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Corporate Plan 2011 - 2015

Tertiary and Vocational Education Commission

Ministry of Youth Affairs and Skills Development
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Sri Lanka.




Corporate Plan 2011 - 2015

Another Publication of

Tertiary and Vocational Education Commission



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FOREWORD

The Government policy objective with regard to Technical and Vocational Education and Training (TVET) is set out in “Mahinda Chinthana - 10 year development horizon”. It is to improve quality and relevance of TVET so that it provides nationally recognized and internationally accepted qualifications in keeping with advanced technology that ultimately fulfills skills needs of the world of work.

This requires the Tertiary and Vocational Education Commission (TVEC) to have a comprehensive planning initiative in place that meets the Government’s training policy objectives and fulfills labor market needs. Through this Corporate Plan 2011 – 2015, the role of the TVEC has been made more focused and streamlined to achieve the aforementioned aspirations.

Towards this end, the TVEC will continue to work in partnership with other Government agencies, private organizations, local and international NGO’s to improve and shape the way it should work in order to achieve the Corporate objectives and overall training policy objectives of the Government.

I hope that this Corporate Plan 2011-2015 of the TVEC will provide a clear focus and clarity towards achieving these objectives.

Prof. Dayantha S. Wijeyesekera

Chairman, Tertiary and Vocational Education Commission

PREFACE

TVEC’s Corporate Plan 2011-2015 has been prepared in line with the Government’s “Managing for Development Results (MfDR) initiative, which aims at sustaining development programs through better planning and coherent decision making that steers the development efforts towards achieving better results through clearly defined goals. In keeping that in mind, this Corporate Plan 2011-2015 has been prepared within the Government’s policy objectives pertaining to TVET as set out in the “Mahinda Chinthana-10 year development horizon 2006-2016”.

Being the quality assurance and regulatory body for TVET in Sri Lanka, the TVEC is geared to fulfill its mandate through five (05) main goals i.e Formulate, review, update and implement robust TVET policies & strategies, Develop and maintain information systems in order to facilitate TVET activities, Expand and maintain National Vocational Qualifications (NVQ) system, Establish and maintain credible systems for quality assurance of TVET in Sri Lanka, and Develop institutional capacity of the TVEC as the apex body. The development programs and activities of the TVEC are designed around these five goals that are dealt in detail in this Corporate Plan 2011-2015.

The TVEC’s role in the current environment has been made easy through this Corporate Plan by identifying measurable performance indicators sticking to the notion that “what gets measured gets done”. By achieving goals set out herein, we are committed to establish and maintain an efficient, effective and quality assured TVET system, which is relevant to socio-economic goals, and changing labor market needs of Sri Lanka.

Dr. T. A. Piyasiri

Director General, Tertiary and Vocational Education Commission

*This Corporate Plan 2011 – 2015
is a commitment of the*

*Tertiary and Vocational Education Commission
to work as a team internally and to continue work in partnerships
with industry employers, professional associations,
lead training agencies, and other local and international stakeholder
agencies towards achievement of its goals and objectives
set forth in this Corporate Plan.*

*It is built upon the achievements of previous
Corporate Plan of the TVEC.*

Our Vision

A Technical and Vocational Education and Training (TVET) system where all seekers of training will have equal access to the highest possible standards of TVET, that assures gainful employment globally

Our Mission

As the apex body in the TVET sector, we are committed to establish and maintain an efficient, effective and quality assured TVET system, which is relevant to socio-economic goals, and changing market needs.

Tertiary and Vocational Education Commission

Corporate Plan 2011-2015

1.0 Introduction

Tertiary and Vocational Education Commission (TVEC) was established in 1991 under the provisions of Tertiary and Vocational Education (TVE) Act. No. 20 of 1990. It was functioning under the purview of the Ministry of Vocational Training and Rural Industries as a separate unit up to December 1999.

The Presidential Task Force on Technical Education and Vocational Training recommended enhancing the capacity and capabilities of the TVEC through its report published in 1998. Accordingly, the Commission was re-established in December 1999 as a body corporate with additional powers on research and development and fund allocation under the provisions of the TVE Act. No. 50 of 1999. The general objectives of the Commission as set out in section 3 of the Act No. 20 of 1990 are:

- a. Policy development, planning, co-ordination and development of the Tertiary Education and Vocational Education at all levels in keeping with human resource needs of the economy

- b. Development of a nationally recognized system for granting of Tertiary Education awards and Vocational Education awards including certificates, and other academic distinctions; and
- c. Maintenance of academic and training standards in institutes, agencies and all other establishments providing Tertiary Education and Vocational Education.

