



# 2022/23

## ANNUAL REPORT

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## 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
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 Enterprise 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
TEVETA	Technical, Entrepreneurial Vocational and Education Training Authority
TNA	Training Needs Assessment
TQC	TEVET Providers Association Central

## CORPORATE PROFILE

### TEVET AUTHORITY MANDATE AND OBJECTIVES

#### 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. Talitha Mtiesa          | : | Acting 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, in its quest to create an **“inclusively wealthy and self-reliant nation”** by raising the country's status to that of **middle income** by the year 2030; and, thereafter, attain the **upper-middle income** status by 2063 is implementing the Malawi 2063 development agenda. Education and Skills Development have been identified as a priority area under the Human Capital Development enabler whose overall objective is to have a globally competitive and highly motivated human resource.

MW 2063 recognizes that Malawi has a highly youthful population which makes its people the greatest resource for wealth creation and that it has, however, lagged in providing quality and equitable access to quality education and skills development opportunities at the early childhood, primary, secondary and tertiary level. Furthermore, skills mismatch is rampant; and there is high disparity in accessing education between boys and girls.

It is against this background that the TEVET Authority aligns to this National Development Agenda when developing its Annual Plans and Budgets in order to fulfil its mandate of promoting, facilitating and regulating skills development in Malawi. The FY 2022-23 Plans and Budget were defined by the following macroeconomic fundamentals which ultimately had a bearing on the skills development agenda. The base lending interest rates is expected to average at **14.1 %** during the year ending 31<sup>st</sup> March, 2023. This is a key factor because it affects interest income workings, investments in long-term Endowment Funds and other deposits; inflation averaged at around **21.1 %** throughout the year; Malawi Government continued with its current exchange rate policy of allowing the kwacha to float hence the exchange rate between Malawi kwacha and other major currencies will average around **MK 1030 to the US Dollar**; 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 **MK1920 per litre** in the year under review.

This report presents the progress achieved in the implementation of TEVET programmes during the period from **1<sup>st</sup> July, 2022 to 31<sup>st</sup> March, 2023**. 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 is **95% of the annual targets** against **99% resource usage and further efficiency is at 96%, implying less results with more inputs**. In an ideal situation, progress this far should be **100% of the annual plans and resources allocated and efficiency at 100 %**. In brief, the progress achieved on specific programmes was as follows:

The **apprenticeship programme** registered **86% progress** on achievement of its annual targets against a **100% resource usage**. Major achievements include: Procurement of logbooks, facilitating recruitment of pre- apprentices, Provision of training subsidy amounting to **MK698.6 million** a monitoring and external verification of apprentices. Compared to the previous year (FY 2021/22), **progress was at 77%** and **Resource Usage was at 74%**. In this case, both programme progress and expenditure have improved,

The **Informal Sector Skills Development programme** registered a success rate of **93%** on attainment of targeted outputs against a **resource usage of 100%**. Through three windows namely: Training in collaboration with partners, training through Master craft persons and training in CSDCs, the Authority reached out to **6,550 youths (3,246 females and 3294 males)**. Compared to the previous year (FY 2021/22), **progress was at 96%** and **Resource Use was at 91%**. Therefore, both programme progress declined slightly and expenditure rate has increased.

Under the **Productivity Enhancement Programmes**, the Authority conducted door to door awareness meetings with companies, conducted productivity needs assessments in companies, facilitated programmes for sector-based productivity enhancement initiative and programmes in 5S and Kaizen and Goal alignment. Overall, the programme achieved **89% progress** on attainment of outputs against a **resource usage of 98%**. Compared to the previous year (FY

2021/22), progress was at **77%** and Resource Use was at **55%**.

For the **Entrepreneurship Development Programme**, progress is at **64%** and resource usage is at **98%**, compared to last FY, programme progress was at 70% and resource usage was at 72%.

Under the **Projects and Development programme**, the Authority had 12 projects running in the year namely TEVETA -HWK-Koblenz Project, Care Malawi project and Skills for a Vibrant Economy (SAVE), COMSIP, Save the Children, Luanna – Aqua Fish project among others. Overall, the performance rating under this window was **93% progress** of its annual plans against a **resource usage of 99%**. Compared to the previous year (FY 2021/22), progress was at **86%** and Resource Use was at **93%**.

**Under Regulatory and Compliance services**, the Authority inspected formal and informal institutions to facilitate registration. The Authority further facilitated the approval of curricula. During the period, Trade Advisory Committees were established. The programme registered **79% progress** on outputs planned for the year against **99% resource usage**. Compared to the previous year (FY 2021/22), progress was at **72%** and Resource Use was at **59%**.

The **Planning and Research Division** tracked implementation progress and provided feedback regarding annual plans, targets and achievements. It also conducted planning and review meetings to assess attainment of results and plan for the following quarter. Through, the ICT team, the Division offered continued support to TEVETA staff and key stakeholders in marinating computers and the internet network. The programme registered **82% progress** on plans for the year against **99% resource usage**. Compared to the previous year (FY 2021/22), progress was at **85%** and Resource Use was at **82 %**.

Under **Funding and Finance**, the Authority collected **MK 10.4 billion** as at 31<sup>st</sup> March 2023 against a target of **Mk9.3 billion** representing a **112 % achievement**. Revenue collection was done jointly with Malawi Revenue Authority. The Authority further monitored TEVET fund usage in TEVET provider institutions. The programme registered **90% progress** on annual plans against **100% resource age**. Compared to the previous year (FY 2021/22), progress was at **82%** and Resource Use was at **67 %**.

Through **Corporate Affairs**, the Authority carried out various Information, Education and Communication (IEC) interventions in order to enhance awareness and visibility of TEVET and TEVETA programmes. The programme achieved a success rate of **85%** on implementation of annual plans against **100% resource age**. Compared to the previous year (FY 2021/22), progress was at **87%** and Resource Use was at **86%**.

