

I. Introduction, Rationale and Brief Background

The TVET paradigm in the Philippines has been continuously challenged in the past and will remain to be continuously challenged in the future. The skills training and development sector is no longer an insignificant sector as more value creation is seen and felt in skills for the labor market that may in turn contribute to socio-economic growth. With a future marked by a knowledge-based economy, revolution of industries, borderless global village, and much more, the development of skills among the youth populace continues to be regarded as important for Talent creation for the world. Inevitably, as technology and industries change, the sector preparing the youth for the future should likewise change and go with the beat and pace of such change in development.

As Year 2020 is approaching, several forces and undercurrents in motion in the world of TVET are pushing for change not just in technology, but more importantly, in the ways people think about TVET in the Philippines. Hence, the way that its providers, stakeholders, supporters and policy makers should respond to the changing TVET environment must also be attuned to that environment. Trends, issues and challenges in global and national TVET have grown to be enormous, sometimes complicated and sometimes confusing, that all lead to calls for change to become better prepared for the next years to come. Some questions posed inside the MinTVET Board and among technical-vocational institutions, are becoming louder, resonating across Mindanao, such as -

- *How prepared and capable are Mindanao tech-voc institutions (TVIs) for the future?*
- *With this kind of future before us, what then could be the value and meaning of TVET in the Philippine Qualification Framework?*
- *With the current educational policy reforms resulting to the “vocalization” of secondary education, where are private TVIs headed?*
- *With little support from government in TVET financing for the private sector, how can the TVIs of Mindanao sustain a viable operational life,*
- *What more can or should be done to continuously attract the youth to technical-vocational education and training?*
- *Given the policy reforms in education and training, what market segmentation should TVET focus now?*
- *Should the TVET sector continue to be content with a youth market who are “poor” or can less afford higher education or those who belong to the marginalized sectors?*
- *How should MinTVET, as the leading TVET Association in Mindanao, strategically position itself to provide a stronger advocacy and more meaningful services that create value in TVET?*





Indeed, many other questions have been raised within the current situation, and perhaps, more and more of them will be raised in the incoming years. Given the scenarios of the future, these questions have gradually led to uncertainties and fears of what the future may hold.

Thus, it is within this scenario and paradigm that the Mindanao Technical-Vocational Association, Inc. is deeply challenged in its differentiated role as pronounced in its Mission and Vision. It is now faced with that singular challenge to become better and stronger in providing continual promotion, influence and advocacy for TVET policy reforms and setting standards for TVET Quality, delivering support and services to private technical-vocational institutions in terms of capability building and quality-assurance, and seeking or generating resources for developmental TVET. Having evolved from a small TVET Association, MinTVET after seventeen (17) years, has truly become the leading TVET organization in Mindanao. While that is a feather in its cap, MinTVET is still left with so much to do for the sector. The changing forces outside the organization, whether political, environmental, social, technological, legal, or economic forces, will continue to challenge MinTVET to change to lead and become a perfect fit in the TVET community so that it can provide better services and promote stronger alliances for the sector.

The current capabilities and learning curve of MinTVET would not be enough to gather sufficient strength to support and promote advocacy for the future of TVET and the betterment of the sector members while at the same time continuing to pursue what it has envisioned. As a Leader in tech-voc education and training for Mindanao, the Association feels the need to move smarter with a more strengthened capacity and strategically re-position itself towards 2020 so that it can deliver better and more effective results.

Its members and social partners and other stakeholders expect nothing less. Hence, this Corporate/Strategic Plan captures its overall theme of ***“Developing a Smarter and Stronger MinTVET”*** for the transformation of TVET Institutions of Mindanao, Philippines, and creating value in skills training and development.

***Developing
a Smarter
and
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MinTVET***

for the
transformation
of Technical-
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Education and
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Mindanao,
Philippines

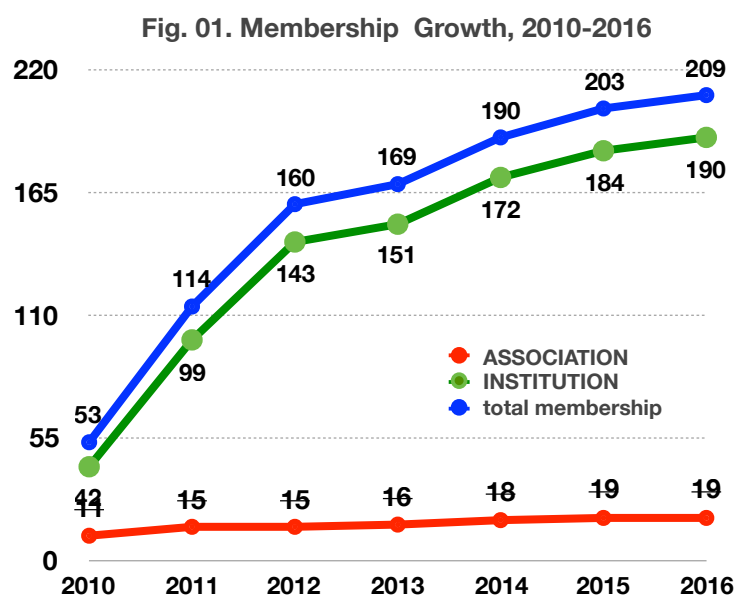


II. Situational Analysis: Inside MinTVET

The Mindanao Technical-Vocational Association, Inc., popularly known as “MinTVET” was established in 2000 and has grown to be a strong advocate and leader in the technical-vocational sector of Mindanao and now widely recognized in the national level. Through a span of seventeen (17) years, MinTVET has reaped numerous productive results, learned through its growth and scaled up over several difficulties. Based on the results from SWOT data analysis, the MinTVET Strategic Planning core Team identified its strengths and areas of improvement as well as analyzed its external environment. All these that it had gathered in the last five (5) administrative years are herein summarized as what MinTVET is today, spelled out in differentiated cluster points.

Membership. MinTVET’s direct membership grew from a total of fifty-three (53) Institutions in 2010 to two hundred nine (209) in 2016, comprising both Association members and Institution members (Table 1 and Figure 01). Indirect members, taken from the nineteen (19) Association members stand at five hundred forty-six (546) private Tech-Voc Institutions (TVIs) across Mindanao. Thus it could be said that MinTVET as of 2016 has a total direct membership of 209 and indirect membership of close to 546 private Tech-Voc Institutions. Given this record, MinTVET would now pass as the biggest or largest organized TVET Association in the Philippines.

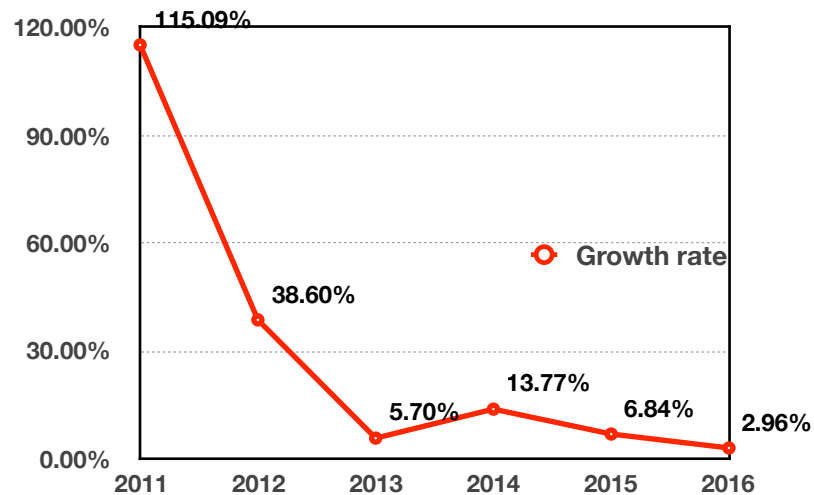
ADM. YEAR	TOTAL MEMBERSHIP
2010	53
2011	114
2012	160
2013	169
2014	190
2015	203
2016	209



Data showed that in the past six (6) years, indeed MinTVET has grown, but the peak of its growth rate marked high only in 2010 to 2011 and 2011 to 2012 where a 115% and 40% growth rate was registered. The rate of its membership growth was kept to a minimum low from 2012 to 2016. Overall, MinTVET showed an average growth rate of 30% in a span of six (6) years, which is still way below the targets it had set in its 2015 Roadmap supposedly at 75% by the end of Year 2015.

The growth may be considered as remarkable in the last five (5) years, but despite this, the Strategic Plan core Team concluded that the growth and size, by itself is a potential strength of MinTVET referring only to its capacity to grow and to continue to become “big” in leadership in the TVET sector. They noted, however that the growth rate in a span of six (6) years is not a picture of “steady growth” and that the annual growth rate targeted at 30% per year in the next five (5) years (2011-2016) was not really achieved beginning Year-end of 2013, as this slowly declined from 12.43%, 7.37% and 2.96%, from 2013-2016, respectively.

Fig. 02. MinTVET Membership Growth Rate, 2010-2016



The size and growth of MinTVET is one thing while membership impact based on “active” participation and involvement of its members, is another. Active membership can be seen in the members’ participation and involvement or attendance rate in HRSD Conferences, capability-building programs and other activities of MinTVET. It is also manifested in the member’s registration and consistent update of membership through payment of annual dues. MinTVET records however, showed that there is minimal participation rate of registered members in MinTVET activities (at less than 50%) while financial records show payment-update rate of only about 20%-30% of its members per year. It was revealed in the discussions that certain mechanisms that are necessary in increasing participation and involvement rate of members so that the Association continues to be vibrant and its presence strongly felt.

