

2014-15

# ORGANIZATIONAL EVALUATION REPORT SINDH - TEVTA



Author

Dr. Masroor Ahmed Sheikh  
Director Academics  
Ms.Uzma Shaikh  
Deputy Director Projects

Edited by

Mr. Nazeer Ahmad Channa  
Additional Director, Operations

Registered Office

Sindh Technical Education & Vocational Training Authority (Sindh TEVTA)  
Street-19, Block-6, Gulshan-E-Iqbal Karachi  
021-99244112-7  
[www.stevta.gos.pk](http://www.stevta.gos.pk)  
Karachi - Sindh

Karachi, September 2015

The TVET Reform Support Programme, funded by the European Union, the Embassy of the Kingdom of the Netherlands, the Federal Republic of Germany and the Royal Norwegian Embassy. The Programme has been commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) and is being implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH in close collaboration with National Vocational and Technical Training Commission (NAVTTTC).

## Abbreviations

TEVTA	Technical Education & Vocational Training Authority
STEVTA	Sindh TEVTA
TVET	Technical and Vocation Education and Training
TEVTA	Technical Education and Vocational Training Authority
TRSP	TVET Reforms Support Program
CBT	Competency Based Training
NAVTTTC	National Vocational and Technical Training Commission
NVQF	National Vocational Qualification Framework
GMI	Government Mono-technic Institute
GPI	Government Polytechnic Institute
GCT	Government College of Technology
GVTI	Government Vocational Technical Institute
SSDP	Sindh Skills Development Project
GVTS	Government Vocational Technical Training School
PPRA	Procurement Procedures Regulatory Authority
VC	Vocational Center
VC&JP	Vocational Counseling & Job Placement
OCAT	Organizational Capacity Assessment Tool
ILEP	International Leadership Exploration Program
KAB	Know About Business
ISO	International Organization of Standardization
QMS	Quality Management System
TSC	Technical School Certificate
CPA	Corrective and Preventive Action
SMART	Specific, Measurable, Achievable, Realistic and Time Bound
PMYDP	Prime Minister Youth Development Program
STIs	Staff Training Institutes
DAE	Diploma of Associate Engineer

## Table of Contents

Section 1 Introduction .....	1
1.1 Who we are.....	1
1.2 Using this report.....	3
1.3 Major achievements.....	3
1.4 Events of 2015.....	4
1.5 Background.....	7
Section 2 Evaluation of the Organizational System .....	8
Section 3 Annual Work Progress .....	14
Section 4 Challenges .....	25
Section 5 Performance Improvement Areas.....	27
Section 6 Conclusion .....	30

## **Section 1 Introduction**

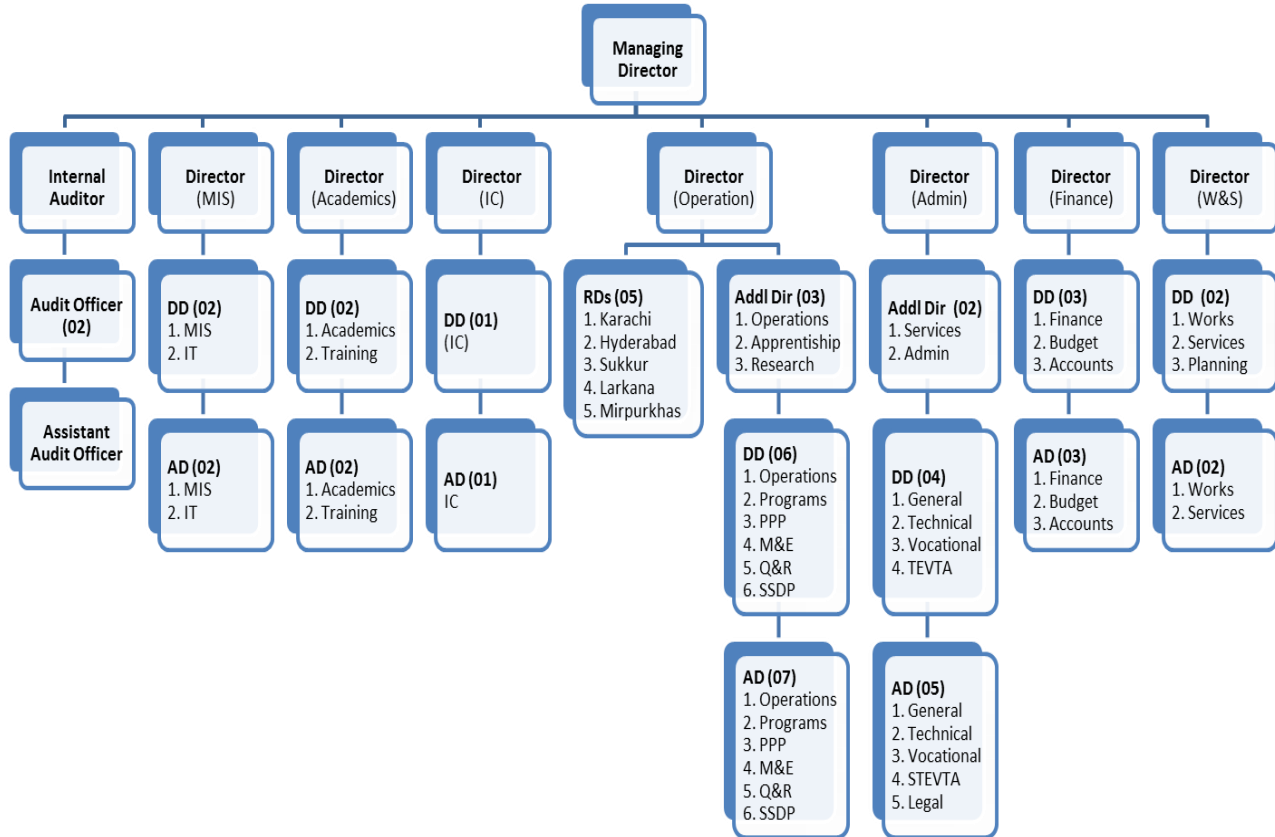
### **1.1 Who we are**

Realizing, the changing Domestic and International labor market requirement and in line with the scheme of reorganization of TEVT Institutions adopted by other provinces, Government of Sindh established Sindh TEVTA to support and manage TEVTInstitutions in the province. In order to extend complete autonomy & effective management, the policy making task has been entrusted to the Sindh TEVTA Board consisting of eminent professionals, from Public & Private Sector, Representatives from leading industries, universities etc. Sindh Cabinet in its meeting held on 28th February 2009 entrusted, the administrative control of all TEVT Institutions of the Province to Sindh TEVTA.