Under **Internal Audit**, the Authority conducted 14 internal audits. Audit Follow ups were also conducted to check implementation and adherence to recommendations made during actual audit visits. Furthermore, 17 audits were conducted in CTCs. To improve efficiency and effectiveness in the tracking and mitigation of risk, the authority paid a license for automated system for the Audit function. The programme registered **93% progress** on its annual plans against in **98% resource age**. Compared to the previous year (FY 2021/22), progress was at **88%** and Resource Use was at **76%**,

Under the **Administration and Human Resource**, major achievements were the back-up support for program implementation. This included: capacity building for staff, provision of administrative services and logistical support in terms of management of fleet, property, security, cleaning, landscaping stores among others. The programme also coordinated procurement services. The programme achieved a success rate of **80%** on attainment of outputs planned for the year against **99 % resource age**. Compared to the previous year (FY 2021/22), progress was at **95%** and Resource Use was at **84% %**,

The main challenges faced in the period under review included; delays in processing resources (funds and fuel) for activities; Long overdue procurement of the 2020 apprenticeship tools, cyclone Freddy which caused loss of life and severe damage to infrastructure and people's homes in the southern region of Malawi, among others. In the final analysis, Programme



Implementation Progress has improved in the year under review compared to the previous year. Based on the foregoing, it is safe to conclude that skills development remains an enabler for realizing Malawi 2063's **Agricultural Mechanization and Commercialization; Industrialization and Urbanization agenda.**

## Part 1: Introduction

In pursuit of the dictates of Malawi 2063, the Authority develops Annual Plans and Budgets in order to fulfil its mandate of promoting, facilitating and regulating skills development in Malawi. This report highlights the implementation progress and challenges encountered for the period 1st April, 2022 to 31<sup>st</sup> March, 2023. 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; and
- 1.5 Projects and Development.

### Section 2. Quality Assurance

##### Focus areas:

- 1.1 Regulatory and Compliance; and
- 1.2 Planning and Research.

### Section 3: Funding and Finance

##### Focus area:

- 3.1 Funding and finance.

### Section 4 Human Resource and Administration

##### Focus areas:

- 4.1 Human Resource and Administration; and
- 4.2 Corporate Affairs services.

### Section 5: Internal Audit

##### Focus area:

- 5.1 Internal Audit and Risk Management Services.

### Focus Area 6: Procurement

### Focus Area 7: Board of Governance

Trend of activity implementation progress vis-à-vis financial resources used for the past three years during the same period is as shown in the figure below. The graph shows that compared to the previous two years; the performance slightly increased in the year under review.

Figure 1: Three Year Performance Trend: Source: 2022/23 Progress Chart

## Part 2: Implementation Progress/Performance of the Focus Area

This section provides detailed analysis of the key achievements registered in different TEVET Key Priority Areas.

### SECTION 1: 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 youths into various TEVET provider institutions and the purpose of the function of recruitment of apprentices in TEVET system is to provide an opportunity and an entry path for young Men and Women with potential, interest and pre-requisites to pursue a career in TEVET. Overall, the Authority managed to facilitate recruitment of **3,458** apprentices during the FY 2022-2023 in all the regions under the government sponsored. For the self-

##### 1.1.2 Pay apprenticeship training subsidies

This initiative aims at providing support towards procurement of training materials at the institution for effective training delivery. The annual target is 13,751 apprentices. A total amount of MK 662,326,846 was paid for 14,623 apprentices.

##### 1.1.3 Provide Scholarships to females in Male dominated trades

Scholarship for girls in male dominated occupations is a grant or payment made to support females who have been selected into the male dominated occupations. It is aimed at promoting participation of females in male dominated trades. The grant covers tuition, boarding (where applicable) and examination fees for all females enrolled in trades whose majority are male trainees. A total of 420 scholarships were issued during the period under review against an annual target of 516.

##### 1.1.4 Pay apprenticeship training bursary (ATB)

During the year under scrutiny, a total of 2209 trainees (1447 males, 762 Females) benefitted from the bursary scheme against the annual target of 2800. The Authority utilized Mwk138,051,000.00 across the three regions for the bursaries. The Authority failed to meet the targets due to the delays in the disbursement of envisaged funds under the Skills for A Vibrant Economy project to the earmarked **CTC/CSDC**.

### 1.1.5 Monitoring of Apprentices' Training at Institution

Monitoring of training delivery at institution is conducted in order to check module coverage, status of assessment and internal verification of institution assessment. The outcome of this activity determines readiness of institutions for external verification of assessment. In the period under review, 11,502 trainees were monitored against an annual target of 12,815 inspections

### 1.1.6: Procure external verification of assessment at institution

This activity entails quality checks on continuous assessments in institutions by involving officers from other institutions and industry. The objective is to check validity, reliability and relevance of the assessment done at college. During the period, 13,966 apprentices were verified both at the institution and the industry.

### 1.1.7 Support attachment of apprentices

During the reporting period, the Authority supported attachment of **2597** apprentices against the annual target of **3130** for the FY 2022/2023.

### 1.1.8 Payment of attachment upkeep allowances

This is payment of monthly upkeep to every government sponsored trainee at industry. In total, MK **85,073290** Million has been paid benefiting **7,641** apprentices. However, with increase in prices of goods and services due to devaluation, the allowances are no longer enough to sustain an apprentice during the entire attachment period hence a need to adjust upwards.

### 1.1.9 Monitoring of Apprentices' Training at Industry

The activity involves visiting trainees at industry to verify suitability of attachment places, check student welfare and track module coverage. During the period under review, 1,873 apprentices were monitored at the industry.

### 1.1.10 Orientation of industry trainers in CBET

This activity is conducted to induct industry trainers in CBET training methodology for effective industrial training of apprentices. It also aims at familiarizing trainers in updating logbooks and overseeing general welfare of apprentices at industry. In the period under review, 109 trainers were inducted against an annual target of 130 industry supervisors.

### 1.1.11 Promote career guidance in primary and secondary schools

This is an activity where TEVETA officials visit Secondary and Primary Schools to sensitize learners about careers in TEVET. In the FY 2022/2023, 176,737 learners from 794 institutions were reached under this activity. Addition to that, 276 teachers were oriented on the same.

### 1.1.12 Promote informal to formal TEVET Bridging Programmes

The intervention targets trainees who complete training in the informal sector and are progressing to the formal sector training. It aims at narrowing the knowledge and skills gap by equipping the learners with knowledge and skills that help them meet minimum requirements for entry in the



formal sector training. During the reporting period 261 students have been bridged to 21 different programmes.

### 1.1.13 Facilitate Progression (transition) 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 **268**, 2020 cohort of CTCs Level 2 apprentices to Level 3 at NTCs.

