



# ▶ Efficient Institutional Management for effective TVET delivery

November 2020

## Key suggestions

- ▶ Create provision of autonomy for TVET institutes to employ required human resources locally
- ▶ Additional funding for local recruitment
- ▶ Create provision for continuous capacity development of all institute staffs and develop institute specific capacity development plans for effective management
- ▶ Promotion of a culture of flexibility that nurtures innovation in management
- ▶ Introduce income generating business model for TVET institutes for financial sustainability while also supporting innovative ideas and regular operations
- ▶ Provision to make clear guideline for financial autonomy
- ▶ Introduce incentives/ system of reward for extraordinary performance of the TVET institutes as well as the institute staffs
- ▶ More active role of NSDA in monitoring TVET institute performances

## Background

Skills 21 – Empowering Citizens for Inclusive and Sustainable Growth project of ILO has undertaken capacity development initiatives for TVET officials of government technical schools, colleges and polytechnic institutes on policy dialogue, policy review and analysis, and policy communication and advocacy to strengthen their engagement in policymaking.

## The event

The project provided a five-day long in-depth training to selected 40 TVET officials on policy review and analysis through illustration of reviewing and analysing the National Skills Development Policy (NSDP) 2011. As an output of these capacity development interventions, the participants organized online policy dialogues and provided their opinion in a systematic manner on issues to be addressed in the NSDP review. One of the policy dialogues conducted by these TVET officials was focused

on 'TVET institute management for skills development'.

## The discussion

The training on policy review and analysis brought up different issues relevant institutional management of TVET for skill Development. The participants highlighted varied issues to improve the institutional management. NSDP 2011 provides guidance for effective and flexible institutional management. However, the policy provision is yet to be implemented due to lack of initiative in this direction. The issues of concern discussed at the policy dialogue included - centralised, irregular and inadequate recruitment of human resources for TVET institutes; lack of institute specific capacity building plan, lack of income generation provision and financial autonomy at institute level, lack of a culture of flexibility that nurtures innovation in management and incentive system to reward extraordinary performance of both TVET institutes and TVET officials.

Centralised, irregular and inadequate recruitment of human resources for TVET institutes was one of the significant issues identified in TVET institutional management. Participants mentioned that no large scale teacher recruitment took place since 2006 for technical posts in Polytechnics and TSCs due to centralized and complex recruitment rules. Consequently, there is a huge shortage of teachers in Polytechnics and TSCs. This issue

needs to be addressed through resolving recruitment rules and regularising the recruitment processes. Participants opined that hiring locally part-time instructors, in addition to regular recruitment is required in parallel since regular recruitment process is extremely lengthy. Therefore, **Institutes has to be delegated with the administrative and financial authority to initiate local recruitment.** NSDP 2011 already has this provision; however it needs to be institutionalized through appropriate administrative actions so that the institutes utilise this provision in reality.

Apart from lacking in number, quality of TVET staff especially teachers at the institutes was raised as a concerning issue. Despite NSDP 2011 adopting the National Technical and Vocational Qualifications Framework (NTVQF), institutes lack trained teachers and equipment to implement NTVQF. **Continuous capacity development** programme for the managers, trainees and staff for smooth operation and improved quality of training was suggested to be introduced by the participants. For this purpose, **capacity development plan for specific institutions based on their functions** needs to be developed and implemented.

**Promotion of a culture of flexibility** can nurture innovation in management. Participants at the dialogue emphasized that the policy can pave the way for the instructors

to think out of the box in delivering effective training. Accommodating such thinking will require a certain amount of flexibility in terms of authority. This can increase the capacity of decision making and consequently promote effective operation of training institutions.

Practice of innovative management ideas require finance to support and implement it at the institute level initially. Deliberating on the potentials of the TVET institutes in terms of financial sustainability of the institutes, the revised NSDP should suggest the idea of **introducing income generating business model for TVET institutes**. This will serve threefold purposes of transforming students' theoretical knowledge into practical, help the local market grow while generating fund for regular operation and sustainability of TVET institutes.

Financial autonomy of TVET institutes can support the independent and more responsible operation of the institutes. The **extent and modality of financial autonomy has to be clearly mentioned in the NSDP** for clearer understanding, corresponding action as well as having audit clearance on part of the institutes. **The participants further**

**emphasized on** capacity development of TVET officials for managing financial autonomy and improved monitoring of the institutes' performance.

Lack of an **active role of NSDA as the apex body in monitoring the activities and performances of TVET institutes** was raised as an issue of concern. One of the objectives of the formation of National Skills Development Authority (NSDA) was to guide and oversee the functions of TVET institute performances and NSDA needs to be more active in this role.

Introduction of **incentives to reward institutional performances of TVET institutes** along with rewarding outstanding individual performances could be a source of motivation for the TVET officials. Participants mentioned that the NSDP could include such provision of rewards for increasing the productivity and improve the performances of both individuals and institutes. Rewards could be in the form of declaration of the best performing institute or best performing individuals in different categories of performance that supports achievement of government's TVET reform targets.

## Policy concerns and recommendations

Concerns	Recommendations
Limited number of human resources for efficient operation at TVET institutes	<ul style="list-style-type: none"> <li>▶ Create provision of autonomy for TVET institutes to employ required human resources locally to mitigate the shortage of manpower.</li> </ul>
Lack of capacity of existing TVET institute staffs	<ul style="list-style-type: none"> <li>▶ Create provision for continuous capacity development of all institute staffs and develop institute specific capacity development plans for effective management.</li> </ul>
Finance for the institutes	<ul style="list-style-type: none"> <li>▶ Introduce income generating business model for TVET institutes to support the students transform their theoretical knowledge into practical one while helping the local market.</li> <li>▶ Introduce provision under NSDP to make clear guideline for financial autonomy at institution level</li> <li>▶ Additional funding for local recruitment: For ad hoc appointment or temporary recruitment additional funding is essential, which can be incorporated in NSDP</li> </ul>
Scope of innovative governance practices	<ul style="list-style-type: none"> <li>▶ Introduce provision of innovation and flexibility in management through policy.</li> </ul>
Performances of TVET institutes	<ul style="list-style-type: none"> <li>▶ Introduce incentives/ system of reward for extraordinary performance of the institute as well as the institute staffs.</li> <li>▶ Oversight of NSDA on operation and performances of TVET institutes</li> </ul>

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