2.0 Powers of the Commission

Under section 4 of the TVE Act No. 20 of 1990 read in conjunction with section 3 of the TVE (amendment) Act No. 50 of 1999, the Commission is empowered:

- a. To advise the Minister on the general policy relating to Tertiary Education and Vocational Education;
- b. To ensure that the general policy with regard to Tertiary Education and Vocational Education is given effect to;
- c. To co-ordinate the system of Tertiary Education and Vocational Education;
- d. To submit reports to the Minister on the financial, staff and other requirements of institutes registered under the Act;

Institutional background

- e. To make or pay, with the approval of the Minister, grants and subsidies to institutes, persons and establishments registered under the Act, in respect of any purpose authorized by a Development Plan;
- f. To determine the facilities necessary to ensure the proper welfare of students and staff of all institutes and establishments registered under the Act;
- g. To make rules;
- h. To make grants and pay subsidies under contracts to private sector establishments to conduct specific training programs in compliance with Development Plans;
- i. To undertake research and development activities in Vocational Education and Training;
- j. To establish and maintain a labour market information system for collecting information for the purpose of planning and vocational guidance;
- k. To establish and maintain systems for quality assurance in Vocational Education and Training including standards in respect of occupational skills, training programs, testing and quality management systems, and
- l. To do all such other acts which in the opinion of the Commission are necessary for or conducive or incidental to the attainment of the objects of the Commission

3.0 The environment of TVET system

Sri Lanka's TVET system is characterized by a multitude of agencies including training providers of public and private sectors, standards and curriculum development agencies and a regulatory body, which is the Tertiary and Vocational Education Commission operating under the purview of the Ministry of Vocational Youth Affairs. National Apprentice and Industrial Training Authority (NAITA) and the University for Vocational Technology (Univotec) previously had known as the National Institute of Technical Education of Sri Lanka (NITESL) function as competency standards and curriculum development agencies respectively. The Univotec was inaugurated in 2008 with the purpose of providing education at degree level for those who come through NVQ system as well as those who work in industry and wish to acquire degree level education. The NITESL was made a faculty of the Univotec as per the provision of the Univotec Act. The NAITA functions as the leading agency in providing apprenticeship training. It manages three (03) national training institutes viz. Apprenticeship Training Institute (ATI), Automobile Engineering Training Institute (AETI) and Institute of Engineering Technology (IET).

Department of Technical Education and Training (DTET) operates 38 Technical Colleges throughout the

country as at end of 2009, of which nine (09) Colleges have been upgraded as Colleges of Technology (CoTs) to offer diploma level courses leading to National Vocational Qualifications. The Technical Education Development Project (TEDP) funded by the Asian Development Bank provides funding for this initiative. The Korean International Cooperation Agency (KOICA) also provides funds in this program.

Almost all state training institutions have been brought under the purview of the Ministry of Youth Affairs with the change of Cabinet of Minister in the year 2010.

In the year 2007, the Technical Education Development Project (TEDP), the successor to the Skills Development Project (SDP), came into effect that mainly concentrates on activities related to NVQ level 5 and above diploma level courses and setting up of the University of Vocational Technology (Univotec) for award of NVQ level 7 degree equivalent qualifications. Accordingly, the Univotec has been established which is now in operation at Ratmalana.

The Vocational Training Authority (VTA) operates a network of Rural Vocational Training Centers (RVTCs), Special Vocational Training Centers (SVTCs), District Vocational Training Centers (DVTCs) and National Vocational Training Centers (NVTCs), throughout the country. As at end of 2010, there were 275 training centres all over the country, managed by VTA. The National Youth Services Council (NYSC), organizes vocational training courses in urban as well as rural areas. In addition, a set of other state agencies provide training in different areas. Private sector establishments in the industry provide industry-specific TVET courses for their own workers as well as outsiders in different occupations. Registered private and NGO sector training institutions also play a key role in providing TVET in the country. As recorded at end of October 2010, there were 1,138 private & NGO sector training providers in the Island.

All these developments demand different roles to be played by stakeholders of TVET.

The figure next page depicts a schematic diagram of the TVET system in Sri Lanka, as of mid 2010.

Sri Lanka's TVET environment

4.0 Role of the stakeholders of TVET sector

4.1 Role of TVEC as regulator, facilitator and standards setter:

Introduction of the National Vocational Qualifications (NVQ) framework and changes in the technological, social and economic environments has necessitated establishing a national policy framework for TVET and development of a comprehensive development plan for the sector. In response to this, the TVEC in association with the German Technical Cooperation (GTZ) and other stakeholders, has developed a National Policy Framework for TVET and forwarded to the National Education Commission for concurrence and then it was forwarded to His Excellency the President for approval. HE the President has approved the National Policy Framework on Higher Education and Technical Education which was presented to the stakeholders for implementation. The new TVET policy framework will be regarded as the key guiding document for development of institutional policies of TVET institutions of Sri Lanka.

With the introduction of the NVQ Framework in 2005, the TVEC will have a substantially larger role to play as the regulator, facilitator and the standards setter in the TVET sector. As the regulator, the TVEC will have to put in place policies and systems that will assure consistency and uniformity of delivery of TVET. The newly developed TVET policy framework will serve this purpose.