**Table 1.1.1 : 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	3458	1764	1694	3458
2. Payment of subsidy	13,751	apprentices	14623	7,557.	6,364	14,623
3. Payment of allowances to Trainees on Attachment.	3180	apprentices	7641	4581	3058	7641
4. Attach apprentices	3130	apprentices	2597	1457	1140	2597
5. Monitoring of apprentices at the Institution	12,815	apprentices	11502	7636	3866	11502
6. Monitoring of apprentices at the Industry	3330	apprentices	1873	1073	800	1873
7. Payment of Bursaries to Training Providers for Needy Students	2800	apprentices	2209	1447	762	2209
8. Orientation of industry trainers in CBET	130	Industry trainers	109	97	12	109
9. Bridging programme for informal trainees	48	programmes	42	169	101	261
10.Procure External CBET Delivery	14	Trades	12	317	216	533
11.Conduct career guidance	1025	Schools	794	87,101	89553	176,737
12.External Verification at the institution	39,319	verifications	82,306	8,284	3,913	12,196
13.External verification at Industry	3330	verifications	1770	1128	642	1770
14.Provide scholarships to female trainees in male dominated trades	540	apprentices	420	420	N/A	420
15.Facilitate Progression of learners from CSDCs and CTCs to NTCs	200	Apprentices	268	88	180	268

## 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 6,542 (3,296 males and 3246 females) beneficiaries in various occupations. This was delivered through five key interventions which registered a progress of 74% against 68% of the allocated resources. The following are the interventions:

### **1.2.1 Promote informal training opportunities through partnership with CBOs, NGOs and donor agencies**

This activity involves TEVET Authority working in collaboration with other partners in the implementation of TEVET activities. In the period under review, through the Regional Service Centers (RSC), the Authority engaged 82 partners reaching out to 2,785 (1485 males, 1300 female) beneficiaries with 88 training programmes in different occupations.

### **1.2.2 Facilitate Training Programmes in CSDCs (Informal)**

This activity involves TEVET Authority conducting trainings through registered Informal Sector Community Skills Development Centres. Such centres have minimum standard infrastructures, governance and management structures and owned by the communities. The aim of the initiative is to increase access to TEVET programmes in order to ensure availability of relevant technical and entrepreneurial skills in the rural areas. During the period under review, 1,796 (843 males, 953 females) trainees have benefited from the programme.

### **1.2.3 Facilitate training delivery through Master Craft persons**

This activity involves TEVET Authority conducting trainings through accredited Informal Sector Master Crafts Persons who are members of Informal Sector Training Providers associations. These trainings are ongoing. Through the engagement of 216 Master craftsmen, in this period under review 1,549 (788 males, 761 females) trainees have acquired skills in 26 different trades.

### **1.2.4 Refurbish CSDCs Infrastructure**

This activity involves TEVET Authority refurbishing existing structures of Community Skills Development Centres. The Authority supported Four (4) institutions; Lunjika, Matenje, Maunda and Ndanga CSDCs with different refurbishment works. A total of MK 59,268,309.7 was spent as at the end of 2022/23 financial year.

### **1.2.5 Establish partnerships with District Councils**

This activity involves TEVET Authority organizing meetings for District Councils. It should be noted that the Authority has binding MoUs with almost all district councils that were signed two years ago. To strengthen the partnership, the Authority through RSCs involve the councils in different interventions. A total of 28 district councils were engaged in the period under review.

### **1.2.6 Promote informal training opportunities through mobile training workshops**

This activity involves TEVET Authority conducting trainings through Master Crafts Persons in hard-to-reach areas. During the reporting period the Authority has reached 412 (180 males, 232 females) beneficiaries in different trades through mobile training works.

### 1.2.7 Procure external verifications (All trainings)

In this financial year, the Authority procured 3548 (1,690 males, 1,946 females) were verified through external verifications in different informal Sector skills development training programmes.

**Table 1.2.1: Summary of ISSDP Progress**

Programme	Annual Target	Target Description	Achieved	Number of Beneficiaries		
				Female	Male	Total
1. Training Opportunities Through Partnerships	97	Programmes	88	1485	1300	2785
2. Training Delivery Through Master Craft Persons	1050	Trainees	1557	788	761	1557
3. Training Programmes in CSDCs	1050	Trainees	1796	843	953	1796
4. Establish partnerships with District Councils	25	District Councils	28			
5. Promote informal training opportunities through mobile training Workshop	360	Trainees	412	180	232	412

## 1.3: Productivity Enhancement Programme (PEP)

The Productivity Enhancement Programme (PEPs) is a package of value adding initiatives and interventions whose main objective is to spur productivity at the Workplace in order to improve the performance of Companies and Organizations in the Public and Private Sector. The program registered an implementation progress of **88.5%** having used **63%** of the allocated resources. The interventions included the following;

### 1.3.1 Facilitate establishment of Private Public Partnerships (PPP) between Industry and TEVET Providers

This activity aims at establishing partnerships between the private sector and TEVET institutions to enhance the quality and relevance of TEVET graduates. During the period under review, the Authority facilitated establishment of 25 PPPs between the Industry and TPIs

### 1.3.2 Facilitate technology dissemination seminars from industry to TEVET providers

This activity involves hosting technology dissemination workshops to allow TEVET providers and Stakeholders in the private sector to share information on new technology use. During the reporting period the Authority conducted three technology dissemination policies.

### 1.3.3 Conduct PEP door to door awareness meetings

This activity involves conducting one on one meetings with stakeholders, in order to brief them about the newly established PEPs. A total of 97 stakeholders in the period during the period under review.

### 1.3.4 Productivity Enhancement Needs Assessment

This activity involves, conducting an assessment in form of GEMBA walk through companies in order to establish Productivity gaps. During the reporting period, a total of 25 institutions were engaged for PENAs.

### 1.3.5 Sector Based Productivity Enhancement Training -TSBPE

These are short-term interventions designed and implemented to address common productivity capacity gaps for a specific sector(s) and/ or Trade. During the period under review, the Authority conducted 23 programmes reaching out to 2 sectors of water and tourism.

### 1.3.6 Facilitate Enterprise Based Productivity Enhancement Training -EBPE

The intervention includes, consulting, productivity gap analysis, business processes re-engineering and training services in fields that range from supervisory development to quality management systems in specific companies. A total of 110 enterprises were engaged in the period under review.

### 1.3.7 Enhance productivity in businesses owned by TEVET Beneficiaries

This intervention involves transferring productivity improvement knowledge to TEVET beneficiaries doing businesses through training. During the reporting period, 83 enterprises owned by TEVET beneficiaries were reached with different productivity enhancement interventions. The interventions included: 5S and Kaizen training; Financial management training and Stock management.