Table 2. Distribution of MinTVET Members, by Region, as of Y2016

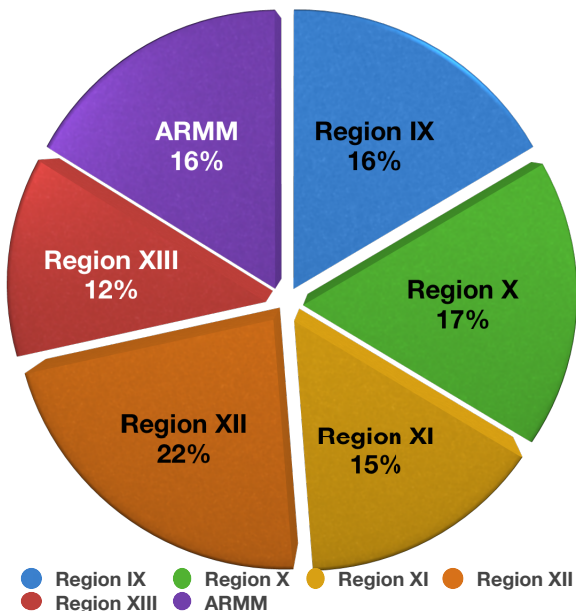
REGION	ASSOCIATION	INSTITUTION	TOTAL
Region IX	6	28	34
Region X	3	33	36
Region XI	2	30	32
Region XII	4	43	47
Region XIII	2	24	26
ARMM	2	32	34
Total	19	190	209

On the other hand, membership composition of MinTVET is widely distributed across the six (6) regions of Mindanao, namely: (1) Region IX (Zamboanga Peninsula), (2) Region X (Northern Mindanao), (3) Region XI (Davao Region), (4) Region XII (SOCKSARGEN), (5) Region XIII (CARAGA), and (6) Autonomous Region of Muslim Mindanao (ARMM).

In terms of association-members, Region IX has the most number of TVET Association-members at 6 members, comprising of Regional, Provincial and City TVET Associations, followed by Region XII. As of Y2016, records of total

membership showed that Region XII registered a total of 43 Institution-members and four (4) Association-members, bringing the region’s membership to a total of forty-seven (47). The region with the least members is the CARAGA region with only twenty-four (24) members

Fig. 03. Distribution of MinTVET Membership, as of Y2016



broken down to 2 Association-members and 22 Institution-members. In percentage distribution, 22% of MinTVET members come from Region XII, 17% from Region X, 16% from Region IX, 16% from ARMM, 15% from Region XI, and 12% from Region XIII (Fig. 03).

These data show that membership of the Association is fairly distributed among the six (6) Regions of Mindanao. These could therefore lead to a fair and reasonable conclusion that MinTVET’s strength in membership is seen in the distribution of its members across the six (6) regions of Mindanao where each region is represented. Its size and growth rate however, still need to be improved in the coming years.

Governance, Leadership and Administration. MinTVET’s corporate governance structure and administration was further strengthened by setting policies and standards in its systems, processes and procedures. In accordance with its Articles of Incorporation and amended By-Laws, MinTVET’s organizational structure consists of a Board of Trustees represented by both Regional or Provincial Association per administrative region and TVET Institutions across Mindanao. The Board of Trustees is the governing body of the Association, whose main function is to set directions, policies and standards, and provide leadership to steer the Association in delivering its goals, in accordance with its vision and mission. The Board meets every quarter for its regular meeting (four times in a year) and holds special meetings or committee meetings whenever deemed necessary or as called by at least one-third (1/3) of its Board members. Executive Committee meetings were likewise held as deemed necessary.

In the past five (5) years, the change of leadership has always been organized and done in accordance with the Association by-laws. Policies regarding elections had been duly respected and followed although certain lapses have been recorded and observed. MinTVET still battles with issues on quorum during membership assemblies, nominations of candidates for board membership, and succession planning. If continued to exist or not corrected, it is believed that this may potentially lead to legitimacy and political issues in the future. Administration of the board and management of the operations of the Association were seen as having improved in the last five (5) years as evidenced by the completed activities that MinTVET has successfully conducted.

On the other hand, the Core Team had shared in its situational analysis discussion that identified lapses in board administration have led to ineffective governance of the Association, taking into consideration the characteristics and elements of corporate good governance. All these identified lapses forming part of inefficiency and ineffectiveness should be taken as lessons for improvement in the next years to come.

MinTVET records showed that the Roll of Leadership in the Board as represented by the Chairman and the President had been done through democratic elections and in accordance with the Association By-Laws and amended policies on elections. Table 3 below shows the succession of leadership from 2001 to 2017.

Table 3. MinTVET Leadership Roll (Chairpersons and Presidents, Y2010-2017)

Administrative Year	Chairman	President
2006	Ms. Joji Ilagan-Bian (Founding Chairperson)	Mr. Agapito Lubaton
2007	Ms. Joji Ilagan-Bian (Founding Chairperson)	Mr. Agapito Lubaton
2008	Mr. Agapito Lubaaton	Mr. George G. Salabao
2009	Mr. Agapito Lubaton	Mr. George G. Salabao
2010	Mr. George G. Salabao	Atty. Marycel C. Engracia
2011	<vacant>	Atty. Marycel C. Engracia
2012	Atty. Marycel C. Engracia	Mr. Lorenzo Edwin F. Eusebio
2013	Mr. Lorenzo Edwin F. Eusebio	Ms. Irene L. Floro
2014	Mr. Lorenzo Edwin F. Eusebio	Ms Irene L. Floro
2015	Ms. Irene L. Floro	Dr. Rey T. Albano
2016	Ms. Irene L. Floro	Dr. Rey T. Albano
2017	Dr. Rey. T. Albano	Engr. Sambas I. Hassan

Advocacy. MinTVET’s essence stem from its origins of being an association that promotes advocacy and influence for policy directions and reforms on technical-vocational education and training. For the past years of its existence it chose to focus its advocacy themes on human resource development, skills training and development, and zeroing in all possible aspects affecting TVET. The holding of the annual Human Resource and Skills Development (HRSD) have become the brand of MinTVET in TVET advocacy and this is regularly held in partnership with the Technical Education and Skills Development Authority (TESDA) Mindanao. It had involved itself in a number of policy reforms with TESDA and had significantly represented the voice of the TVET sector in Mindanao. Its mission gave emphasis in fact to advocacy along with capability-building, resource generation, evaluation and services. Table 4 shows the historical data of the annual HRSD conferences held from 2002 to 2016.

HRSD Year/Date	Location/Venue	Theme	Advocacy Focus
1st HRSD, 2002	Davao City	Mindanao TVET; Beyond Borders	<ul style="list-style-type: none"> • Improving the quality of TVET in Mindanao; • Promoting and utilizing dual training system as a model of delivery;

Table 4. Data on Annual Human Resource Skills Development (HRSD) Conference, Years 2002 to 2016

HRSD Year/ Date	Location/Venue	Theme	Advocacy Focus
2nd HRSD, 2003	Zamboanga City	Mindanao TVET; Beyond Borders	<ul style="list-style-type: none"> • Access to credit for Mindanao TVET Institutions; • Review of ADB-TESDP Loan Facility to make it more accessible to TVET Institutions; • Urging representation of a Mindanaoan in the national TESDA Board; • Strengthening the Labor Market Information System for Mindanao; • Operationalizing a Mindanao HRSD Task Force that would sustain the initiatives and gains of HRSD; • Pilot testing of the dual training system in the Mindanao regions • inclusion of enterprise development in training packages
3rd HRSD, 2004	Butuan City	Mindanao TVET; Beyond Borders	<ul style="list-style-type: none"> • Policy advocacy on quality management system in TVET • Focus on the TVET sector of Mindanao
4th HRSD, 2005	Koronadal City	Mindanao TVET; Beyond Borders	<ul style="list-style-type: none"> • Necessity of acquiring program registration and accreditation • development of strategies to increase participation of the TVET sector; • identifying innovative ways of delivering TVET in Mindanao
5th HRSD, 2006	Camiguin Island	Mindanao TVET; Beyond Borders	<ul style="list-style-type: none"> • developing entrepreneurial skills for TVET graduates; • professional development programs for TVET trainers; • implementation of ladderization program and articulation strategies connecting TVET to higher education;
6th HRSD August 5-7, 2007	Mindanao State University, Marawi City, ARMM	Strengthening Linkages and Partnerships with Industries	<ul style="list-style-type: none"> • Productivity and Global Competitiveness of the Filipino Worker
7th HRSD, August 6-8, 2008	Royal Mandaya Hotel, Davao City	Strengthening Linkages and Partnerships with Industries	<ul style="list-style-type: none"> • Review of TESDA scholarships and training costs; • Competency Standards and review of training regulations; • Competency Assessment standards and uniform policies and standards attesting training and assessment in specific qualifications;
8th HRSD, August 13-15, 2009	Garden Orchid Hotel, Zamboanga City	Training the World Amidst Global Crisis	<ul style="list-style-type: none"> • Mandatory Assessment of graduates • TVET financing • Competency-Based curriculum • Entrepreneurship competencies for graduates; • Upgrading and professionalization of all TVET trainers • Employment of TVET graduates

Table 4. Data on Annual Human Resource Skills Development (HRSD) Conference, Years 2002 to 2016