As the facilitator of TVET sector, it provides financial assistance to public, private and NGO sector training institutions, in order to bring new technology into the classroom so that with fulfillment of other requirements, the training centres can get their courses accredited by TVEC. Through this initiative, the TVEC helps training centres to come into the NVQ system.

As the standards setter, the TVEC has put in place systems for registration of training institutions and accreditation of courses conducted by registered training institutions. In order to underpin maintenance of standards, a quality management system and an auditing system are put in place. For the purpose of surpassing current coverage of quality assurance programs, the TVEC is working with provincial and district administrations, divisional secretariats to develop Provincial Vocational Education and Training (VET) plans in order to rationalize TVET provision at provincial level. The TVEC has been working in more dynamic manner over the past to play its role as the regulator, facilitator and standards setter in the TVET of Sri Lanka.

4.2 Role of the training providers as agents of training delivery

Training providers are expected to recognize their training centers and courses by the TVEC through registration and accreditation programs respectively, and deliver training leading to national vocational qualifications (NVQ). It is expected that they adhere to good practices of training center management and stick to ethical marketing of courses refrain from

misleading the general public. It is envisaged that the managers of training institutions handle mass media sticking to moral values. They will be responsible for creating a student friendly learning environment in the training centres that satisfies the aspirations of the youth.

4.3 Role of industry as employment providers

The employers of public and private sector organizations will have to play a role of a partner in identifying skills and competencies of different occupations. The NVQ framework requires maintaining a constant dialogue between employers and training center management and hence the TVEC in association with NAITA and the Univotec will make arrangements to develop national standards and curricula based on requirements of the industry employers. Such collaboration would help narrow down skills mismatch and reduce unemployment among trained personnel. It is envisaged that the employers will opt for national qualifications as and when they recruit persons as their workers. Public sector has already recognized NVQ as one of the selection criteria for recruitments. The Government expects that the private sector would fall in line adopting NVQ as the recruitment criteria. Employers are expected to participate in the training delivery process by providing in plant training to trainees.

4.4 Role of training seekers and parents as end users of TVET

It is envisaged that this category of stakeholders will rely on career guidance and take informed decisions in selecting TVET courses. They have to be vigilant on substandard training institutions that run courses without getting recognition from the TVEC. The training seekers and parents also have a moral obligation to inform relevant authorities about inferior type of training delivery in their neighborhoods. Upon being informed, TVEC will make all efforts to take these training institutions into the mainstream system or stop operations unless they show positive signs of coming into the system. The TVEC will make available right information in this regard for the training seekers to take informed decisions.

5.0 Achievements of TVEC

❖ Development of 17 Vocational Education & Training (VET) Plans for key industry sectors of the economy. During 2009/10, Leather & Footwear sector and



Achievements

Information & Communication Technology sector VET Plans have been developed. Action was initiated to prepare VET Plans for Telecommunication sector, Hotel & Tourism sector and Electrical & Electronics sectors.

- ❖ Completed 12 research studies related to Issues of TVET sector:
- ❖ Commenced 05 research studies which will continue in 2011
- ❖ Obtained approval of HE the President for TVET policy framework
- ❖ A total of 2,077 training institutes registered by end of 2010. The details are as follows:

Category	No. of. institutes registered by end of 2010
Government	291
Statutory Board	648
Private	898
NGO	240
Total	2,077

- ❖ A total of 711 courses accredited by end of 2010. The details are listed below:

Category	No. of. courses accredited by end of 2010
VTA	306
NAITA	35
DIET	101
NYSC	34
Private & NGO	232
Other Government	03
Total	711

- ❖ Implementation of Quality Management System in the training institutions

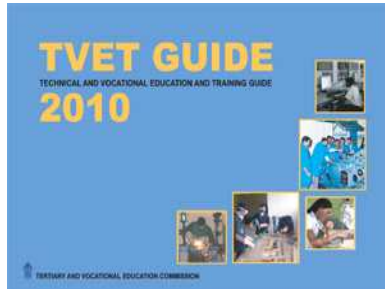
- ❖ Coordinated development of 18 National Competency Standards (NCS) at NVQ level 5 & 6. Endorsement of 10 NCS in the year 2010. So far, a total of 128 NCS have been developed and endorsed.
- ❖ Completed review and updating of 45 NCS developed in 2005.
- ❖ Started awarding NVQ level 5 & 6 diploma certificates.
- ❖ NVQ has been recognized as one of recruitment criteria in the public sector.
- ❖ 9,780 NVQ certificates have been printed in the 2010. A total of 32,713 NVQ certificates printed and issued so far, and the details are listed below:

Category / Institute	No. of. certificates issued by end of November 2010
VTA	15,164
NAITA	7,122
DIET	1,982
NYSC	1,703
Private & NGO	6,742
Total	32,713

- ❖ TVEC was awarded ISO 9001:2000 certification



- ❖ Release of Labour Market Information (LMI) bulletin for the second half of the year 2009
- ❖ Publication and dissemination of TVET Guide – 2010



- ❖ A VET Plan for the Eastern Province was developed which was funded by the International Labour Organization (ILO), Colombo
- ❖ Started developing provincial VET plan for Southern Province.