**Table 1.3.1: Summary of PEP Progress**

Programme	Annual Target	Target description	Achieved
1.Establishment of Public Private Partnerships	24	MoUs	25
2.Conduct Door to Door Meetings	80	Companies	97
3.Productivity Enhancement Needs Assessment	18	PENAs	25
4.Facilitate Sector Based Productivity Enhancement Training	24	Programmes	23
5.Facilitate Enterprise Based Productivity Enhancement Training -EBPE	80	Programmes	110
6. Enhance productivity in businesses owned by TEVET Beneficiaries	9	Businesses	12

## 1.4: Entrepreneurship

The Entrepreneurship Development Programme (EDP) constitutes interventions aimed at promoting practical entrepreneurship development programs that will enable TEVET beneficiaries become employers through creation of viable small and medium enterprises (SMEs). The Authority strives to promote practical entrepreneurship development programs that will enable TEVET beneficiaries to become employers through creation of viable small and medium enterprises (SMEs). During the reporting period, the programme achieved **63.6%** on activities implemented and spent **77%** of the allocated financial resources.



#### **1.4.1 Facilitate Specialized training for TEVET beneficiaries**

This activity is designed to facilitate training of TEVET Beneficiaries in specific identified areas where they have shortfalls in order to enable them to effectively and efficiently start, run and manage various enterprises and businesses in line with their fields of study. During the reporting period, one training was conducted reaching out to 11 beneficiaries.

#### **1.4.2 Conduct Motivational Talks by Successful Entrepreneurs (role modelling)**

This is an activity designed to identify successful entrepreneurs in the TEVET sector, preferably having made it through the TEVET career path to act as role models and talk to system trainees. The activity is meant to motivate trainees in the system to relate their training with success stories in the country and hence act as an impetus to accelerate their energies and concentration in the pursuit for own enterprises after their training. During the year under review, the Authority engaged two successful entrepreneurs to deliver motivational talks to 11 TEVET institutions.

#### **1.4.3 Conduct Monitoring of Graduates Linked to Business Development Service (BDS) Providers**

This activity provides for the monitoring of the graduates that have been linked to various Business Development Services (BDS) Providers. These providers include HUBs, Incubators, Accelerators, pitches, conferences, talks and the implementation of the loan guarantee fund that the Authority established in collaboration with FINCA (a micro-financing institution) in order to give seed money to TEVET graduates. During the reporting period, 61 TEVET graduates who were linked to BDS providers were monitored.

#### **1.4.4 Establish partnerships with other stakeholders**

This activity was planned to create a platform/forum where TEVETA can interact with various organizations that are involved in entrepreneurship development and share programs, experiences, challenges and opportunities in order to yield synergies from efforts and interventions of the various players in Entrepreneurship in the country. Three meetings were held during the reporting period. During the reporting period, the Authority signed 5 partnership MoUs with different stakeholders namely; BAM, FDH, ABWM, Wealthnet finance and MUST.

#### **1.4.5: Partner Existing innovation centres**

This activity is aimed at supporting existing innovation centres to implement entrepreneurship activities that will benefit TEVET beneficiaries. Through this activity, the Authority signed 2 partnership agreements with innovation centers

#### **1.4.6: Facilitate Product Design Trainings**

The purpose of this activity is to equip TEVET graduates with skills that will enable them to undertake the process of imagining, creating, and producing products that solve users' problems or address specific needs in a given market. In the period under review, two training sessions were conducted on Jacket designing reaching out to 22 beneficiaries.

## 1.5: Projects and Development

Projects and Developments (P&D) as a division was established to support achieving institutional strategic objectives by diversifying sources of revenue for the TEVET Authority. Diversification of the resource base is achieved by developing winning project proposals and coordinating implementation of donor funded projects.

These projects respond to strategic pillars of TEVET Authority and contribute in achieving organizational targets using development partners' resources. Scope and catchment area of projects vary depending on the size of the project. The program registered an implementation progress of **93%** having used **74%** of the allocated resources. In the reporting year, there were eight (8) projects running as shown below;

**Table 1.5.1: Summary of Projects**

No	Name of project	Objectives	Area of intervention
1	<b>Skills for A Vibrant Economy (SAVE) Project</b>	The objective for SAVE project is to increase access, particularly for females to labour market-relevant skills in targeted priority areas of the economy	<input type="checkbox"/> Competitive Grants Scheme <input type="checkbox"/> Inclusive Bursary Scheme <input type="checkbox"/> System Strengthening
2	TEVETA HWK- Koblenz	To improve access to relevant practice-oriented TEVET for improved opportunities in Malawi	<input type="checkbox"/> Curriculum development in electrical installation and electronics Level 4 and bridging programmes <input type="checkbox"/> Capacity building of TEVET trainers <input type="checkbox"/> Provision of training equipment to TEVET providers <input type="checkbox"/> Establishment of Public Private Sector Skills Dialogue Forum (PPSDF) – a platform for interface of cooperation between TEVET providers and the private sector
3	<b>Project supported by CARE Malawi</b>	The purpose of this project is to have a Sustainable, equitable and resilient food and nutrition security for ultra-poor and chronically vulnerable households and communities in Mangochi and Zomba Districts.	<input type="checkbox"/> Training of the youth through Master Craftsmen
4	<b>Project Supported by World Vision</b>	Increase access to TEVET among the youth	<input type="checkbox"/> Training of the youth through Master craftsmen

5	<b>PRO-AGRO Youth Project</b>	The purpose of this project is to develop sustainable agricultural capacities of rural youth through sustainable and innovative agri-business hubs and to generate empirical evidence of developed and tested integrated agri-business hub models to inform policy to drive scaling up the models to create jobs for youth	<input type="checkbox"/> Garment manufacturing under the Export Promotion Zone <input type="checkbox"/> Training of SMEs in garment manufacturing
6	<b>Youth Challenge Support Project Progress (COMSIP)</b>	To improve resilience among the poor and vulnerable population and to strengthen the national platform for safety nets in the Republic of Malawi. This project builds up on the MASAF Project that evolved.	<input type="checkbox"/> Training the youth using Master craftsmen
7	<b>SME Capacity Building Project</b>	The purpose of this project is to build capacity of SMEs through contracts of desk maintenance and production	<input type="checkbox"/> Production and Maintenance of Desks
8	<b>SIFA ATVET4W Project</b>	The purpose of this project is to improve employment prospects, especially for women, in agriculture and food security.	<input type="checkbox"/> Skills Training

### 1.5.2 Partnership

In the period under review, the Authority engaged EU/Zantchito project to support infrastructure development in the National Technical Colleges.

