NATIONAL BOARD FOR TECHNICAL EDUCATION



STRATEGIC PLAN
2026-2030

NATIONAL BOARD FOR TECHNICAL EDUCATION

STRATEGIC PLAN

2026-2030





His Excellency Asiwaju Bola Ahmed Tinubu, GCFR
PRESIDENT AND COMMANDER IN CHIEF



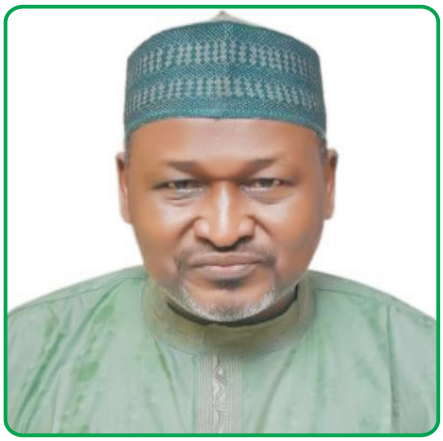
Dr. Tunji Aluasa CON
HONORABLE MINISTER
OF EDUCATION



Prof Suwaiba S Ahmed, HMS
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Prof Idris Bugaje
EXECUTIVE SECRETARY,
NATIONAL BOARD FOR TECHNICAL EDUCATION

FOREWORD

This Strategic Plan has been developed to guide the Board's operations for the period 2026-2030. It serves as a policy document that aligns NBTE's goals with National and Industry needs, while benchmarking International best practices.

The Plan comprises 10 chapters focusing on NBTE's Strategic direction, Goals, Objectives and Strategies; Environmental Scanning and Analysis, Strategic issues and Focal Areas, Embedded Innovation, Resource Requirements and Mobilisation Strategies, Implementation Framework, Monitoring and Evaluation Framework; and Critical Success Factors.

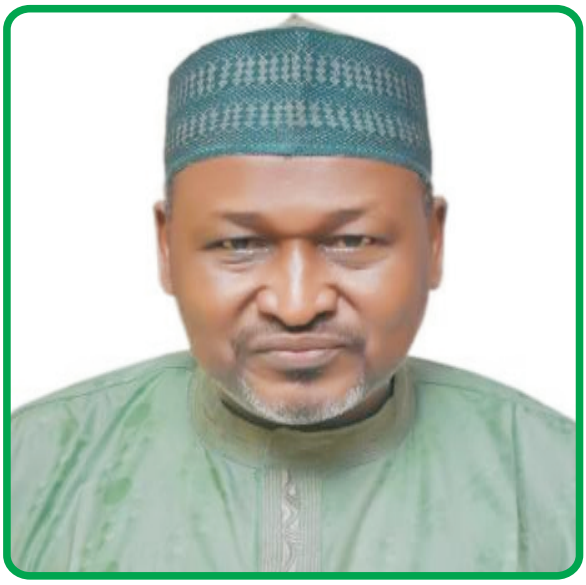
A key feature of the plan is the emphasis on NBTE's commitment to leveraging Technology and Digitalisation across all operational processes. The Board has created and continues to develop digital platforms such as the Enterprise Resource Planning (ERP) and RUBICON to enhance the quality and efficiency of service delivery to all stakeholders comprising Institutions, educational agencies, regulatory agencies, professional bodies and other MDAs.

The Strategic Plan is a necessary vehicle for realising our mandate and advancing NBTE's vision and mission. The Board remains fully committed to the implementation of this Strategic Plan and ensuring that the progress is regularly monitored and evaluated.

In accordance with best practice, the Management and Staff of the Board, along with other stakeholders will be actively engaged and involved at every phase of implementation.

The tremendous efforts of all stakeholders who, in one way or the other, participated and contributed in the development and implementation of this plan are duly acknowledged and highly appreciated!

Prof. I. M. Bugaje, **FNSCLE, FSESN, C. Eng. (COREN)**
Executive Secretary NBTE



Prof. I. M Bugaje
Executive Secretary NBTE, Kaduna

PREFACE

The National Board for Technical Education (NBTE) recognises Strategic Planning as central to the effective delivery of its mandate. The Strategic Plan 2026 – 2030 sets a coherent direction that aligns the Board's operations with institutional, industry and national aspirations, while benchmarking international best practices. The Plan identifies five core Strategic issues; Quality and Relevance; Access, Equity and Inclusivity; Governance & Management; Funding and Finance; and Technology Integration and knowledge Management.

Technical and Vocational Education and Training (TVET) is regarded as a solid foundation for the delivery of employment-enhancing skills required for improving national productivity and sustainable economic growth. This Strategic Plan provides a clear roadmap for strengthening a TVET system that is quality-driven, and responsive to the evolving needs of industry and society.

The Plan has been developed taking cognizance of the national education goals and the enabling laws establishing NBTE, which equips the Board to perform its statutory functions. The driving catalyst in realizing the objective is: “Skills not degrees”.

The process of developing the Strategic Plan offered the Board an opportunity to evaluate its past accomplishments, identify existing gaps, and explore emerging opportunities and threats. The insights gained will serve as the basis for developing the yearly work Plans of the Board.

NBTE is committed to addressing the challenges of quality, relevance, accessibility, and inclusivity in TVET institutions nationwide, as it undertakes the implementation of this 5-year Strategic Plan. The Board seeks the support and participation of all stakeholders in ensuring the effective and efficient implementation of the Plan. It also aims to contribute meaningfully to legislative and governance reforms that will strengthen the management and sustainability of the TVET sector.

We extend our deep appreciation to all stakeholders whose expertise and dedication enriched the development of this Strategic Plan. In the same vein, I invite all stakeholders to join in the effective implementation of the Plan. As we all know the best Plan is the one well prepared and also well implemented.

Aliyu M. Lemu
Director, Academic & Strategic Planning



NBTE EXECUTIVE COMMITTEE

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CHAPTER ONE



INTRODUCTION

This chapter presents brief history of the NBTE, milestones in the historical development of the Board. The chapter also covers the mandate, vision and mission statements of the Board, along with core values and quality policy statement. The Board's mandate is anchored on its core function and operations as stipulated in the following legal instruments:

1.1 History of the NBTE

A decade after independence in 1960, the educational system in Nigeria was static. Adaralegbe (1969) pointed out that "there has been a constant babble of voices as educators, parents, government functionaries, the laymen, scholars and press speak of the ills of our educational system and particularly, the inadequacy of the school curriculum to develop the individual Nigerians and the nation at the rate and tempo to put her on the world map." The situation was worse in the technical education sector of the country. The curriculum in use was those designed for UK colleges, so also were the final examinations and certification. In pursuance of this interest to improve the quality of science and technology, the Federal Government established the National Council for Science and Technology (later renamed National Science and Technology Development Agency and finally Federal Ministry of Science and Technology) who's standing committee on Science and Technical manpower production identified some of the problems confronting the technical education sector in Nigeria and recommended the following:

- In order to have a nationally accepted standard in technical education, there should be a harmonization of the entry qualifications and diploma standards throughout the nation;
- In order to eliminate the non-uniformity in terminal diplomas issued by existing Colleges of Technology, there should be a national certificate in technical education;
- In order to attract the right kind of staff to the Technical Colleges (now Polytechnics) there should be a harmonization of technical staff standards, including staff, staff structure, remuneration and conditions of service;
- In view of the fact that courses in many technical fields from which the Development Plans need to draw manpower at the middle-level are not provided for in our existing colleges, there should be expansion of the courses and facilities in these colleges;

andnew colleges should take into account the required courses in Planning their programmes;

- In view of the gaps in the admission capacity and actual enrolment for the existing courses in the Technical Colleges there should be full utilization of these facilities through a review of the admissions policy including part-time admissions, and massive awards of technical scholarships;
- In order to encourage more enrolment in technical courses, more avenues for practical experience for newly qualified trainees, should be created; this can be achieved through immediate employment of the trainees in public and private industries using, if necessary, the facilities of the Industrial Training Fund (ITF); and
- To establish a Board to implement the recommendations.

The National Board for Technical Education (NBTE) was established by the NBTE Decree 9 of 11th January 1977 to advise the Federal Government on technical education and coordinate technical and vocational training. The first Board was inaugurated by the then Chief of Staff, Supreme Headquarters, Major-General Shehu Musa Yar'adua, who was represented at the inauguration by Commodore Simeon Oduwaiye.

The functions of NBTE are contained in the three decrees namely: 1) NBTE Decree of January 1977; 2) Education (National Minimum Standard and Establishment of Institution) Decree 16 of August 1985; 3) Education (National Minimum Standard and Establishment of Institution) Decree 9 of January 1993. These functions are summarized as follows:

- To advise the Federal Government on all aspects of technical education falling outside the university;
- To advise the Federal Government on the financial needs both recurrent and capital of polytechnics and other technical institutions to enable them meet the objective of producing the trained manpower for the economy;
- To recommend a national policy necessary for the training of technicians, craftsmen and other middle-level and skilled manpower;
- To determine the skilled and middle-level manpower needs of the country and make proposals for the future development of technical institutions including periodic masterplan for the balanced and coordinated development of polytechnics, monotechnics, technical colleges and other technical training institutions;
- To recommend the establishment and location of new polytechnics as and when considered necessary;
- To receive block grants from the Federal Government and allocate them to polytechnics in accordance with approved formula;
- To lay down and review as necessary entry requirements, duration of courses and skills to be attained in technical and vocational institutions;
- To establish minimum academic standards in polytechnics, technical colleges and other technical institutions in the federation after due approval from the Minister of Education and thereafter the Board shall have responsibility for the maintenance of such standards; To accredit programmes of all institutions for the purpose of award of national certificate and diplomas and other similar awards and for entry into national zonal examinations in respect of such technical and vocational institutions;
- To act as an agency for channeling all external aid to polytechnics in Nigeria;

- To undertake periodic review of the terms and conditions of service of personnel in polytechnics and to make recommendations thereon to the Federal Government;
- To collate, analyse and publish information relating to technical and vocational education;
- To consider any matter pertaining to technical and technological education as may be referred to it from time to time by the Minister; and
- To carry out such other activities as are conducive to the discharge of its functions.

The Executive Secretaries of the Board from 1977 to date are as follows: Chief I.I Inwang, 1977-1986; Dr Adamu Yabani, 1986-1996; Engr Dr A.T. Abdullahi, 1996-2000; Engr Dr Nuru Yakubu, 2000-2010. Others are Dr Mas'udu Adamu Kazaure, 2010-2020; and the current one, Prof Idris M Bugaje, 2021 to date.

1.2 Milestones in the Historical Development of NBTE

The National Board for Technical Education (NBTE) has achieved several significant milestones in its historical development. Under the successive leadership from the pioneer Executive Secretary to the current Executive Secretary, Prof Idris M Bugaje, the Board has continued to grow steadily over the years in its size, scope and depth of its regulatory role. Some of the Board key accomplishments include:

- **Establishment:** NBTE was created by Act No.9 of January 11, 1977 to regulate and coordinate technical education in Nigeria.
- **Headquarters:** The NBTE head office is located at plot B, Bida Road, PMB 2239, Kaduna- Nigeria.
- **NBTE Liaison Office:** The NBTE liaison office in Abuja is located at plot 644 Zambezi Crescent, (opposite TETFund), Off Aguiyi Ironsi way, Maitama, Abuja- Nigeria.
- **Size:** The Board started with just four departments but at present the Board has a total of eighteen departments and six zonal offices.
- **Institutional Growth:** NBTE regulates over 807 TVET institutions, including Polytechnics, Colleges of Health, Colleges of Agriculture, and Technical Colleges.
- **2001-2004:** UNESCO collaborated with NBTE to implement a project to Support the Revitalization of Technical and Vocational Education and Training (TVET) in Nigeria, resulting in the review and update of 57 TVET curricula to international standards.
- **Development of National Vocational Qualifications Framework (NVQF):** A structure that recognizes skills and competencies acquired through formal, informal, and non-formal means, enhancing lifelong learning and skill acquisition.
- **Establishment of Vocational Enterprise Institutions (VEIs) and Innovation Enterprise Institutions (IEIs):** Providing alternative pathways to higher education and widening access to TVET.

- **2012:** The NBTE Centre of Excellence for TVET was established to facilitate capacity development of TVET personnel, promote innovation, and enhance partnership.

1.3 Mandate

The mandate of the Board was derived from the acts and decree establishing NBTE as a TVET regulatory body.

1.4 Vision Statement

To be a world class regulatory body for the promotion of Technical and Vocational Education and Training (TVET) in Nigeria.

1.5 Mission Statement

To promote the production of Skilled, Technical and Professional manpower for the development and sustenance of the national economy.

1.6 Core values

The Board's core values are the deeply held beliefs and ethical standards that guide NBTE's decisions, strategies, and actions, shaping its culture and identity.

These values include:

(i) Integrity
(ii) Innovation
(iii) Accountability
(iv) Respect, and
(v) Teamwork, which serve as a foundation for setting Strategic goals and choosing what activities to pursue or avoid.

1.7 Quality Policy Statement

"The National Board for Technical Education is committed to providing high-quality technical education and training that meets international standards. NBTE is dedicated to meeting the needs and expectations of our customers, including students, employers, and industry partners. NBTE is striving for continual improvement and growth, through the development of new programs, services, and processes. NBTE is also committed to meeting all relevant laws, regulations, and industry standards."

This quality policy statement provides a framework for NBTE's Strategic Planning and decision-making processes, ensuring that the organization remains focused on its mission and vision.