The Sindh Technical Education Vocational Training Authority (STEVTA) was established by the Government of Sindh through STEVTA Ordinance, 2007 (Ordinance XVII of 2007) to streamline the Technical Education and Vocational Training in the province for greater employability of youth in local and international job markets

Sindh TEVTA has its presence in Karachi, Hyderabad, Sukkur, Larkana and Mirpurkhas Regions. Sindh TEVTA institutes offer variety of programs ranging from 3- months Certificate course to 4 – years B-Tech Degree program

# Organizational Structure



## 1.2 Using this report

The Organizational Evaluation Report is split into six major sections. The first section contains the introduction in a creative way, including who we are, using this report, events of 2015, and Background. The second section provides a comprehensive evaluation of the organizational system with improvement tasks. The third section highlights the work progress of the Sindh TEVTA based on the set goals. Forth section presents the challenges of the organization. Fifth section provides insight of the performance improvement areas while sixth section concludes the report.

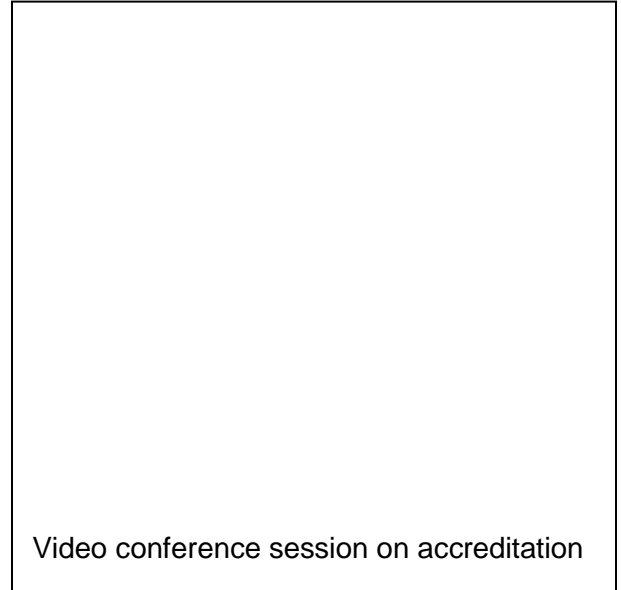
## 1.3 Major Achievements

- ISO 9001:2008 certification has been achieved
- 70 CBT program are piloted
- 33 selected courses have been designed through competency based approach under SSDP
- Skill upgradation training to 270 teachers provided in Civil, Electrical, Electronic and Mechanical trades
- 1582 male and 1732 female have been trained in 16 different trades under Prime Minister Youth Development Program.
- 12577 students have been enrolled through third part testing service.
- Introduce International certification of City & Guilds in 9 selected institutes
- Fifteen IMCs in fifteen TVET institutes established.
- Skill training provided to 1200 trainees for socio-economic development in rural areas of three districts of Sindh, i.e. TandoAllahyar, Mirpurkhas, Thatta by Care International / Rahnuma FPAP.
- Capacity building conducted in areas i.e. organizational capacity assessment tool, research based proposal writing, identification and validation of competencies, competency based approach, international leadership exploration program, professional development through English etc.

## 1.4 Events of 2015



P.M youth development plan



Video conference session on accreditation



International Leadership Exploration Program (ILEP) at Karachi







## 1.5 Background

Sindh, with its 42.4 million population, covers an area of 1, 40,914 km and is the third largest province of Pakistan. The number of districts in Sindh is 23. In order to extend complete autonomy for reorganization and effective management, the policy making task has been entrusted to the STEVTA Board. The STEVTA board has been constituted from eminent professionals, public sector officials, representatives from the private sector with representation from leading industries like Siemens, and Engro Corporation Limited (formerly Engro Chemical Pakistan Limited) and with the efforts of the Chamber of Commerce and Industry.

There are 251 TEVT-institutes functioning under Sindh TEVTA with 2000 faculty members. The TVET-institutes offer Bachelor of Technology (B. Tech), Bachelor of Science in Industrial Technology, Diploma of Associate of Engineering (DAE), Diploma in commerce /Certificate in commerce, Technical School Certificate (TSC)/Metric Technical, Diploma in Information Technology/Certificates/Short courses and Vocational Diploma/GII&GIII Certificate/other certificate courses.

TEVTA Sindh has a very well defined vision and mission, namely to provide demand-driven quality training for employability in local and international markets. Sindh TEVTA has an organizational structure with different status of employment which caters for both the employees of Sindh government (civil service employees) and the Sindh TEVTA employees (permanent or time based work contracts). Catering for two categories of staff leads to additional and dual administrative procedures. Weak cooperation between institutes and the TEVTA is creating gaps in acquisition and dissemination of information. Moreover there is no knowledge management. When one person leaves a position the smooth continuity of operations is affected, because the knowledge goes with the person.

## **Section 2**

### **Evaluation of the Organizational System**

This section presents a comprehensive evaluation of the organizational system. The management system of the organization is comprehensively evaluated and suitable performance improvements are proposed for the system development of organization.

