in 1999 by an Act of Parliament. It was founded to operate as an independent and autonomous body mandated 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 the TEVET Authority is to contribute to human resource development through sustainable skills training and development to, spearhead the country's production and export-led socio-economic growth.

Mandate

TEVET Authority is a body corporate responsible for regulation, promotion and facilitation of TEVET in Malawi.

Governance Structure

The TEVET Authority is responsible to Government through the Ministry responsible for TEVET. It is governed by a Board of Directors appointed by the Government of Malawi and has its Secretariat in Lilongwe headed by an Executive Director who serves as Secretary to the Board. Under the Executive Director, there are four directorates, namely: Training Programmes; Quality Assurance; Finance; and Administration and Human Resource. The Authority has three functional regional service centres in Blantyre, Lilongwe and Mzuzu which are implementing arms of the Authority

Vision

“A quality TEVET System for socio- economic growth in Malawi”

Mission:

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

Motto

“Skills for Prosperity”

Core Values:

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

- Transparency and Accountability
 - Reliability
- Results-oriented
- Responsiveness
- Innovativeness
 - Integrity

TEVETA BOARD MEMBERS

1. Mr. Don Whayo – Chairperson
2. Mrs. Mary Deborah Phiri – Vice Chairperson
3. Mr Richard Robert Kunjawa - Member
4. Mr Ronald Mbewe – Member
5. Mrs. Kate Harawa – Member
6. Mrs. Barbara Banda -Member
7. Mr. Pyoka Tembo – Member
8. Mrs. Loyce Gadama - Member
9. Mrs. Lyness Nkungula -Member
10. Mrs. Lyness Manduwa - Member
11. Secretary of Labour, Youth, Sports and Manpower Development (Ex-Officio)
12. Secretary to the Treasury (Ex-officio)
13. Secretary for Education, Science and Technology (Ex -Officio)
14. Secretary for Industry and Trade (Ex-officio)
15. Comptroller of Statutory Corporations – (Ex-Officio))

TEVET AUTHORITY MANAGEMENT TEAM

- | | | |
|----------------------------|---|---|
| 1. Elwin Chiwembu Sichiola | : | Executive Director |
| 2. Modesto Gomani | : | Director of Training Programmes |
| 3. Ted Chanza | : | Director of Administration and Human Resource |
| 4. Elliot Mulanje | : | Director of Quality Assurance |
| 5. Sarah Mwale-Zgambo | : | Acting Director of Finance |
| 6. Ismael Ali | : | Head of Projects and Development |
| 7. Patrick Mputeni | : | Head of Planning and Research |
| 8. Cripson Daudi | : | Head of Training programmes |
| 9. Blandina Kagunda | : | Head of Compliance and Regulatory Services |
| 10. Talitha Mtiesa | : | Head of Administration and Human Resource |
| 11. Lewis Msasa | : | Head of Corporate Affairs |
| 12. Chrissy Uko-Msofi | : | Head of internal Audit |
| 13. Conceptor Kachoka | : | Regional Service Centre Manager (South) |
| 14. Joseph Sambaya | : | Regional Service Centre Manager (Central) |
| 15. Joseph Chikopa | : | Regional Service Centre Manager (North). |

Executive Summary

Malawi is implementing the recently launched development blueprint MW2063, as a way of harnessing home-grown solutions to the challenges facing the nation in its quest to achieve wealth creation and industrialisation. Development experts agree that Malawi's youthful population is its greatest resource and key to the achievement of this MW2063. It is therefore important to realise that this resource will not bear fruits if it is not empowered through skills development.

In pursuit of this, the TEVET Authority develops Annual Plans and Budgets in order to fulfil its mandate of regulating, promoting and facilitating skills development in Malawi. The Financial Year (FY) 2021-2022 Plans and Budget were defined based on the macroeconomic fundamentals which ultimately had a bearing on the skills development.

The base lending interest rate averaged 13.5 % by 31 March, 2022, and it affected interest income workings, investments in long-term Endowment Funds and other deposits; inflation averaged at around 9.3 % throughout the year. The Malawi Government continued with its current exchange rate policy of allowing the Kwacha to float hence the exchange rate between Malawi Kwacha averaged around MK 850 to the US Dollar and the price of petrol/diesel prices changed due to the unstable nature of fuel markets. The prices of crude oil increased and average around \$100 per barrel. Due to the combined effect of the movement in exchange rate and world oil prices, pump prices of fuel averaged around MK1,150 per litre in the year under review.

It is against this background that this report presents the progress achieved in the implementation of TEVET programmes during the period from 1st July, 2021 to 31st March, 2022. The report also documents the challenges encountered during the course of implementing these programmes and the recommendations on how to deal the challenges in order to improve on TEVET programmes delivery. The overall implementation progress achievement for the year ended was 85% of the annual targets against 77% resource usage and further efficiency is at 1.1, implying more results with less inputs. In brief, the progress achieved on specific programmes was as follows:

The Apprenticeship programme registered 77 % progress on achievement of its annual targets against a 74% resource usage. Major achievements included: Provision of training subsidy amounting to MK458,533,000 and monitoring and external verification of apprentices.

The Informal Sector Skills Development programme registered a success rate of 96% on attainment of targeted outputs against a resource usage of 91%. Through three windows namely: Training in collaboration with partners, training through Master craft persons and training in CSDCs, the Authority reached out to 7,538 youths (3,276 females and 4,262 males).

In the Productivity Enhancement Programme, the Authority conducted door to door awareness meetings, and productivity needs assessments in companies. It further facilitated programmes for sector-based productivity enhancement initiative and programmes in 5S, Kaizen and goal alignment. Overall, the programme achieved 77% progress on attainment of outputs against a resource usage of 55%.