CHAPTER TWO

EMBEDDING INNOVATION

This chapter covers the innovations established from 2021 to date, and it reflects the ultimate goals of Strategic Planning, and not just about setting short-term targets but creating a sustainable framework that aligns innovations with the Boards long-term vision and mission.

2.1 HND Top-up Programme

The HND top-up programme, also known as the HND and BSc conversion or top-up degree, is designed for HND holders seeking to upgrade their qualifications to a Bachelor's degree, bridging the gap between polytechnic and university graduates and enhancing employability and career prospects. The NBTE HND Top-up programme, in particular, was created to address the long-standing HND and BSc dichotomy by offering HND holders a one-year pathway to earn a Bachelor's degree through partnerships with reputable universities around the world. Using a credit-mapping system to close curriculum gaps, the programme has already enrolled thousands of applicants and stands as a bold step toward uplifting polytechnic graduates

2.2 Digitalisation

In July 2024, NBTE announced that starting August 2024, physical accreditation and other quality assurance activities would be discontinued, transitioning fully to a digital platform that serves as a digital transformation framework for TVET regulation and aligns with Nigeria's broader digital agenda. This shift has created interoperable platforms that automate processes, integrate institutions, and provide real-time data, significantly improving quality assurance, efficiency, accountability, and service delivery. As part of its digitalisation drive, the Board has also introduced digital modifications for assessing physical development master plans, incorporating Geographic Information Systems (GIS) and remote assessment capabilities to reduce approval timelines and enhance transparency. Additionally, the introduction of digital accreditation now leverages artificial intelligence to verify institutional information, further strengthening transparency and efficiency in the accreditation process.





Cross section of staff during the sensitization on the use of technology to drive the quality assurance process.

2.3 Monthly Seminar Presentations:

The Monthly Seminar Presentations, launched in February 2023, provide a platform for NBTE staff to showcase academic papers, enhancing knowledge, expertise, and professional recognition; the purpose of this initiative is to offer staff a regular opportunity to present their work, promote internal knowledge sharing, and support NBTE's commitment to being a professional institution.

2.4 Data Management Unit

NBTE Data Management Unit (DMU) as a Ministerial directive was facilitated by the Executive Secretary, and it plays a key role in gathering, managing, and analysing data from all technical and vocational institutions. Through platforms like the Skills MIS and the Unified ERP Portal, it ensures accurate, reliable, and timely information for planning, policy decisions, quality assurance, and institutional accountability. This digital shift has improved transparency, reduced paperwork, and strengthened evidence-based regulation in TVET.

2.5 Collaborations and Partnerships

The NBTE has formed several strategic partnerships to enhance technical and vocational education in Nigeria. These include collaborations with Cisco Academy to train over 500 computer science lecturers on the new HND programme in areas such as cybersecurity, data protection, networking, cloud computing, software, and web development; a partnership with the US-based applied research and training organization MOC-LLC to drive innovation and global competitiveness in Nigerian Polytechnics; an MoU with the Research for Impact and Knowledge Economy (RIKESD) to promote technical education and innovation; and participation in international conferences such as the Silk Road Education Cooperation and Exchange Conference in China to strengthen global collaboration. The NBTE has also strengthened stakeholder engagement and community service through initiatives like the Ajaokuta-Kaduna-Kano AKK Roundtable Meeting with Petroleum Technology Development Fund PTDF, which addressed skills gaps in the energy sector and aligned TVET programmes with industry needs. It further supported students by donating a bus to National Association of Polytechnic Students NAPS and promoted service excellence by celebrating Customer Service Week and hosting the Global Ministerial SERVICOM Committee Meeting. Additionally, the Board has implemented impactful initiatives such as integrating crop and livestock farming in TVET institutions, through partnerships with the Federal Ministry of Livestock

Development and China Gezhouba Group Company Limited CGGC, to boost practical learning, research, and revenue generation. It secured a UNESCO BEAR III grant to support agro-processing certification and reskilling in Kano State, and enhanced corps mobilization and industrial training processes through collaborations with National Youth Service Corps NYSC, introducing a Completion Certificate for MIT and a unified SIWES certificate for ND graduates. International engagements also include participation in the Paris International Agricultural Show, signing an MoU with WhiteCloud TVET Solutions to deploy Soldamatic Augmented Welding Technology, and partnering with NDA and ICE Hub Technology to implement Autogas vehicle training in support of Nigeria's CNG Initiative. Together, these partnerships and initiatives underscore NBTE's commitment to strengthening technical education, fostering innovation, supporting students, and promoting service delivery excellence.



NTA Network confers Award of Excellence on Prof. Bugaje, citing....
By Auwal Ahmed Ibrahim, Goronyo
The National Television Authority (NTA) has
www.educationvanguard.com.ng



ES, NBTE, Prof Bugaje, Named Amongst 100 Most Impactful Education Icons in Africa in 2025



Prof. Diya'udeen Basheer Hassan, Special Assistant to the Executive Secretary handing over the car to the leadership of NAPS led by Comrade Ridwan Opeyemi Munirudeen



The Launch of the Nigeria National Occupational Standards Development Project Authorization Ceremony

2.6 Structural Reforms & Decentralisation

Before 2021 NBTE had 8(Eight) Departments, but from 2021 to date 12(Twelve) new Departments were Established, including six zonal offices of NBTE across Nigeria to improve service delivery, oversight, and responsiveness and Creation of NBTE Consult Ltd. as anarm or vehicle of NBTE for consultancy services bringing the total to 22(Twenty-two) Departments.

2.7 NBTE Consult

NBTE Consult Ltd was established in June 2021 as a private company limited by shares, registered with the Corporate Affairs Commission (CAC) in Nigeria, the company was set up to provide training and consultancy services, generating income for NBTE.



2.8 Revitalisation and Expansion of NBTE Digital Portals

In addition to the Board's official website, we have at the moment added several others as listed:

S/NO.	WEBSITE	LINK
1	NBTE Website	h tt p s:// www.n b te .go v.ng /
2	Staff Digital Portal	h tt p s:// www.d igita lnb te.n bte.g o v.n g /L o g in
3	Digital Quality Assurance Portal	h tt p s:// www.d igita lnb te.n bte.g o v.n g /TVE T/TV E TL o g in
4	New Institution Application Portal	h tt p s:// www.d igita lnb te.n bte.g o v.n g /TVE T/TV E TAp p licatio n
5	NBTE HR Portal	h tt p s:// www.h r.n bte .g o v.n g /
6	HND Admission Portal	h tt p s:// hn d .nb te.g o v.n g/lo g in
7	HND Graduates Data Portal (NYSC)	h tt p s:// up loa d.n bte .g o v.n g /
8	Nigerian Youth Skills Empowerment (NYSE)	h tt p s:// n yse.d igita lnb te .co m/
9	Nigerian Journal of Technical Education (NJTE)	www.d igita lnjte .o rg
10	National Occupational Standards (NOS) for Skills Training Centres	h tt p s:// www.d igita lnb te.n bte.g o v.n g /Pu b lic/P UCNOS
11	SIWES Submission Portal	h tt p s:// sire .d igita lnb te .co m/TVE T/TV E TLo g in

12	NBTE eLearning Portal	h tt p s:// e lea rn. d ig ita lnbte .com
13	NBTE Data Management System	h tt p s:// e rp.n b te .go v.ng /
14	QAA UNIT 1 online training for students MSQ	h tt p s:// qa a .nb te.g o v.n g/
15	FG TVET Initiative: MCP, VEI, Training Centre Application	h tt p s:// www.d igita lnb te.n bte.g o v.n g /TVE T/TV E TAp p licatio n 2
16	FG TVET Initiative Registration Portal for Students (hosted by Nelfund)	h tt p s:// www.tve t.e du ca tion .g o v.ng

This indicates new methods of delivery and accessing training and regulatory oversight.

CHAPTER THREE

STRATEGIC DIRECTION

This chapter covers NBTE's Strategic goals, significance of Strategic Planning, along with Strategic Planning Assumptions and also outlines the methodology used for developing the NBTE Strategic Plan 2026-2030.

3.1 Strategic Goals

The NBTE was specifically created to handle all aspects of Technical Education falling outside University Education. Its mission is "To promote the production of Skilled Technical and Professional manpower for the sustenance of the national economy". The goals include:

- Promoting Quality TVET: The NBTE aims to ensure that TVET institutions in Nigeria provide high-quality education and training that meets international standards.
- Developing Relevant Curricula: The Board develops and reviews curricula for TVET programs to ensure they are relevant, up-to-date, and aligned with industry needs.
- Improving Access to TVET: The Board works to increase access to TVET programs, particularly for disadvantaged groups, to promote inclusivity and equity.
- Fostering Partnerships and Collaborations: The NBTE collaborates with industry partners, government agencies, and other stakeholders to promote TVET and address skills gaps in the labor market.

3.2 Significance of Strategic Plan

Strategic Planning is the process where organizations define their future vision, set goals, and objectives, and create a Plan to achieve them. It involves understanding the current situation, identifying opportunities and threats, and developing strategies to capitalize on opportunities and mitigate risks. Essentially, this Strategic Plan will provide a roadmap for NBTE to achieve its long-term goals.

The major advantage of Strategic Planning is that the document will become a guide for NBTE management in the focused implementation of its goals and objectives. NBTE Strategic Plan 2026-2030 will also become a reference material for FME and other key stakeholders interested in the future of Technical and Vocational Education and Training in Nigeria. The NBTE Strategic Plan 2026-2030 will be managed and implemented by the Management of NBTE while day to day activities and implementation will be handled under the leadership of the Executive Secretary and his top management staff.

A well-crafted Strategic Plan helps organizations achieve their mission, vision, and objectives, driving long-term success.

3.3 Methodology of Developing the Strategic Plan

The methodology for the production of the NBTE's Strategic Plan 2026-2030 followed the dual workshop concept set by the Board for the development of key technical and vocational documents. An Expert Group Meeting (EGM) and the Final Critique Workshop (FCW).

The development was undertaken though a process as follows:

- **Initiation of the Strategic Planning process.**

The Executive Secretary directed the Department of Academic and Strategic Planning to prepare 5-years Strategic Plan for the Board. The preparation of this Plan was coordinated by Director of Academic & Strategic Planning.
A bottom-up approach was adopted where departments and zonal offices were asked to submit their inputs to Director Academic and Strategic Planning.

- **Strategic Plan Development.**
  Submissions from the various Departments and zonal offices were collected by the members of Committee charged with the responsibility of developing NBTE Strategic Plan 2026-2030 document.

  The Committee members developed the strategy to produce the NBTE Strategic Plan 2026-2030. The members adopted the NBTE vision, mission, goals, core values and policy statements and analysed the NBTE's internal and external environment.

- **Strategic Plan Validation.**
  The initial draft NBTE Strategic Plan 2026-2030 was subjected to final critique by both NBTE staff and external stakeholders for incorporation of views and validation.
  The Final Critique Plan was presented to the Board for approval and implementation.

- **Finalization of the Strategic Plan.**
  NBTE's Strategic Plan 2026-2030 was finalized and publicized for implementation.

3.4 Strategic Plan Assumptions

A Strategic Plan assumption is belief about the external or internal environment that is taken as true but is not proven, forming the foundation for Strategic Plan's direction and actions. Identifying and rigorously testing these assumptions, which can range from industry trends and market conditions to internal capabilities and resource availability, is crucial to ensure the plan's accuracy, credibility, and ability to adapt to potential future uncertainties or challenges.

Key assumptions for the development of NBTE Strategic Plan 2026-2030 include:

The Nigerian Government will continue to support and prioritize technical education, providing necessary funding and policy framework;
The demand for technical education in Nigeria will continue to grow, driven by the need for skilled workforce in various industries; Economic conditions in Nigeria will remain stable, allowing for consistent growth and development of technical education;
Stakeholders, comprising TVET institutions, agencies, industries, and communities, will continue to support and collaborate with NBTE;
Students and industries will continue to value technical and vocational education, driving demand for NBTE's services;
NBTE will have access to sufficient financial and human resources to implement its Plan;

- The Board is expected to operate in stable environment during the Plan period;
- The Executive Secretary NBTE will maintain a total commitment to the Plan; and
- The Strategic Plan period is five years.



The Executive Secretary at a group discussion with
the Expert Team at the Critique Workshop on
Development of NBTE 2026-2030 Strategic Plan
held on 28th – 30th October, 2025



Group Photograph of the Expert Team at the Critique Workshop on
Development of NBTE Strategic Plan 2026-2030 held on
28th – 30th October, 2025



Group Photograph of the Expert Team at the Workshop on
Development of NBTE Strategic Plan 2026-2030
held on 2nd – 4th October, 2025

CHAPTER FOUR

ENVIRONMENTAL SCAN

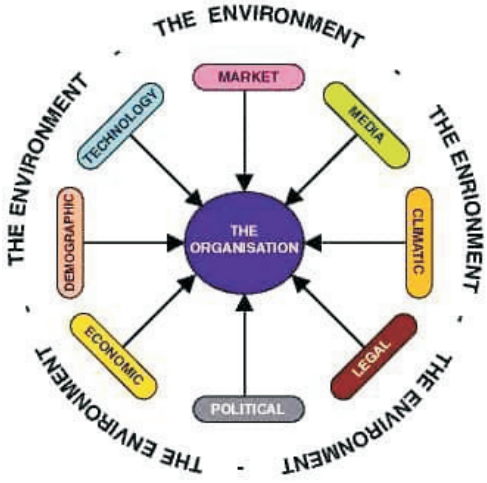
This chapter highlights the appraisal of the external and internal environment of National Board for Technical Education (NBTE) as the regulatory authority within Nigeria's TVET sub-sector. It summarizes the key opportunities, threats, strengths and weaknesses resulting from the analysis of the Board's operating environment.