- ❖ Approval of the Commission was obtained for policies pertaining to provision of TVET for vulnerable groups of Sri Lanka that was also funded by the International Labour Organization, Colombo.

National strategy

6.0 Time horizon of the Corporate Plan

This Corporate Plan will have five-year (05) development horizon underpinned with a coherent Annual Implementation Plan for each year based on physical and financial targets set based on Government's budgetary allocations. The time horizon of this plan will be extended annually as the activities progress and new activities introduce in line with policies and objectives of the TVEC.

6.1 Annual Implementation Plan

An Annual Implementation Plan (AIP) will be derived based on Corporate Plan objectives and Government's budget allocations in each year. It will be closely monitored and evaluated to assess whether or not actions are achieving desired outcomes of each program implemented in line with Corporate Plan's goals and objectives. The AIP would be revised as and when necessary in account of evaluated outcomes to ensure that the AIP complements Corporate Plan goals and objectives.

7.0 National strategy towards development of TVET sector

The national strategy to develop TVET in Sri Lanka is Government's commitment to work in partnerships with industry, training providers, lead agencies and all other stakeholders towards a common goal "to establish

and maintain an efficient, effective and quality assured TVET system, which is relevant to socio-economic goals, and changing market needs” that is the mission of the TVEC.

The Government’s development policy statement “Mahinda Chinthana - the 10-year horizon development program” spells out its intention that the need of expanding and improving quality and relevance of vocational education and training facilities in line with changing trends of national and international labor market requirements safeguarding dignity of all occupations. Specifically, it outlines 03 broad policy objectives related to TVET that are listed below.

- ◆ Improving quality and relevance of TVET programs
- ◆ Increasing enrolments in TVET institutions
- ◆ Improving operational and managerial efficiency of TVET institutions

In addition, it has taken into consideration the 10-year development plan of the Ministry of Youth Affairs in development of this Corporate Plan 2011 - 2015. The principles of “Managing for Development Results (MfDR)” initiative that was introduced by the Ministry of Plan Implementation have also been taken care of in this exercise.

8.0 Our aspirations on corporate values

TVEC strives to achieve a set of corporate values outlined below through working with its stakeholders viz. training providers, trainees, industry employers, NGOs, international organizations and other Government institutions:

- Commitment to highest quality
- Commitment to highest Integrity
- Innovativeness
- Team spirit
- Pace with technological advancement
- Consistency of program implementation
- Equal treatment

8.1 Our beliefs

We believe that:

- The TVEC has an enormous potential in terms of development of Technical and Vocational Education and Training (TVET) in Sri Lanka.
- Appropriate technology and modern management techniques are useful tools for the development of TVET sector in Sri Lanka. TVEC has a competent and experienced management team

Corporate values & beliefs

- Joining with international organizations could share current information and experience related to TVET
- Quality of training outcomes could be increased through national certifications as per national standards
- Capacity building of TVEC staff will strengthen the team spirit to achieve our corporate goals
- Labor market information is one of the dependable criteria for training planning
- Informed and timely decisions could be taken through use of Management Information System (MIS).
- Consultation and solicitation improves decision making

8.2 Current resources endowment and location of TVEC

TVEC's current resources endowment comprised of its human resources, financial resources, land and buildings, which is available for program implementation at the TVEC. The human resources and its profound knowledge base nourished by a wealth of experience in all facets of TVET remain the most valuable resource at the TVEC.

Being a state sector corporate body, the TVEC mainly depends on financial resources granted by General Treasury of the Government.

It earns considerable income in terms of fees and charges and sale of publications. TVEC occasionally receives technical and financial assistance from international agencies for special programs.

It is located in the "Nipunatha Piyasa", the Secretariat of TVET, in the heart of Colombo that provides easy access to most of its stakeholders.

9.0 Environmental scanning

The Corporate Plan is underpinned by a detailed analysis of environment using environmental scanning techniques - PESTEL and strengths and challenges analysis.

9.1 PESTEL analysis

The technique PESTEL was used to identify the external environment with the view of identifying external environment variables in present and future. A summary of the outcomes of the analysis which may have an impact on Corporate Plan objectives are given below.

In fulfilling longstanding requirement, the TVEC took actions to develop a National TVET Policy Framework which has now been submitted to HE the President for approval.