#### **1. Organization structure**

STEVTA has a very well defined vision and mission, namely to provide demand-driven quality training for employability in local and international markets. STEVTA has an organizational structure with different status of employment which caters for both the employees of Sindh government (civil service employees) and the Sindh TEVTA employees (permanent or time based work contracts). Catering for two categories of staff leads to additional and dual administrative procedures. Weak cooperation between institutes and the TEVTA is creating gaps in acquisition and dissemination of information. Moreover there is no knowledge management. When one person leaves a position the smooth continuity of operations is affected, because the knowledge goes with the person. The organizational structure should be redesigned composed of all the TVET based functional areas with adequate number of positions and must be approved and displayed in the offices. The organizational structure must have functions to implement CBT approach.

#### **2. Job Description**

The defined job descriptions are available. But the Job descriptions need revision where needed to avoid duplication of work and are available in the master folder for all key persons of the departments. Sindh TEVTA is also in process of developing its HR manual and staff orientation hand book.

#### **3. Control of work instructions**

Every director is responsible for the functions and control of instructions of his department. But lack of a strategic plan negatively impacts the attitude of organization's team. Frequent changes in the top management lead to drifting by the organization, and lack of direction results in morale problems because, as far as the employees are concerned, the future is uncertain, unpredictable, and out of control.

#### **4. Documentation requirements General**

As Sindh TEVTA is ISO 9001:2008 certified organization therefore it is observed that the below quality management system documentation is properly implemented and has improved the system.

- a. Quality Policy
- b. Quality Objectives
- c. Quality Manual
- d. Documented procedures
- e. Updated records

#### **5. Control of Documents & Records**

Due to the proper implementation of ISO 9001:2008 the existing system of the organization is improved as Sindh TEVTA has proper File record system which has eliminated the factor of week of following elements:

- a. Departmental master list of documents.
- b. Identification & traceability of location of documents, latest versions.
- c. Revision & issue no. documents retrieval.
- d. Document change mechanism.
- e. Obsolete document control.
- f. Secrecy.

#### **6. Filing System**

It is well defined and maintained in every department. Locations of documents are mentioned on files/ folders / register i.e. each/ file/ folder and have location reference. This system has decreased dependency on assistants.

#### **7. Availability of resources for Quality Management System**

Due to ISO 9001:2008 certification Sindh TEVTA has quality management system. The resources needed for quality management system is also available but the organization is struggling in the implementation phase.

#### **8. Customer focus**

Customer Satisfaction as such is not being evaluated formally i.e. no customer satisfaction index, no record of satisfaction from industry etc.

Customer satisfaction is be monitored so there is a requirement of a formal framework that includes students satisfaction, industry satisfaction and employees satisfaction. Currently the tools are developed and the data collection and its analysis are the next steps to be carried out.

**9. Quality Policy**

Quality policy has been defined and documented. Quality Policy is placed and present on all important places & points of Sindh TEVTA office.

**10. Departmental Quality Objectives & Management Program**

Sindh TEVTA has properly defined role and tasks, and has defined / documented system by which the departments can define their “Quality Objective” and “Managements Program. Every Department is aware its Quality Management therefore the concept of “Quality Objectives” and “Management Program” is very clear for the employees.

All departments have defined and have their maintained “Departmental Objectives” followed by a “Management Program”. This will bring prominent improvements in the system. Quality objectives are SMART (Specific, Measurable, Achievable, Realistic and time Bound.)

SN	Activities / Actions	Resources	Responsibility	Target Date	Current Status
	Give Breakup of objective in form of activity for its implementation	Resources may be mentioned here.	Specify suitable person for each action.	Mention tentative completion date of action	This column is to be used to describe the status of the action

Prepared By : \_\_\_\_\_

Approved By: \_\_\_\_\_

**11. Internal Communication**

In Sindh TEVTA and field Institution the communication takes place through office orders or notifications. An independent MIS department exists with its full capacity. Sindh TEVTA also has its own website. However, organization still needs to develop a culture of communication through e-mail. Majority of employees do not have the official e-mail address and in necessity personal e-mail address are used for correspondence.

**12. Management review meetings**

Procedure for Management review meetings are defined and documented which include agenda, frequency of these meetings, along with actions taken and subsequent improvements. Proper record of such meetings is maintained but not properly disseminated.

**13. Training & Competence**

Sindh TEVTA has developed its HRD plan for the year 2015-16 budget has been also allocated for the training programs . Training needs Assessment forms need to be developed and circulated among the staff to identify the need of capacity building so that trainings should be provided to administrative and academic staff for better operational performance. Record of Training programs organized in collaboration with other organizations is maintained and training evaluation is performed properly.

**14. Organizational infrastructure**

Although Sindh TEVTA Head Office has reasonable organizational infrastructure to meet the basic requirements of staff in terms of the availability of space but still separate and spacious place is high in demand for handling proper file record.

**15. Working environment**

The working environment is conducive. Proper offices and cabin are available to operate the TVET functions in the HQ. Gender representation is very much emphasized.

**16. Design & Development of Course Curriculum**

Sindh TEVTA has specialized department of “Academics and training which is responsible for the development of curriculum and its implementation. Curriculum is endorsed by NAVTTC .

This department is also responsible to carry out Analysis, Development, Implementation, Evaluation, Feedback, Corrective Actions and Continual improvement in the design and development of curriculum.

**17. Supplier evaluation**

There is a defined system of procurement and SPPRA rules are followed. Administration and works department are responsible for all procurement and repair & maintenance. There are different committees that look after various areas that are predefined under the supervision of director admin and director works, these include.

- a. Technical Committee.
- b. Purchase Committee.
- c. Inspection Committee.

Record is maintained accordingly.

**18. Verification of purchased products**

Verification / inspection records are available. Proper inspection of goods purchased or works done is conducted by the authorized officials of Sindh TEVTA before releasing the funds or payments to the suppliers.

**19. Vehicle Management**

DTE Head Office has 11 official vehicles (01 2OD, 01 Vigo pickup, 03 Toyota Hilux 4 x2 Single Cabin, 01Pejaro, 02 Cary Bolan, 01 Pickup, 01 Pothohar Jeep, 01 Honda Motorcycle) that are being maintained under the supervision of Transport officer. There are vehicles issued to management as per allocation wide (Govt. Transport Policy) to perform official duties. There is a system by which POL is authorized against each designation stating from chairman to authorized office. Vehicles have separate log books that are maintained by respective driver.