4.1 External Environmental Scan

4.1.1 External Factors Analysis

The external environment of the Board is shaped by several factors which include; political, economic, social-cultural, technological and legal factor. These factors influence how the Board operates and enforce compliance of its guidelines and standards. These factors present both opportunities and threats, requiring the Board to adapt strategies and operations to achieve its regulatory mission.

Figure 4a depict the several external factors that influence the activities of the Board as an organization



The external environmental scan only considers five (5) factors as basis for this Strategic analysis namely political, economic, socio-cultural, technological and legal factor.

Table 4b illustrates the impact of these factors on the Board's operations

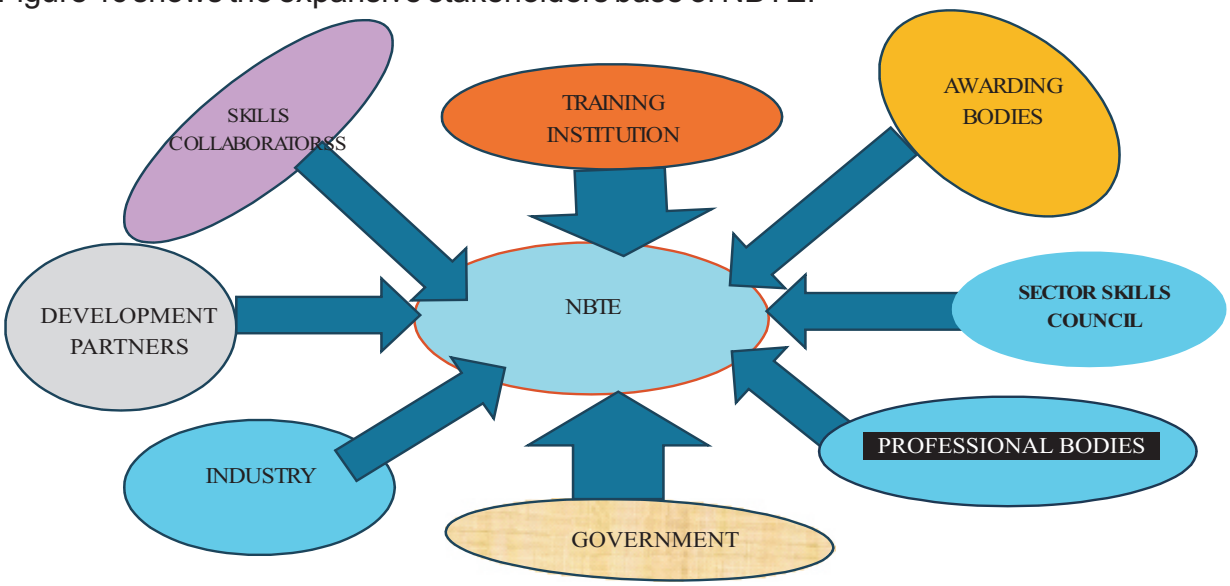
Factor	Elements of Factor	Impact on NBTE
Economic	- Economic condition • Inflation • Interest rate • Exchange rate - Unemployment rates - Employment trends - Market demand for skills	- Increased cost of quality assurance activities - High running cost of the Board's day-to-day operations - High cost of training equipment and tools used by TVET institutions under the purview of the Board - Reduced capacity to enforce NBTE standards

		- Weak monitoring system - Inadequate funding
Political	- government stability and priorities - government policies ▪ Changes in national education policies ▪ Tariff ▪ Taxation ▪ Curriculum reforms ▪ Funding decisions - political goodwill	- Distortion of annual action plan of the Board - Distortion in the implementation of the Board's programmes and activities - Shortage of skilled manpower and relevant curricula
Socio -cultural	- Public perception towards vocational career - Social attitudes towards TVET system - Reward system - Life styles - Social pressure	- Dwindling enrolment into TVET institutions - Dichotomy between HND/Degree qualification - Employability - Reputational risk - Shortage of skilled middle level manpower
Technological	- Rapid change in technology ▪ Innovation and new technologies - Digitization ▪ New methods of monitoring and evaluating programmes and regulatory oversight	- Obsolescence - Global best practice in the use technology to carry out regulatory functions
Legal	- Labour standards - Employment laws - Health and safety regulations - Quality assurance frameworks - Education laws	- Mandate overlap between NBTE & NUC and other MDAs - Curricular review to accommodate changes in employment laws, Labour standards, education laws and industry/workplace regulations -Oversight functions from the Senate and House of Representatives

4.1.2 **Stakeholder Analysis (Micro Environment analysis)**

The Board while carrying out its regulatory functions, interface with several client/customer/stakeholders such as training institutions, government, awarding bodies/organizations, sector skills councils, funding agencies, industry, developmentpartners and other national/international skills collaborators. This analysis is to highlight the influence of stakeholders with a view to developing robust engagement strategies. Meeting stakeholder satisfaction has always been part of the Strategic objective of the Board.

Figure 4c shows the expansive stakeholders base of NBTE.



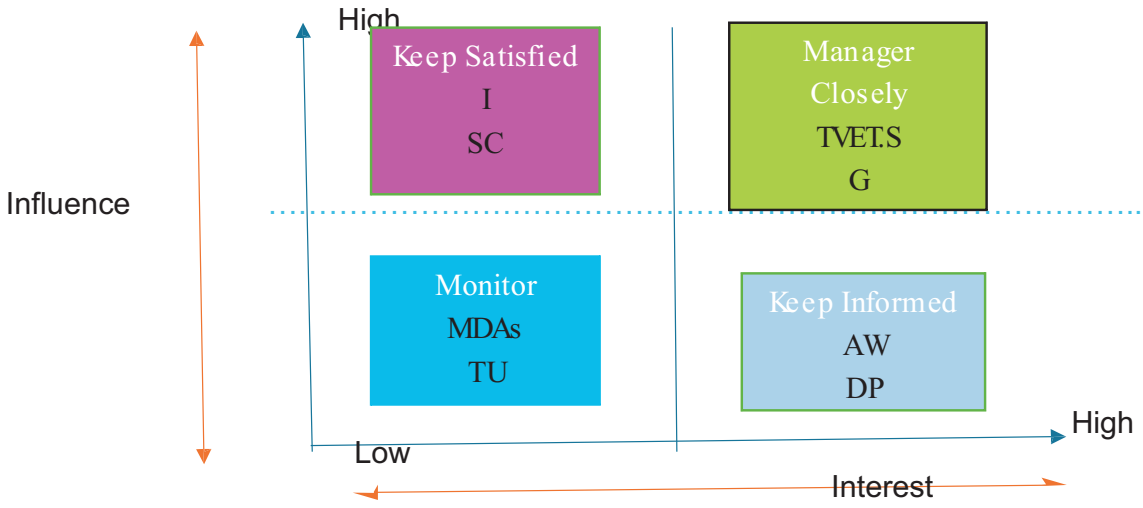
The figure above shows the groups, organizations, training providers, etc that influence the Board's regulatory functions, decisions and actions with a view to developing effective engagement and communication strategies.

Table 4d shows the influence and interest of some stakeholders of the Board.

Stakeholder	*Interest*	*Influence*
TVET Institutions (TVET. S)	*H*	*H*
Government (G) Federal and State	*H*	*H*
Professional Bodies (PB)	*L*	*H*
MDAs	*L*	*L*
Sector Skills Councils (SC)	*L*	*H*
Awarding Bodies/Organizations (AW)	*H*	*L*
Development Partners (DP)	*H*	*L*
Trade Unions (TU)	*L*	*L*
Industry (I)	*L*	*H*

Note: H = High. L = Low

Figure 4e shows the Stakeholders Analysis Matrix (Stakeholders Map)



Note: i. Top-left Quadrant - High-level Influence and low-level interest
ii. Top-right Quadrant - High-level influence and high-level interest
iii. Bottom-left Quadrant - Low-level influence and low-level interest
Iv. Bottom-right Quadrant - Low-level influence and high-level interest

Table 4f shows the summary of TVET Institutions under the purview of the Board

INSTITUTIONS/ TYPE	NORTH WEST			NORTH EAST			NORTH CENTRAL			SOUTH WEST			SOUTH EAST			SOUTH-SOUTH			TOTAL
	FED	STA	PRI	FED	STA	PRI	FED	STA	PRI	FED	STA	PRI	FED	STA	PRI	FED	STA	PRI	
POLYTECHNICS	9	9	0	6	8	0	7	9	22	6	14	40	5	5	9	9	10	18	186
COLLEGES OF AGRICULTURE	4	3	0	3	2	0	7	2	0	5	0	1	3	0	0	1	2	0	33
COLLEGES OF HEALTH SCIENCE	7	9	17	4	5	4	5	5	14	7	7	18	3	3	9	5	6	1	129
Colleges of Nursing Science	3	16	14	5	6	3	2	10	13	4	9	10	4	12	14	2	19	3	149
SPECIALISED INSTITUTIONS	10	7	3	1	3	0	3	2	6	8	1	13	6	0	3	2	1	7	76
IEIs	2	1	18	0	0	0	7	3	25	3	1	67	0	0	21	0	1	32	181
VEIs	3	0	11	0	0	0	7	3	8	0	1	19	0	0	11	0	0	19	82
TECHNICAL COLLEGES	2	24	0	1	17	0	2	16	1	3	19	1	1	14	0	2	23	0	126
TOTAL	40	69	63	20	41	7	40	50	89	36	52	169	22	34	67	21	62	80	962
NSQ																			
NSQ TRAINING CENTRE																			72

KEY: FED. - FEDERAL STA. – STATE PRI. – PRIVATE

4.1.3 SUMMARY OF OPPORTUNITIES AND THREATS OF THE BOARD

4.1.3.1 Opportunities

1. Advance in Technology provide new tools for the Board to enforce & monitor compliance of its guidelines and standards

2. New technologies improve the Board's operations and create innovative regulatory solutions

3. With political stability and goodwill, the Board can plan and implement its programme and activities without disruption by mobilizing resources and building capacity.

4. The Board can create additional revenue streams other than the budgetary allocations by developing revenue mobilization strategy such as consultancy service, charging service delivery fees, etc

5. Advocacy and re-branding strategy to change societal perception of TVET system.

6. With the adoptions of Innovations and Digitization of the Board's activities the quality assurance functions have improved

7. Opportunity to align with global best practice in the Board's regulatory functions

8. Opportunity for policy reforms or refinement in line with best practice

9. Collaboration with development/industry partners to produce skilled workforce and meet national manpower development goal

4.1.3.2 Threats

1. Change in government policies/priorities (political instability)

2. Delay in implementation of decisions to due bureaucracy

3. Reduced funding

4. Low societal perception of TVET system

5. System security and cybercrime

6. Mandate overlap between other regulatory agencies/MDAs

7. Noncompliance to guidelines and standards by TVET Institutions

8. Infrastructural decay

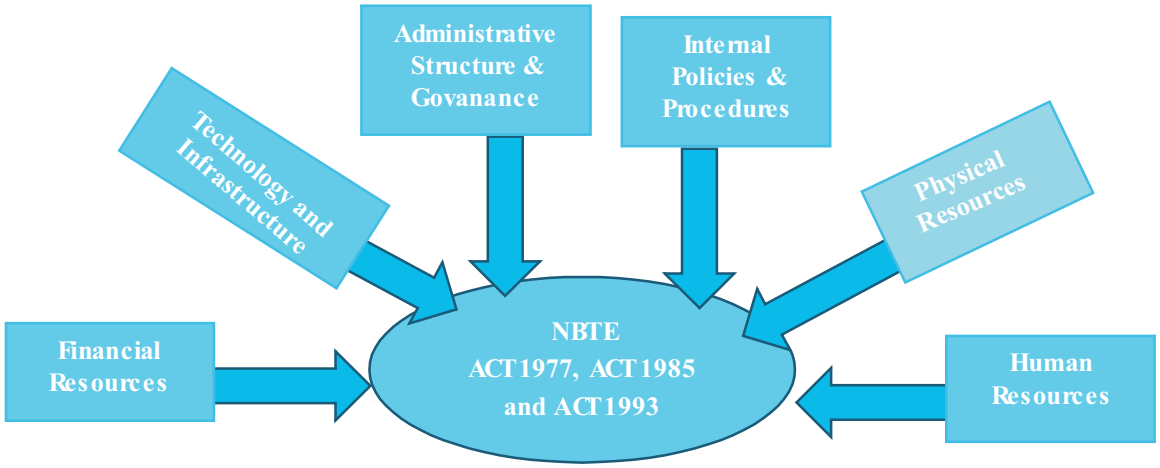
4. 2 Internal Environmental Scan

4.2.1 Internal Environmental Scan of the Board

The regulatory functions of NBTE are affected by several internal factors such as the quality and quantity of human resources, adequacy of financial resources, condition of physical resources, effectiveness of the administrative structure and governance, technology and infrastructure and internal policies and procedure mechanism of the Board.

The internal environmental analysis highlights the strengths and the weaknesses within the Board and the strategies that enhances regulatory success and adaptability.