HRSD Year/ Date	Location/Venue	Theme	Advocacy Focus
9th HRSD, August 11-13, 2010	Almond Inland Hotel & Resort, Butuan City	TVET: Meeting Challenges and Opportunities of the Global Economy	<ul style="list-style-type: none"> • Training Linkages and Partnerships • TVET program in basic education; • Adoption of the MnTVET Roadmap; • Review of UTPRAS guidelines; Bundling of qualifications • Review of guidelines relative to rate of employment as only metrics of institutional performance;
10th HRSD, July 20-22, 2011	KCC Mall, General Santos City	Technopreneurship: New Approaches, New Technologies, Creating Jobs and Improving Lives	<ul style="list-style-type: none"> • Creation of Mindanao Industry Councils; • Industry Currency Requirement for TVET trainers (2-week Job Placements) • Support in the Seek-Find-Train-Work Paradigm; • Public-Private Partnership Initiatives; • Environment-friendly TVET for sustainable development;
11th HRSD, August 6-8, 2012	SM Cinema & Atrium, Cagayan de Oro City	Sustaining TESD Amidst the Challenges of the Times	<ul style="list-style-type: none"> • Multiplicity of learning sites and alternative learning modalities in TVET; • Addressing human resources and infrastructure challenges of K to 12; • Transnational Training Programs, Offshoring Programs and Mutual Recognition of Agreements (MRAs) on Qualifications • Offering of Institutional Diploma programs, company-specific programs and industry-accredited programs, by private TVET sector; • Expanding the pool of accredited assessors;
12th HRSD, October 9-10, 2013	Grand Men Seng Restaurant, Davao City	TESD: Sustaining the Gains of Peace and Development in Mindanao	<data not available during Strategic Planning>
13th HRSD, August 28-29, 2014	Sand Bar Hotel & Resort, Bongao, Tawi-Tawi	Transcending the Gains of TESD for Inclusive Growth	<ul style="list-style-type: none"> • Active participation in the development of Mutual Recognition Agreements (MRA) for the TVET sector; • Strengthening technopreneurial education in Mindanao; • Promotion of TVET Diploma Programs; • Continuous organizational development initiatives for private Tech-Voc Institutions; • Credit equivalency for Tech-Voc diploma programs;
14th HRSD, September 3-5, 2015	Dakar Park & Beach Resort, Dapitan City	TVET2TESD Journey: Multiple Pathways, One Destination	<ul style="list-style-type: none"> • Partnership of TVIs and Senior Highs Schools in the delivery of TVET in K to 12; • Strengthening the interface of TVET and Higher Education; • Review of current tax practices affecting tVIs; • support to PQF in the delivery of training the Filipino 21st Century worker; • Initiating an accrediting body for TVET; • Alignment of TVET programs with key employment generators; • promoting the inclusion of foreign language/s in TVET programsto increase employability of graduates;

Table 4. Data on Annual Human Resource Skills Development (HRSD) Conference, Years 2002 to 2016

HRSD Year/ Date	Location/Venue	Theme	Advocacy Focus
15th HRSD, 2016	Butuan City	Onwards TVET: Changes and Transitions towards 2020	<data not available during Strategic Planning>

Based on MinTVET’s analysis, about sixty (60%) per cent of advocacy resolutions passed during the Human Resource and Skills Development (HRSD) Conferences over the years and pushed to TVET authorities such as TESDA, gained approval and integrated into policy actions at the national level.

Capability-Building. As its prime service to members of the TVET sector, MinTVET has conducted a number of seminars, trainings, workshops and conferences to support the continuous updating of information, upgrading of skills and competencies of Trainers and Administrators. For the past it has successfully conducted several seminars, trainings, workshops, and conferences for the benefit of its member-Institutions and the Mindanao TVET sector. Table 5 below shows the data on completed seminars, trainings and workshops conducted by MinTVET under its Capability-building program from Year 2010-2016.

Table 5. Data on Completed Seminars, Trainings, and Workshops conducted by MinTVET under the Capability-Building Program, from Year 2010 to 2016

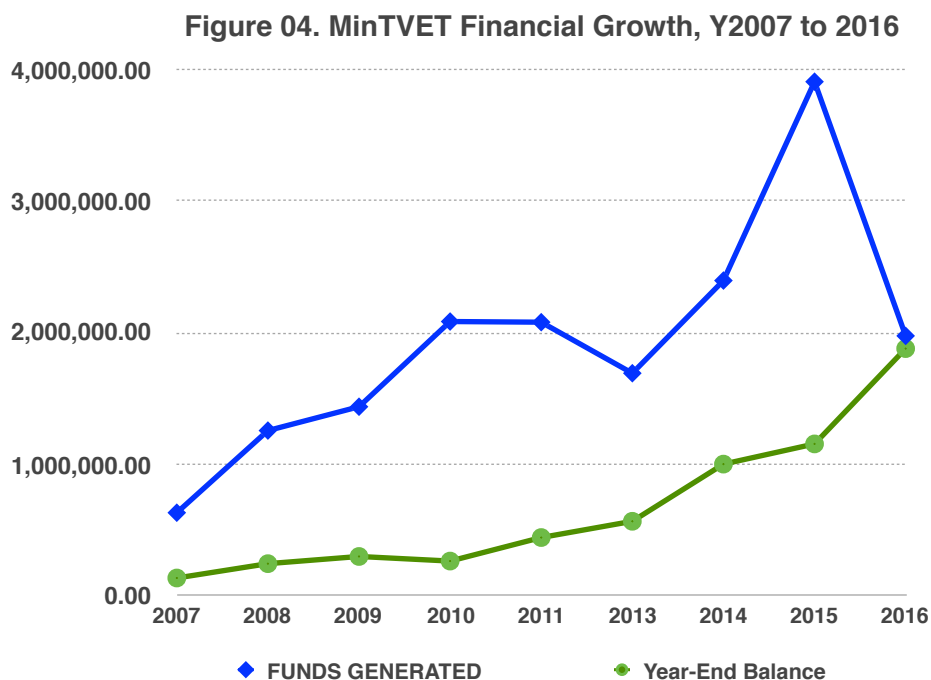
Inclusive Dates Held	Title	Number of Completers	Location and Venue	Partners
February 25- May 25, 2010	Short-Term Training in Certificate IV on Training and Assessment;	10	Richmond Hotel, Pasig City	Phil-Australia Human Resource Development Facility (PAHRDF), AusAID, and Bridgeworth Consulting Co.
April 15-17, 2010	Organizational Development: Change Management with Team Building Management	42	Emar’s Resort, Matina, Davao City	TESDA-Rgn XI
May 20-22, 2010	3-day Training on Program/Project Development Management	25	Silver court Hotel, Cagayan de Oro City	FORT-X; Global Changes Consulting, Inc.
June 24, 2010	1-Day Echo Seminar on “Leading With the Speed of Trust”	35	Notre Dame University, General Santos City	APTIRE-12
September 28-30, 2010	3-Day Training on Effective Enterprise-Based Training and School Management	68	D’Budget Hotel, Cagayan de Oro City	TEVSAPHIL; COCOPEA-FAPE
January 24- February 4, 2011	Training of Technopreneurship Trainers	37	Balay Mindanaw, Cagayan de Oro City	Balay Mindanaw; Global Changes, Inc.
June 6-7, 2012	Writing TVET Stories	16	Davao Doctor’s College Case Room, Davao City	-none-

Table 5. Data on Completed Seminars, Trainings, and Workshops conducted by MinTVET under the Capability-Building Program, from Year 2010 to 2016

Inclusive Dates Held	Title	Number of Completers	Location and Venue	Partners
November 29-30, 2012	Mindanao-Wide Congress for TVET Trainers and Assessors	100	KorPhil Center, Davao City	TESDA-XI
April 26-27, 2013	Seminar-Workshop on Quality Management Systems for TVET Institutions	97	Grand Astoria Hotel, Zamboanga City	TESDA Region IX
March 6-7, 2014	Seminar-Workshop on Organizational Development with Corporate Governance and Leaders for TVET Institutions	51	Cinco Nina Filipino Restaurant, Koronadal City	TESDA Region XII; APTIRE12
April 23-24, 2014	Seminar-Workshop on TVET Curriculum Development	75	Grand Caprice Restaurant, Cagayan de Oro City	TESDA Region X
June 3-4, 2014	Seminar-Workshop on Understanding the Implication of MRA Toolbox to TESD		Mallyberry Suits, Cagayan de Oro City	TESDA Region X; Dept of Tourism & Skills Mastery Inst
September 18-19, 2015	Enhancing the Capacities of TVET-Mindanao: Gearing Up for TVET in K to 12 and TVET Diploma	125	La Villa Amor, Koronadal City	TESDA Region IX, X & XII; APTIRE12
October 23-24, 2015	Curriculum Development for TVET Level 5 Diploma Programs (Region IX, ARMM)	84	Lantana Hotel by the Sea, Zamboanga City	TESDA Region IX, X & XII; RATVETI-IX
November 20-21, 2015	Developing Competency Standards for TVET Administrator	124	Royal Mandaya Hotel, Davao City	TESDA National; TVSA, Inc.
February 11-13, 2016	Developing the Competency-Based Curriculum for the TVET Administrator Qualification	71	Phela Grande Hotel, General Santos City	TESDA XII; APTIRE 12; TVSA, Inc.
June 24-25, 2016	Developing Curriculum for TVET Level 5 Diploma Programs (Region X, XIII)	62	De Luxe Hotel, Cagayan de Oro City	TESDA IX, X, & XII

Linkages and Partnerships. The capability of the Association to partner with Industries and other TVET stakeholders are considered as a strength by the leadership. The past five (5) years of MinTVET showed that it had entered into several partnership agreements all of which had made the Association advance its interests and achieve its Roadmap goals. These partnerships were executed by and between government agencies, private organizations and associations, and other entities with the main thrust of pursuing the goals of MinTVET in transforming TVET Institutions and in the development of a skilled workforce. While indeed there has been a number of documented and undocumented partnership agreements sealed by MinTVET, analysis showed the lack of capabilities of the Association Board to sustain the agreements within the purposes for which the respective agreements were established. This was attributed to several factors such as change in leadership, lack of financial capability to sustain programs, and others.