For the Entrepreneurship programme, progress was at 70% and resource usage is at 72%.

In the Projects and Development programme, the Authority had 3 projects running in the year namely TEVETA -HWK-Koblenz Project, PAPA project and Skills for a Vibrant Economy (SAVE). In the year, two projects: Skills for Resilience (SRP) and Jobs for Youth (J4Y) phased out. Overall, the

performance rating under this window was 86% progress of its annual plans against a resource usage of 93%.

For Regulatory and Compliance services, the Authority facilitated registration of TEVET providers. It further facilitated the development and approval of curricula. The programme registered 72% progress on outputs planned for the year against 59% resource usage.

The Planning and Research Division tracked implementation progress and provided feedback regarding annual plans, targets and achievements. It further conducted tracer studies for TEVET graduates and provided ICT backstopping services. The programme registered 85% progress on plans for the year against 74% resource usage.

In Funding and Finance, the Authority collected MK7.6 Billion as at the end of the period under review. The Authority further monitored TEVET fund usage in TEVET provider institutions. The programme registered 82% progress on annual plans against 67% resource age.

Through Corporate Affairs, the Authority carried out various Information, Education and Communication (IEC) interventions in order to enhance awareness and visibility of TEVET and TEVET Authority's programmes. The programme achieved a success rate of 87% on implementation of annual plans against 86% resource age.

For Internal Audit, the Authority conducted internal audits and assurance activities. To improve efficiency and effectiveness in the tracking and mitigation of risks, the Authority sustained the use of an automated system for the Audit function. The programme registered 88% progress on its annual plans against 76% resource age.

In Administration and Human Resource, activities centred on the provision of support for programme implementation. These included: capacity building for staff provision of administrative services and coordination of procurement services. The programme achieved a success rate of 95% on attainment of outputs planned for the year against 84 % resource age.

The major challenge the Authority encountered is COVID-19 pandemic which slowed down implementation of activities.

In conclusion, Programme Implementation Progress has improved in the year under review compared to the previous year. The Authority will utilise lessons learnt in the year to continuously improve performance.

Part 1: Introduction

The TEVET Authority started implementation of the 2018/2023 Strategic Plan in the 2018/2019 FY. This report highlights the implementation progress and challenges encountered for the period 1st July, 2021 to 31st March, 2022. The report is categorised into Five sections with focus areas as outlined below:

Section 1. Access & Equity

1.0 Training Programmes

Focus areas:

- 1.1 Apprenticeship Training;
- 1.2 Informal Sector Skills Development;
- 1.3 Productivity Enhancement Programme;
- 1.4 Entrepreneurship Development;
- 1.5 Projects and Development;

Section 2. Regulation & Compliance

Focus areas:

- 2.1 Registration and compliance
- 2.2 **Assessments, Moderation and Certification**
- 2.3 Standards Development

Section 3: Quality and Relevance

Focus area:

- 3.1 Planning and Research
- 3.2 Monitoring and Evaluation
- 3.3 ICT and Documentation

Section 4 Institutional Strengthening

Focus areas:

- 4.1 Corporate Affairs
- 4.2 Funding and Finance
- 4.3 Human resource nd Administration

Section 5: Internal Audit

Focus area:

- 5.1 Internal Audit and Risk Management Services;

Section 6: Procurement

Focus area:

- 5.1 Procurement

Section 7: Board and Governance

Focus area:

- 5.1 Governance

Trend of activity implementation progress vis-à-vis financial resources used for the past three years during the same period is as follows:

Table 1: Trend of progress

Period (Financial Year)	Program progress (%)	Financial resources used (%)
2019-2020	76	74
2020-2021	79	74
2021-2022	85	77

PART 2 ÷ IMPLEMENTATION PROGRESS

SECTION 1. ACCESS AND EQUITY

1.0 Training Programmes

Focus areas:

- 1.1 Apprenticeship Training
- 1.2 Informal Sector Skills Development;
- 1.3 Productivity Enhancement Programme;
- 1.4 Projects and Development;

1.1: Apprenticeship Training

The apprenticeship training involves provision of technical, entrepreneurial and vocational competences to trainees through institutional and industrial learning. The program registered an implementation progress of 77% against 74% of the allocated resources. Major Key Performance Areas (KPA) under the program are:

1.1.1 Recruitment of Apprentices

Recruitment is the process of selecting applicants into various TEVET providers to pursue a career in TEVET. In the period, the Authority facilitated the Recruitment of 2,630 (1534 males, 1096 females) apprentices

1.1.2 Attachment of Apprentices

The Authority facilitates attachment of apprentices to provide industrial exposure to apprentices for effective mastery and demonstration of competences. In the period under review, 2074 apprentices were attached.

1.1.3 Inspection and Monitoring of Apprenticeship delivery at Institution and industry

The Authority monitors and inspects apprentices at institutions and those attached at the industry to check progress on mastery of competences and their general welfare. During the period under review, 14,363 inspections were carried out in institutions while 2,283 inspections at the industry.

1.1.4 Payment of Students Attachment Allowances

The Authority pays apprentices upkeep allowances during industrial training (attachments). During the period, 2,966 apprentices received attachment allowances.

1.1.5 Payment of Subsidy to Institutions

The subsidies aim at providing support towards procurement of training materials at the institution for effective training delivery. The annual target was 16,662 apprentices. A total amount of MK458,533,000.00 was paid for 10,227 apprentices for all cohorts recorded during this reported period.