## SECTION 2: REGULATORY AND COMPLIANCE SERVICES (RCS)

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 general, the programme achieved **79.1%** in terms of programme implementation and spent **97%** of the allocated resources in the 2022/23 financial year.

### 2.1 Registrations 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 20 formal TEVET providers against an annual target of 25. In addition, 44 informal TEVET providers were registered in the same period. A total of 80 compliance inspections were conducted against an annual target of 77, and four quarterly surveillance inspections were implemented against the annual target of four..

**Table 2.1.1: Summary of registration**

No.	Activity	Annual Target	Performance Indicator	Achievement
1	Register Formal TEVET Providers	25	Number of Formal TEVET providers Registered	20
	Register Informal TEVET Providers	50	Number of Formal TEVET providers Registered	44
2	Conduct compliance inspections	77	Number of Compliance inspections Conducted	80
3	Conduct quarterly surveillance inspections	4	Number of full cycle Surveillance inspections conducted	4
4	Facilitate inspections and advisory services for formal TEVET delivery	4	Number of session Programme delivery inspections conducted	4

#### 2.1.1 Renew Registration of formal training Institutions

The purpose of this exercise is to ensure that colleges which registration certificates expired but maintains the registration status are issued with another registration certificate for occupations meeting the requirements. A total of 9 formal training institutions have renewed their registration

#### 2.1.2 Register New Formal Training Institutions

All TEVET providers that meet the registration requirements are recognized through a registration certificate from the TEVET Authority. A total of 11 new Training institutions were registered in the period under review.



### **2.1.3 Register Informal TEVET Providers**

This activity aims at recognizing all TEVET providers that meet the registration requirements under the informal sector through a registration certificate from the TEVET Authority. A total of 45 new informal institutions have been registered in the period under review against a target of 50.

### **2.1.4 Facilitate Inspections and Advisory Services for Formal TEVET Programme Delivery**

The purpose of the inspection is to examine and evaluate teaching and learning alongside other matters that affect students' learning. The Authority conducted four full cycle inspections during the period under review.

### **2.1.5 Facilitate Inspections of Formal TEVET Providers**

Inspections to Formal TEVET providers help to ensure that all institutions comply with requirements for the operation of a training institution through post registration inspection, and inspection for registration. A total of 44 inspections were conducted in the period under review.

### **2.1.6 Conduct Surveillance Inspections**

Surveillance inspections help in assessing and regulating the training market by identifying institutions operating without TEVETA's knowledge and advise them on the registration procedures so that they become registered. The Authority conducted four full inspections where 57 Institutions were inspected.

## **2.2 Assessments, Moderation and Certification**

The purpose for Assessment, Moderation and Certification Unit in the Regulatory and Compliance Services Division is to ensure that assessment is to set Quality assessment and certification standards, procedures, requirements and enforce compliance of the same to facilitate issuance of qualifications to deserving candidates only. This is done through varies activities such as inspection, audits, meetings, sensitizations, and development of regulations, guidelines and tools to be used both by the Authority and its stakeholders.

### **2.2.1 Facilitate Inspection of the Assessment and Certification of informal Programs**

The purpose of the activity is to inspect the compliance to CBET assessment and certification guidelines for informal sector initiatives and inform the stakeholders on the challenges and improvements to be done. Five full inspections against a target of 4 were conducted reaching 45 institutions.

### **2.2.2 Facilitate Inspection of the Assessment and Certification of RPL Programs**

The purpose of the activity is to inspect the compliance to CBET assessment and certification guidelines for RPL Program and inform the stakeholders on the challenges and improvements to be done. Two inspections were planned for the year under review, nevertheless, one full inspection was conducted in the year under review.

### 2.2.3 Facilitate Inspection of the Assessment and Certification of Formal Programs

The purpose of the activity is to inspect the compliance to CBET assessment and certification guidelines for formal program particularly the apprenticeship and inform the stakeholders on the challenges and improvements to be done. Two full inspection cycle were achieved in the period under review.

### 2.2.4 Sensitize TEVET Providers and QABs on Developed Rules, Guidelines and Procedures (Malawi TEVET Assessment and Certification Framework)

The purpose of the activity is to sensitize the TEVET Stakeholders on the developed rules guidelines and procedures to enhance the conduct of the TEVET Assessment and certification processes in line with the framework. Two sensitization meetings were conducted in the period under review

### 2.2.5 Monitor compliance to TEVET rules, guidelines and procedures (Conduct Quality Audit on Assessment, Moderation and Certification Procedures)

The purpose of the activity is to establish the compliance and adherence to TEVET Qualifications Framework and TEVET Assessment and Certification Framework on assessment requirements, records creation, management, administration, evaluation and storing. A total of 51 TPIs were monitored in the period under review.

### 2.2.6 Facilitate development of sample assessment materials

The purpose for the activity is to develop sample assessment materials for TEVET Curriculum to guide trainers on how to develop their own assessment. The Authority facilitated the development of sample assessment materials for 6 trades in the period under review.

### 2.2.7 Print Certificates

The purpose of the activity is to ensure that TEVET certificates are printed, supply of certificate printing paper and printing machine is in good operation condition and that stock levels are monitored at all times. A total of 6,794 were printed in the period under review.

**Table 2.2.1 : 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	4	Inspection visits	5
2	Facilitate development of sample assessment materials for tailor made curricula	10	Development of sample assessment	6
3	Sensitize TEVET providers and QABs on developed rules, guidelines and procedures	2	Sensitization meetings	1
4	Monitor compliance to TEVET rules and regulations	60	Monitoring visits	51
5	Print Certificates	10000	Certificates	6,794

## 2.3 Quality Assurance

The quality assurance services in TEVET Authority ensures quality implementation of TEVET through setting and maintaining of standards, procedures and enforcing compliance to the same. Below are the activities undertaken in this year.

### 2.3.1 Facilitate Establishment of Regulatory Structures

This activity aims at developing operational guidelines for TEVET providers to regulate the implementation of the system according to standards. The Authority established regulatory structures to 33 institutions.

### 2.3.2 Develop and Review Guidelines for Regulatory Structures

This activity aims at providing operational guidance to ensure consistency in the Authority's implementation of programmes. Four guidelines were developed in the period under review.