Figure 4.2a shows the elements at play in the internal environment of the Board



4.2.1.1 Physical Resources

The physical resources include office spaces, conference rooms, library (reading room), auditorium, utility vehicles, generators, solar panels and accessories, etc, available to support the Board to better achieve its regulatory mission.

Tables 4.2 b, 4.2c & 4.2d show summary of the elements of the factors and the analysis

Resources	Strategic advantage to the Board	Gaps/Needs
Building (Space) - Headquarters • Staff offices • Library (reading room) • Board room • Conference room	- conducive work environment - support regulatory function and service delivery	- decaying infrastructure - maintenance of facilities - inadequate funds
• auditorium - Six (6) Zonal Office • staff offices • meeting room - Liaison office • staff offices • conference room - Centre of Excellence • staff office • conference rooms • syndicate rooms • NBTE hall	- zonal offices provide services close TVET Institutions (Training Provider) and other stakeholders	Permanent structure
Vehicles - pool of utility vehicles - official car for Directors	- to commute staff carry out regulatory functions -enhance service delivery	-wear and tear of vehicles - maintenance and repairs of vehicles -High-cost replacement of old vehicles -purchase of new vehicles
Power Infrastructure - generators - solar panels and accessories	- provide support to perform office activities - enhance service delivery - provide alternative source of electricity	- cost of maintenance - high cost of diesel oil

4.2.1.2 Human resources

The Board relies on the capabilities of her human resources to achieve its regulatory mission. The Board recognizes the importance of competence of its staff and has invested on staff development and engage in implementing training initiatives to enhance their skills and knowledge.

Table 4.2c

Staff Classification	Ranking	Strategic Issues	Skills Needs	Strategic advantage	Gaps
-Human resource staff - Finance staff - Planning staff - Programme staff - ICT/Digital	- Director - Deputy Director - Chief Officer - Assistant	- staff morale - staff commitment - staff motivation - staff discipline	-digital skills - analytical skills - organizational skills	- enhance service delivery - support the actualization of mandate	- training and retraining of staff -inadequate working tools
- Medical staff - Security staff (on contract)	Chief Officer - Principal Officer - Senior Officer - Officer I - Officer II	- adaptability of staff -organizational knowledge - skillset - staff development	- interpersonal skills - technical skills		-sponsorship for professional development

4.2.1.3 Financial Resources

The Board has developed an effective accounting system with well trained staff. Most of the Board's financial transaction are done via a robust digital platform.

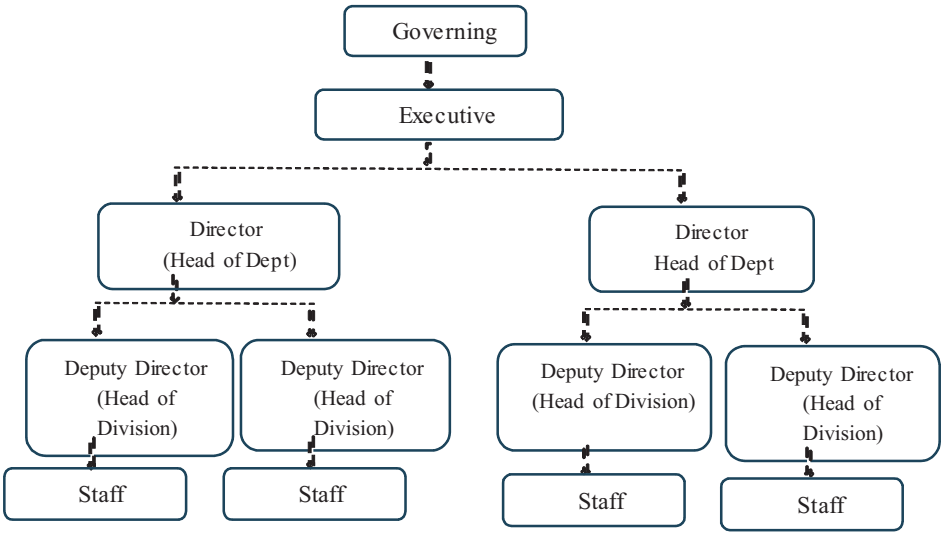
Table 4.2 d

Source of funding	Strategic Advantage	Gaps
- Statutory allocations - Service delivery fees - Consultancy services - Fund from development partners	- keep financial records of the Board -process payment to staff and stakeholders - prepare annual budget - comply with fiscal policies	- delay in allocations from the federation account -system security and cybercrime

4.2.1.4 Administrative Structure and Governance

The Board's administrative structure and governance follows the relevant sections of the establishment Act.

Figure 4.2b shows how authority flow at a glance (line organizational structure



4.2.1.4.1 NBTE Board

The Act establishing the Board provides for the constitution of a Governing Board with responsibility to offer Strategic leadership and oversight on regulatory activities.

4.2.1.4.2 Executive Secretary

The responsibility of the Executive Secretary is clearly stated in the Board's Act. As the Chief Executive Officer, the ES is responsible for the day-to-day management of the activities of the Board. The Board is structured into departments/divisions/units with each responsible for specific functions in line with the mandate of NBTE.

4.2.1.4.3 Directors

Directors head the various departments of the Board. The Departments cover specific function as contained in the mandate such as enforcement and compliance, curriculum development, planning, finance & audit, and human resources.

4.2.1.5 Internal Policies, Procedures and regulatory powers of the Board

The Board's internal policies clearly specify rules and guidelines for carry out various activities in order to achieve the regulatory mission of the Board. These policies and procedures have developed in line with the mandate of the Board

NBTE was established through an Act of January, 1977. This Act mandate the Board to perform two key functions. Firstly, it is “to coordinate all aspects of technical and vocational education (TVE) falling outside the universities and to make recommendations on the national policy necessary for the full development of TVE for the training of technicians, craftsmen and other middle-level. Secondly, it is “to determine as it considers appropriate, the skilled and middle-level manpower needs of the country in the industrial, commercial and other relevant fields for the purpose of planning training facilities and in particular to prepare periodic master Plans for the balanced and coordinated development of Polytechnics and Colleges of Technology after consultations with relevant government agencies”.

The Education (National Minimum Standards and Establishment of Institutions) Act of 1985 empower the Honourable Minister of Education to establish minimum standards for Polytechnics, Technical Colleges and other technical Institutions in Nigeria after consultation with NBTE. NBTE on its part is responsible for the maintenance of these national minimum standards. The Education (National Minimum Standards and Establishment of Institutions) Law (amendment) of January 1993 or CAP E3 LFN 2004 also empowers NBTE to regulate TVET Institutions in Nigeria.

Summary of regulatory mandate of the Board

i. Mandate of Right of Access to records of TVET Institution under the purview of the Board
ii. Mandate to perform quality assurance activities in TVET Institution under the Board's purview
iii. Mandate to apply appropriate sanctions for non-compliance
iv. Mandate to establish guidelines and standards in collaboration with relevant stakeholders

4.2.1.6 Technology and Infrastructure

The Board has deployed the use of technology in carrying out most of its regulatory tasks and data management. The Board has a robust data base of its records and created several platforms for interaction with TVET Institutions and stakeholders. The scalability of the digital system to address challenges and meet global best practices is ongoing.

4.2.2 SUMMARY OF STRENGTHS AND WEAKNESSES

4.2.2.1 Strengths

1. Established mandate by an Act
2. Effective administrative structure and governance in place
3. Strategic focus
4. Digitization of the activities of the Board
5. Experienced and competent management and staff
6. Functional zonal offices
7. Conducive working environment
8. Robust accounting practice

4.2.2.2 Weaknesses

1. Inadequate funding and resources
2. Obsolete regulatory framework and structure
3. Political interference and corruption
4. Training needs for staff
5. Inadequate staff
6. Decaying infrastructure
7. shortage of skilled manpower
8. Lack of constituted governing board to provide leadership and needed political support.
9. Public service bottlenecks

4.3 Analysis of Past Performance

The Board over the years preceding the development the Strategic Plan has recorded tremendous achievement in carrying out of its regulatory functions despite several challenges.

The following are some of the lessons learnt.

4.3.1 Achievements

1. Expansion of the Board's departments for administrative efficiency
2. Establishment of the six (6) zonal offices to bring access close to TVET Institutions and stakeholders
3. Digitization and digitalization of the Board's activities and process
4. Review and Development of curricula to bridge skills gaps
5. Collaboration with stakeholders to advance the production of skilled middle-level workforce.
6. Training of QAA, IQAM AND EQA to boast the institutionalization of NSQ
7. Review of Nigerian Skills Qualification Framework to meet global best practices.
8. Review and the establishment of new standards and guidelines to foster more access to TVET system
9. Provide support for Sector Skills Councils and Awarding Bodies/Organization to improve on the operations/functions

4.3.2 Challenges

(i). Inadequate funds are one of the cardinal challenges facing the Board. The annual budgetary allocation to NBTE is dwindling and grossly inadequate to cover its operational and capital expenses and meet all its financial obligations.

(ii). Corruption in TVET system as evidenced in admission irregularities, illegal affiliations, gratification, sharp practices, certificate fraud or racketeering, examination malpractices and misappropriation of funds, etc

(iii). External political influence on the Board's regulatory activities(iv). Proliferation of illegal TVET Institutions in the form of study centres, private Polytechnics and Colleges of Health Technology in different parts of the country without approval from the Board

(v). Weak monitory of TVET Institutions

(vi) Decaying infrastructure in TVET Institutions

(vii) Low societal perception of TVET system

(viii) lingering dichotomy between HND and Degree

(ix) Lack of practice and industry content in training curricula.

CHAPTER FIVE

STRATEGIC ISSUES AND FOCAL AREAS

This chapter provides an overview of the Strategic goals, objectives, and key Strategies that the NBTE aims to pursue throughout the planning period. These elements serve as the foundation of the Board's five-year development agenda, providing direction for addressing mandate-related challenges, enhancing institutional effectiveness and meeting the evolving expectations of stakeholders.

5.1 Strategic issues

The Strategic Plan 2026–2030 highlights a set of critical Strategic issues that underpin the regulation of the TVET sector in Nigeria as outlined in the NBTE legal framework for establishment. These issues are designed to tackle major challenges and respond to stakeholder expectations. During the plan period, the Board will address five core areas essential to achieving its vision and mission: namely, enhancing quality and relevance; promoting access, equity, and inclusivity; strengthening governance and management; improving funding and financing mechanisms; and integrating technology into service delivery and knowledge management. A detailed explanation of the Strategic issues is as follows:

i) Quality and Relevance

Ensuring quality and relevance in Technical and Vocational Education and Training (TVET) is a core responsibility of the Board. This involves establishing standards, conducting inspections, overseeing registration and licensing, and implementing quality assurance measures for TVET institutions, programs, and trainers. Moreover, quality and relevance are closely tied to the dynamics between the labour market, government quality assurance bodies, and training institutions.

To advance these goals, the Board will undertake several key initiatives: implement and periodically participate in the review of the Nigerian Education policy; improve both internal and external quality assurance systems within institutions; reinforce regulatory oversight and coordination across the TVET sector; and enhance compliance mechanisms. Additionally, the Board will define national TVET objectives, align domestic and international TVET qualifications, strengthen regional regulatory structures, and assess the employment distribution of TVET graduates.

ii) Access, Equity and Inclusivity

The Board is committed to advancing access, equity, and inclusivity in skills development for all individuals—regardless of gender, disability status, marginalization, or geographic location. Progress has already been madethrough strengthened collaborations, increased awareness of TVET opportunities, and enhanced career guidance initiatives.

To further these efforts, the Board will establish standards for accessible infrastructure, harmonize disaggregated data systems, and promote advocacy, benchmarking, and the adoption of relevant international best practices. This Strategic focus also encompasses policy advisories, inclusive

entry criteria, adaptive training methodologies, and robust evaluation mechanisms. Additionally, the Board will deepen engagement with key stakeholders— including the labour market, TVET institutions, trainers, and both state and Fee governments—to foster inclusive growth and development within the TVET sector.

iii) Governance and Management

Governance and management encompass adherence to statutory obligations and the implementation of quality management systems to enhance service delivery. This key result area emphasizes strengthening the Board's human resource capabilities, technical infrastructure, and organizational systems and processes. It also outlines the Board's role in shaping legislation, policy development, governance, and reforms within the TVET sector. To effectively execute the Strategic Plan, the Board will strive to cultivate an organizational culture that supports and sustains its Strategic objectives

Governance and management address compliance with statutory requirements and quality management systems for improved service delivery. This key results area focuses on the Board's human resource capacity, technical infrastructure, organizational systems and processes. The area also addresses how the Board will contribute to legislation, policies, governance and reforms in the TVET sector. The Board shall endeavour to build a suitable organizational culture to support the strategy implementation.

iv) Funding and Financing

Coordinating and regulating training, as part of TVET core mandate, is a resource-intensive undertaking. To effectively support its operations and initiatives, the Board must prioritize financial sustainability and actively pursue diverse and reliable funding sources.

Sustainable financing strategies will incorporate Environmental, Social, and Governance (ESG) principles, emphasizing the importance of broadening the Board's funding base. This includes fostering stronger partnerships with national and county governments, industry stakeholders, and development partners to support TVET financing. Consequently, this Strategic focusunderscores the need for TVET to enhance its financial management systems to ensure accountability, efficiency, and long-term viability

v) Technology Integration and Knowledge Management

Both international and national trends are increasingly leaning towards improving efficiency in service provision using technology. There are gaps in TVET data management, staff capacity, resource provision, level of automation of services, and innovation. This area deals with integration of ICT in service delivery. This is aligned with the aspiration of National Data Policy which guides government agencies on integration of ICT in their operations, especially in strengthening ICT infrastructure, adoption of e-government service delivery, ICT innovations and the enhancement of ICT skills and competence. Further, the use of ICT exposes organizations to cybersecurity and data privacy risks which are addressed.