1.1.6 Payment of Bursaries to Training Providers for Needy Students

The apprenticeship training bursary is a government non-repayable training fund given to needy students. During the period, a total of 1,075 apprentices were supported.

1.1.7 Facilitate external verification of CBET assessment at TEVET provider and industry

The external verification is aimed at checking validity, reliability and relevance of internal assessment decisions done at TEVET provider and industry by occupational experts. A total of 2,090 apprentices were verified at the industry and 9190 apprentices at institution.

1.1.8 Facilitate provision of assistive devices in TEVET Providers

The Authority procured learning assistive devices for learners with physical disabilities. A total of 7 assistive devices were provided against a total of 10 devices reaching out to 38 beneficiaries (20 males, 18 females)

1.1.9 Provide Scholarships to females in male dominated trades

This is a scholarship for females enrolled into male dominated occupations with an aim of promoting participation of females in these trades. A total of 607 scholarships were issued during the period.

1.1.10 Procure Apprenticeship tools

The Authority procured apprenticeship tools to facilitate and improve training and to particularly ensure that all students attached should have tools of their own. A total of 1,648 tool sets were procured during the period under review.

1.1.11 Facilitate progression of learners from CSDCs and CTCs to NTCs

This programme facilitates a smooth progression path for trainees enrolled in the TEVET system to attain all Levels of the TEVET Qualifications Framework. In the reporting year, the Authority facilitated the progression of the 2019 cohort of CTCs Level 2 apprentices to Level 3 at NTCs.

Table 2: Summary of major achievements in Formal Apprenticeship

Activity	Annual Target	Target Description	Achievement	Achievement gender breakdown		
				Female	Male	Total
1. Recruitment of apprentices	2,500	apprentices	2,630	1,096	1,534	2630
2. Payment of subsidy	16,662	apprentices	10,227	4,214	6,013	10,227
3. Payment of allowances to Trainees on Attachment.	7,282	apprentices	2,061	1,138	1,828	2,966
4. Attach apprentices	5,772	apprentices	2,074	982	1,092	2,074
5. Monitoring of apprentices at the Institution	14,744	apprentices	14,090	9,505	4,585	14,090
6. Monitoring of apprentices at the Industry	5772	apprentices	2,283	897	1,386	2,283
7. Payment of Bursaries to Training Providers for Needy Students	1,470	apprentices	1,075	701	374	1,075
8. Orientation of industry trainers in CBET	140	Industry trainers	157	19	138	157
9. Bridging programme for informal trainees	6	programmes	9	29	31	60
10. Orientation of institutional trainers	85	Trainers	101	25	76	101
11. Conduct career guidance	1,764	Schools	1,155	72,924	59,152	
12. External Verification at the institution	14,744	verifications	60,825	3,513	5,677	9,190
13. External verification at Industry	6,622	verifications	1,607	751	1,339	2,090
14. Provide scholarships to female trainees in male dominated trades	540	apprentices	607	607	N/A	607
15. Procure apprenticeship tools	1,500	apprentices	1,648	749	899	1,648

1.2: Informal Sector Skills Development Programme

The TEVET Authority facilitates, regulates and promotes the informal Sector Skills Development Programme (ISSDP) with an aim of equipping the youths and underprivileged groups with quality vocational and entrepreneurial skills that promote wage and self-employment. In the reporting year, the Authority facilitated training for 10,303 (5,595 males and 4705 females) beneficiaries in various occupations. This was delivered through five key interventions which registered a progress of 97% against 91% of the allocated resources. The following are the interventions:

1.2.1 Promote informal training opportunities through partnership with CBOs, NGOs and development partners

Skills Training with Partners are initiatives that aim at providing technical assistance and capacity building opportunities to organizations bringing social economic interventions to rural and urban communities through TEVET. The technical assistance includes provision of training content, identification of trainers, conducting monitoring, external verifications and certification. The partner provides funds for the training. In the reporting year, the Authority implemented 162 programmes against an annual target of 97 benefiting 2,750 people (1,229 Female and 1,521 Male).

1.2.2 Facilitate training delivery through CSDCs

Community Skills Development Centres (CSDC) are community owned TEVET providers with specific infrastructure that meets the minimum standards and are recognized by the local district councils. The CSDCs aim to provide TEVET at a local informal TEVET institution focusing on training that is relevant to the locality with a view to promote self-employment and economic empowerment of the local masses. In the reporting year 2020 beneficiaries were trained against an annual target of 1780.

1.2.3 Facilitate training delivery through Master Craft (MCs) Persons

This is a window of informal apprenticeships where appropriate skills from an experienced craftsman are transferred to a trainee. In the reporting year, the Authority facilitated training through MCs which benefited 2,326 people (1,002 female and 1,324 Male). This was against an annual target of 1,670 beneficiaries.

1.2.4 Establish partnerships with District Councils

The TEVET Authority signed MoUs with District Councils on TEVET activities coordination through designated TEVET Desk Officers (TDOs). In the reporting year, 23 MoUs were signed against the target of 25

1.2.5 Promote informal training opportunities through mobile training workshops

This is an initiative aimed at facilitating training in remote hard to reach areas through the use of a transportable training centre with the objective of increasing access to quality TEVET. During the reporting year the Authority trained a total of 507 trainees against the targeted 360 trainees in various trades such as Boat making, bakery, Tailoring and Fashion Design.