However, there are some areas that need attention.

- a. There is no authorization of mileage (it's on the basis of fuel authorization only)
- b. There is a defined maintenance schedule / checklist for preventive maintenance)
- c. There is system by which mileage / km is recorded to monitor performance of vehicle.



**20. Preservation of products / inventory control**

Inventory management system is well defined. All official assets are properly tagged and named. Manual and electronic record of inventory is properly managed.

**21. Internal System Auditing**

There is a defined and documented system in place for internal system Auditing, this is not to be confused with finance Audits. A documented procedure is required for internal system Auditing.

Sindh TEVTA has “Procedure for Internal System Auditing”, and has defined SoPs for internal audit department/section.

**22. Control of non performing work**

There are established formal systems to monitor non conformances. The defined and documented system makes available to identify and control non-conformance of work.

**23. Analysis of data**

There is no defined and documented system to analyze data. Although some work has done in this regard but there is a need to develop a documented procedure for statistical analysis based on defined parameters and should be maintained by M&E section which is not working effectively.

**24. Corrective & Preventive Action**

Presently there is no formal / documented for corrective and prevents Action to meet the organizational requirements. A documented procedure is required for this.

This is to be covered in procedure for “Corrective and Preventive Action”. CPA system is considered as one of the most effective tool for management where every employee in the organization is involved to give suggestions for system improvement.

## **Section 3**

### **Annual Work Progress**

This section presents a comprehensive overview of the annual work being carried out throughout the year based on the set goals. The functions wise goals were mutually set in accordance with the annual work plan and the work was executed as per the direction of agreed upon goals and ultimately annual work plan. The description of work is explained as:

#### **1. Enrollment of students through awareness sessions improved**

The awareness session was part of a special drive launched by the Sindh Technical Education & Vocational Training Authority (STEVTA) to sensitize the youth and communities about the importance and opportunities of TVET. So far 11 sessions have been conducted which provided awareness of TVET to the youth of general education. The Sindh TEVTA with the support of TVET Reform Support Programme has organized these sessions in high schools as well as in the general community in Sindh. A big number of students participated these sessions. They were equipped with information regarding opportunities of skill development, trades, criteria for admission, career path from general education to TVET and the job market. The purpose of these sensitization sessions was to create awareness about TVET sector and the opportunities, which can help youth, being a major segment of the society, to attain employable skills. The second objective of these sessions was to enhance the status and social acceptance of TVET as well as presenting it as a decent career path.

#### **2. In-Service Trainings (Pedagogy) conducted.**

Four Staff Training Institutes (STIs) were functionalized in Sindh TEVTA, under the TVET Reform Support Project (TRSP), funded by the European Union. The four STIs are located at Karachi, Hyderabad, Sukkur and Larkana. Under TRSP, the In-Service Trainings (Pedagogy) through Blended Learning methodology was launched in 2014 to train the 2400 teachers / instructors in the Sindh Province. To accomplish the task, GIZ established E-learning rooms (along with IT equipment and furniture) at all the four STIs. And to disseminate the training, 32 Lead Trainers from Sindh TEVTA were trained by German Expert (GFA).

#### **3. Training for skills upgradation conducted**

NED University of Engineering and Technology (NED UET), Karachi was awarded with the Sindh Technical Education & Vocational Training Authority (STEVTA) Training of Trainers (ToT)

Project under World Bank funded Sindh Skills Development Project. Realizing the importance of Skill training, Very first time in history of Sindh – TEVTA, Skills training was arranged by the Operations department under SSDP. 270 teachers from four disciplines including Civil, Electrical, Electronic and Mechanical were provided training at NED and Mehran University.

Trade/ Tech	NED-UET Karachi	MUET Jamshoro	MUCET Khairpur	TOTAL
Civil	11	19	18	48
Mechanical	36	37	27	100
Electrical	20	26	25	71
Electronics	28	23	-	51
TOTAL	95	105	70	270



Meeting conducted with NED officials to finalize the ToT Training program

#### 4. Prime Minister Youth Development Program (PMYDP)

National Vocational & Technical Training Commission (NAVTTTC), in collaboration with Sindh TEVTA, is imparting skill training under the Prime Minister Youth Skill Development Program. It is a 4 to 6-months skill training programme including one month on-job training in 16 different trades. Under the programme, the trainees are provided a monthly stipend and tool kit.

Phase-I (2013-14) - 39 Institutes				Phase-II (2014-15) – 28 Institutes		
S. #	Course	Gender		Course	Gender	
		Male	Female		Male	Female
1	Auto Mechanic	221	--	Auto Diesel Mechanic	25	--
2	Beautician	--	50	Beautician	--	225
3	Carpenter	25	--	Civil Surveyor	75	--
4	Civil Drafting/Auto CAD	44	--	Dress Making	--	375
5	Computer Operator	21	--	Electronic Technician	25	--
6	Electrician	189	--	Fabric Manufacturing	25	--
7	Electronics Technician	46	--	Fashion Designing	--	25
8	General Electrician	99	--	General Electrician	225	
9	Hand & Machine Embroidery	--	365	Hand Embroidery	--	150
10	Hand Embroidery	--	100	Machinist	50	--
11	Machinist	97	--	Motor Cycle Mechanic	50	--
12	Mobile Phone Repairing	25	--	Office Management Skills	--	25
13	Office Management Skill	50	--	Plumbing	25	--
14	Plumbing	48	--	Refrigeration & Air Conditioning	50	--
15	Ref. Air-conditioning	92	--	Weaving Machine Supervisor	25	--
16	Tailoring & Dress Making	--	417	Welding	50	--
<b>Total</b>		<b>957</b>	<b>932</b>	<b>Total</b>	<b>625</b>	<b>800</b>

## 5. ISO 9001:2008 Certification for Sindh TEVTA HQ, Karachi

International Standards bring technological, economic and societal benefits for organization. They help to harmonize technical specifications of products and services making organization and industry more efficient. Sindh TEVTA has achieved ISO 9001: 2008 certification and has successfully implemented. For ISO 9001:2008 certification, 19 staff members were trained.