5.2 **Focal Areas (Fas)**

The Board has outlined its Strategic issues and goals in the table below. Each is aligned with one or more key result areas or Focal areas (FAs), forming an integrated framework to support the fulfillment of its mandate. A summary of these Strategic issues and corresponding key focal areas is presented as follows:

Strategic goal, Objective and Focal Areas

Strategic Issues	**Strategic Objective**	**Focal area**
Quality and Relevance	Improved quality and relevance in TVET	Quality TVET
		Relevant TVET
Access, Equity ad Inclusivity	Enhance access, equity and inclusivity	TVET advocacy and rebranding
		Training programme accreditation
		Inclusivity in TVET
Governance and Management	Strengthning governance and Management	Organisational Capacity
Funding and Financing	Sustainable funding and Financing	Resources mobilisation and Accountability
Technology in Service delivery and Knowledge Management	Improved Technology integration in service delivery and Knowledge Management	Automation of processes and service delivery

CHAPTER SIX

STRATEGIC OBJECTIVES AND STRATEGIES

This chapter outlines the Strategic objectives and decisions that will guide the Board throughout the current planning period. To support the realization of its vision and mission, the Board has defined clear Strategic objectives to shape the formulation of strategies, activities, key performance indicators, and anticipated outcomes. The Focal Areas (FAs) serve as the main drivers for achieving these objectives and ensuring systematic implementation across all operational levels.

Strategic objectives (SO)

The successful execution of this Strategic Plan relies on the adoption of Specific, Measurable, Achievable, Relevant, and Time-Bound (SMART) Strategic objectives. These objectives are crafted to drive sustainable growth and development, guided by the Sustainable Balanced Scorecard framework across key dimensions: financial performance, customer focus, internal processes, learning and growth, social justice, and environmental sustainability. The table below outlines a five-year projections for these Strategic objectives, based on achievable targets within the current operational context.

Outcomes Annual Projections

Strategic Objectives	Outcome	Outcome indicator	Projection				
			Y1	Y2	Y3	Y4	Y5
Strategic Goal 1.0: Quality and Relevance							
FA 1: Quality TVET							
SO1.1 Enhance compliance with TVET regulatory requirement	Compliance with TVET regulatory requirement is enhanced	Improvement in TVET quality index (%)	100	100	100	100	100
	Infrastructure planning						
	Research & Innovation						
FA 2: Relevant TVET							
SO2.1 Ensure relevance of TVET in Labour Market needs	Relevant TVET programmes approved	% of TVET programmes evaluated	70	80	90	100	100
	Deployment of Digital QA systems						

	Curriculum and Entrepreneurial development						
	Provision and Management of training facilities and physical resources						
Strategic Goal 3.0: Access, Equity and Inclusivity							
FA 3: TVET advocacy and Rebranding							
SO3.1 Promote TVET visibility and perceptions	Enhanced campaign to improve visibility and perception of TVET	Advocacy and awareness campaign conducted (no)	50	60	70	80	90
	Intra and cross border partnerships						
	Stakeholder Community Service outreach						
	Workshops and Interactive sessions						
	International engagements						
FA 4: Training programmes and Accreditation							
SO4.1: Promote access to TVET	Enhanced TVET access	Increase in TVET courses l icensed in Institutions	100	100	100	100	100
	Deployment of Digital QA	No of Digital QA deployed	100	100	100	100	100
	Establishment of TCs & Institutions to deliver TVET programmes	No of TCs & Institutions established	2	2	2	2	2
	Approvals/ Validations by the SSC & Awarding Bodies	No of Approvals/ Validations by the SSC & Awarding Bodies	5	5	5	5	5
FA 5: Inclusivity in TVET							

SO5.1: Promote inclusivity in TVET	Increased inclusivity initiatives targeting PWD, persons of all gender and other marginal groups	Baseline survey on proportion of TVET Institutions with integrated systems	3	3	3	3	3
	Promote the institutionalization of blended TVET/ODFEL across all TVET institutions nationwide	Develop courseware for Blended learning and ODFeL (no)	5	5	5	5	5
	Enhanced support to informal training initiatives	Develop NOS for Skills Training Centres and Apprenticeship (No)	20	20	20	20	20
Strategic Objective 3.0: Governance and Management							
FA 6: Organisational capacity							
SO6.1 Strengthen NBTE Institutional Capacity	Organisational systems and culture strengthened	% of customer satisfaction	100	100	100	100	100
		Employers' satisfaction index	75	85	90	95	100
Strategic Goal 4: Funding and Financing							
FA 7 Resources mobilisation and accountability							
SO7.1 Enhance Resource mobilisation	Increased Resource mobilisation (million of naira)	Increased financial resources mobilization	0.5b	1b	1.5b	2b	2.5b
SO7.2 Strengthen Financial accountability	Enhanced accountability in financial management	Unqualified financial management (no)	0	0	0	0	0
Strategic Goal 5.0 Technology in Service delivery and knowledge Management							
FA 8: Automation of processes and Service delivery							
SO8.1 Enhance efficiency in service delivery	Improved service delivery in processes	% of processes and services automated	100	100	100	100	100

CHAPTER SEVEN

IMPLEMENTATION FRAMEWORK

Successful execution of this Strategic Plan requires a well-defined implementation framework that provides clarity on roles, timelines, performance expectations, monitoring mechanisms, and accountability. This framework serves as the bridge between strategy and action, ensuring that the Board's Strategic intentions are effectively translated into measurable outcome that drive the transformation of technical and vocational education and training (TVET) in Nigeria.

7.1 Implementation Plan

The implementation plan operationalizes the Strategic objectives into actionable activities. It provides a structured pathway for the Board and its stakeholders to deliver the desired outcomes, guided by the Strategic issues and focal areas.

7.1.1 Action Plan

The Action Plan breaks down the Strategic objectives into specific tasks and initiatives to be delivered by designated departments, units, and stakeholders. Each action is linked to key performance indicators (KPIs) for accountability. The Action Plan will:

- Identify priority interventions aligned with NBTE's mandate.
- Define responsibilities of implementing units.
- Provide timelines and milestones for achievement.
- Allocate financial, technical, and human resources required.

7.1.2 Annual Work Plan and Budget

To operationalize the Strategic Plan, NBTE will prepare Annual Work Plans (AWPs) aligned with the approved budget cycle. The AWP and Budget will:

- Disaggregate multi-year objectives into yearly targets.
- Ensure optimal resource mobilization and allocation.
- Provide a financial framework to track expenditures against planned activities.
- Allow for performance reviews at the end of each year, leading to course corrections.

DEPARTMENT: POLYTECHNIC PROGRAMMES

S/N	Activity	Objectives	Implementation Strategy	Expected Outcomes	Time Frame (state date of commencement and date of completion)	Remarks
1	Curriculum Development/Re view of Expired Curricular	Widening access to technical and vocational education at tertiary level of training and to ensure that the curricular used in all TVET Institutions are relevant, up to date and reflect the needs of the professions and industries.	NBTE through partnership with Industries, Professional Bodies, Private Sector and other stakeholders	Develop Curricular for New Programmes and Review expired Curricular of existing Programmes at ND, HND and Post-HND Levels	Second to Third Quarter of 2025 OR as determined by Curriculum Department	In conjunction with Curriculum Department (See Appendix I for lists of curricular that need review)
2	Assessment of Digital/Hardcop y Self Study Questionnaires	Receive Digital or hardcopy Self-Study Questionnaires	Evaluate the Digital or Hardcopy Self Study Questionnaires (SSQs) (FORM/NBTE/PRO/8)	Presentation of Digital and Hardcopy	Jan – Dec 2025	Digitally submitted and Hardcopy Self-
	(SSQs) submitted by interested institution seeking to mount new programmes/In stitutions or for the Accreditation of Existing approved programmes	(SSQs) submitted by institutions on the NBTE Digital platform or hardcopy documents received from prospective and existing TVET institutions under the purview of Poly Programmes Department before Quality Assurance visitations are carried out.	submitted by Private/Public TVET Institutions seeking to mount/establish new programmes	evaluation reports to the Executive Secretary/Managem ent Committee by the DPPG for consideration and further directives.		Study Questionnaires (SSQs) (FORM/NBTE/PR O /8), should be submitted by public and/or private Institutions or individuals and analyzed by specialist staff. Outcome should be communicated to the institution before quality assurance visits are carried out.
3	Resources Inspection/ Verification of Digitally submitted SSQs seeking to mount new programmes.	To confirm the availability and adequacy of the resources indicated by prospective and existing institutions in their submissions on the Board`s Digital Quality Assurance platform or submitted Hardcopy documents as adequate to commence and sustain proposed programmes.	To carry out approved schedule of visits and submit visitation reports on time.	Presentation of the outcomes of Resource Inspection visits to the Academic Affairs Committee for consideration and approval.	Jan – Dec 2025	Digital and Hardcopy Self-Study Questionnaires (SSQs) should be filled by institutions and returned to the Board for evaluation before Quality Assurance visitations are carried out. Summary of visitation reports to be prepared by various Divisions and forward to the Head Programmes Support Division (PSD) for further processing before onward submission to the Director Polytechnic Programmes (DPPG) for further directives.
4	Accreditation/ Re-accreditation of programmes.	To ensure that the quality of the digitally indicated/hardcopy documented available staff,	To undertake approved schedule of visits and submit visitation reports within the earliest possible time after the visits.	Presentation of the outcome of Accreditation visits to the Academic Affairs Committee for	Jan – Dec 2025	Digital/Hardcopy Self-Study Questionnaires (SSQs) should be filled by institutions

		physical facilities, academic matters and funds for effective and efficient running of programmes offered by Polytechnics and similar post-secondary tertiary Institutions are adequate to continually uphold the already established standard in place.		consideration and approval during its regular meetings.		and returned to the Board for evaluation before Quality Assurance visitations are carried out. Summary of visitation reports to be prepared by various Divisions and forward to Head PSD for further processing before onward submission to the Director of Polytechnic Programmes Department for further directives.
5	Accreditation of Institutional Administration requested via either the Board`s Digital Quality Assurance mechanism or Hardcopy SSQ.	To assess the quality and standards of governance & administrative structures, staffing, physical facilities, academic resources, health care and sporting facilities, utility services, students' and staff accommodations, staff welfare	To carry out approved schedule of visits and submit visitation reports on time.	Presentation of the outcomes of Institutional Administration visits to the Academic Affairs Committee for consideration and approval during its regular meetings.	Jan – Dec 2025	Reports of the Institutional Administration alongside those of other academic programmes carried out within a given period should be prepared by Programmes Support Division and submitted to the Director of
		packages and policies, security matters and funding available in approved Institutions.				Polytechnic Programmes Department for further necessary actions.
6	Verification of programmes with deficiencies.	To determine the adequacy of remedial actions taken by Institutions on academic programmes or Institutional Administration with deficiencies identified during prior Accreditation and Resource Inspection visits.	To carry out approved schedule of visits and submit visitation reports on time.	Presentation of outcomes of Verification visits to the Academic Affairs Committee for consideration and approval during its regular meetings.	Jan – Dec 2025	Institutions should ensure that remedial actions are adequately addressed before Verification visits are carried out. Summary of verification reports to be prepared by various Divisions and forward to Head PSD for further processing before onward submission to the Director of Polytechnic Programmes Department for further directives.
7	Revalidation of programmes.	To re-evaluate the adequacy of available resources for approved or accredited programmes that have no students for some times but the Institutions	To undertake approved visits and submit visitation reports within the earliest possible time after the visits.	Presentation of outcomes of Revalidation visits to the Academic Affairs Committee for consideration and approval during its regular meetings.	Jan – Dec 2025	Summary of Revalidation reports to be prepared by various Divisions and forward to Head PSD for further processing before

		intend to retain or continue to run the programme(s). Re-evaluate the adequacy of available resources for approved or accredited programmes that the approved location has been changed. Re-evaluate the adequacy of Administrative structures following a total change in ownership of an approved Institution.				onward submission to the Director of Polytechnic Programmes Department for further directives.
8	Carrying Capacity Verification.	To assess the digitally indicated or hardcopy documented available physical and human resources of accredited programmes with the view to determine whether the NBTE approved number of stream(s) can be increased or not.	To carry out approved schedule of visits and submit visitation reports on time.	Presentation of outcomes of Carrying Capacity Verification visits to the Academic Affairs Committee for consideration and approval.	Jan – Dec 2025	Institutions apply for additional streams via the Board`s Digital platform and/or in writing addressed to the Executive Secretary.
9	Advisory visits to new or	To advise newly approved or	To carry out approved visits and submit	Presentation of outcome of Advisory	Jan – Dec 2025	Institutions should indicate interest to
	existing Institutions	interested Institutions on how best to utilise their resources to earn the Board's approval to mount new programmes/ Institutions.	visitation reports on time.	visits to the Academic Affairs Committee for consideration and approval.		host advisory visits
10	Computation of the carrying capacity ratios (technology to non-technology based programme ratios) for Institutions intending to mount new programmes.	To ensure that the Institutions adhere to the Board's policy of 70:30 ratio in favor of Technology based programmes.	To compute the carrying capacity ratios for Institutions before they are considered for Resource Inspection visit or approval to mount new non-technology programmes.	Presentation of the Carrying Capacity reports to Executive Secretary for consideration and approval.	Jan – Dec 2025	Programmes Information Management Division (PIMD) computes the 70:30 ration for all institutions after each Academic Affair Committee meeting has approved outcomes of visitations for onward submission to Head PSD
11	Training and retraining of Programmes Officers.	To impart relevant knowledge, competencies and abilities to Programmes officers on key functions of the Department.	. To organize regular/periodic workshops and seminars on curriculum development, quality assurance exercises, report writing, official communication and administrative skills.	Presentation of the training reports to Management for consideration and approval.	Jan – Dec 2025	DPPG to regularly organize workshops in areas of needs subject to ES's approval.
12	Compilation of Programmes Evaluation and	. To collate (visitation reports) and serve as a	To compile departmental memoranda for the	Production of the Committee's reports to	Jan – Dec 2025	The PEDCs Unit of the Programmes

	Development Committee (PEDC) Reports	Secretary of the Programme Evaluation and Development Committee during its regular meetings.	Committee, write minutes and prepare reports of the Committee's meetings.	be presented to the Management Committee for consideration and approval during its regular meetings.		Support Division should regularly attend, take minutes and prepare PEDC Minutes of Meetings and forward same to DPPG for vetting and further necessary actions.
13	Review of Working/ Measuring Instruments	To review programme Evaluation Forms and guidelines on Quality Assurance (Accreditation/ Resources Inspection) Policy in order or cater for current and emerging trends for effective Quality Assurance undertakings.	To set up an adhoc committee to evaluate and assess departmental policy and working Instrument.	Production of the Committee's draft reports to be presented to the Governing Board/Management Committee for consideration and approval.	Jan – Dec 2025	Composition of an adhoc committee by DPPG and its subsequent approval by the Executive Secretary. The Committee so composed should draw its terms of reference under the guidance of the DPPG and sh ould ensure c ompletion of the task as well as the submission of its report within the stipulated period.