Table 3: Summary of ISSDP Progress

Programme	Annual Target	Target Description	Achieved	Number of Beneficiaries		
				Female	Male	Total
1. Training Opportunities Through Partnerships	97	Programmes	182	1229	1521	2,750
2. Training Delivery Through Master Craft Persons	1,670	Trainees	2326	1002	1324	2326
3. Training Programmes in CSDCs	1,780	Trainees	2020	909	1111	2020
4. Establish partnerships with District Councils	25	District Councils	23			
5. Promote informal training opportunities through mobile training Workshop	360	Trainees		142	365	507
Total training Beneficiaries				4708	5595	10303

1.3: Productivity Enhancement Programme

The Productivity Enhancement Programme (PEP) is a value adding package of interventions facilitated by the TEVET Authority in consultation with stakeholders to address skills and performance gaps at the workplace. The objective is to increase efficiency of organizational business in the delivery of quality goods and services.

In the reporting year the programme had 7 key interventions and registered an implementation progress of 78%. The interventions included:

1.3.1 Facilitate establishment of Public Private Partnerships (PPP)

The PPP is a window that aims at creating a platform of collaboration between colleges and industry so that they engage progressively to draw synergies on TEVET related matters. In the reporting year, the Authority facilitated establishment of 11 partnerships against an annual target of 12.

1.3.2 Productivity Enhancement Needs Assessment (PENA)

This involves, conducting an assessment (in form of GEMBA walk) in companies in order to establish best practices and productivity gaps with an ultimate aim of continuous improvement. In the reporting year, the Authority conducted needs assessment in 25 companies against an annual target of 21.

1.3.3 Facilitate Trade / Sector Based Productivity Enhancement (TSBPE)

These are short-term interventions that are designed and implemented to address common productivity capacity gaps for a specific sector(s) and/ or Trade. In the reporting year the Authority conducted 12 training programmes in the banking and water sector (OIBM_RSC-s, Water Board-RSC-C) against an annual target of 21 programmes.

1.3.4 Facilitate Enterprise Based Productivity Enhancement (EBPE)

This window comprises of short-term interventions designed and implemented to address performance gaps for a specific enterprise through the application of productivity principles. These principles include, business processes re-engineering, employee training

and development services in fields that range from supervisory development to quality management systems in specific companies. In the reporting year, the Authority conducted 44 training programmes against an annual target of 80.

1.3.5 Enhance productivity in businesses owned by TEVET Beneficiaries

This is a window that comprises interventions that seek to enhance productivity in enterprises owned by TEVET beneficiaries. In the reporting year, the Authority engaged 15 enterprises against an annual target of 9 enterprises.

Table 4: Summary of PEP Progress

Programme	Annual Target	Target description	Achieved
1. Establishment of Public Private Partnerships	12	MoUs	11
2. Conduct Door to Door Meetings	80	Companies	84
3. Productivity Enhancement Needs Assessment	21	Companies	25
4. Facilitate Sector Based Productivity Enhancement Training	21	Programmes	12
5. Facilitate Enterprise Based Productivity Enhancement Training -EBPE	80	Programmes	44
6. Enhance productivity in businesses owned by TEVET Beneficiaries	9	Businesses	15

1.4: Projects Development and Partnerships

TEVET Authority implements Projects and partnerships to support the achievement of the institutional strategic objectives through expansion of financial resource base, technical expertise and infrastructure development.

1.4.1 Projects

In the reporting year, there were four projects running, namely; TEVETA -HWK-Koblenz, Jobs for Youth, Norwegian Association for the Disabled (NAD)-Skills for Resilience(SFR): Educating young, independent and climate smallholder farmers in Malawi and Export Promotion Zone (EPZ) initiative which had Pan African Productivity Association (PAPA) and Press Trust projects. Furthermore, two new projects, Skills for A Vibrant Economy (SAVE) and PAPA were commissioned while two other projects, Skills for Resilience and Jobs for Youth (J4Y), were closed down. In the reporting year the achievement of progress was 86% against the annual target of 93%.

Table 5: Summary of Projects

Name of project	Objectives	Area of intervention
Norwegian Association for the Disabled (NAD)-Skills for Resilience: Educating young, independent and climate smallholder farmers in Malawi	Protection of livelihoods of young smallholder farmers in rural Malawi from climate change induced natural hazards	<ul style="list-style-type: none"> • Development of curriculum for Climate Smart Agriculture • Training of smallholder farmers in Climate Smart Agriculture Technologies • Provision of post-training transition support to the smallholder farmers
TEVETA HWK- Koblenz	To improve access to relevant practice-oriented TEVET for improved opportunities in Malawi	<ul style="list-style-type: none"> • Curriculum development in electrical installation and electronics Level 4 and bridging programmes • Capacity building of TEVET trainers • Provision of training equipment to TEVET providers • Establishment of Public Private Sector Skills Dialogue Forum (PPSDF) – a platform for interface of cooperation between TEVET providers and the private sector
Jobs for Youth	To provide work environment experience to interns and to develop their employability skills	<ul style="list-style-type: none"> • Entrepreneurship
Export Promotion Zone (EPZ)	provide alternative source of funds for TEVET Authority and lessen the sole reliance on TEVET levy.	<ul style="list-style-type: none"> • Garment manufacturing under the Export Promotion Zone • Training of SMEs in garment manufacturing

1.4.2 Partnerships

TEVET Authority established working partnerships and linkages with both local and international to draw synergies in the implementation of programmes, resource mobilization, technical expertise and training delivery.

In the reporting period the TEVET Authority established the following partnerships: Press Trust, World Vision International, CARE, CSIR, GIZ and University of South Finland.