Finance and Resource Generation. In the administrative year of 2010-2011, MinTVET started with meager resources to run its operations and institute projects for developmental TVET. After the Roadmap 2015 was launched, MinTVET pursued fund generation or income-generating projects for development and sustainability and increased its membership for administrative operations. Financial records of the Association showed that from Y2009 up to Y2016, MinTVET has increased its financial resources in an impressive growth, with zero liabilities. Figure 04 shows graphical presentation of increase and growth of MinTVET's financial income and liquidity (Note: Data for Y2012 not included due to unavailability of records). Funds for administrative operations were mainly generated from membership processing fees and members' annual dues. Funds for developmental projects were sourced out from income-generating projects such as seminars, trainings, and workshops and net proceeds from programs such as annual conferences and fora, service facilitation fees, and others. Conferences and annual activities were conducted in partnership with other organizations and with sponsorships and donations from generous groups and individuals.



Financial increase from Y2007 to Y2016, showed a 43.14% average increase in the financial state of the Association. This gives a safe presumption of sound fiscal management and that financially, MinTVET is in a healthy state. While the financial increase and growth for MinTVET is evident, certain areas of improvement were noted in the analysis, such as in the areas of financial processes and procedures in internal audit, financial analysis particularly on spending, and transparency to members.

In summary, results of the situational analysis of MinTVET revealed the following statement of strengths and areas of improvement/weaknesses for the Association, to wit:

MinTVET Statements of Strengths

Membership. MinTVET has substantial membership size and composition that significantly represents the TVET sector in Mindanao.



Corporate Governance and Administration. MinTVET, through its improved governance system and practices, has strongly led the TVET sector of Mindanao to become a voice for Quality TVET and setting the standards for TVET.

Advocacy. MinTVET has acquired a wide experience in TVET advocacy through its Annual Human Resource and Skills Development Conferences and capability-building activities, pushing its influence for policy directions and reforms in TVET.

Capability-Building. MinTVET leads in providing capability-building programs and projects for the TVET sector, that are responsive, relevant, and rewarding.

Linkages and Partnership. Utilizing its influencing and executing abilities, MinTVET is building its capacity towards creating and developing a broader network of TVET Stakeholders for the development of TVET in Mindanao.

Financial. MinTVET has the capacities to increase its financial status for sustainability and build its capabilities to generate funds for developmental TVET.

Areas of Improvement

Governance, Leadership and Administration. Bearing in mind and taking into consideration the elements and characteristics of good governance of organizations, certain lapses in the administration of systems, processes and procedures may be indicative of ineffective governance. Certain weak points in implementation and review of policies, plans, structures, functions and projects, attributed to various factors, are observed and felt.

Communication and Information. There is lack of delineation and implementation of specific and applicable mechanisms to push for initiatives and actions that would result to effective communication and advocacy of MinTVET programs and projects.

Services. There is lack or poor dissemination of communication and information to members and stakeholders as well as lack of monitoring, evaluation and reporting system resulting to poor quality of services for members.

Linkages and Partnerships. Despite initiatives in the past, the implementation and sustainability of partnerships are not productively maintained and followed through, resulting to either barriers and slow-moving pace in the development of the Association.

III. Industry Analysis: Trends in TVET and Industries Affecting TVET

The way we work, the skills we need to thrive in our jobs and the trajectories of our careers are rapidly evolving. These changes — driven by technological innovation, demographics, shifting business models and nature of work — are significantly altering the skills demanded by the labour market.

-Accelerating Workforce Reskilling for the Fourth Industrial Revolution, World Economic Forum, 2017

Forces and Changes Beyond MinTVET. The world outside of MinTVET holds a future of global and technological changes. It is a future that is characterized by a speed of change that the TVET sector of Mindanao can hardly cope up with. As we journey deeper in the 21st century, the skills needed for the jobs of the future and the development of career paths are indeed revolving at an unpredicted pace (World Economic Forum, 2017). All these changes are driven by forces outside of control MinTVET and all TVET Institutions such as technological innovation, shifting business models, nature of work and change in workplaces, and demographics. As a consequence, these changes are significantly altering the skills demanded by the labour market.

These powerful forces and undercurrents that are in motion towards 2025 include the Fourth Industrial Revolution characterized by speed of current breakthroughs that are transforming systems and emerging technology breakthroughs in the fields of artificial intelligence, robotics, Internet of Things (IoT), 3-D printing, quantum computing, energy science and many others. On the other hand, the knowledge-based economy in a globalized world lead to greater reliance on intellectual capabilities while robotics and the fourth industrial revolution could possibly lead to technological unemployment.

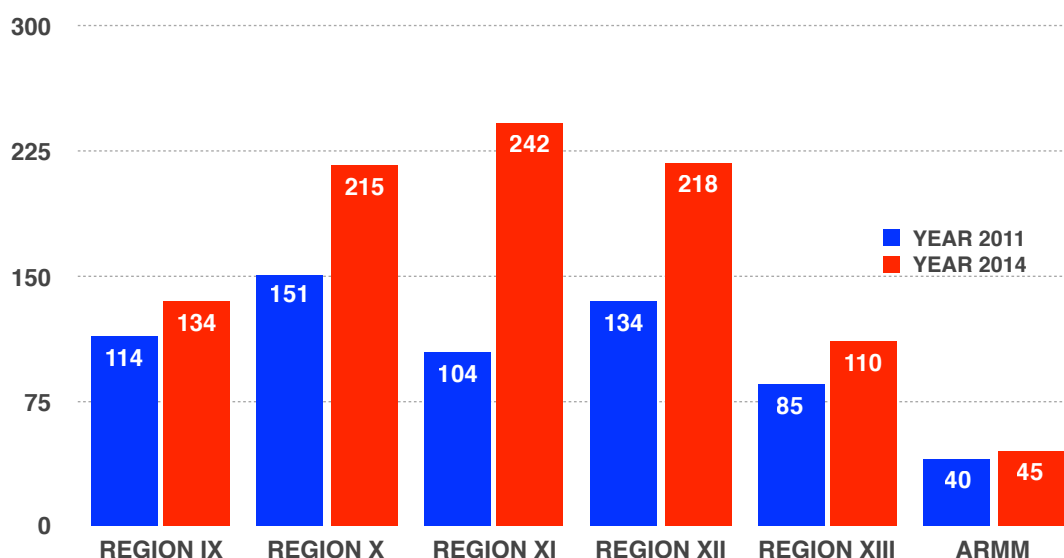
The effects of a globalized economy would inevitably lead to shortage of skills in critical occupations or on skills for jobs that are still to be created. Akin to this is the changing culture and social demands in both local and global workplaces against the backdrop of sustainable development directed towards strengthening social and environmental pillars.

TVET in the Philippines. As of 2011, TESDA reported that there are 628 registered TVET Institutions within the six (6) Regions of Mindanao and this figures rose to 964 registered TVET Institutions in 2014 (Note: data for 2016 is not available). Of this latest figure in 2014, Region XI (Davao Region) registered to have the most number of Institutions at 242 followed by Region 12 at 218 Institutions, while ARMM had the least number of registered Institutions at

Table 06. Number of Registered TVET Institutions (Comparative Data)

REGION	REGION IX	REGION X	REGION XI	REGION XII	REGION XIII	ARMM
YEAR 2011	114	151	104	134	85	40
YEAR 2014	134	215	242	218	110	45

Figure 05. Number of Registered TVET Institutions, Year 2011 and 2014 (Comparative Data)



45. Table 6 and Figure 05 show the comparative data on the number of registered TVET Institutions for Year 2011 and Year 2014.

Enrolment data in TVET programs within the 6 Regions of Mindanao, as of 2016 (presented in Table 7), showed that a total of 507,867 students were enrolled in various TVET programs while a total of 482,081 were reported graduates, resulting to a gap of 25,786 students as presumed to have dropped out or unable to complete the program. Of the 6 Regions, Region X (Northern Mindanao) registered the highest number of enrolment at 113,972 while ARMM registered the lowest at 27,459 students, yielding likewise the highest and the lowest number of non-completers, respectively.

Table 07. TVET Enrolment and Graduates by Region, as of 2016

REGION	REGION IX	REGION X	REGION XI	REGION XII	REGION XIII	ARMM	TOTAL
ENROLMENT	95,495	113,972	90,330	112,945	67,666	27,459	507,867
GRDUATES	93,937	102,464	87,003	109,487	62,000	27,190	482,081
GAPS	1,558	11,508	3,327	3,458	5,666	269	25,786

TESDA likewise reported that as of 2016, the most enrolled qualification across the 6 Mindanao Regions is that of Shielded Metal Arc Welding (SMAW) NC II follow by Cookery NC II. In 2015, Housekeeping NC II was the qualification recorded as the top-most enrolled qualification followed by Bread and Pastry Production NC II. In 2014, the qualification in Computer Systems Servicing NC II was the top-most enrolled followed by Food and Beverage Services NC II.

Tables 08, 09 and 10 show a comparative data of Top 10 Most-Enrolled Qualifications, Years 2014 - 2016. These figures could be indications of developmental changes in demand for workforce for the past years.