DEPARTMENT: MONOTECHNIC PROGRAMMES

S/N	Activity	Objectives	Implementation Strategy	Expected Outcomes	Time Frame (state date of commencement and date of completion)	Remarks
1.	Quality Assurance Visits to TVET Institutions by the different Divisions of the Department: i) Agricultural Technology Division (ATD) No of Institutions:50 No of progs: 230 ii) Specialised Institution Division (SID): No of Institutions:60 No of progs: 200 iii) Health Technology Division (HTD: No of Institutions:100 No of progs: 300	Accreditation and other quality assurance visits to Institutions to ensure standards are met and sustained in TVET Institutions	NBTE, Institutions and Professional bodies	210 institutions involving 730 programmes would be visited and the accreditation status updated	January-December,2025	Cost to cover hotel accommodation, resources persons/NBTE Staff, transportation, honorarium, working materials etc.
2.	Curriculum Development/Revie w of ND/HND Programmes i) Agricultural Technology Division	To e nsure that the curriculum used is relevant, up to date and reflects the needs of the	NBTE, relevant professional bodies and stake holders from industries, private Operators	20 curricula reviewed and updated	March – September,2025	Cost to cover hotel accommodation, resources persons/NBTE Staff, transportation, honorarium,

	(ATD) to be developed: 2 curricula to be reviewed: 10(no) ii) Specialized Institution Division (SID): to be developed: on request curricula to be reviewed: none iii) Health Technology Division (HTD: to be developed: 3(no) to be reviewed: 5(no)	profession and industry				working materials etc.
3.	Meetings with Professional bodies/ Associations -Agricultural Technology Division (ATD) 5(no) meetings with stakeholders and Professional Bodies -Specialised Institution Division (SID): None -Health Technology Division (HTD: 11(no) meetings with stakeholders	1.To intimate each other, exchange ideas on recent developments in professional practice and share any emerging trends in the profession	NBTE and relevant professional bodies	16 (No) meetings expected in the Department in the current year	January-September,2025	Cost to cover venue, working materials, tea/snack, lunch and etc.
	and regulatory health bodies					
4.	Capacity Building on curriculum development, implementation and evaluation for newly engaged staff in the department	Improves the quality, implementation and evaluation of curriculum delivery in Institutions by staff	NBTE and interested stakeholders to sponsor (Institutions, Professional Bodies and etc.)		March-December,2025	Staff would have current knowledge and competencies in their fields. All programmes Staff of the Dept. shall be involved
5.	Sponsorship for professional Training of Staff of Monotechnics Programme Department	To improve and develop staff competencies and skills in their areas of professional calling	NBTE		January-December,2025	Staff would have current knowledge and competencies in their fields. All staff in the dept. 12 (no)shall be involved
6.	Training of Staff on the use of different computer applications and packages	Training in packages like EXCEL, ACCESS and POWERPOINT increase efficiency in the work schedule of staff	NBTE		January-December,2025	Training would include programme staff secretaries and clerks
7	Training of administrative staff of the department on capacity building	Office administration training	NBTE	Two staff	1st and 3rd . quarter	Training would include staff, secretaries and clerks

DEPARTMENT: VT&SD (ENTERPRISE INSTITUTIONS DIVISION)

S/N	Activity	Objectives	Implementation Strategy	Expected Outcomes	Time Frame(state date of commencement and date of completion)	Remarks
1	Resources Inspection/Verification visit for upgrade of IEIs to Monotechnics	To upgrade Innovation Enterprise Institutions to Monotechnics	Private proprietors of Institutions	Provision of articulated pathway and career progression for the award of ND/HND	Throughout the year 2024 and 2025	Upgrade visit to institutions have commenced
2	Accreditation/Re-accreditation	Quality assurance	Through Government subvention and institutions (if) necessary	Maintaining standards through evaluation	Throughout the year 2024 and 2025	
3	Capacity Building workshops on Entrepreneurship for teachers and coordinators of entrepreneurship programme	Sensitization and introducing the new and emerging approach to entrepreneurship education	To be funded jointly by the Board and participating institutions	Vibrant entrepreneurship education and programme	Throughout the year 2024 and 2025	

DIVISION: TECHNICAL TRADES DIVISION

S/N	Activity	Objectives	Implementation Strategy	Expected Outcomes	Time Frame (state date of commencement and date of completion)	Remarks
1	Resources Inspection to new Technical Colleges and Vocational Enterprise Institutions, including Private, State and Federal or their new trade programmes.	To ascertain adequacy of human and materials resources for take-off of the Institutions and/or mounting of new programmes	Proprietors of Institutions to pay for the visitation. NBTE to forward cost estimate in good time.	Only approved Institutions and programmes are to be recognized for students' final examinations	January to December, 2025	
2	Accreditation visit to programmes with expired accreditation status across the nation including Private, State and Federal.	To verify to the public that training programmes of the Institutions meet minimum standards and eligible for national examination.	NBTE to put on the bill for the accreditation visits. Information about the visit to be communicated early to the proprietors.	Improved teaching and learning knowledge-based and skills acquisition in all the trade areas granted accreditation.	January to December, 2025	
3	Organizing Stake-Holders meeting with the Principals, Proprietors and other technical teachers	- To discuss the accreditation procedures and requirements. - To discuss essence of accreditation for eligibility to sit for national examinations.	NBTE Center of Excellence to carry out the workshop after the Department submission of the cost estimate and list of participants.	-Will increase the horizon of knowledge of Principals and technical teachers on the essence of accreditation. -Educate participants on how well to implement the NBTE curriculum	January-December,2025	

		- To discuss effective ways of curriculum implementation.		rather than NABTEB syllabus.		
4	Organization of Meeting with Commissioners of Education across the Nation and also the Federal Ministry of Education	- To discuss the deplorable conditions of the Technical Colleges and Vocational Centers across the nation and how to resuscitate them for effective production of required craftsmen. - To discuss avenues of raising fund for accreditation visits.	NBTE Centre of Excellence to organize the workshop and also charge fees per participants. The Management to be involved in discussions at the workshop.	▪ The Proprietors of the Technical Colleges are aware of their deplorable conditions. Avenues for raising fund for accreditation visits are discussed and agreed.	January-December,2025	

DIVISION: NON FORMAL TECHNICAL EDUCATION DIVISION

S/N	Activity	Objectives	Implementation Strategy	Expected outcomes	Time Frame	Remarks
1.	Sensitization of skill training centres on the adoption of NSQ	- To introduce the benefit of NSQF - To adopt NSQ as system of training	- NIATED to organise workshop in skill centres domiciled in states and mandate (crave the indulgence) skill centres attendance	- Each centres are aware of the benefit in NSQ and ready to adopt it for training.	Jan – Dec, 2025	
2.	Identifying Industries operating skill centres and industries using “such” trade in their operation.	- To link skill centres to industries skill centres	- Placement Officer in skill centres - NIATED staff	- Collaboration between skill centres and industries, - Absorption of Apprentices by industres,	Jan – Dec, 2025	
3.	Development/review of Guidelines and Standards Criteria for Skills Centres in Institutions, industries and private sectors in collaboration with Awarding Bodies and Sector Skill Councils	- To produce a detailed plan in setting/establishing a skill centres. - To foster close working relationship among stakeholders involved in skill acquisition centres.	- NIATED staff to develop /review guideline/standards in setting up skill acquisition centres. -	- Standards will be introduced to skills acquisition in Nigeria. -Review of the standards from time to time. - Possibility of skill centres to issue dual certifications	Jan – Dec, 2025	

4.	Monitoring evaluation of the implementation of the developed guidelines and standards	- To ascertain adequacy of human and materials resources for take-off of the centre and/or mounting of new trade areas	Proprietors of skill centres to pay for the visitation. NBTE to forward cost estimate in good time.	Only approved skill centres and trades are to be recognized for certifications	Jan – Dec, 2025	
5.	Design and develop a programme for "Quality Apprenticeship"	- To have a harmonised training manual/processes and standards for apprenticeship training in Nigeria.	- NIATED Staff to painstakingly design programmes for quality apprenticeship - NIATED with relevant stakeholders discuss the duration of each trade.	- adoption of unified training manual for each trade in Nigeria - Know the time/duration for each trade	Jan – Dec, 2025	
6.	Monitoring of Apprenticeship placement with relevant industries	- To improve participation of industries in skill acquisition - To improve employability of apprentices by Industries	- Collaboration between Skill centres and Relevant Industries which will be facilitated by NIATED	- production of skilled and qualified apprentices in various trade	Jan – Dec, 2025	
7.	Organizing Stake-Holder's meeting with the Agency of States in Charge of Skills, SSCs, ABs and Proprietors /Owner of Skills	To improve on the relationship and roles played by different Agencies under the NSQF	This will be facilitated by staff of NIATED	This will improve on the knowledge and skills acquired by the SSCs, Abs and TCs	Jan – Dec, 2025	

DIVISION: PROGRAMME SUPPORT UNIT

S/N	Activity	Objectives	Implementation Strategy	Expected Outcomes	Time Frame (state date of commencement and date of completion)	Remarks
1	Programmes Evaluation and Development Committee Secretariat	To serve as the secretariat of the Programme Evaluation and Development Committee during its quarterly meetings.	To compile departmental memoranda for the Committee, write minutes and prepare reports of the Committee's meetings.	Production of the Committee's reports to be presented to the Governing Board for consideration and approval during its quarterly meeting.	Jan – Dec 2025	
2	Programme Support Services	To prepare schedule of workshop and visitations, organize it and liaise with others to deliver programme support services .	To carry out approved workshop and visits and submit visitation reports within the earliest possible time after the visits.	Presentation of at least one workshop to the Governing Board for consideration during its quarterly meetings.	Jan – Dec 2025	

DIVISION: National Skills Qualifications Division (NSQD)

S/N	Activity	Objectives	Implementation Strategy	Expected Outcomes	Time Frame	Remarks
1.	Training of VTSD staff on IQAM	To build capacity of new staff on NSQF, NSQ and QAM	2-weeks in house workshop	Capacities of new staff developed	April 2025	Funding required
2.	Training of External Quality Assurance (EQA)Managers for the Awarding Bodies	To have adequate EQA by the awarding bodies for external quality assurance drive in NSQ delivery	2 weeks class training in Abuja and Lagos and 4-6 field work	60 no. of EQAs developed	April to May 2024	Funding required to pay for external facilitators, feeding, hall, accommodation, travels etc.
3.	Industry consultation in South East Nigeria and North East on NSQF	Create awareness on the institutionalization of NSQF in Nigeria	Organize a 1-day workshop in partnership with chambers, trade association, MAN, NACCIMA etc	The organized Private Sector and others sensitized on NSQF	July 2025	Funding required for hall, feeding, travels and publicity
4.	Training of internal quality assurance managers for training centres, awarding bodies etc.	To build manpower required for internal quality management of NSQ system	2 weeks in class Training and 4-6 weeks field for south East, South West and North West.	120 IQAMs developed	August to September,2025	Funding required to pay for external facilitators, feeding, hall, accommodation, travels etc
5.	Monitoring of awarding bodies and training providers	To ensure quality delivery of NSQs	Joint monitoring by NBTE,FME and SSCs	Auditing of the quality assurance in place at the awarding bodies and training providers	October to November 2025	Funding required for travels, accommodation and feeding
6.	Standardization meetings	To establish standard in the delivery of NSQs by the QAMs	2 days standardization meetings at south east, south south, south west, north east, north west and north central	All QAMs within the zones will participate	Nov to Dec. 2025	Funding required for feeding, hall, travels etc.
7.	Publicity on NSQF	To increase awareness through print and electronic media	Develop TV and radio jingles, documentary, paper advert etc.	General public sensitized	Through the year 2025	Funding required