SECTION 2: REGULATION AND COMPLIANCE

The Authority ensures that provision of TEVET is based on acceptable regulatory structures, quality standards, defined processes and procedures. The services include; Registration of TEVET providers and programmes, facilitating development of Curriculum standards and setting assessment and certification procedures. Further, the Authority conducts compliance checks to assess adherence to laid down quality assurance standards. In the reporting year, the programme achieved 72% in terms of programme implementation and spent 59% of the allocated resources during the period under review

In the reporting year, the Authority implemented the following regulatory services:

2.1: Registration and Compliance

This involves formally recognizing TEVET providers to operate, having satisfied the set registration regulations and requirements. Further, it ensures maintenance of quality standards by the TEVET providers.

In the reporting year, the Authority registered 17 TEVET providers against an annual target of 25. In addition, 72 compliance inspections were conducted against an annual target of 63, and three quarterly surveillance inspections were implemented against the annual target of four. In addition, the Authority facilitated three inspections and advisory services for formal TEVET delivery against an annual target of three.

Table 6: Summary of registration

No.	Activity	Annual Target	Target Description	Achievement
1	Register TEVET Providers	25	TEVET providers	17
2	Conduct compliance inspections	63	Compliance inspections	72
3	Conduct quarterly surveillance inspections	4	Surveillance inspections	3
4	Facilitate inspections and advisory services for formal TEVET delivery	3	Programme delivery inspections	3

2.2 Facilitate Inspections and Advisory Services for Formal TEVET Programme Delivery

The purpose of the inspection was to examine and evaluate teaching and learning alongside other matters that affect students' learning. The overall expectation is that colleges and stakeholders will act upon the key recommendations contained in the inspection reports. In this way, students will benefit from improved provision of education leading to higher attainment and consequently be able to serve both their own needs and those of the nation as a whole. During this quarter, one full cycle inspection was planned and conducted as per table below.

2.3 Assessments, Moderation and Certification

The TEVET Authority ensures that assessment, moderation and certification are conducted in line with set quality assessment and certification standards, procedures and requirements. It also enforces compliance of the same to regulate issuance of qualifications to deserving candidates. This is done through varied activities such as inspection, audits, meetings, sensitizations, and development of regulations, guidelines and tools to be used both by the authority and its stakeholders.

2.3.1 Facilitate Inspection of the Assessment and Certification of informal Programmes

This activity inspects compliance to CBET assessment and certification guidelines and informs stakeholders on the challenges and improvements to be done. In the reporting year, the Authority facilitated one inspection of the assessment and certification of informal programmes, against an annual target of two.

2.3.2 Facilitate development of sample assessment materials for tailor made curricula

This activity develops sample assessment materials for TEVET Tailor Made programs to guide trainers on how to develop their own assessment tools. In the reporting year, the Authority facilitated 10 sample assessment materials for tailor made curricula against the annual target of 15.

2.3.3 Sensitize TEVET providers and QABs on developed rules, guidelines and procedures

This activity aims at sensitizing TEVET Stakeholders on the developed rules, guidelines and procedures to enhance the conduct of stakeholders TEVET Assessment and certification processes. In the reporting year, the Authority conducted three sensitisation meetings against the annual target of three.

2.3.4 Monitor compliance to TEVET rules and regulations

This activity aims at checking adherence to TEVET Qualifications Framework provisions especially in TEVET Assessment on assessment records creation, administration and evaluation. In the reporting year, the Authority had an annual target of 20 and 40 were achieved.

Table 7 : Summary of achievements assessments, moderation and certification

No.	Activity	Annual Target	Target Description	Achievement
1	Facilitate Inspection of the Assessment and Certification of informal Programs	2	Inspection visits	1
2	Facilitate development of sample assessment materials for tailor made curricula	15	Development of sample assessment	10
3	Sensitize TEVET providers and QABs on developed rules, guidelines and procedures	3	Sensitization meetings	3
4	Monitor compliance to TEVET rules and regulations	20	Monitoring visits	40

2.4 Standards Development

The TEVET Authority facilitates curriculum development to improve the technical educational offerings, instructional activities and best practices. In the reporting year, the Authority undertook four main interventions namely: development of curricula, approval of TEVET curricula, facilitation of curricula review and printing and publishing of approved curricula.

2.4.1 Development of curricula

This involves the facilitation of planning learning activities and assessments for a meaningful and engaging learning experience. In the reporting year, the Authority, developed six curricula in new areas emerging on the market against an annual target of five, 18 tailor made occupations against an annual target of 15 and three level 4 TEVET curricula against an annual target of four.

2.4.2 Approve TEVET curricula

The technical education curriculum approval processes have been put in place to ensure that rigorous, high-quality curriculum is offered that meets the needs and expectations of the industry and the students. The Authority managed to approve 10 curricula against an annual target of 30.

2.4.3 Review of curricula

This involves the facilitation of curricula review to incorporate changes that may have occurred to respond to the current needs of the market. In the reporting year four curricula in Levels 1-4 in communication language were reviewed against the target of ten.

2.4.4 Publish approved curricula

This involves making available approved curricula, both print and electronic format to the users. In the reporting year 15 curricula were published against an annual target of 24.