Table 8. Top Ten Most-Enrolled Qualifications in TVET Institutions, Year 2014

QUALIFICATION	ENROLLED
COMPUTER SYSTEMS SERVICING NC II	104,195
FOOD AND BEVERAGE SERVICES NC II	86,398
HOUSEKEEPING NC II	73,467
PROGRAMMING NC IV	51,147
SHIELDED METAL ARC WELDING (SMAW) NC II	45,985
AUTOMOTIVE SERVICING NC II	37,726
BARTENDING NC II	36,768
CONSUMER ELECTRONICS SERVICING NC II	36,177
BREAD AND PASTRY PRODUCTION NC II	34,218
ELECTRICAL INSTALLATION AND MAINTENANCE NC II	32,684

Table 9. Top Ten Most-Enrolled Qualifications in TVET Institutions, Year 2015

QUALIFICATION	ENROLLED
HOUSEKEEPING NC II	41,073
BREAD AND PASTRY PRODUCTION NC II	40,212
FOOD AND BEVERAGE SERVICES NC II	38,609
COOKERY NC II	35,599
SHIELDED METAL ARC WELDING (SMAW) NC II	33,819
COMPUTER HARDWARE SERVICING NC II	29,152
ELECTRICAL INSTALLATION AND MAINTENANCE NC II	28,493
FRONT OFFICE SERVICES NC II	22,526
BARTENDING NC II	22,514
AUTOMOTIVE SERVICING NC II	20,753

Table 10. Top Ten Most-Enrolled Qualifications in TVET Institutions, Year 2015

QUALIFICATION	ENROLLED
SHIELDED METAL ARC WELDING (SMAW) NC II	52,650
COOKERY NC II	51,083
FOOD & BEVERAGE SERVICES NC II	50,646
BREAD & PASTRY PRODUCTION NC II	47,728
HOUSEKEEPING NC II	43,993
ELECTRICAL INSTALLATION & MAINTENANCE NC II	35,824
SHIELDED METAL ARC WELDING (SMAW) NC I	27,839
COMPUTER SYSTEMS SERVICING NC II	24,468
BOOKKEEPING NC III	23,569
CONTACT CENTER SERVICES NC II	23,228



Issues and Trends in TVET. TVET in the Philippines have its own share of issues and challenges that need to be addressed in order that it can meet the demands of the future and cope up with the speed of technological and global changes. In the national front, TESDA's skills development programs have been directed towards inclusive growth, addressing the needs of the marginalized sector, uplifting the lives of the poor, and implementing reintegration program for OFWs and displaced workers, including rehabilitated drug dependents. While the global forces and changes are in motion, TVET offerings in the Philippines are still considered as poor second choices by its target clients, despite programs implemented and policy reforms in education. But given the realities of a knowledge-based economy, there is a need to prepare workers for participation in the global knowledge economy by increasing emphasis on lifelong learning and inclusion of TVET in basic and post-basic education. On the other hand, there is a growing necessity for academic institutions to engage in research and development for the application and utilization of data for quality improvement in digital forms.

To be a player in knowledge-based economies and in order that it can meet the challenges of the future, TVET in the Philippines must move towards increasing quality outcomes in the development of a skilled workforce for the 21st century and beyond. These outcomes must be such that it can be measured in multi-faceted ways to reflect both internal and external measures to include economic growth, environmental, social and cultural aspects. With the present basic education reforms implementing the K to 12 education, the Philippine Qualifications Framework, available articulation pathways for higher education, and the impending global technological changes and industry advancements, TVET is left with no choice but to move up to higher levels in skills training and development and consequently shift its current target market.

Despite these realities in TVET trends, there seems to be a turtle pace in the movement among Mindanao Tech-Voc Institutions in meeting the challenges of the future and coping up with the times. Becoming quality-assured Institutions, for instance, continue to be a major challenge particularly in obtaining voluntary accreditation and industry certifications. By and large, competition in the future among TVET industry players will be limited among quality institutions while non-compliant Institutions will meet its natural demise. In the light of the foregoing, MinTVET sees opportunities to increase its services to the TVET sector, deepen or strengthen its advocacy for policy reforms and Quality in TVET, and double its pace to meet the challenges of the future. As it would do so, it would need to seriously avoid all the barriers and threats of success.

Analyzing its own industry, the opportunities and threats outside of its environment were identified as follows:



Statement of Opportunities for MinTVET

1. **Global and Technological Changes.** Impending effects of the globalized economy, the fast-changing pace in technology and the “vocalionalization” of secondary schools (K to 12, TVL track) may push TVET Institutions to move up to offer higher levels in skills development and technical education.
2. **Changing Culture and Social Demands.** Changing culture and social demands in local and global places are opportunities for innovation and creativity in TVET.
3. **Industrial Revolution.** Movement of physical and undercurrents in motion in both the third and fourth Industrial Revolution provide opportunities for MinTVET for curriculum innovation, research and new ways of thinking in skills development delivery.
4. **Youth population and inclusive growth thrusts.** Inclusive growth thrusts of government coupled with the growing youth population can lead to expansion of TVET market and create opportunities for skills training to meet future work demands; and
5. **Knowledge Economies.** Knowledge-Based economy and TVET for sustainable development create opportunities for TVET curriculum development that will develop TVET graduates who are critical and logical thinkers.

Statement of Threats to MinTVET

1. **Security, Peace and Order in Mindanao.** Uncertainties in the security, peace and order situation in Mindanao regions may lead to disturbances affecting TVET within the next three (3) years;
2. **Effects of Education Reforms.** Effects of basic and higher education reforms (such as vocationalization in Senior High and unclear articulation of pathway from TVET to higher education, may lead to the demise of pure TVET Institutions and/or veering away from TVET programs by private tri-focalized Institutions;
3. **Competition.** Industries putting up their own schools in competition with existing private TVET Institutions or creations of more TVET Associations with similar advocacy goes may pose a threat to the development of the private TVET sector; and
4. **Policy Reforms.** Certain government regulations and policies in TVET tend to “kill” TVET Institutions rather than promote its development (e.g. TM-1 3-year industry experiences, migration of programs, and others).

IV. Institutional Positioning Strategy

In identifying its strategies for the next three (3) years, MinTVET determined its positioning framework based on the results of the SWOT analysis, as depicted in Figure 06 below:

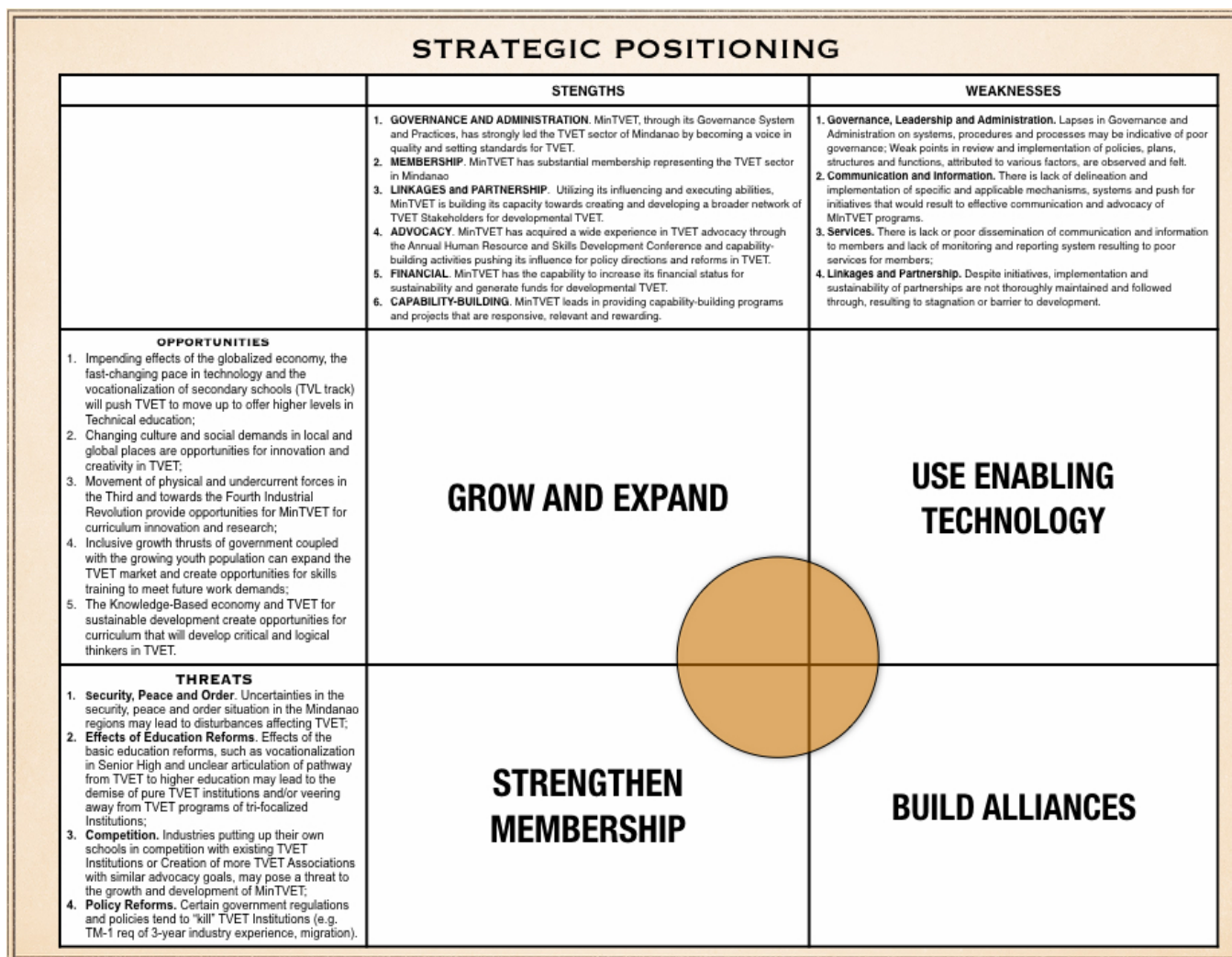
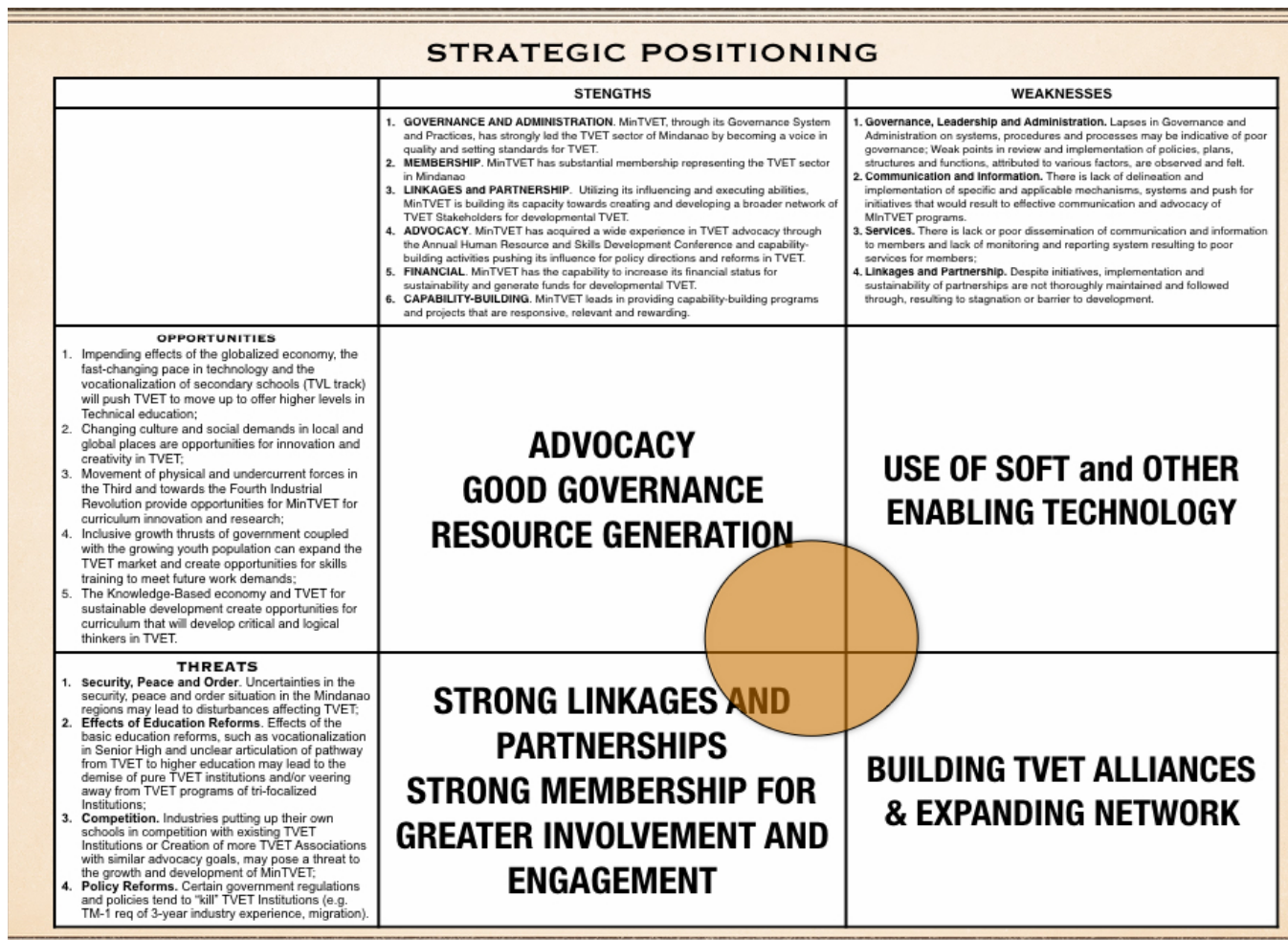


Fig. 06. MinTVET Strategic Positioning 1

Under the grow-and-expand strategy, MinTVET decides to position itself in the area of Advocacy through good governance and resource generation. It cannot however push for growth and expansion unless it likewise prioritize the Association members which it serves and provides benefits for. Thus under the strengthen-membership strategy, MinTVET shall pursue a strong membership in a TVET community for greater involvement and engagement so that it can promote likewise strong linkages and partnership for the benefit of the TVET sector.

Understanding its weaknesses and areas of improvement while meeting the challenges and demands of the future, MinTVET shall steer the Association by the use of its own version of soft power in advocacy and using available and effective enabling technology. On the other hand, it shall endeavor to avoid the threats while overcoming its weaknesses by its build-alliances strategy where shall it build more alliances and expand the TVET network of Mindanao.

Fig. 06. MinTVET Strategic Positioning 2



Positioning Framework

In order that MinTVET can live by its Mission and realize its Vision, it chooses to take a positioning strategy of growth and expansion through TVET advocacy, good governance, and the use of soft and enabling technology. Parallel to this is the strengthening of its membership so that it can in turn strengthen its linkages and partnerships, build alliances and expand a Mindanao TVET network involving all stakeholders, as well as delivery of more effective services for the TVET sector.

Towards the end of Year 2020, MinTVET shall have been able to develop a stronger and smarter MinTVET organization and enable itself to achieve the transformation of TVET Institutions in training and skills development for Mindanao, the Philippines and the world.

V. MinTVET Mission and Vision

A brief revisit of the MinTVET's mission and vision, showed that its positioning framework sits well with what MinTVET wants to be and where it desires to go.

OUR MISSION

**MinTVET C.A.R.E.S. for Technical-
Vocational Education & Training
Institutions in Mindanao.**

C – capability building

A – advocacy

R – resource generation

E – evaluation

S – service provision

OUR VISION

**We envision transformed
Mindanao TVET Institutions
providing men and women
with valuable skills and
attributes, for Mindanao, the
Philippines and the world.**



VI. The MinTVET Imperatives and Strategic Actions

Based on the results of the analysis and guided by the MinTVET Mission and Vision, it is imperative that MinTVET put the following into actions:

RELEVANT AND STRENGTHENED ADVOCACY Imperative.

The need to intensify relevant advocacy in TVET resulting to Quality, Developmental and Sustainable TVET.

GOOD GOVERNANCE Imperative.

The need to implement good governance practices and being conscious of its elements, considering in mind that there is no other singular variable is more important for the health and vitality of MinTVET than the way it is governed.

SOFT AND ENABLING TECHNOLOGY Imperative.

The need to maximize the use of soft technology and other enabling technology to push for more effective communication and information to members and stakeholders towards achieving greater results.

MEMBERSHIP STRENGTH Imperative.

The need to strengthen MinTVET membership for maximum involvement and engagement in TVET.

LINK AND PARTNER Imperative.

The need to strengthen linkages and partnerships with various and differentiated stakeholders that would further propel TVET to higher levels.

BUILD ALLIANCES-EXPAND NETWORK Imperative.

The need to build and develop alliances and expand networks for collaborative, cooperative and productive efforts in shaping the future of TVET.

RESOURCE GENERATION Imperative.

The need to generate sufficient resources to finance and sustain operations, programs and projects.

Our Strategic Actions:

Imperative	Action
Relevant and Strengthened Advocacy	<i>Advocate for Quality, Developmental and Sustainable TVET</i>
Good Governance	<i>Implement good corporate governance practices</i>
Membership Strength	<i>Strengthen membership for maximum involvement and participation</i>
Soft and Enabling Technology	<i>Maximize the use of soft and other enabling technology to push for effective communication and information</i>
Link and Partner	<i>Strengthen linkages and partnerships</i>
Build Alliances & Expand Network	<i>Build alliances and expand TVET network</i>
Resource Generation	<i>Generate sufficient resources to sustain operations, programs and projects.</i>

VII. Strategic Objectives

Based on the imperatives and strategic actions, MinTVET by the end of Year 2020, is able to:

1. **Develop strong advocacy on Quality, Developmental and Sustainable TVET.**
2. **Institutionalize good governance practices for renewed strength and vitality in MinTVET.**
3. **Strengthen membership for maximum involvement and engagement.**
4. **Maximize the use of soft technology and other enabling technology to push for effective communication and information.**
5. **Build, develop, and strengthen linkages and partnerships.**
6. **Build alliances and expand TVET network.**
7. **Generate sufficient financial resources to finance and sustain operations, programs and projects.**

VIII. Strategic Objectives Map

In reflecting its programs, initiatives, measures and targets in a balanced scorecard, MinTVET drew out its strategic map for Y2018-2020. The four (4) perspectives in the balanced scorecard were accordingly used, namely: Learning and Growth, Internal business processes, financial and customer perspectives, with the strategic objectives mapped out as follows:

Table 12. Strategic Outcomes viz a viz Balanced Scorecard Perspectives	
Perspective	Strategic Outcomes
Learning and Growth Perspective	TVET Alliances and network engaged in collaborative, cooperative and productive efforts for developmental TVET and in shaping the future of TVET in Mindanao
Internal Business Process Perspective	Institutionalization of good governance practices for renewed strength and vitality of MinTVET
	Effective communication and information through soft and enabling technology
	Maximum involvement and engagement of MinTVET members
Financial Perspective	Sufficient resources for sustainability of operations, programs and projects
Customer Perspective	Strengthened linkages and partnerships
	Strong and effective advocacy on TVET Quality, Sustainability and Developmental TVET

Figure 06 on the next page shows the MinTVET Strategic Objectives Map.