### 2.3.3 Conduct Capacity Building of instructors in teaching, learning and Assessment Materials Development (Using Trained Retired experts)

This activity aims at capacitating the instructors in CBET Approach using Retired TEVET Experts. A total 55 instructors have been trained in this financial year.

### 2.3.4 Facilitate Trade Advisory Committees Activities

This activity is aimed at coordinating engagement and active participation of TAC Members in TEVET activities. A total of 11 meetings were conducted in the period under review.

**Table 2.4.1: summary of achievements in Quality Assurance**

No.	Activity	Description	Annual Target	Achieved
1	Facilitate Establishment of Regulatory Structures	Structures	15	33
2	Develop and Review Guidelines for Regulatory Structures	Guidelines	4	4
3	Capacity Building of Instructors in Teaching, Learning and Assessment Materials Development	Instructors	50	55

## 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 Facilitate Development of TEVET Curricula in New Occupational Areas

This activity aims at facilitating TEVET curricular in new and emerging areas that have huge demand for training. Part of these curricula were facilitated by Malawi Institute of Education. In the period under review, the Authority facilitated development of 8 curricula for new occupation.

#### 2.4.2 Facilitate development of Level 4 TEVET curricula

This activity aims at facilitating development of level 4 curricular. TEVETA facilitated development of Level TEVET curricula for 4 occupations.

#### 2.4.3: Facilitate development of Tailor-made TEVET curricula

The activity aims at facilitating the development of tailor-made curricular mostly targeting people in the informal sector. Six tailor made TEVET curricula were developed in the period under review.

#### 2.4.4: Facilitate development of Training/Learning Manuals

This activity aims at facilitating the development of training/ learning manuals. A total of 6 manuals were developed in this financial year.

#### 2.4.5 Facilitate Printing and Publishing of Curricula

This activity aims at facilitating printing and publishing of curricula to produce hard copies for distribution and use by training implementers. During the reporting period the Authority printed 142 curricula for 34 different occupations.

**Table 2.4.1 : summary of achievements in standards development**

No.	Activity	Annual Target	Achieved	Name of curricula
1	Develop curricula	24	23	<b>New occupation areas</b>  <b>Level 1:</b> Artisanal and Small-Scale Mining  <b>Level 2</b> Music Level Aquaculture Marine Mechanics Boat Building Small Scale Mining Garment Manufacturing



				<b>Level 4</b> Mechanical Engineering Refrigeration and Air Conditioning RAM IECT <b>Tailor-made curricula</b> Meat processing Street foods Upholstery Bee Keeping Leather and Leather Products Landscaping and gardening
2	Develop Training Manuals	6	6	Communication Language level 1 to 4 Liquified Petroleum Gas Installation Level 1 Communication Language level 1 to 4 Liquified Petroleum Gas Installation Level 1 ICT levels 1 to 4 Electrical installation and Electronics Level 4
4	Publish approved curricula	6	6	<b>Level 1</b> Tour Guide Video Production Occupation <b>Level 2</b> Cosmetology Occupation Edible Horticulture Occupation Video Production <b>Level 3</b> Solar Photovoltaic Installation

## 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. During the reporting period, the department has registered **82%** Programme Progress against **85%** resource use.

### 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

This is the research that is conducted to guide productivity enhancement interventions of a particular sector or company. During the period, one research was done on the Eco-Tourism Sector. The research was conducted in collaboration with the Ministry of Tourism and Malawi Tourism Council.

#### 3.1.2 Conduct Periodic Training Needs Assessments for Programmes

These are assessments that are conducted in order to ascertain training needs of potential beneficiaries upon request. During the reporting period, one TNA was conducted under SAVE Project.

#### 3.1.3 Promote partnerships with stakeholders in conducting market surveys

The Authority intends to work with key stakeholders in the conduct of research to ensure consolidated kind of approach of research in TEVET. In this regard, the Authority partnered the Ministry of Gender and the Malawi Council of the Handicapped (MACOHA) to conduct research on disability responsiveness of TPIs to apprentices with disability. One survey was conducted in the period under review.

#### 3.1.4 Conduct and Institutionalize periodic Tracer Studies in TEVET Authority and Provider Institutions

The TEVET Authority intends to devolve implementation of tracer studies to TEVET Provider institutions and the activity aimed at capacitating technical colleges on the conduct of tracer studies. One tracer study was successfully implemented.

#### 3.1.5 Conduct research on sustainable new appropriate technologies

This aims at identifying appropriate technologies with the objective of improving and patenting them. This gives the inventor the legal right to benefit from the proceeds of the technology thus contributing to the social-economic development of Malawi. The activity was successfully done.

where innovators from the central and northern regions were visited.

## **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.

During the reporting period, the Authority conducted four quarterly planning and review meeting, four monitoring visits, spot check visits and coordinated and facilitated monitoring by government officials among others. Below are the details of the key achievements registered during the reporting period.

### **3.2.1 Conduct Quarterly Implementation Review Meetings**

These are routine quarterly gatherings where the management convene and reflect on performance of the authority against the set targets and priorities. The meeting also discusses plans for the subsequent quarter. Cumulatively, four review meetings were conducted in 2022/23 fiscal year.

### **3.2.2 Conduct Regular Monitoring of the Implementation of the Strategic Plan**

These are Monitoring visits that are conducted every quarter in order to validate the achievements registered in progress reports submitted by implementing regions and divisions. Key findings are discussed at management level for further action. Cumulatively, four regular monitoring sessions were conducted in 2022/23 fiscal year. The monitoring visits conducted in the period under review focused on informal and informal TEVET providing institutions, monitoring of apprentices on attachments and institutions that benefited from PEP interventions.

### **3.2.3 Conduct regular Evaluation of programmes in the strategic plan**

Regularly, the Authority carries out evaluations of programmes from the strategic plan. The evaluations mainly focus on establishing the effectiveness and relevance of the programmes in relation to achieving the goals and objectives of TEVET Authority as postulated in the strategic plan. The Authority conducted one evaluation and one assessment in the period under review.

## **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). The serviced provided in the period under review includes; archiving of documents, subscription to e-resources, distribution of books to institutions. Furthermore, the Authority facilitated rolling out of TMIS to training institutions and procurement of software and antiviruses.