Table 8: summary of achievements in standards development

No.	Activity	Annual Target	Achieved	Name of curricula
1	Develop curricula	24	27	New occupation areas Level 1: <ul style="list-style-type: none">• Liquified Petroleum- Gas Installation• Small-Scale Mining• Garment manufacturing Level 3 <ul style="list-style-type: none">• Edible Horticulture• Tour guide Tailor-made curricula <ul style="list-style-type: none">• Cosmetology,• Automobile• Mechanics• Bricklaying• Carpentry• Plumbing• Motorcycle Mechanics• Food Production• Painting and Decoration• Tailoring and Fashion Design• Fabrication and Welding• Pig Farming• Goat farming• Bee Keeping• Sign Language Interpretation• Layers Farming• Broiler Farming• Tin smith Level 4 Curricula <ul style="list-style-type: none">• Administrative Studies• Food Production• ICT Fundamentals

2	Approved curricula	30	10	<ul style="list-style-type: none"> • Construction Technology • Computer Numerical Control • Renewable Energy Systems • Instrumentation and Control • Liquefied Petroleum Gas Installation • Administrative Studies • Food Production • Edible Horticulture • Tour Guide • Sign Language Interpretation(Tailor Made)
3	Review curricula	10	4	<ul style="list-style-type: none"> • Communication Language (Level 1 – 4)
4	Publish approved curricula	24	15	<p>Level 1</p> <ul style="list-style-type: none"> • Cosmetology Occupation • Edible Horticulture Occupation • Edible Horticulture Fundamentals • Solar Photovoltaic Installation Occupation • Video Production Occupation • Cosmetology Fundamentals <p>Level 2</p> <ul style="list-style-type: none"> • Cosmetology Occupation • Edible Horticulture Occupation • Solar Photovoltaic Installation Occupation <p>Level 3</p> <ul style="list-style-type: none"> • Administrative Studies Fundamentals • ICT fundamentals • Printing fundamentals • Food Production fundamentals <p>Level 4</p> <ul style="list-style-type: none"> • Automobile Mechanics Technician Fundamentals • Automobile Mechanics Technician

SECTION 3: QUALITY AND RELEVANCE

This pillar deals with aligning TEVET to quality standards through monitoring and evaluation, inspection of delivery and research and development to ensure relevance of TEVET products and services.

Key performance areas under this intervention are: Planning and Research, Monitoring and Evaluation, Information Communication Technology (ICT), and Documentation. In the reporting year, the program registered an implementation progress of 85%.

3.1 Planning And Research

This involves strategic designing of programme implementation and conducting of studies to inform decision making and programming. The following were the interventions under this key performance area:

3.1.1 Productivity Enhancement Research (PER)

This activity seeks to guide productivity enhancement interventions of a particular sector or organizational business. In the reporting year, one PER was conducted for the banking sector.

3.1.2 Conduct periodic Training Needs Assessment (TNA) for programmes implementation

This is an intervention that aims at identifying gaps in the implementation of TEVET programmes to inform training design and curriculum development. In the reporting year, the Authority conducted training needs assessments for Informal sector training programmes across the country, in the mining and garments manufacturing sectors. Thus, the Authority achieved three TNAs against an annual target of two.

3.1.3 Conduct stakeholder mapping and analysis (TEVET providers and development partners)

This is an intervention that aims at geographically locating and understanding interventions of TEVET providers and development partners. In the reporting year, the Authority achieved one mapping intervention against an annual target of one. Through this stakeholder mapping and analysis, 68 TEVET providers were located.

3.1.4 Conduct demand driven surveys

These are varied TEVET related surveys that are demanded by both internal or external stakeholders. In the reporting year, one employ engagement survey was conducted against a target of two.

3.1.5 Conduct research on sustainable new appropriate technologies

This is an intervention that aims at identifying appropriate technologies in TEVET providers with the objective of improving and patenting the technologies. In the reporting year, one research was achieved against an annual target of one.

Facilitate institutionalisation of Tracer Studies in TEVET providers

This is an intervention that aims at equipping and nurturing a culture among TEVET providers to undertake periodic surveys to establish employability and relevance of TEVET graduates on the labour market.

In the reporting year, the Authority facilitated the institutionalization of tracer studies in 10 TEVET providers.

3.2 Monitoring and Evaluation

The Authority conducts quarterly structured processes of assessing progress of achievements of intended objectives and outputs stipulated in the Strategic Plan. This helps the Authority to implement evidence-based programming, inform decision making and re-engineer of strategies.

In this reporting year, the Authority conducted the following: regular monitoring of the implementation of the strategic plan, regular evaluation of program implementation as guided by the strategic plan, facilitate review of the TEVET Act, facilitate solicitation of labour market projections or forecasts from the industry, and facilitate technology development and link it with institutions for further development.

3.3 ICT AND DOCUMENTATION

To ensure effective and efficient implementation of its programmes the Authority provides ICT and documentation support services in the sector (for both internal and external stakeholders). In the reporting year, the services provided were; Institutionalisation of TEVET Management Information System (TMIS), procurement of electronic books and management of resource centres.

SECTION 4: INSTITUTIONAL STRENGTHENING

The TEVET Authority recognizes the need for good corporate governance and management of its institution and that of TEVET Providers so as to improve efficiency and effectiveness of TEVET delivery. Key performance areas under this pillar are: Corporate Affairs, Funding and Finance and Human Resource and Administration.

Through this pillar, TEVET Authority shall ensure that there is a well-established organisation structure supported by relevant policies and procedures. In addition, the Authority shall mobilise resources to ensure that there is financial sustainability in the Authority. Finally, through this pillar TEVET Authority shall pay particular attention to implementing below-the-line communications through established structures in communities.

4.1 Corporate Affairs

The TEVET Authority informs, educates and communicates about TEVET programmes and key corporate messages to its stakeholders. The aim of this key performance area is to increase stakeholders' awareness, market TEVET programmes and enhance TEVET visibility. In the year under review, an implementation progress of 87% was registered under this area. The following were the key interventions:

4.1.1 Awareness and Marketing

This intervention involves developing and promoting of TEVET information to influence knowledge, attitudes, behaviour and perceptions among stakeholders. In this reporting period the Authority key awareness and marketing activities included: Meetings with traditional leaders, Meetings with Members of Parliament, Community sensitization road shows, Radio and TV programmes, newspaper advertising, facilitation of media coverage during TEVET events, online marketing through TEVETA's digital platforms and mounting of product displays in different national forums.