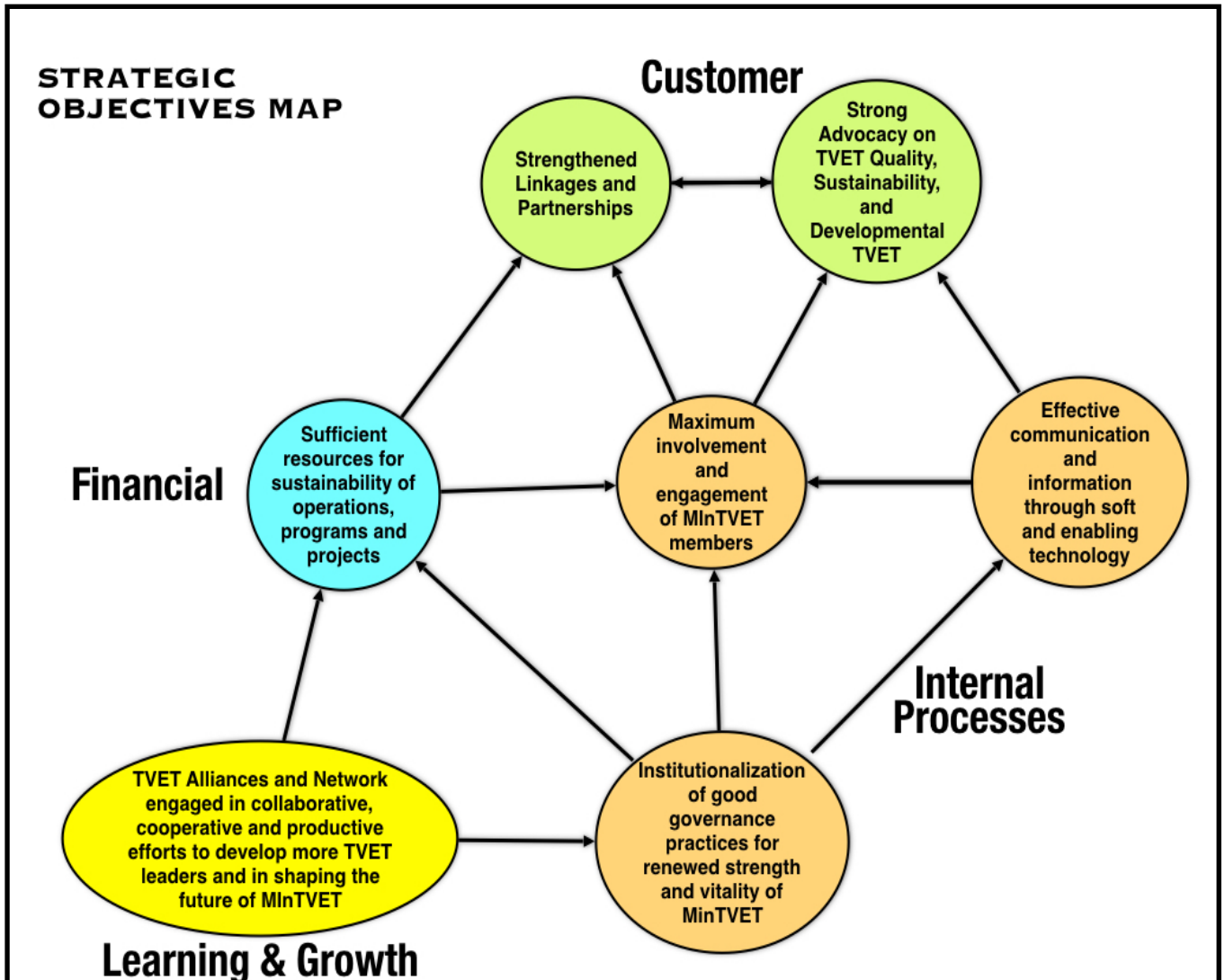


Figure 06. MinTVET Strategic Objectives Map.

IX. Balanced Scorecard

BALANCED SCORECARD

LEARNING AND GROWTH PERSPECTIVE

Strategic Objective 1: Build TVET Alliances and Expand Networks that are engaged in collaborative, cooperative and productive efforts to develop more TVET Leaders and in shaping the future of TVET

MEASURES	TARGETS	PROGRAMS	INITIATIVES
<ul style="list-style-type: none"> Number of TVET Institutions, Associations, Organizations, Industries, involved in the alliance or network 	<ul style="list-style-type: none"> 100 TVET Institutions in the next 3 years (5 TVET Institutions per Region, per year); 20 Associations in the next 3 years (1 Association per Region per year); 20 Industries or sectoral groups for 3 years 	I. TVET Alliance and Network Program	<ul style="list-style-type: none"> Create a Task Force; Conceptualize Alliance and Network of TVIs Build data base, create marketing materials & collaterals that includes information on membership benefits;
<ul style="list-style-type: none"> Number of MinTVET members participating in international benchmarking study tours Positive and visible results in benchmarking activities 	<ul style="list-style-type: none"> 2 International benchmarking in a year (Singapore, BIMP-EAGA countries, and other countries 	II. TVET Benchmarking Program	<ul style="list-style-type: none"> Board Resolution of Approval; Mobilization of funds; Establishing international partners; Entering into partnerships and collaboration e.g Minda

BALANCED SCORECARD

LEARNING AND GROWTH PERSPECTIVE

Strategic Objective 1: Build TVET Alliances and Expand Networks that are engaged in collaborative, cooperative and productive efforts to develop more TVET Leaders and in shaping the future of TVET

MEASURES	TARGETS	PROGRAMS	INITIATIVES
<ul style="list-style-type: none"> • Number of trainings, seminars, workshops, conferences conducted for TVET Administrators and Trainers; • Number of trainings and workshops for Board members; • Evaluation rating of participants 	<ul style="list-style-type: none"> • At least 2 trainings for MinTVET Board Members per year (total of 6); • At least two (2) seminars, trainings or workshops conducted for TVET Administrators or Trainers • At least a satisfactory or “Good” rating for all types of seminars, trainings or workshops obtained 	<p>III. Capability-Building Program</p>	<ul style="list-style-type: none"> • Conduct of trainings for Board members on- • Leadership and Management; • Team Building • Proposal Writing • Public Relations and Marketing; • Communication and Public Speaking • Personality Development • Mobilization of funds from donors, LGU’s, Political and Economic Leaders, etc
<ul style="list-style-type: none"> • Extent of Participation of MinTVET members in provincial, regional and national policy-making bodies in TVET-related concerns 	<ul style="list-style-type: none"> • At least one (1) member per Region is involved/holding positions in policy-making bodies 	<p>IV. MinTVET Policy Participation and Leadership Program</p>	<ul style="list-style-type: none"> • Crafting of position papers and Resolutions; • Monitoring of initiatives pushed;
<ul style="list-style-type: none"> • Extent of recognition of MinTVET as a brand differentiated from other Associations 	<ul style="list-style-type: none"> • Use of social media; • At least 1 newsletter printed per year; 	<p>I. Image-Building and Marketing Program</p>	<ul style="list-style-type: none"> • Create Task Force who can focus on image building and marketing of MinTVET; • Designing an effective marketing plan

BALANCED SCORECARD

INTERNAL BUSINESS PROCESSES PERSPECTIVE

Strategic Objective 2: Institutionalize good governance practices for renewed strength and vitality in MinTVET

MEASURES	TARGETS	PROGRAMS	INITIATIVES
<ul style="list-style-type: none"> • Consistency in MinTVET branding; • Satisfaction rating of MinTVET members 	<ul style="list-style-type: none"> • One (1) Brand Manual formulated, approved and institutionalized; • At least 80% of MinTVET members are satisfied of results 	I. MinTVET Branding Program	<ul style="list-style-type: none"> • Conduct of Mintvet Branding Sessions (Advocacy and Benefits); • Creation of Task Force/Committee for MinTVET Branding; • Designing and implementation of initiatives for MinTVET branding e.g. MinTVET I.D. system
<ul style="list-style-type: none"> • Number of Regular Board Meetings conducted per year; • Number of Annual Membership Meeting conducted • Efficiency in Documentation of Board Resolutions, Meeting Proceedings and other Reports 	<p>On meetings-</p> <ul style="list-style-type: none"> • 4 Regular meetings and 2 Special Meetings for Y2018 • 4 Regular meetings and 2 Special Meetings for Y2019 • 4 Regular Meetings and 2 Special Meetings for Y2020 <p>On Documentation -</p> <ul style="list-style-type: none"> • Completeness of filing and organization of Resolutions, Proceedings and Reports; 	II. MinTVET Board Good Governance and Capability-Building Program	<ul style="list-style-type: none"> • Appointment and assigning a functional / working committee on Governance • Establishing protocols and guidelines for board meetings and other activities; • Implementation of policies and regulations on nominations and elections of board members, succession planning, etc; • Rolling out of Onboarding programs and mentoring programs; • Orientation and briefing on policies and protocols of board members



BALANCED SCORECARD

INTERNAL BUSINESS PROCESSES PERSPECTIVE

Strategic Objective 2: Institutionalize good governance practices for renewed strength and vitality in MinTVET

MEASURES	TARGETS	PROGRAMS	INITIATIVES
<ul style="list-style-type: none"> • Frequency of Timely review and update of MinTVET Policy Manual, Rules and Guidelines and • Satisfaction and approval rating of board officers and members 	<ul style="list-style-type: none"> • 1 Policy Review for 2018 conducted; • Revised Policy Manual provisions submitted and approved by end of 2018; • 1 Review and Revision of Corporate Constitution and by-laws by 2018; • 1 Policy Review by end of 2020; • At least 100% of board members are satisfied and approve policy review and revision. 	<p>III. Policy Review and Update/ Enhancement Program</p>	<ul style="list-style-type: none"> • Conduct of review of all board-related policies, rules and guidelines, to include: • Membership policies • Financial policies • Operational policies • Conduct of HRSD, CBPs and other activities; and • Others