DEPARTMENT: ACADEMIC AND STRATEGIC PLANNING

S/N	Activity	Objectives	Implementation Strategy	Expected Outcomes	Time Frame	Remarks
1	Dissemination of statistics of NBTE supervised TVET institutions to users, on request	To meet the high demand for current TVET statistical data by various end users including NBTE Management, Departments and individual officers, FME and NEMIS, UNESCO and other local and international organizations, state and other domestic data users, academic and individual researchers	Provide published print and soft copies of Digest of TVET Statistics to users.	Provision of statistical information on NBTE supervised TVET institutions to various end users	January-December, 2025	Running concurrently with all other activities
2	Issue 2022/23 session baseline data call letters	Issue first and second (reminder) call letters to our supervised TVET institutions requesting them to submit their baseline data for the 2020/21 academic session	Issue and dispatch call letters	The institution are informed to submit their 2020/21 baseline data	2025	Second (Reminder) is issued at end of April
3	Download and process TVET baseline statistical data of 2022/23 sessions	Process all baseline data downloaded from the TVET institutions portal	Check, edit and process the data	Process baseline data of TVET Institutions	August,2025	Running concurrently with activities that falls into the same time-line
4	Production of primary version of Digest of	To produce the reference version of the Digest of	Export, format, organize and	MS Excel version of 2021/22 digest	September, 2025	Running concurrently with activities
	Statistics of TVET Institutions	Statistics of TVET Institution	present the processed data	of statistics of TVET institutions		that falls into the same time-line
5	Produce the Publication Editions of 2022/23 Digest of Statistics of TVET institutions and Digest of Statistics Companion	Produce camera ready (soft copy) editions of the 2022/23 Digest of Statistics of TVET Institutions under NBTE's purview and the Digest Companion	Format, present and analyze the digest of statistics of 2022/23 academic session and organize it, in MS Word, in readiness for publishing	Publish-ready soft copy of the 2022/23 Digest of Statistics of TVET Institutions and Digest Companion	October – November, 2025	Running concurrently with activities that falls into the same time-line
6	Verification of polytechnics and monotechnics statistical MIS and research and innovation activities for accreditation	1.Check the veracity of the statistical data reported by the institutions 2.Assess their capacity to capture, manage and disseminate their institution's academic statistics and 3.Obtain status report of development and management of research & innovation in the TVET institutions	Visit institutions to obtain relevant statistical data source documents, assess statistical MIS resources and research and innovation activities management	Provide Management and Board with report of the reliability of institution's statistical data reporting; status of statistical MIS; and management of research and innovation activities in the institutions	January-December,2025	Running concurrently with activities that falls into the same time-line
7	Conduct research study from the published statistical database of TVET institutions	Conduct research study on trends in technical manpower supply from NBTE supervised TVET institutions and other issue arising	Abstract and analyze statistical data of TVET institutions from the previously published statistical digests	Published reports of research studies	January-December,2025	Running concurrently with activities that falls into the same time-line

	under NBTE purview and other ad-hoc research study proposals		or based on other study proposals			
9.	Initiate and coordinate Curriculum Development training for Academic Planning	To build the division's capacity in curriculum development for the monitoring of curriculum delivery in the institutions	Liaise with nationally recognized training institutions with expertise in Curriculum	Increased capacity in the division to meet up with its statutory mandate to monitor Curriculum	October - November 2025	
10.	Produce NBTE's 2025 Year Plan	To provide an actionable guide for the year to year activities of the Board	Liaise with the various departments in order to collect, collate and publish the Board's Plan for the year	Produce a Comprehensive guide to the Board's year-round programmes and activities for internal and external uses	January- 2025	
11.	Coordinate the Development of virtual Library Resources through the Establishment of E-Libraries in NBTE and the institutions	To expand the boundaries of In formation and research access that is made available to TVET stakeholders through the internet especially so in the current age in which the Board and the institutions operate.	Liaise with internal and external stakeholders as well as governmental and multilateral funding gencies including TETFUND,	Upgrade the current state of e-library hardware and software in the Board and institutions in order to increase access to latest TVET pedagogic and research	January-December 2025	
12.	Resuscitate publication	To resume the provision of a	Revamp the Journal's	The yearly or bi-annual publication	January-December 2025	
	of the Board's foremost academic research journal NIGERIAN JOURNAL OF TECHNICAL EDUCATION (NJTE)	credible and tested platform for the publication and dissemination of outstanding academic research in TVET for academic staff of polytechnics and other tertiary institutions in the country	dormant processes including the reconstitution of its Editorial Board and the setting up of its Board of Assessors among others	of NJTE editions for the benefit of TVET stakeholders within and outside the country		
13	Rank Nigerian Polytechnics	To among other objectives: provide the public with information on the standing of the polytechnics for decision-making; to foster healthy competition and increased standards among the institutions and to boost the practice of data creation and collection in the Institutions since ranking rely heavily on data.	Partner with and provide data and other critical information to experts chosen for the project	Delivery of a robust, well designed and effective software by consultants for ranking future ranking purpose; rank polytechnics and present a completed ranking project of polytechnics for the year 2023 to Management.		

DEPARTMENT: PHYSICAL PLANNING & DEVELOPMENT DEPARTMENT

S/N	Activity	Objectives	Implementation Strategy	Expected Outcomes	Time Frame (date of commencement & date of completion)	Remarks
1	Completion of 2024 Capital Projects Monitoring in Federal Polytechnics/ Monotechnics	To physically inspect projects funded through FG Capital appropriation in these Federal Institutions	This will involve the physical presence of officers of the PP&D in Federal TVET Institutions	Quality Assurance, Timely completion, judicious use of appropriated funds and quality control.	4th quarter of the year 2024 through to 1st quarter 2025	To be completed in January 2025 and submission of respective reports.
2	Physical Inspection visit to newly proposed private Polytechnics/ Monotechnics	To visit and inspect the proposed permanent and take-up sites of the new private Polytechnics/ Monotechnics	This will involve the Physical presence of officers of PP&D in proposed take-off and permanent sites in collaboration with NBTE New Institution Department	Visit undertaken, all relevant information gathered and report submitted to ES NBTE. The new Polytechnics/ Monotechnics take-up and commences academic activities.	1st – 4th quarter of 2025	This is dependent upon readiness of the applicants for the establishment of the private Polytechnics/ Monotechnics to provide the take-up and the permanent sites
3	Review of Master Plan Documents	To review Master Plan Documents submitted	Engagement of board's professional staff	Revised and upgraded documents to align	1st – 4th quarter of 2025	The project's achievement are
	for newly proposed TVET Institutions	by newly proposed TVET Institutions	and resource persons	with the current trends and needs of the digital world and workplace		dependent on timely release of funds in individual proposed TVET Institutions
4	Development of Master Plan Documents for newly proposed TVET Institutions in collaboration with NBTE Consult Ltd	To develop Master Plan Documents for the newly proposed TVET Institutions in collaboration with NBTE Consult Ltd	Engagement of board's professional staff and resource persons	Revised and upgraded documents to align with the current trends and needs of the digital world and workplace	1st – 4th quarter of 2025	The project's achievement are dependent on timely release of funds in individual proposed TVET Institutions
5	Phase 11 of the remodeling and renovation of NBTE Secretariat Complex, Kaduna	To monitor the project in order to ensure adherence to specifications and standards	Monitoring, Evaluation and Supervision of the on-going Project to its successful completion	To provide conducive environment for the execution of official assignment and duties NBTE Secretariat in Kaduna	1st -3rd quarter of 2025	The project's achievement are dependent on timely release of funds
6	Rehabilitation of NBTE Liaison Office, Abuja (Phase 11)	To monitor the project in order to ensure adherence to specifications and standards	Monitoring, Evaluation and Supervision of the project to its successful completion	To upgrade the complex to international standard in preparation for partial commercialization	1st -3rd quarter of 2025	The project's achievement are dependent on timely release of funds

7	Remodeling of the old wing of NBTE Liaison Office F.C.T. Abuja	To remodel the project to an office accommodation in preparation for partial commercialization	Design Monitoring/ Evaluation and Supervision of the project to its successful completion	To remodel the project to an office accommodation in preparation for partial commercialization	1st – 4th quarter of 2025	The project's achievement are dependent on timely release of funds
8	Construction of 6Nos. NBTE Zonal Offices in 6 Geo-political zones	To monitor the projects from inception to completion to ensure strict adherence to specifications and standards	Monitoring, Evaluation and Supervision of the project to its successful completion	Conducive working place and environment provided to officers at the Zonal Offices	1st – 4th quarter of 2025	The project's achievement are dependent on timely release of funds
9	Review of working drawings for new projects at the Federal Polytechnics and NBTE/Review of Capital Projects Management Handbook for Polytechnics	Review of working drawings for new projects at the Federal Polytechnics and NBTE/Review of Capital Projects Management Handbook for Polytechnics/ Inventory of Landed properties in the Polytechnics and the NBTE	Engagement of the Board's professional staff and resource persons for a critique workshop	Revised and upgraded documents to align with the current trends and needs of the digital world and workplace	1st – 4th quarter of 2025	The project's achievement are dependent on timely release of funds in individual
10	Inventory of landed/movable properties in Federal TVET Institutions and the NBTE	To visit, inspect and document all landed/ movable facilities in Federal Polytechnics/ Monotechnics	Engagement of the Board's professional staff and resource persons for the project	To have a data base for all facilities in Federal Polytechnics/ Monotechnics	1st – 4th quarter of 2025	The project's achievement are dependent on timely release of funds in individual
11	Routine Maintenance Servicing of all	To service all vehicles of NBTE	Engage the services of reputable Auto	Efficiency in service delivery of the Board	1st – 4th quarter of 2025	The project's achievement are
	NBTE owned Vehicles		Mechanic company for the work and monitor implementation			dependent on timely release of funds
12	Maintenance of CCTV cameras, electrical appliances, Electric Power Generators, water supply and NBTE owned structures in general	Supply , Installation and Maintenance of CCTV cameras, electrical appliances, Electric Generators and NBTE owned buildings in general	To monitor the implementation of the work in order to ensure adherence to specifications	To improve the life cycle of the buildings, plants, equipment and appliances	1st – 4th quarter of 2025	The project's achievement are dependent on timely release of funds

DEPARTMENT: INSPECTORATE DEPARTMENT

S/N	ACTIVITY	OBJECTIVES	IMPLEMENTATION STRATEGY	EXPECTED OUTCOMES	TIME FRAME (STATE DATE OF COMMENCEMENT AND DATE OF COMPLETION)	REMARKS
1	Online Monitoring	To detect running of unapproved programmes by institutions, To compile the list of unapproved and illegal institutions	Constant online monitoring of website of institutions under the purview of the Board.	To curb the running of unapproved programmes.	Continuous (2025)	
2	Investigations/ Inspection	To detect illegal institutions, programmes, satellite campuses and study centers	Collaboration with ASUP, NAPS, Zonal offices and DSS to report any illegal activities/ operations	To stop operations of illegal institutions, outreach centers, satellite campuses and the running of unapproved programmes	Continuous(2025)	
3	Follow-Up Visitations	To ensure compliance to the Board's directives on sanctions, penalties etc.	Unannounced visit to the institutions.	Institution's adherence to academic regulation	When the need arises (2025)	
4	Orientation and Capacity Training Workshop	To create awareness and equip staff with necessary	Engage relevant personnel to train staff on monitoring/ evaluation and	Improved efficiency and effectiveness in	Quarterly(2025)	
		knowledge and skills on investigation activities as well as monitoring and evaluation.	inspection/ investigation activities.	discharge of staff duties.		
5	Monitoring and Compliance Visitations	To monitor the running and award of National Qualifications in institutions under the purview of the Board.	Schedule and carry out physical visitations to institutions under the purview of the Board.	Quality technical Education and training.	Quarterly(2025)	
6	Enquiry	To handle complaints and correspondences from individuals, organizations, institutions and security/ anti-graft agencies, illegal institutions and other academic matters.	Prompt response to enquiry.	Efficient and effective staff delivery.	Continuous(2025)	