4.1.2 Conducting Corporate Social Responsibility (CSR)

This is an initiative that aims at managing the Authority's operations in an ethical and sustainable manner addressing the social, environmental and economic impacts of the business activities. In the reporting year, the Authority reviewed its CRS Policy

Table 9: Summary achievements for Corporate Affairs

Programme	Annual Target	Target Description	Achieved
1. Awareness and Marketing programmes	25	Programmes	26
2. Production of IEC Materials	6,656	Various IEC materials	13,553
3. Review of Corporate Social responsibility policy	1	review	1
4. Provide media coverage on TEVET Activities	10	events	10
5. Publicise Special Events and all Advertising	60	Special events and advertising	60

4.2 : Funding and Finance Programmes

TEVET Authority has a funding and finance service which is responsible for management of payments, receipting, recording of income and reconciling the Cash flow from the organization's books.

In the reporting year, the Authority implemented 23 activities. The program registered an implementation progress of 82% having used 67% of the allocated resources. Major achievements include:

4.2.1 Prosecute non-compliant employers

This is an initiative that aims at enforcing TEVET Levy compliance among employers of which non-complaints' are prosecuted.

In this reporting year the Authority, achieved 61% against the annual target of 50%.

4.2.2 Conduct sample TEVET Levy inspections/audits

This is an intervention where the TEVET Authority conducts TEVET Levy inspections/audits on a sample basis to verify whether employers declare correct figures. This is often combined with TEVET Levy collection during joint exercises with MRA to avoid duplication of efforts. In the reporting year, the Authority inspected 624 employers against an annual target of 600.

4.2.3 Conduct external audits (1 Audit)

This is an intervention that involves processing of all transactions undertaken by the Authority through-out the year to feed into production of Draft Audited Accounts. The Authority produces draft financial statements (F/S), which are checked by External auditors. In the reporting year, the Authority achieved one external audit against an annual target of one.

4.2.4 Pay MRA agency fees

This is an initiative where MRA collects TEVETA'S Levy from every employer, throughout the country. In the agreement, TEVETA is supposed to be paying MRA a fee of 5% of the Levy collected. In the reporting year, the Authority achieved to 8 against an annual target of 9.

4.2.5 Monitor compliance on internal control systems in TPs

This intervention entails monitoring of all internal controls system and inspection of financial records in TEVET Providers. It aims at checking the accountability of all subsidy payments made to the colleges. It also involves reviewing all payments made using TEVET Levy Funds, procurements of materials, voucher liquidations, cash book management, bank reconciliations and policy procedures. In the reporting year the Authority produced 7 audit reports against an annual target of 9.

4.2.6 Conduct Training of Finance Personnel in TPs in financial Management

This intervention entails training all finance personnel in all TPs and it targets Principals, Bursars, Accounts Assistants, Procurement Officers and Stores Officers. It aims at reminding them their roles as gate keepers. In the reporting year, The Authority achieved 3 training sessions against a target of 3.

4.2.7 Carry out inspection of materials procured in TEVET Providers

This intervention entails carrying out inspection of materials procured in TEVET Providers. It involves visits by finance personnel in TEVET provider institutions for verification. In the reporting year, the Authority achieved 9 inspection reports against an annual target of 9.

4.2.8 Conduct periodical physical verifications of Beneficiaries of TEVET funds disbursed through electronic funds transfer (EFT) and carry out inspection of financial records

This intervention involves periodic verification of allowances paid to apprentices on attachment through EFT in order to get the apprentices' signatures and confirm receipt of the allowances. In the reporting year the Authority achieved 22% against the annual target.

Table 10: Summary achievements for Funding and Finance

Programme	Annual Target	Target Description	Achieved
1. Prosecute non-compliant employers	50%		61%
2. conduct sample TEVET levy inspection/ audits	624		600
3. conduct external audits	1		1
4. Pay MRA agency fees	9		8
5. monitor compliance on internal control system in TPs	9		7
7. Conduct training of finance personnel in TPs in financial management	3		3
8. Carry out inspection of materials procured in TEVET providers	9		9
9. Conduct periodical /physical verifications of beneficiaries of TEVET funds disbursed through electronic funds transfer (EFT) and carry out inspection of financial records			22%

4.3: Administration and Human Resource

4.3.1 Administration

To ensure smooth running of the organisation's operations, the Administration division is mandated to provide administrative and logistical support. The functions of the division include General Office Management; Asset Management; Fleet Management and Security and Safety Management. In the reporting year, the Authority achieved 95% resource usage rate against an annual target of 84%.

4.3.2 Human Resource Development

Through this function, TEVET Authority focuses its efforts on the most valuable asset, its employees. It does this through recruitment, hiring and retention of a diverse, qualified workforce. The priority for the year was the Review of the Staff Terms and Conditions of Service. The following were the key interventions;

4.3.2.1 Recruit Suitable Staff

This initiative aims at identifying qualified, capable and talented human resource that can help in the achievement of the Authority's key strategic objectives. In the reporting year, the Authority hired four staff members against an annual target of six.

4.3.2.2 TEVET Levy Provision

In this intervention, the TEVET Authority pays the TEVET levy as a way of abiding by its Act. In the reporting year, the Authority paid its levy in full, amounting to MK 10,601,029.23.