## 6. National Accreditation of Sindh TEVTA Institutes

Accreditation is a Quality Assurance process where Institutes are ranked according to their availability of resources, teaching quality and their overall performance. NAVTTC has mandated that all TEVT institutes in the country has to be accredited as per the approved guidelines. The Accreditation process has been initiated in 32 institutes of Sindh TEVTA.

Six institutes have already been accredited from NAVTTC:

Region	Institutes
Karachi	Government College of Technology (Girls), Karimabad, Karachi. Government JamiaMillia Polytechnic Institute (Boys), Malir, Karachi. Government Vocational Training Institute (Boys), Al-Hyderi, Karachi
Hyderabad	Government College of Technology (Boys), Hyderabad Government Polytechnic Institute (Boys), Dadu.
Larkana	Government College of Technology (Boys), Larkana

## **7. Institute performance evaluations conducted**

Sindh TEVTA for strengthening of TEVT institutes and to make TEVT institutes to respond to the need of job market, organized three sessions for conference on institutes' performance evaluation at Karachi, Hyderabad and Sukkur. In the conference, Principal / Head of Institutes of all Sindh TEVTA institutes gave a presentation regarding their institute's performance. The 3-days session at Karachi was participated by Principals / Head of Institutes from the Polytechnic and Commercial Education stream. The Hyderabad and Sukkur session were participated the Principals / Head of Institutes from the Vocational stream and the events were organized by Sindh TEVTA in joint collaboration with GIZ under the TVET Reform Support Programme.



## **8. Youth Health Awareness Program (Youth Affairs Department, Govt. of Sindh)**

Sindh TEVTA, in collaboration with the Youth Affairs Department, Government of Sindh, organized the series of seminars on “Youth Health Awareness” for the students and staff at 35 Sindh TEVTA institutes in Karachi, Hyderabad, Sukkur, Larkana and Mirpurkhas regions. The basic aim of the seminar was to raise awareness and provide knowledge to youth about physical and mental disorder / diseases to enable them to lead safe and healthy life and to play important role in sustainable national development.

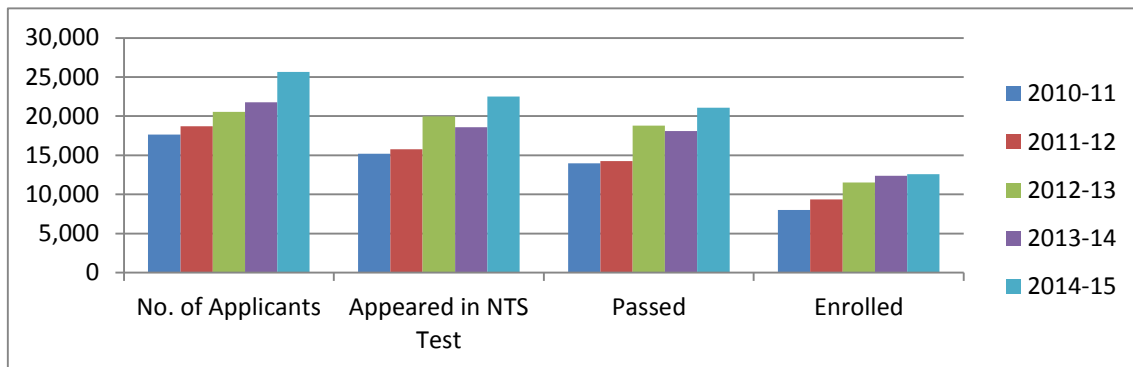
## **9. DAE Admission through 3<sup>rd</sup> Party Testing Services held**

In the Sindh TEVTA 4<sup>th</sup> BoG meeting, the Diploma of Associate Engineer (DAE) Admission policy was reviewed and it was decided that henceforth the DAE admissions will done through a 3<sup>rd</sup> party testing service. The advantage for 3<sup>rd</sup> party testing services for Sindh TEVTA and candidates are:

- More choices for technology and institute on Single Application Form

- Flexibility in submission of application for admission.
- Reduced cost for Candidate.
- Transparency in Admission Process
- Eliminated Political Interference
- Timely completion of Admission Process in All institute and Start of Class.
- Database for R&D, Demand / Supply and Employment Support

Academic Session	No. of Applicants	Appeared in NTS Test	Passed	Enrolled
2010-11	17,656	15,176	13,976	8,014
2011-12	18,707	15,752	14,252	9,372
2012-13	20,530	19,980	18,780	11,500
2013-14	21,791	18,569	18,080	12,397
2014-15	25,670	22,525	21,068	12,577



## 10. Socio-economic development by Care International / Rahnuma FPAP

Sindh TEVTA, in collaboration with Care International with its implementation partner, Rahnuma FPAP, launched a skill training programme for socio-economic development in rural areas of three districts of Sindh, i.e. TandoAllahyar, Mirpurkhas, Thatta. Under the programme, Rahnuma FPAP has provided skill training, equipment, capacity building of staff.

### a. Skill training provided to 1200 trainees:

District	Trades	Thatta	Mirpurkhas	TandoAllahyar	Total
Girls	Applic Work, Beautician Business English Computer - DPA Dress making Hand Embroidery Machine Embroidery Office Management Office Receptionist	280	280	280	840
Boys	A/C Refrigeration Business English Color Painting Computer - DPA General Electrician Generator repairing Mobile Repairing Motor Bike Repairing Office Management Plumbing, UPS Repairing	120	120	120	360
Total		400	400	400	1200

### b. Know About Business (KAB) training to 600 trainees (out of the 1200 trainees):

District	Thatta	Mirpurkhas	TandoAllahyar	Total
Girls	140	140	140	420
Boys	60	60	60	180
<b>Total</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>600</b>

### c. Capacity Building of Sindh TEVTA teachers

Training Programme	Trainees
Career Counseling	12
Know About Business	20
Life Skill Training	75
Research in Curriculum Development	10