Environmental scanning

- Industry inputs are not fully used due to poor linkages with the industry
- Lower social acceptance for technical and vocational education
- Gender imbalance in enrolment
- Due to the low level of industry participation and information gap causing difficulties in matching the supply and demand of training
- Inability in meeting the demand of the foreign employment
- Lack of awareness about environmental regulations
- Frequent change of Government priorities
- Limited allocated funds for research and development work in TVET
- Poor implementation of Management Information System

9.2 Our strengths and challenges

9.2.1 Strengths

- Mandatory Powers vested with the TVEC
- Qualified and competent Staff officers and support staff
- Apex body status
- Adoption of Quality Management System to TVEC including Implementation of ISO 9001:2000
- Executive order of Hon. Minister
- Ability to influence the labour market
- Adequate relationship with the Donor agencies -JICA, GTZ etc. and with the similar

international organizations - UNEVOC, APSDEP

- Certifying body for quality assurance of the TVET sector

9.2.2 Challenges

- Lack of publicity
- Lack of sector-specific training for the staff
- Inadequate human resources
- Inadequate physical resources
- Lack of funds for development activities
- Inadequate infrastructure
- Substandard training programs conducted by training centres

9.3 Our Team

We are a team consisting of 22 staff level officers assisted by a cadre of 31 support staff. Being a lean organization faced with a challenging set of tasks, we adopt a teamwork approach and rely on greater co-operation and collaboration with lead bodies, industry associations, professionals and major training providers. Action has been taken in order to recruit the new cadre so that we could effectively undertake the enhanced goals, objectives and strategies spelt out in this Corporate Plan. The organization chart as at end of 2010 is depicted in next page

Team spirit

10.0 Our Goals

TVEC will continue work towards achievement of following goals set in three (03) thrust areas as depicted below:

No	Thrust areas	No.	Goals
1	TVET policy development, planning and coordination	1	Formulate, review, update and implement robust TVET policies & strategies
		2	Develop and maintain information systems in order to facilitate TVET activities
2	National Qualifications system that assures qual access and gainful employment	3	Expand and maintain National Vocational Qualifications (NVQ) system
3	Maintenance of standards at TVET institutions & programs	4	Establish and maintain credible systems for quality assurance of TVET In Sri Lanka
		5	Develop institutional capacity of the TVEC as the apex body

Thrust area 1 : TVET policy development, planning and coordination

Goal 1: Formulate, review, update and implement robust TVET policies & strategies

Policies on TVET need to be derived from Government's development policies as set out in Government Policy Statement. Accordingly, a national policy framework for the TVET has been developed in partnership with local and foreign stakeholder agencies. National and sub national level planning is a must to identify skills requirements of industries. Regional level planning for identification of skills needs at provinces was identified and accordingly development of Provincial VET Plan for Provinces was started in 2009 with the view of rationalizing TVET in order to match the needs of industry and youth. Accordingly, provincial VET plans have been developed for Sabaragamuwa and Eastern Provinces. Arrangements are being made to develop a provincial VET Plan for Southern province. The TVEC intends to replicate this initiative in other provinces as well, so that TVET could be provided in coordinated manner.

Key industry sector approach will be used as appropriately to analyze industry requirements and accordingly, identify the skills needs of the industry. Skills

Thrust areas & goals

requirements will be incorporated in National Competency (NCS) and Curricula in order for delivery at the training institutions. The TVEC will guide training providers to introduce and expand training capacities of training providers to meet these human resource requirements. Public and private sector training institutions will be assisted to conduct training activities identified in this national planning initiative.

TVEC believes that informed and timely decisions could be taken provided that research studies are undertaken in relevant topics. It is envisaged that extensive consultation and solicitation from employer associations and professional organizations will considerably improve currency and relevance of decision making and hence industry specific advisory councils have been setup. TVEC will seek local and

international assistance in terms of technical and financial to review and update policies related to TVET.

Program implementation according to set goals, objectives and strategies will be monitored and relevant information will be disseminated to the line Ministry and other parties regularly.

The under mentioned objectives along with key performance indicators are identified and implemented to achieve the goal.

Robust TVET policies & strategies

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Thrust area 1 : TVET policy development, planning and coordination

Goal 1 : Formulate, review, update and implement robust TVET policies & strategies

No.	Objective/s	Key performance	Strategy indicator	Baseline in 2010	2011	2012	2013	2014	2015	Lead unit
1.1	To formulate and review of the National Policies on Technical and Vocational Education and Training	1.1.1 Conducive policy framework for TVET available 1.1.2 A comprehensive development plan for TVET sector available	1. Evaluate present policies in terms of currency and relevance and design new policies in association with stakeholders	TVET Policy framework developed and obtained approval of HE the President through the NEC						Planning & Research Division
1.2	To formulate and assist implement national and sub national level plans for the development of the technical and vocational education and training sector	1.2.1 Industry specific Vocational Education & Training Plans (VET Plans) available for implementation. Every year, a new VET plan developed for a growing industry sector 1.2.2 Provincial VET Plans available for implementation	1. Growing industry sectors identified according to national reports and LMIS for VET plan preparation 2. VET plan developed for identified geographical areas	17 VET Plans 02 VET Plan for Provinces						
1.3	To develop the priority training areas of TVET in public, private and NGO sector through financial assistance	1.3.1 Coherent financial grants schemes in operation for public and private sector training institutions	1. Priority activities identified through VET plans and other research studies 2. Strengthen TVET for vulnerable people	110.0 mn						