## 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 ensures that there is a well-established organisation structure supported by relevant policies and procedures. In addition, the Authority mobilises resources to ensure that there is financial sustainability in the Authority. Finally, through this pillar TEVET Authority pays 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 85.2% was registered under this area having utilised 99% of the allocated resources. The following were the key interventions:

**Table 4.1: Summary achievements for Corporate Affairs**

Activity Name	Target Description	Annual Target	Achieved
Promote awareness and marketing of TEVET Programmes	Various	14	23
Translate English communication materials into vernacular	Materials	4	1
Conduct Business Stakeholder Meetings (to lobby for TEVET levy, attachments for apprentices etc)	Meetings	1	1
Produce various IEC materials	Various Materials	3000	5225
Launch new TEVET products and services	Event	1	1
Conduct Tree planting/replanting	Trees	8000	2000
Conduct Corporate Social Responsibility (CSR)	Events	1	1
Provide media coverage to events	Events	8	12
Publicise special events and all advertising (including registration and inspection campaigns, entrepreneurs, levy, RPL, reforms, certificates)	Adverts	50	19
Update website and various social media platforms	ongoing updates	1	1

#### 4.1.1 Promote Awareness and Marketing of TEVET Programmes

This activity deals with publicising TEVET/TEVETA activities, programmes and raising visibility of TEVET/TEVETA in Malawi. During the period under review, the Authority conducted 23 programmes under this exercise.

#### 4.1.2 Translate English communication materials into vernacular

Deals with translation of TEVET/TEVETA documents into local languages for easy use by the locals. During the reporting period, the Authority translated curricular for seven tailor made trades.

#### 4.1.2 Produce Various IEC Materials

Deals with procurement of materials that promote the TEVET brand. During the reporting period, a total of 5225 various IEC materials were produced. These include Branded T-shirts and Golf shirts.

#### 4.1.3 Conduct Tree Planting/replanting Exercise

Aims at planting trees to conserve the environment. During the period under review, the Authority coordinated this exercise on a function that took place at Ngara Community Technical College. Cumulatively, 2000 trees were planted in 2022/23 financial year.

#### 4.1.4 Launch new TEVET Products and Services

Deals with launching products and services. During the reporting period the Authority launched the TEVET mobile Vans. The function took place in Dowa district

#### 4.1.5 Conduct Corporate Social Responsibility

As a responsible entity, CSR aims at giving back to the society by among others providing solution to the various challenges the communities we work with face. During the reporting period, the Authority supported Kidney Foundation Malawi with a sum of 519,000 in form of CSR.

### 4.2: Funding and Finance Programmes

The Funding and Finance service (FFS) is a function which is responsible for revenue generation and expenditure Management and reporting on financial resources in TEVETA.

This is done through management of revenues, payments management, receipting and recording of income and reconciling the coming in, the going out of Cash from the organization's books and preparation of monthly and quarterly financial reports.

The FFD ensures that the TEVET Authority has enough resources to finance all planned programs for the year through management of the financial resources by prioritizing payments and investing excess cash.

The function also ensures that there is constant improvement in the financial management system in TEVETA by highlighting areas that require policy improvement in order to enhance internal controls and also areas within the operations which can be automated in order to enhance efficiency. The program registered an implementation progress of **87.8%** having used **93%** of the allocated resources. Through this function, the Authority collected Mk10.4 billion representing **112%** performance cumulatively as at the end of the period under review, including Government Levy. On the projects, the Authority managed to collect Mk 972.5 million, representing 27% of the budgeted amount, cumulatively. Some of the key achievements are as outlined below:

#### 4.2.1 Promote awareness of Employers on TEVET Levy

To enhance and sustain TEVET Levy compliance by employers, the Authority provides "Gift Packs" to selected employers. This acts as a token of appreciation in recognition of their compliance to TEVET Levy. In the year under review, the Authority distributed gift packs to 100 selected levy payers.

#### **4.2.2 Enhance investment income**

In a quest to broaden the revenue base, the Authority invests regularly in fixed-term deposits with various financial institutions to earn interest. The Authority also has an Endowment Fund which generates “Dividends”. The Fund is managed by Continental Asset Management. They are paid management fees for managing the fund. As at the end of the 2022/23 financial year, the value of investment income was at MK 10,000,000.

#### **4.2.3 Implement Enterprise Resource planning (ERP) system**

ERP is an all-encompassing system that the Authority introduced. The system has enabled different systems to be linked and synchronized with many automated tasks e.g. electronic payments, production of management accounts, Payroll among others. In the period under review, TEVETA conducted a training to orient Finance, AAs and Project officers on the new features of the ACCPAC after upgrading the version took place.

#### **4.2.4 Development of a Work Flow Management System**

In the quest to improve efficiency and eliminate errors in the computing of data and through all processes, the Authority through FFD introduced a system that aid in processing data from beginning to end. In the period under review the Workflow management system was developed and operationalized.

#### **4.2.5 Conduct external audits**

The processing of all transactions undertaken by the Authority through-out the year do feed into production of Draft Audited Accounts. The Authority produces draft financial statements (F/S), which are checked by External auditors. When External auditors are satisfied, they issue an opinion on the F/S and a report of the same is filed with the ministry of Finance and Auditor General plus the Statutory cooperation. During the year under scrutiny, the FFD facilitated one external audit which was conducted by Graham Carr.

#### **4.2.6 Compliance checks on financial policies and regulations**

FFD through HFF carries out a spot check on the regional offices in order to check on adherence to procedures and good house-keeping. During the period under review, the department conducted two compliance checks on financial policies and regulations.

#### **4.2.7 Asset Register & Verification**

This is the maintenance of the Fixed Asset Register. The procurement and disposal of Assets is accounted for by FFD, in monetary terms using this Register. The register is also present in ACCPAC with the same figures. The Authority conducted two asset verification exercises in the period under review.



#### **4.2.8 Pay MRA agency fees**

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. The Authority had paid MK329.1 million as at the end of 2022/23 financial year.

#### **4.2.9 Prosecute non-compliant employers**

The TEVET Act provides ways of enforcing TEVET Levy compliance. One such way is prosecution of non-compliant employers. This is an on-going process and does not have specific target(s) in any given quarter. It must be noted that there is already a long list of employers that are under prosecution from previous periods. During the reporting period, a total of MK1.36 billion has been recovered through this exercise. The Authority will continue working in close collaboration with MRA to prosecute all non compliant employers.