4.3.2.3 Legal and Other Professional Fees

In this initiative, TEVET Authority engages its contracted Legal Team on various legal matters and professional legal services. In the reporting year, the Authority paid MK 7,882,500.00.

Table 11: Summary achievements for Human Resources

Programme	Annual Target	Target Description	Achieved
Recruit suitable staff	6	Recruitment	4
TEVET Levy provision		Provision	
Legal and other professional fees		Provision	

FOCUS AREA 5: INTERNAL AUDIT SERVICES

The TEVET Authority provides Assurance to the Board and Management on governance, risk management, and control processes. This aims at adopting risk-based management approach in the implementation of the strategic plan.

In the reporting year the Authority achieved 14 internal audits representing a 76% against the annual target of 88%. The key performance areas include:

5.1 Establish Fraud Reporting Hotline

This intervention aims at promoting the reporting of fraud by establishing a secure and objective reporting line.

In the reporting year the Authority established 1 fraud reporting hotline against an annual target of 1.

5.2 Audit of Technical Colleges

This intervention aims at Providing Assurance to board and management on governance, risk management, and control processes. In the reporting year, the Authority achieved 10 Audits against an annual target of 10.

5.3 Audit of Procurement

This intervention aims at Providing assurance to board and management on governance, risk management, and control processes. In the reporting year, the Authority achieved one audit against an annual target of one.

5.4 Conduct Monitoring of Risk Management

This intervention aim at enhancing risk awareness and formalisation of risk identification, reporting and monitoring. In the reporting year, the Authority achieved three against an annual target of three.

Table 12: Summary achievements for Internal Audit

Programme	Annual Target	Target Description	Achieved
1.Establish fraud reporting hotline	1		1
2. Audit of technical colleges	10		10
3.Audit of procurement	1		1
4.conduct monitoring of risk management	3		3

FOCUS AREA 6; PROCUREMENT

Through this function, TEVET Authority obtaining goods, works and services using laid down public procurement procedures. The following are the interventions under this section:

6.1 Board of Survey

This is an intervention in which a board comprising of representatives of the departments of a procuring entity deals with supply and equipment targeted for disposal. In this reporting year, the Authority conducted one Board of survey.

6.2 Checking on Compliance to PPDA Policies and Regulations

This is an initiative where spot checks are conducted in order to check compliance to PPDA policies and regulations. In the reporting year, three spot checks were conducted against an annual target of four.

Table 13: Summary achievements for Procurement

Programme	Annual Target	Target Description	Achieved
Board of survey	1		1
Checking on compliance to PPDP policies and regulations	1		1

FOCUS AREA 7: BOARD AND GOVERNANCE

The TEVET Authority is governed by a government appointed Board of Directors which provides oversight to the activities of the Authority. The board's activities are determined by the powers, duties, and responsibilities as provided in the TEVET Act. Key activities implemented included: Board sub-committee meetings and full board meetings. In the reporting year, the Authority achieved 77% on programmes against an annual expense rate of 78%.

Section C: Major Challenges and Recommendations

Table 14: Challenges and Recommendations

Issue and Constraints	Recommendation	Responsible Officer
Long development period for Level 4 curricula. The level 4 curricula have been long in development and this is causing delays in implementation at college level. Other activities such as procurement of equipment and capacity building of instructors cannot happen before the curricula are approved	Need for greater collaboration between TPD and Curriculum Development Teams	HTP
Performance of accounts personnel in some TP's even after training is below par	Management should engage the ministry to intervene	ED
Inadequate Human Resource	Looking at targets, we need an intern or another hand all together to beef up the section	HAHR
Compliance issue over relying of uncredited verifiers to be verifying various institutions within TEVETA	Quality Assurance section to look into this issue since it involves the whole TEVETA	QA/RSCM
Some institutions are operating without MOU's Ukalanga,Misanjo,Mpemba, Tujimuche, Malindi,Nankhudwe	The office of Apprenticeship under formal section should look into draft the MOU's	STPS-A/RSCM/RA
Some institution wanted to procure a capital item by using subsidy funds which is contrary to the use of subsidy monies	No subsidy funds shall be used for other purposes rather than training materials. The said institution was told never to in any circumstances	RSCM/ Principals/RA
Insufficient vehicles: Looking at the catchment area the region is looking after, there is a problem of vehicles as such, some activities are not done within the stipulated planned time	Procurement of more vehicles	DAHR
Late signing of MoUs	There is a need to speed up the process	ED
No/late production of certificates	There is a need to speed up the process	DQA
Late receipt the Board Documents	The Board documents to be received on time to provide ample time to be checked.	Executive Management
Low number of personnel in the entrepreneurship section	Increase number of personnel. This can also be achieved using government interns.	HTP
Delays in Procurement of 2020 and 2021 Apprenticeship Tools. This continues to be a challenge since PPDA is yet to give a go-ahead on the procurement.	Need follow up from PDU	HTP

Section D: Conclusion

This report has highlighted progress of key performance areas for TEVETA for the period, 1st July, 2020 to 31st March, 2022. Progress of programme implementation is at 85% against 77% on financial resources used and efficiency level is at 1.1. Performance is higher this year as compared to the same period last financial year. This is attributed to the administrative and financial support which was directed towards programme implementation coupled with the sacrificial commitment which prevailed among members of staff.

Lessons learnt are that, coordination among all TEVET stakeholders can enhance achievement of targets and sustainable results. One key recommendation for the successful delivery of activities is improved external and internal communication, team work and commitment to assignments and action points. Furthermore, the support rendered by the Finance and Administration during the period is commendable.