No.	Objective/s	Key performance indicator	Strategy 2010	Baseline in	2011	2012	2013	2014	2015	Lead unit
1.4	To conduct research into TVET sector	1.4.1 topical research studies undertaken 1.4.2 Reports completed and available for reference	1. Appropriate research topics identified by a committee	10 studies	■		■		■	Planning & Research Division
1.5	To obtain national and international assistance for sector development	1.5.1 Technical and/or financial assistance obtained	1. Explore possibility of obtaining assistance 2. Prepare projects to seek funds from national and international agencies	GTZ - 0.9mn ILO - 2.4 mn RUEDA - 2.0mn	■					
1.6	To disseminate information on program implementation	1.6.1 Progress reports sent on time to relevant parties	1. Prepare progress reports	All progress reports sent	■					

Thrust area 1: TVET policy development, planning and coordination

Goal 2: Develop and maintain information systems in order to facilitate TVET activities

Present vocational education and training system in the country does not adequately meet the changing skills needs of the industry. It is mostly a supply driven and social-demand-oriented system.

Most courses are not developed so as to cater industry skills needs and therefore there is a gap or mismatch between what is demanded and what is supplied. As a result, the pass outs of training institutes face difficulties in finding employment at the end of training. With the view of providing labor market signals to relevant parties, the TVEC has established and maintain a technologically advanced LMIS supported with websites that will carry information on NVQ graduates, national standards, accredited courses and registered institutions etc. so that relevant parties may straightaway log into those websites and download required information. Current demand for jobs will be

identified through newspaper surveys and other regular studies. Labour demand and supply information is published and disseminated through LMIS web site and Labor Market Information Bulletin published bi-annually. With the view of providing timely and accurate information for planning and decision-making, TVEC lead the development of an Educational Management Information System. It has been observed that getting information sheets by hard copies take much time compared to computerized systems. The respective training institutions will also benefit from the EMIS that carry information on students teachers, courses etc. Also Geographical Information System(GIS) which based in TVEC to provide geographical information about TVET sector will be developed as web based for the ease of use.

TVEC envision that it must have a fully equipped library with necessary facilities and library materials related to TVET sector. Hence, annual local and international publications are available for reference at the library.

The table given below carries the relevant objectives, strategies, and key performance indicators with regard to this goal

Reliable TVET information for informed decisions

Thrust area 1 : TVET policy development, planning and ordination

Goal 2 : Develop and maintain information systems in order to facilitate TVET activities

No.	Objective/s	Key performance indicator	Strategy	Baseline in 2010	2011	2012	2013	2014	2015	Lead unit
2.1	Manitain an effective Labour Market Information System (LMIS)	2.1.1 LMI Database maintained 2.1.2 LMI Survey conducted 2.1.3 LMI bulletin published biannually 2.1.4 LMI website maintained	1. Collect, analyze and disseminate LMI	02 Bulletins published						IS Division
2.2	Establish and maintain Education Management Information System (EMIS) for the TVET sector	2.2.1 An established EMIS to facilitate TVET Institutional Management 2.2.2 TVET Guide published annually 2.2.3 TVEC News letters Published bi-annually	1. Develop and maintain appropriate software. 2. Procure and maintain necessary hardware. 3. Collect, prepare and disseminate TVET information 4. Maintain EMIS to facilitate TVET management activities	System Scope finalized						
2.3	Maintain library with TVET information	2.3.1 User friendly Library equipped with latest TVET information	1. Established user friendly library system 2. Make available latest library materials 3. Maintain TVET archives	Library activities performed						
2.4	Establish Geographical Information System (GIS) for TVET Sector	2.4.1 Effective decisions made using information in GIS	1. Design & develop GIS that caters requirements of the TVET sector 2. Maintain GIS which gives current and effective information to make decisions by TVEC and the Ministry							
2.5	Develpo & Maintain information system for TVEC	2.5.1 User friendly systems in operation	1. Develop & Maintain registration & accreditations systems 2. Develop & Maintain hardware & Software 3. Develop & Maintain TVEC website	None						

Thrust area 2 : National Qualifications system that assures equal access and gainful employment

Goal 3 : Expand and maintain National Vocational Qualifications (NVQ) system

TVE act no. 20 of 1990 is mandated TVEC to setup a nationally and internationally recognized system to award qualification on Tertiary & Vocational Education and Training for those who seek certificates for employment and other purposes. In order to fulfill this objective, the TVEC introduced a system called National Vocational Qualification (NVQ) framework, with the association of Skills Development Project, which was technically and financially supported by the ADB. The NVQ framework has following key features;

- Assurance of Quality training & education
- Industry based vocational training
- Equal accessibility and uniformity

Competency Based Training (CBT) will remain as the major mode of delivery of vocational training that is leading to offer qualification under the NVQ framework. National Competency Standards and curricula are developed as main guides covering 103 occupations in the TVET sector. This number is being increasing annually.

National Apprentice and Industrial Training Authority develop the National Competency Standards in association with the respective industry and finally the document is endorsed as a National document by the TVEC. University of Vocational Technology (Univotec) formerly known as National Institute of Technical Education of Sri Lanka develops curricula in accordance with the competencies specified in the National Competency Standards. It is the responsibility of the TVEC to monitor consistency of quality of training delivery, its validity and reliability.