#### **4.2.10 Conduct sample TEVET Levy inspections/audits**

TEVETA conducts TEVET Levy inspections/audits on a sample basis to verify whether employers declare correct TEVET Levy figures. This exercise is often combined with TEVET Levy collection during joint exercises with MRA to avoid duplication of efforts and inconveniencing employers. Four inspection sections were carried out in the year under review reaching out to 814 institutions.

#### **4.2.11 Conduct annual TEVET Levy performance review meeting with MRA**

Annual TEVET Levy assessment and collection performance reviews help to analyze and find ways to improve on the successes and challenges encountered in any financial year. They also help in setting realistic levy targets for future periods. The Authority conducted one annual review meeting during the reporting period. Among others, the

### **4.3 : Administration and Human Resource**

#### **4.3.1 Administration**

The purpose of the Administration Department is to provide administrative and logistical support for the Authority. The Administration Department is important to the Authority as it works across all departments and with all kinds of work which General Office Management; Asset Management; Transport Management; and Security and Safety Management.

During the reporting period, the program registered an implementation progress of **78.9%** having used **117%** of the allocated resources

#### **4.3.2 Human Resource Development**

This is a TEVETA framework for helping employees develop their skills, knowledge, and abilities, which in turn improves an organization's effectiveness. The purpose of HRD is to enhance learning, human potential, and high performance in work-related activities and contribute to sustainable development of the TEVET Sector. The following are achievement registered in the period under review.

#### **4.3.2.1 Recruit Suitable Staff**

Recruitment is an ongoing activity within TEVETA which aims at identifying capable and talented human resource that can help to deliver its key strategic objectives. Eleven suitable staff were recruited during this financial year

#### **4.3.2.2 Attend Various Workshops/Seminars/Conferences**

TEVETA believes that professional growth comes through enhancement of the current skills by acquiring new knowledge. For this reason, TEVETA allows its staff to attend various professional conferences, summits, workshops and seminars which have proved to have a positive impact on business professionals. These conferences, summits, workshops and seminars offer an opportunity to develop new professional relationships, meet new friends, gain knowledge and skills and become more successful in their career. In the period under review, the Authority sent its staff to 15 different workshops and seminars.

#### **4.3.2.3 TEVET Levy Provision**

As a way of abiding by the TEVET Act, TEVETA pays the TEVET levy to ensure that

TEVETA activities are run smoothly. TEVETA pays its levy at the end of the year despite planning the same to be paid monthly. A total of MK 34,180,241.04 was paid in the year under scrutiny in form of TEVET Levy.

#### **4.3.2.4 Legal and Other Professional Fees**

TEVETA do engage its contracted Legal Team on various legal matters as well provision of routinely professional legal services. A total of **MK 7,002,500.00** was paid for legal and other professional fees in the period under review.

#### **4.3.2.5 Sensitization of STAFF on STACOS**

TEVETA Staff Terms and Conditions (STACOS) were last reviewed in full over 5 years ago. This therefore necessitated the need to review the STACOS to ensure that they are aligned with current applicable instruments, laws and practices. During the reporting period, the Authority oriented all staff at the secretariat on STACOS.

## SECTION 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 this focus area registered an implementation progress of **93%** having used **91%** of the allocated resources. The key performance areas include

### 5.1 Monitor Fraud Reporting Hotline

Promotion of ethical conduct, transparency, fairness, eradication of corruption, and protection of bona fide whistle-blowers from victimization. During the reporting period, the Authority received and handled three QTR report from Deloitte.

### 5.2 Audit of programmes and Projects and CTC

This intervention aims at Providing assurance to board and management on governance, risk management, and control processes. In the reporting year, the Authority conducted audits to six programmes. These include audit of ICT, Regulation and Compliance, Training Programmes, Funding and Finance, Procurement and Projects. Additionally, the Authority conducted audits to 10 community Technical Colleges.

### 5.3 Conduct Monitoring of Risk Management

Monitoring Risk Management is a cross-cutting activity that has been highlighted in all the engagements that the section has been performing, and will again continue to be highlighted in all future engagements as such. The Authority monitored risk management for CAD during the reporting period.

## SECTION 6 PROCUREMENT

Procurement services in TEVET Authority were established to comply with the Public Procurement Act of 2003 and now of 2017. Public procurement is aimed at obtaining the goods, works and services to the public procuring entity's best advantages. This is done through Efficiency and effectiveness, Fairness, Openness, Competition, Transparency, Accountability and redress. The following are the interventions under this section:

### 6.1 Conduct Internal Procurement and Disposal of Assets Committee (IPDC) and Evaluation Meetings

As per Procurement and Disposal Act 2017, S26(2) (a-g) IPDC is the only body mandated to approve Procurements in the Public Sector. This includes approving Procurement methods and Bidding Documents. A total of 41 IPDC and 28 evaluation meetings were conducted in the period under review

### 6.2 Board of Survey

The Board of Survey is a body constituted by the IPDC and its function is to assess the condition of the assets then produce a report/recommendation to the IPDC performance. One Survey was conducted in the period under review

### 6.3 Checking on Compliance to PPDA Policies and Regulations

The purpose of Spot Checks is to check compliance to PPDA Regulations by the Regional Service Centres. This is planned to be done once every quarter. A total of 9 spot checks were conducted in the period under review.

## SECTION 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, full board meetings and board evaluation. In the reporting year, the Authority achieved 82% on programmes against an annual expense rate of 87%.

### C. Major Challenges and Recommendations

No.	Issue and Constraints	Recommendation	Responsibility
1.	Long overdue procurement of the 2020 apprenticeship tools	Need for all internal stakeholders to come to a round table to re strategize as this long delay has a potential to have a negative impact or create a public outcry	HTP
2.	Last-minute internal communication on crucial activities	Develop a mechanism or advocate for a culture of <b>timely internal communication</b>	HCA
3.	Late payment of DSA and Fuel	Executive management should do bank approvals on time.	Executive Director

4	Time lapse for the endorsing and approving of documents.	Need for defining turnaround time for approvals.  A special file to take into account urgent documents that can be handled fast.	ED and Administration Officer
5	Lack of shared purpose among division	Communicated a shared vision and purpose for all divisions	ED and Management

## Section D. Conclusion

This report has highlighted progress of key performance areas for TEVETA for the period, from 1<sup>st</sup> April, 2022 to 31<sup>st</sup> March, 2022. Progress of programme implementation is at **95%** against **100%** on financial resources used and efficiency level was at **95 %**. Performance improved in most programmes compared to same period last financial year.