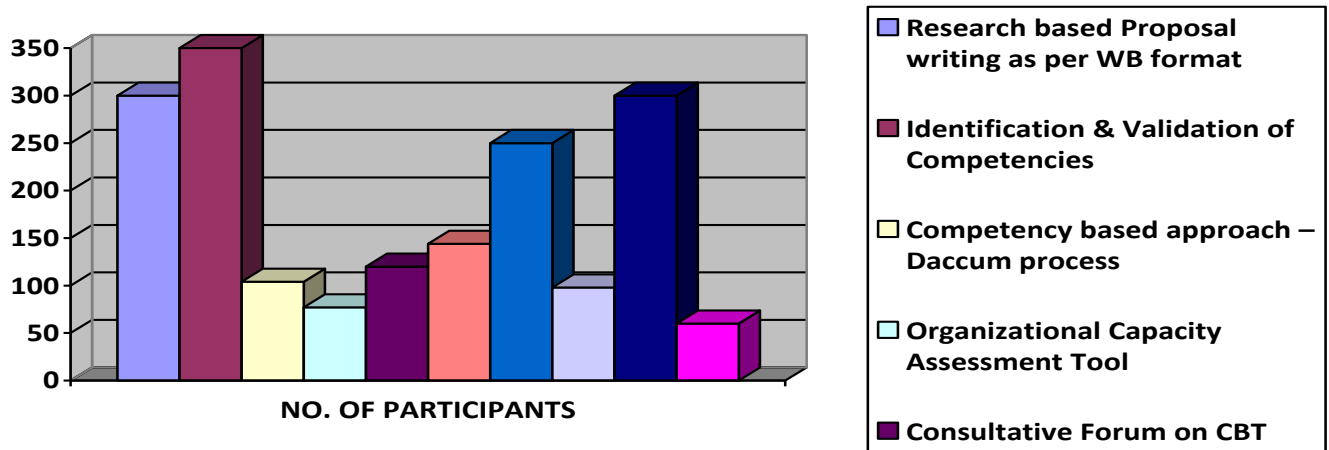


## 11. Capacity building under SSDP

Sindh Skills Development Project was launched by the Government of Sindh with the support of The world bank with the objectives to support the Sindh Government in expanding and strengthening public sector skills development programs and institutions; to increase economic opportunities for semi-literate and educated youth for poverty reduction; to provide trained workforce to the industry for better productivity and enterprise competitiveness; to institutionalize governance reforms in the TEVT Institutions to improve quality of training; to build capacity of STEVTA, Trade Testing Board (TTB), Sindh Board of Technical Education (SBTE) and Training Institutions; to provide stipend to various categories of unemployed educated youth during training.

Through this project first time in Sindh 33 selected courses have been designed through Competency based approach which will bring a paradigm shift in Technical & Vocational Education. Daccum approach was followed for developing Competency standards. Several capacity building sessions have been held from time to time for the faculty, Principals and Management to understand, deliver and monitor Competency based system. List of employees trained through various trainings is as follows:

S. NO.	NAME OF THE TRAINING	NO. OF PARTICIPANTS
1.	Research based Proposal writing as per WB format	300
2.	Identification & Validation of Competencies	350
3.	Competency based approach – Daccum process	104
4.	Organizational Capacity Assessment Tool	77
5.	Consultative Forum on CBT	120
6.	Delivery of CBT & Assessment	144
7.	Role of IMCs in Vocational & Technical Education	250
8.	International Leadership Exploration Program (ILEP)	98
9.	Technical Training (ToT by NED)	300
10.	Professional Development through English by British Council	60
	Total Employees trained	1803



## 12. City & Guilds Certifications

City & Guilds operate in over 80 countries and have over 130 years of experience in designing qualifications and providing learners with real-life, practical skills needed to succeed in the modern workplace.

Realizing the fact that majority of workforce was working in UAE / Middle East country return back to Pakistan because of certification issue and now in above countries City & Guilds certification is very well accepted and now workers those have city & Guild certification are easily absorbed in UAE and Middle East job market. Therefore STEVTA has decided to introduce International certification of City & Guilds at 9 selected institutes as follows.

Government College of Technology, SITE, Karachi.

Government College of Technology, Hyderabad.

- Government College of Technology, Larkana.
- Government College of Technology (G), Karimabad, Karachi.
- Government Pakistani Swedish Institute of Technology, Landhi, Karachi.
- Government Vocational Training Institute, Kotri.
- Government Polytechnic Institute, Mirpurkhas.
- Government Vocational Training Institute, Al-Haidery, Karachi.
- Government Petroleum Technical Training Institute, Khairpur.

## 13. M&E section is developed

M& E section does exist in STEVTA but the processes and procedures are not well defined and the section is currently un-functional. The management is committed to develop the efficient M&E system both for the head quarter and TVET institutes.

#### **14. MIS system is strengthened**

To develop an advanced communication and networking integrated system using modern Information Technology Sindh TEVTA has established independent MIS department to Provide functional business perspective in developing IT systems and solutions; support and influence new system implementations within the Organization. Due to the provision of efficient and effective solutions and maintenance for Organizational IT infrastructure; ICT training for Executives and other Employees, Selection of suitable software and hardware, Office automation, Evaluation of vendors and suppliers is possible. MIS department also maintains and Monitor STEVTA Website development and maintenance.

#### **15. 70 CBT program are piloted**

Sindh TEVTA under Sindh Skills Development Project (SSDP) has engaged Skills International, Sri Lanka as consulting firm for development of Teaching Learning Resource / Teaching Learning Material (TLR/TLM) to facilitate implementation of 70 CBT programs. Capacity building of trainers to use guideline manual for the preparation of TLR / TLM for CBT implementation has been organized. Development of trainer manual and trainee manual for 10 trades is in progress. Capacity building of 90 trainers for “delivery and assessment of CBT” is ongoing activity. Capacity building of 70 Sindh TEVTA Sr. Management / Principals / Regional Directors for monitoring & evaluation of CBT programs is also planned. Facility to provide up-gradation work of 47 selected institutions for CBT implementation is almost completed. Procurement of curricula compliant equipment & machinery for 70 training programs is in process).