TVEC conducts comprehensive promotional programs using print and electronic media to propagate NVQ concept among stakeholders. It will gradually implement courses on NVQ level 5, 6 and 7 while upgrading the infrastructure to improve the facilities currently available. The Univotec, which is the institution that provides education at NVQ level 7 intends to offer qualifications in three faculties, viz. Industrial Technology, Vocational Technology and Training Technology. Nine Technical Colleges belong to Department of Technical Education and Training; have been transformed as Colleges of Technology (CoT) that offer NVQ level 5 and 6 diplomas in each provinces of the Island.

TVEC is functioning as the central certificate-awarding agency for institutional and non-institutional training. Under the Competency

Based Training mode, certificates are issued to those who successfully complete assessments at accredited training centers and also institutions those registered under the TVEC. Recognition of Prior Learning route, issues NVQ certificates to those who have not attended a formal training. As a prime requirement, all training providers have to establish a Quality Management System (QMS) at their training centers. Sri Lanka Standards Institution awarded ISO 9001:2008 certification to the TVEC and as a result, the TVEC is able to conduct periodic third party audits of training institution.

The table below elaborates on six (06) objectives identified, respective strategies to implement objectives, with key performance indicators



Thrust area 2 : National Qualifications system that assures equal access and gainful employment

Goal 3: Expand and maintain National Vocational Qualifications (NVQ) system

No.	Objective/s	Key performance indicator	Strategy	Baseline in 2010	2011	2012	2013	2014	2015	Lead unit
3.1	Formulating a mechanism to monitor the implementation of NVQ framework Strengthen the framework to facilitate equal accessibility	3.1.1 A sound system to monitor training providers 3.1.2 A sound equating and validating system to map non - NVQ qualification	1. Quarterly meetings with public sector training providers and ATPA 2. Establish a mapping mechanism to non NVQ holders	NVQ steering committee meetings and launching of NCS Mapping system initiated	[Gantt chart showing progress for 3.1.1: 2011-2013]					NVQ Division NVQ Division NVQ Division
					[Gantt chart showing progress for 3.1.2: 2011-2012]					
					[Gantt chart showing progress for 3.1.2: 2011-2013]					
3.2	Develop an efficient system for NVQ certificate printing process	3.2.1 A centralize system with on-line facilities to all NVQ vocational training providers	1. Modify existing system to facilitate level 5 & 6 certificate printing 2. Advance the system to access by all NVQ training providers to transfer their data 3. Certificate printing process to be self financed operation	A system with limited facilities None Presently a fee is levied from private and public training providers	[Gantt chart showing progress for 3.2.1: 2011-2015]					NVQ/ IS divisions NVQ divisions
					[Gantt chart showing progress for 3.2.1: 2011-2013]					
					[Gantt chart showing progress for 3.2.1: 2011-2015]					

No.	Objective/s	Key performance indicator	Strategy	Baseline in 2010	2011	2012	2013	2014	2015	Lead unit
3.3	Image building of NVQ framework through Social Marketing	3.3.1 Enhance student enrollments and increase issuing of NVQ certificate by 50%	1. Conduct awareness programmes for General Public	Conduct programs as planned						NVQ/S&A Divisions
			2. Conduct awareness Programmes for Public Sector training providers	Conduct programs as planned						
			3. Conduct awareness Programmes for Private sector	Conduct programs as planned						
3.4	Increase number of occupations and technologies covered under the NVQ framework	3.4.1 NCS developed and in use as demanded	1. Development and revision of NCS for NVQ level 1-7 and allied documents	123 NCS for NVQ 1-4 15 NCS for NVQ 5 & 6						NVQ divisions
			2. Adequate assessors for newly developed NCS	800 assessors						
			3. Enhance facilities of assessments	Facilities available for existing courses						

No.	Objective/s	Key performance indicator	Strategy	Baseline in 2010	2011	2012	2013	2014	2015	Lead unit
3.5	Acceptance of NVQ qualification in Sri Lanka	3.5.1 NVQ as a qualification for public sector recruitment	1. Follow up with ministries on their recruitment criteria	Circular is issued	■					NVQ Division
		3.5.2 NVQ as a qualification for private sector recruitment	2. Promote with Chambers and trade associations	None		■	■	■		NVQ Division
		3.5.4 NVQ as a qualification for foreign employment	4. Ministerial discussions with foreign employment promoters	None		■	■			

NVQ for gainful employment

Thrust area 3 : Maintenance of standards at TVET institutions

Goal 4 : Establish and maintain credible systems for quality assurance of TVET In Sri Lanka

Quality and relevance of TVET will be assured through registration of training institutions and accreditation of courses. Adequacy of infrastructure, teacher qualifications and curricula will be evaluated at the registration stage. Whereas at the accreditation, the course will be deeply assessed in relation to the relevant national competency standards to determine what extent the course provides competencies specified in the relevant competency standard. Training institutions are expected to establish and maintain a Quality Management System (QMS) in consultation with the TVEC that ensures easy and smooth functioning of the training organization. TVEC will setup coherent monitoring mechanisms to ensure that training providers adopt good practices agreed upon.