BALANCED SCORECARD			
INTERNAL BUSINESS PROCESSES PERSPECTIVE			
Strategic Objective 3: Maximize use of soft and other enabling technology for effective communication and information			
MEASURES	TARGETS	PROGRAMS	INITIATIVES
<ul style="list-style-type: none"> • Rate of engagement of members in MinTVET FB accounts (using Go-to page for TVET related news and information • Number of engagements per year; 	<ul style="list-style-type: none"> • At least 10,000 engagements per year or total of 30,000 engagements by end of Y2020 	I. Social Media Program	<ul style="list-style-type: none"> • Identification of messages • Development of Content guide • Identification and outsource monitoring and posting on FB • Monitoring effectiveness • Conduct of information dissemination
<ul style="list-style-type: none"> • Functional operation of an active MinTVET website for promotion to third parties and easy access to members; • Number of visits per year; 	<ul style="list-style-type: none"> • MinTVET website constructed and developed by second quarter of 2018; • At least 5,000 visits registered by 2nd quarter of 2019 or a total of 10,000 visits by end of Y2020 	II. Interactive Website Development Program	<ul style="list-style-type: none"> • Identification of messages • Development of Content guide • Identification and outsource monitoring and posting on website • Monitoring effectiveness • Conduct of information dissemination

BALANCED SCORECARD

INTERNAL BUSINESS PROCESSES PERSPECTIVE

Strategic Objective 4: Strengthen membership for maximum involvement and engagement.

MEASURES	TARGETS	PROGRAMS	INITIATIVES
<ul style="list-style-type: none"> • Number of new members (total) recruited per year • Increase rate of membership per year 	<ul style="list-style-type: none"> • At least 30 new members per year or a total of 90 new members by end of Y2020: <ul style="list-style-type: none"> • Y2018 - 30 members • Y 2019 - 30 members • Y 2020 - 30 members • At least 14.5% increase rate per year or 43% by end of Y2020. 	<p>I. MinTVET Membership Development/ Recruitment Program</p>	<ul style="list-style-type: none"> • Holding of Roadshow per Region to highlight MinTVET Advocacy and benefits • Extracting testimonies from members; • MinTVET accreditation of members; • MinTVET membership I.D. system; • Online membership application • Online membership database and monitoring
<ul style="list-style-type: none"> • Rate of total membership retention (Association and Institution members) • Satisfaction rate of members in MinTVET activities 	<ul style="list-style-type: none"> • At least 100% retention of existing/old members; • At least 85% of members express satisfaction on MinTVET membership benefits and programs 	<p>II. MinTVET Membership Development/ Retention and Participation Program</p>	<ul style="list-style-type: none"> • Clean-up of membership data; • Update of payments of fees and dues;



BALANCED SCORECARD			
FINANCIAL PERSPECTIVE			
Strategic Objective 5: Generate sufficient resources for operations, programs, and projects.			
MEASURES	TARGETS	PROGRAMS	INITIATIVES
<ul style="list-style-type: none"> • Amount raised from payment of membership / processing fees from new members; • Amount raised from payments of membership dues 	<ul style="list-style-type: none"> • P360,000.00 generated from membership processing fees @2,000.00 per member 6 Regions for 3 years; • At least 50% of members paying annual dues for 3 years generating the amount of 340,000.00 	I. Collection Efficiency Program	<ul style="list-style-type: none"> • Providing Annual Statement of Accounts to all members; • Follow-up on payables;
<ul style="list-style-type: none"> • Amount generated from Various Income-generating Projects 	<ul style="list-style-type: none"> • At least Three (3) capability-building programs per year generating net proceeds in the amount of P450,000.00; 	II. Fund Generation from Income-Generating Projects (Capability-Building)	<ul style="list-style-type: none"> • Clean-up of membership data; • Update of payments of fees and dues;
<ul style="list-style-type: none"> • Amount generated from Other sources 	<ul style="list-style-type: none"> • Amount generated from facilitation fees (benchmarking, etc) at P300,000.00; • Net proceeds generated from Annual HRSD at 750,000.00 for 3 years 	III. Fund Generation from Other Sources	<ul style="list-style-type: none"> • Establish mechanisms for fund generation from other sources;
<ul style="list-style-type: none"> • Amount generated from Grants and Donations 	<ul style="list-style-type: none"> • Amount generated from grant sources and other forms of solicited donations at P500,000.00 for 3 years 	IV. Fund Generation from Grants and Donations	<ul style="list-style-type: none"> • Identify projects for grant sources; • Secure partnerships for funding and grants

BALANCED SCORECARD			
CUSTOMER PERSPECTIVE			
Strategic Objective 6: Build, develop and strengthen linkages and partnerships.			
MEASURES	TARGETS	PROGRAMS	INITIATIVES
<ul style="list-style-type: none"> • Significant number of MOU's & MOA's signed by Mintvet with local and foreign private industries and companies, on partnerships focused on Work Immersion/ Internship, Employment, Curriculum Development, and other initiatives for TVET in Mindanao 	<ul style="list-style-type: none"> • One (1) active MOA/ MOU signed with one (1) dominant industry sector per Region (total of 6 MOA/MOUs) sustained for three years; • One (1) active MOA/ MOU with international company/industry, sustained for 3 years; 	<p>I. Linkages and Partnership Program</p> <p>A. TVET-Industry Agreements and Understanding</p>	<ul style="list-style-type: none"> • identification of possible partners; • conduct of industry consultation meetings; • inclusion for participation of industry sectoral representatives during HRSD Conferences for membership and participation • Extend recognition and appreciation to identified partner-industries
<ul style="list-style-type: none"> • Number of private industries and sectoral industry association participating in joint curriculum development partnerships 	<ul style="list-style-type: none"> • At least one (1) participant on targeted/dominant and relevant industry or sectoral association across Mindanao or a total of 30 participants 	<p>B. Industry-Academe TVET Curriculum Development</p>	<ul style="list-style-type: none"> • Conduct of joint Tvet curriculum development workshops (TVET-Industry-participated)
<ul style="list-style-type: none"> • Number of participating Institutions on Consortium Agreements 	<ul style="list-style-type: none"> • At least one (1) Consortium Agreement developed; • At least 30 TVET Institutions sign Consortium agreement on TVET-related matters 	<p>C. Mindanao TVET Institutions Consortium</p>	<ul style="list-style-type: none"> • Crafting the Consortium concept and design; • Formulation of core group and expanding TVI-participants • Drawing up of Agreement; • Signing and approval

BALANCED SCORECARD			
CUSTOMER PERSPECTIVE			
Strategic Objective 7: Develop strong advocacy on Quality TVET, Sustainability and Developmental TVET			
MEASURES	TARGETS	PROGRAMS	INITIATIVES
<ul style="list-style-type: none"> Increased participation rate in Annual HRSD Conference 	<ul style="list-style-type: none"> 10% increased participation per year or 30% for 3 years; 	<p>I. TVET Advocacy Program</p> <p>A. HRSD Annual Conference</p>	<ul style="list-style-type: none"> Development and implementation of strategies for increased participation such as tapping local and international experts as resource speakers, Focusing on more relevant topics/themes and delivering a quality program for delegates
<ul style="list-style-type: none"> Participation rate in Regional TVET Fora 	<ul style="list-style-type: none"> Six (6) Regional TVET Fora held annually (1 per Region) At least 80% of regional TVET Institution-members participate 	<p>B. TVET Regional Fora</p>	<ul style="list-style-type: none"> Conduct of Regional TVET Fora in every Region in cooperation and support with Regional TESDA; Implementing strategies for quality participation and program;
<ul style="list-style-type: none"> Number of voice participation in TVET policy advocacies (local and national) Quality of MinTVET voice participation 	<ul style="list-style-type: none"> At least a good number of relevant TVET policy actions approved by the Board; At least a good number of relevant Position Papers and Resolutions submitted for policy push, promotion and influence 	<p>C. TVET Policy Advocacy Program</p>	<ul style="list-style-type: none"> Identification of relevant TVET policy issues and challenges Formulation and approval of Board Resolutions and Position Papers for TVET relevant policy reforms and actions



The MinTVET Strategic Planning Core Team

#	Name	Position	School/Institution
1	Engr. Sambas Hassan	President	Mahardika Institute of Technology, Tawi-Tawi Province, ARMM Region
2	Mr. Rey T. Albano	President	Holy Trinity College, General Santos City, Region XII
3	Ms. Lourdes M. Mission	Executive Director	EMAR Human and Environmental College, Davao City, Region XI
4	Ms. Ma. Carmen Echavez	School Administrator	St. Benedict College, Parang Maguindanao, ARMM Region
5	Ms. Nicole Nina Haw Bian	Vice-President for Educat'g; Development	Joji Ilagan Career Centre Foundation, Inc., Davao City, Region X
6	Ms. Azenath M. Eustaquio	Vice-President for Finance/ Corp Treasurer	Universidad de Zamboanga, Zamboanga City, Region IX
7	Mr. John Franco	President	St. Alexius College Koronadal City, Region XII
8	Ms. Monette T. Natividad	President	STI-College, Zamboanga City, Rgn IX
9	Dr. Joseph Refugio	TVET School Administrator	Saint Vincent's College, Dipolog City, Region IX
10	Ms. Norma B. Somido	President	GenSan College of Technology, General Santos City, Region XII
11	Ms. Leonila R. Juanatas	TVET Administrator	Holy Trinity College, General Santos City, Region XII
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