#### **16. Biometric system in institutes installed**

Truancy in Sindh TEVTA was long looming issues which could not be done through conventional methods. In this regard the organization decided to introduce the most cost-effective and efficient approached to ensure the attendance of staff. E-Attendance through GSM based Biometric system is being installed in head quarter. The system helps in do away the menace of truancy in Sindh TEVTA Headquarter.

#### **17. Entrepreneurship modules in three institutes conducted**

Two instructional staff capacitated in internationally acclaimed training package of enterprise development “Know About Business” KAB with the collaboration & Support of Care

International. 20 teacher have been trained and around 600 students have passed the course in first batch.

#### **18. Administrative training for principals and admin staff of institutes conducted.**

Training was organized for the Capacity building of 33 STEVTA Managers / Principals on use of Organizational Capacity Assessment Tool (OCAT) was organized .A Consultative Workshop for 120 participants for Sindh TEVTA Managers / Principals and selected industrialists was also organized. A Workshop was organized in three regions for 144 participants for Use of Competency Based System & Assessment. International Leadership Exploration Program (ILEP) for 98 senior Sindh TEVTA officers and middle management; training conducted by international experts, USA was organized by Sindh TEVTA. Extensive trade-specific training program for 400 STEVTA trainers through NED and Mehran Engineering Universities and Professional Development of 60 STEVTA trainers / managers through English by British Council was conducted.

#### **19. Fifteen IMCs in fifteen TVET institutes established**

Engagement of Industrialists in the Institute Management Committees is one of the priority areas of the organization. In the first phase, 15 institutes were selected to form 15 IMCs. To operationally functionalize the IMCs more effectively, regular monthly/quarterly meetings are being organized; the minutes of meetings are recorded and the decisions made in the IMC Meetings are carried out and implemented. Through the establishment of IMCs in TEVTA Institutes, the linkages are becoming stronger through efficient communication channels and meetings between the institutes and the industry. To enhance knowledge sharing, the Chairman of IMCs is promoting industrial visits for students of TEVTA Institutes and also providing free workshops/seminars to Lecturers/Teachers by Floor Managers/Officers of that specific industry. In second phase more institutes will be selected to enhance the role of Industry through establishment and effective role of IMCs.

## **Section 4 Challenges**

Sindh TEVTA continues to operate within the overall challenges and constraints that prevail in Sindh and is committed to find ways to deal with these. Since its inception, efforts have been made by the STEVTA and its leadership to stream line the delivery of the skills agenda in Sindh and there is clear enthusiasm amongst the staff for STEVTA to be an exemplary institution in Sindh delivering in every aspect of its work. Further, to implement National Skill Strategy in the province Sindh TEVTA has developed Sindh Skill Strategy containing methodology for implementation. However, to bring the system at par, STEVTA similar to other provinces of the country is also facing major constraints in the TVET sector i.e. linkages with external stake holders, implementation of existing mechanism, appropriate budget allocation, scarcity of resources etc.

### **1. Linkage with external stake holders**

A continuous industry linkage has a major role in the development of TVET sector. Continuous involvement of industry for the demand driven system, enabling the industry to play its full part in the growth of TVET sector, understanding the market based approach and then preparing strategic plans, employability of trainees and traceability of successful trainees in the provincial, national or international labor market are the major challenges that the STEVTA is facing.

### **2. Implementation of existing mechanism**

There are number of evidences where decisions being taken by the board and top management are never being followed up and implemented may be because of shortage of staff, scarcity of funds and Sindh TEVTA is in intervening / transforming stage being rather newly established organization. The system of monitoring and evaluation remained very weak. Further, the implementation mechanism for governance, developing human resources; implementation of financial decisions, use of technology; external relations, student services, provision of qualifications, communication, and skills strategy implementation is either fragile or not available for the implementation of decisions/recommendations.

### **3. Budget allocation**

Adequate financial resources are vital for the smooth operations in organizations and its management is also necessary for the transparency in the organizations. However, every year STEVTA is facing considerable challenges in obtaining desired budget allocations for the operational activities, timely releases and dissemination of that budget.

### **4. Scarcity of operational resources**

At intervening stage smooth merger of institutions, diverse rules/regulations, difference in infrastructure and working environment are the major operational constraints of the development of efficient management system at STEVTA, H/Q and institute's level. Human always resist change, therefore STEVTA in its intervening face is facing resistance in bringing reforms and breaking statuesque. Further, at institutes old/outdated equipment & machinery and infrastructure is also a big challenge and hurdle in delivery of hand on skill training. Further, large catchment area with 251 institutions in 5 regions under STEVTA makes it very challenging to have strict monitoring and control over its institutes, especially those which are in remote areas.

## **Section 5**

### **Performance Improvement Areas**

Performance improvement is a continuous process, thus organization strives to increase individual and organizational performance as the organizations enter into new years. Therefore the organization is always in the pursuance to upscale their performance and achieve the milestones set by them to win the stakeholder confidence. Following are the key performance areas through which the STEVTA is looking forward to strengthening the TVET system.

#### **1. Governance & Management**

Effective governance and management system is the first requirement in enabling any organization to perform and deliver its vision, mission and objectives. STEVTA has a vision to promote employment through training and skills. It seeks to lead the TEVT initiative in Sindh province by performing a multitude of functions which includes formulation of policies, plans, mobilization of resources and collaborating with all key partners most importantly with employers. In this regard, the role of the STEVTA's board is extremely crucial in governance. There is a dire need of frequent board meetings and quick system of the implementation and delivery. The board must provide strategic direction based on the industry demand and bringing reforms in the TVET sector of Sindh. The board needs to appoint full time proficient Managing Director on long term basis with set organizational level goals with mechanism of monitoring and evaluation of the set goals in the board's frequent meetings. Similarly, the MD also needs to set departmental and individual level goals for the efficient performance management system in the organization. This system will develop a culture of performance in the organizational system and it will lead to the accountability in the organization. The organizational structure needs to be redesign, the conflict oriented functions need to be addressed and people needed to be placed on the basis of prior qualification and experience.