The table given below carries the relevant objectives and strategies and key performance indicators with regard to this goal

Credible systems for quality assurance of TVET

Thrust area 3 : Maintenance of standards at TVET institutions

Goal 4: Establish and maintain credible system for quality assurance of TVET in Sri Lanka

No.	Objective/s	Key performance indicator	Strategy	Baseline in 2010	2011	2012	2013	2014	2015	Lead unit
4.1	To implement the national system of registration of training institutes as per section 14 of the act no. 20 of 1990	4.1.1 Registered institutions published in Govt. Gazette, Website and Newspapers	1. Conduct awareness programs to make aware general public and training providers 2. Use electronic & print media to make aware general public 3. Maintain registered institutes database & publish in the website 4. Improve efficiency of registration process 5. Exercise statutory powers vested to TVEC 6. Conduct an island wide survey in order to capture training supply by public and private training providers	2077 institutes registered (as at end of 2010)	█	█	█	█	█	Standards & Accreditation Division

4.2	To implement course accreditation program, and monitor the maintenance of standards by TVET institutions	4.2.1 Accredited courses published in Govt. Gazette, Website and Newspapers	<ol style="list-style-type: none"> 1. Select & prepare suitable courses for accreditation 2. Provide guidance to instructors and managers of training institutions 3. Establish and maintain accreditation assessor network 4. Improve and maintain efficiency of course accreditation process 5. Conduct auditing program to maintain standards of accredited course 6. Maintain accredited course database & publish in the website 	711 Courses accredited (as at end of 2010)		
4.3	To establish and maintain quality management system (QMS) at all training institutions that conduct accredited course	4.3.1 QMS established with certification	<ol style="list-style-type: none"> 1. Established and maintain QMS at training institutions 2. Conduct external audit 	QMS established in 08 training centres (Cots)		Standards & Accreditation Division

Thrust area 3 : Maintenance of standards at TVET institutions

Goal 5 : Develop institutional capacity of the TVEC as the apex body:

TVEC believes that capacity building of TVEC staff will strengthen skills of them and nourish team spirit to achieve our goals setout in this Corporate Plan. It is necessary to identify new cadre positions required for upcoming programs and recruit them so that it will enhance the current capacity and capability of the TVEC. Skills of current staff need to be improved in pace with changes of knowledge economy and needs of programs of the TVEC. Financial and physical resources will be made available that support effective implementation of staff development programs.

The table given below carries the relevant objectives, strategies, and key performance indicators with regard to this goal.

**TVEC capacity
building**

No.	Objective/s	Key performance indicator	Strategy	Baseline in 2010	2011	2012	2013	2014	2015	Lead unit
5.1	To improve and maintain the cadre positions	5.1.1 All cadre positions filled	1. Obtain approval for cadre requirements 2. Recruit staff	60 Out of 85 positions filled						Administration Division
5.2	To develop and update competencies of the TVES staff	5.2.1. Enhanced staff skills 5.2.2 Competent staff at TVEC	1. Conduct training needs analysis annually 2. Arrange training programs	Staff trained Training programmes arranged						
5.3	To manage & monitor financial and physical resources for the TVEC	5.3.1 Activities of other development divisions run smoothly 5.3.2 Provide resources and services for development activities to take place effectively	1. Maintain vehicle fleet in order 2. Make financial and physical resources available as per requirements 3. Develop and maintain infrastructure to meet requirements	Vehicales rehabilitated as and when necessary Made available budgeted allocations Rehabilitation done as required						
5.4	To established regional centers of TVEC	5.4.1 Four (04) regional centers established	1. Regional centres established to coordinate training at regions	None						
5.5	Operate NVQ certificate	Smoothly functioning printing system	1. Collect certificate data and print certificates accordingly	30,000 certificates						

5.0 Implementation:

This Corporate Plan 2011 - 2015 envisages uplifting the TVET system of Sri Lanka so as to provide training as required by the industry, which would ultimately enhance economic development of the country.

For each year, an Annual Implementation Plan (AIP) will be developed taking into account of five (05) goals and respective objectives of the Corporate Plan. It will be developed in a manner that pursues goals set forthwith. Physical targets will be set monthly basis for each objective in line with budgetary allocations of the Government to make the AIP a current and a real time document. Reaching of set targets will be closely monitored and corrective actions will be taken accordingly to make sure that set targets are achieved as envisaged. The AIP may review and revise based on the availability of financial resources and progress of target achievements.

6.0 Budget forecast:

This Corporate Plan 2011 - 2015 accompanies a 4-year budget forecast with regard to five goals under the three (03) thrust areas and related programs set forth herein.

Annual Implementation Plan (AIP) - 2011