#### **2. Performance Management system**

The well-organized performance management system forms the backbone and skeleton of any organisation. Without such system there is likelihood that the management system of an organization is inefficient and ineffective and the delivery of its core objectives becomes much more difficult. This applies equally to STEVTA as it does to all other organizations.

STEVTA wishes to get to the next level of system management for it to be able to effectively lead the skills agenda in Sindh province. There is a substantial lack of an effective performance management system. A transparent Performance Management System based on merit and competency shall be developed and implemented in STEVTA and shall be strictly monitored. A continuous professional development and succession planning shall be used to further enhance the organization. It is therefore high in demand that a system should be developed, so that the strategic and annual level goals are set with the transparent mechanism to measure the performance of organization, sections and individual level performance with structured compensation in terms of promotion, bonuses and salary increase. The system must have the tendency to replace tenure based promotion and salary increase with performance based.

### **3. Strong communication & coordination**

There is a dire need to bring coherence and harmony between and among the departments in order to avoid duplication of efforts and resources. There is duplication of work among several departments and it can be sorted out through proper job descriptions and strict control over them. Proper dissemination of documents is required in order to avoid delays in official matters. Important documents like Minutes of the board meetings, relevant policies, procedures, published reports, STEVTA updates of events and notifications shall be made available at STEVTA website for everyone's access and transparency. The document of annual work plan needs to be functional and it needs to be monitored in structured manner. This practice will strengthen the communication and coordination among the department and will create the culture of harmony, synergy and cooperation.

### **4. Strengthening the Demand Side**

Understanding the demand side of the labour market is very crucial for the success of STEVTA, as its output depends upon the employability of the passouts. Demand side of labour market can be triggered through the extensive involvement of employers, who are the driver of change. There is still a need at STEVTA at management as well as institute level to understand the importance of it for the better productivity and output. Since inception STEVTA is working for improvement of overall management system, strengthening of infrastructure at institutes and improvement and quality assurance in training delivery system. Therefore, developed Enterprise



Resource Planning (ERP) system and developed three pronged strategy for strengthening of training system through (a) Public Private Partnership (PPP), (b) STEVTA and donors funding and (c) Scheme under ADP. However, clear policy and plan are required to be developed for institute linkages as their engagement would act as a spur for change and to help improve TEVT. The development and implementation of Institute Management committees, Advisory councils and finally Sector Skills Councils can drive change. Labour Market Research unit which was developed with the support of ILO shall be made functional to get the market assessments beforehand, the outcomes of which should be a key spur for the success of TEVT provision across Sindh. Institute Management Committees (IMCs) which is a positive development but the effective operation of IMCs has yet to be achieved individually or across the network.

## **Section 6 Conclusion**

The TVET system is functional under the STEVTA in Sindh province. STEVTA is the governing body that regulates the TVET interventions in the province with total number of 256 TVET institutes and having seven major organizational functions in the STEVTA Head quarter. This report is comprised of six sections. The first section introduces the report. This section presents the various functional areas of the STEVTA, the organizational structure, the major events of 2015 and also provides the background information of the TVET environment of the Sindh.

The second section presents the organizational evaluation of the entire system of the STEVTA. It has been found that the organization is operative and providing the TVET delivery in Sindh with established organizational system. Currently the structure of the organization is having some duplicate functions and lacks some of the CBT approach functions. The STEVTA required adequate number of knowledge based human resources to be placed on merit basis. The scope of work of the functions and job descriptions of the filled position is developed but need modifications. The staff training, evaluation and development mechanism is not well established. The clear set of objectives and its management plan is in place. The filling system i.e. departmental master list of documents, identification & traceability of location of documents, latest versions, revision & issue no. documents retrieval, document change mechanism and obsolete document control is well defined. The quality management system M&E system for the projects, schemes and institutes operations need to be established. The curriculum is modified or developed with the NAVTTC. The internal communication system is traditional in its nature, the communication takes place in hard form that causes lots of delay in materializing decisions, MIS is not fully functional, data gathering and its analysis is unprevailed in the organization. There are no operational procedures available at STEVTA headquarter. The government procedures are distributed and implemented, which are un- productive and stagnant that causes delay in the activities due to the procedural complexities.

The third section covers the annual work progress of the STEVTA. Despite of the fact, the STEVTA is having fragile organizational system, but still the organization has achieved substantial TVET delivery i.e. enrollment of students through awareness sessions improved. 2400 teachers are trained in pedagogy with 32 lead trainers. Skill upgradation training to 270 teachers from four disciplines including Civil, Electrical, Electronic and Mechanical were provided at NED and Mehran University. 1582 male and 1732 female have been trained in 16

different trades under Prime Minister Youth Development Program. ISO 9001:2008 certification has been achieved. Accreditation process has been initiated in 32 institutes. Seminars on “Youth Health Awareness” for the students and staff at 35 institutes conducted. 12577 students have been enrolled through third part testing service. Skill training provided to 1200 trainees for socio-economic development in rural areas of three districts of Sindh, i.e. TandoAllahyar, Mirpurkhas, Thatta by Care International / Rahnuma FPAP. 33 selected courses have been designed through competency based approach under Sindh Skills Development Project. Introduce International certification of City & Guilds in 9 selected institutes. 70 CBT program are piloted. With the collaboration & Support of Care International 20 teacher have been trained and around 600 students have passed the course in first batch. Fifteen IMCs in fifteen TVET institutes established.

The forth section covers the challenges faced by the STEVTA that includes linkage with external stake holders, Implementation of existing mechanism, Budget allocation and Scarcity of operational resources. In order to address these challenges the fifth section presents the performance improvement areas through which the organization is looking forward to strength the TVET system in STEVTA. It includes the Governance & Management, Performance Management system, Strong communication & coordination and strengthening the demand side data.