DEPARTMENT: NORTH WEST ZONAL OFFICE

S/N	ACTIVITY	OBJECTIVES	IMPLEMENTATION STRATEGY	EXPECTED OUTCOME	TIME FRAME	REMARKS
1	Advocacy visits to Rectors/Provosts of Technical Institutions-formal and formal, other stakeholders and community leaders. I particular Kebbi, Sokoto and Zamfara states would be visited if security situation improves	-To discuss on way forward with institutions having expired programmes -To discuss general aspect of quality assurance of their programmes. -To discuss how to adopt the NSQF in the training activities. -To discuss the need to put more emphasis on skills rather than certificates.	- Visits to the institutions. - Open doors to train learners in the non-formal sector to obtain NSQ certificate. - attending to visitors that visit the Zonal office and intimating them of the mandates of the Zonal office	Good understanding of the new focus of NBTE in the area of skills development Greater opportunities in terms of skills training and enrolment figures. More to be trained and obtain NSQ certificates. More enrolments of students.	January – December 2025	Subject to availability of funds to DTA to staff The states were not visited ever since the zone was created due to insecurity in the area. The states would be visited as security improved.
2	Interaction with large, medium and small scale industries available and their training centers.	- Get full knowledge of available industries in the zone - To classify them according to skills sector.	- Get a list from the ministries in charge of industries, NACCIMA, MAN, etc. - Visits to the identified industries to see their training centres.	A comprehensive list of available industries in the zone, their sector areas and training needs for NSQ certification.	January-December,2025	Board to support with DTA
3	Organize sensitization workshops on how to adopt NSQ for the Management and staff of Technical Tertiary Institutions In particular to states of Kebbi,	-To be able to become Training Providers for the NSQF -To be able to establish Training Centers -How to train staff for the QAA and IQAM and EQAM	-sensitization to be organized in conjunction with the institutions -request support from the Board -institutions to sponsor and send staff for QAA and IQAM training	-more training providers for NSQ training in the NE zone -establishment of more training centres by the institutions in the NE zone -well organized skills training	January-December,2025	Subject to availability of funds to DTA to staff The states were not visited ever since the zone was created due to insecurity in the area. The states would be visited as
	Sokoto and Zamfara			leading to self-employment or being employed.		security situation improves.
4	Accreditation/Re-accreditation of programmes and Digital accreditation	To assure the public that the quality of available staff, physical facilities, academic matters and fund for programmes offered by Institutions are adequate.	To undertake approved schedule of visits along with Programmes Departments from the Head office and submit visitation reports as at when due.	Presentation of outcome of Accreditation visits to the Governing Board for consideration and approval during its quarterly meetings.	January-December,2025	
5	Resource Inspection of new programmes	To confirm the availability and adequacy of human, physical and financial resources to commence and sustain the running of new programmes.	To carry out approved schedule of visits along with Programmes Departments from the Head office and submit visitation reports on time	Presentation of the outcome of Resource Inspection visits to the Governing Board for consideration and approval during its quarterly meetings.	January-December,2025	
6	Sensitization workshops on how to adopt NSQ in TCs and skills centres	-To serve as training Centres -To train staff for the QAA and IQAM.	-sensitization to be organized in conjunction with relevant ministries -request support from the Board to organize the sensitization -relevant ministries to sponsor and send staff for QAA and IQAM training	-more TCs and skills centres to serve as NSQ training centres. -self-employment and well organized skills training	Periodic	
7	Carrying Capacity Verification	To assess resources of accredited programmes and determine whether their approved number of streams can be increased or not.	To carry out approved schedule of visits along with Programmes Departments from the Head office and submit visitation reports on time	Presentation of outcome of Carrying Capacity Verification visits to the Governing Board for consideration and approval during its quarterly meetings.	January-December,2025	

8	Verification of programmes with deficiencies	To determine the adequacy of remedial actions taken by Institutions on programmes with deficiencies identified during prior accreditation and resource inspection visits.	To carry out approved schedule of visits along with Programmes Departments from the Head office and submit visitation reports on time	Presentation of outcome of Verification visits to the Governing Board for consideration and approval during its quarterly meetings	January-December,2025	
9	Revalidation of programmes	To re-evaluate the resources for approved or accredited programmes that have no students but the Institutions intend to retain or continue to mount the programmes.	To undertake approved visits along with Programmes Departments from the Head office and submit visitation reports on time	Presentation of outcome of Revalidation visits to the Governing Board for consideration and approval during its quarterly meetings.	January-December,2025	
10	Advisory to new Institutions in the zone	To advise newly approved or interested Institutions in the zone on how best to utilise their resources to earn the Board's approval or Interim Accreditation to mount new programmes.	To carry out approved visits along with Programmes Departments from the Head office and submit visitation reports on time	Presentation of outcome of Advisory visits to the Governing Board for consideration and approval during its quarterly meetings.	January-December,2025	
11	Training at zonal levels in various disciplines as may be proposed by the NBTE Consult and/or NBTE Center of Excellence/ UNEVOC center	Facilitate training at zonal levels for Polytechnics and other TVET institutions as proposed by NBTE Consult and/or NBTE Center of Excellence/ UNEVOC center	NBTE Consult and/or NBTE Center of Excellence/UNEVOC to relate proposals to the zone to sensitize relevant stakeholders	Participants to partake in workshops some of which are internationally organized.	January-December,2025	
12	Interaction with Quality Assurance	-To brainstorm on how to train more QAAs IQAs and EQAs.	Identify all the qualified QAA, IQAM and EQAM	-More QAA and IQAMs to be trained in different sectors.	January-December,2025	
	Managers for Kano, Katsina, Jigawa, and Kaduna branch	To find more pave ways for collaboration with industries to serve as workplaces for prospective learners aspiring for NSQ Certificates -Discuss how to organize CPD Periodically -Discuss some challenges and profiler solutions	in Katsina, Kaduna and Kano etc. -Organize periodic meetings of all QAMs -Determine new areas for personal development of the QAMs -Discuss on means to sponsor QAAs, IQAMs and EQAMs	As well as EQAMs -Bring on board and organize industries according to sectors -QAMs will be up to date on their professional development. -Industries will allow participation of learners at their workplaces during assessment		
13.	Monitoring and reporting of illegal Institutions and satellite campuses operation in the zone	Curtail and contain all illegal operations of unapproved Institutions, and Composes, Improve quality assurance mechanism by reporting such illegal operations to the general public.	Liaise with all stakeholders in TVET such as Institutions, Security agents, community leaders etc. Inform the Hqtrs through the Inspectorate Department of the existence of such Institutions. Carry out impromptu operation s in conjunction with Inspectorate Departme nt aimed at arresting and prosecuting the promotes and those aiding their activities	Reduce the number of illegal and unapproved TVET Institutions in the zone Deter others from participating in such illegal act by widely informing the public of the Board clamping down on them.	January-December, 2025	
14.	Collection and transmission of relevant correspondences submissions from	To facilitate correspondences/submi ssion for improved services	Use electronic/TCT to transmit correspondences/subm issions promptly	Minimize response time		

	Institutions and stakeholders to the Headquarters					
15.	Communications frame work Media engagement with youth body on the national skill qualification	- To promote awareness and popularity of the NBTE and most especially the National skill qualifications frame work - To bring an avenue for the discuss towards the implementation of the National skill qualifications frame - To facilitate establishment and the registrations of the training centers as an NSQ providers - To promote acceptance and collaboration with industries - To facilitate the development of more Quality Assurance Assessors	MoU with the youth organization will be sought. NBTE NWZ will provide Stationaries, Fliers and books or journals on their custody made on NSQF as well as the local running. The youth body should provide with the upkeep, feeding, accommodations where necessary and any other finance to be insured apart from one mentioned above earlier. The focus should be on partnership	We expected that at the end of the program, students, parents, youth bodies, governments, industries, traditional rulers and all sundries will key in to the skill agenda of the NBTE.	At least twice every month, subject on the availability of funds from the NBTE to carry out a successful exercise	

DEPARTMENT: NORTH EAST ZONAL OFFICE

S/N	Activity	Objectives	Implementation Strategy	Expected Outcomes	Time Frame	Remarks
1.	Advocacy visits to media organisations and Traditional/ Community Leaders in the Zone	A. To reach out to many Nigerians in the Zone on TVET issues, Skills Development, NBTE Policies etc. B. To involve traditional and community leaders in the advocacy activities of the Board in the Zone	Leverage on developed media content by the Board's Media unit for wider publicity through the local media houses within the zone, especially the conventional electronics media to reach out to a large mass of the people on NBTE activities and policy directives and focus.	Achieve public enlightenment and mass enlightenment on NBTE's activities in N-E Zone.	January-December, 2025	
2.	Participation in Quality Assurance Activities in TVET institutions in the North-East zone	With the take-off of the Digitalisation Policy of the Board with effect from 1st January, 2024, the Zonal Office should have greater role to play in the technology-enabled Quality Assurance processes and the North-East Zone intends to leverage on expected outcome.	By involving all the staff of the Zone in the Quality Assurance processes and to deepen their abilities in that regard	Achieved an enhanced technology-driven and digitalised quality assurance processes	January-December, 2025	

3.	Staff Matters	a. Development of training policy that is fair, just, equitable and on the basis of need. b. Further training of Zonal staff on the Digitalisation policy and activities. c. Ensure the issuance of Certificate of Service and recognition to deserving staff of the Zone. Recommendations for the provision of conducive work environment.	To recommend all matters related to staff development to be administered by the Human Resources Department	To attain competent, motivated well-trained staff for the Zone.	January-December, 2005	
4.	Development of TVET Institutions Data base and directory for the North-East zone.	i. To generate organised data base and develop an up to date directory of TVET institutions in the zone for NBTE Headquarters; To cover all NBTE regulated	Use the data generated in the Digitalisation and Entrepreneurship workshops as well as during Quality Assurance visits	Publish the data base and directory of the NBTE regulated institutions in the North-East zone for the use of the Zonal Office and the Headquarters	January-December, 2025	
		Institutions in the North-East zone.				
5.	Follow-up on the acquisition of Plot of land from Bauchi State Government	Acquired the Plot of land for future development of the Zonal Office/Accommodation in Miri, Bauchi being surveyed for the purpose.	To reminder and do a follow up visit(s) to the State Ministry of Lands and any other concerned agency on the success so far.	To acquire the Land and certificate of occupancy for NBTE Zonal Office in Bauchi	January-December, 2025	

DEPARTMENT: SOUTH EAST ZONAL OFFICE

S/N	Activity	Objectives	Implementation Strategy	Expected Outcomes	Time Frame	Remarks
1	Sensitization/Advocacy visit to TVET Institutions, NGOs, OPS and other stakeholders on the promotion of skills within the SEZ.	-To encourage TVET institutions to become NSQ Training providers and implement NSQ and Mandatory Skills Qualification (MSQ) -To encourage TVET institutions and other stakeholders to sponsor individuals to be trained as QAAs.	Visit TVET institutions and other stakeholders and sensitize them on the implementation of NSQ, Use of various digital platforms and visit to various events in the zone.	Production of more QAAs and establishment of NSQ Training Centers within the SEZ.	As planned by the SEZ every quarter	TVET institutions, OPS and NGOs to be identified from internet sources and community engagements.
2	Mounting of training for prospective QAAs/IQAMs	To produce qualified personnel for implementation of NSQ program.	Liaise with NBTE Headquarters and other stakeholders for -Cost estimate -Facilitators -Training Materials -Necessary sponsorship -Logistics support etc.	Availability of qualified personnel to man the various NSQ centers springing up.	January-December 2025	
3	Monitoring of TVET Institutions within the SEZ	To identify illegal TVET Institutions and campuses within SEZ To identify and gather necessary details of Institutions	Visit Institutions within the SEZ to discuss status of their programmes and use of technology: phone calls/chats, use of intelligence networks to	Reduce to the barest minimum cases of illegal Institutions as at when due within the SEZ	As planned by SEZ every quarter within the year	
		requiring accreditation within the SEZ	gather relevant information			
4	Participation in fairs/ exhibition of products/services produced by TVET Institutions and indigenous manufacturers in Southeast Zone	To encourage, motivate and publicize the progress made in the production of locally made products and services Promotion of NBTE drive on production of skilled workforce Encourage master craftsmen and trainers to embrace national certification of training given to the trainees	Physical visits and digital platforms Promotion of NSQF as a pathway to formalize the informal sector Quality Assurance Assessors to conduct assessment leading NSQ certification	Higher enthusiasm and interest leading to increased production Increased skilled workers will be given competency based certification (NSQ)	Time frame at the instance of schedule	Schedules of such events to be sourced from interaction with stakeholders
5	Sensitization workshop for staff of Technical Colleges in **Anambra State** and Ministry of Education on implementation of National Skills Qualification NSQ training	Facilitate the upgrading of Technical Colleges to offer National Skills Qualification NSQ training and benefits of having a skilled workforce from proper assessment	State Government to gather relevant staff of its ministries and TCs for the workshop organized by NBTE	Staff of TCs and State Ministry of Education are informed of NSQ training and Certification	Two (2) days workshop and date as agreed with the State	Anambra Government is expected to key in
6	Sensitization workshop for staff of Technical Colleges in **Enugu State** and Ministry of Education on	Facilitate the upgrading of Technical Colleges to offer National Skills Qualification NSQ	State Government to gather relevant staff of its ministries and TCs for the workshop organized by NBTE	Staff of TCs and State Ministry of Education are informed of NSQ training and Certification	Two (2) days workshop and date as agreed with the State	Enugu Government is expected to key in

	implementation of National Skills Qualification NSQ training	training and benefits of having a skilled workforce from proper assessment				
7	Sensitization workshop for staff of Technical Colleges in **Ebonyi State** and Ministry of Education on implementation of National Skills Qualification NSQ training	Facilitate the upgrading of Technical Colleges to offer National Skills Qualification NSQ training and benefits of having a skilled workforce from proper assessment	State Government to gather relevant staff of its ministries and TCs for the workshop organized by NBTE	Staff of TCs and State Ministry of Education are informed of NSQ training and Certification	Two (2) days workshop and date as agreed with the State	Ebonyi Government is expected to key in
8	Sensitization workshop for staff of Technical Colleges **Imo State** and Ministry of Education on NSQF implementation	Facilitate the upgrading of Technical Colleges to offer National Skills Qualification (NSQ) training, and benefits of having skilled workforce	State Government to gather relevant staff of its ministries and TCs for the workshop organized by NBTE	Staff of TCs and State Ministry of Education are informed of NSQ training	Two (2) days workshop and date as agreed with the State	Imo Government is expected to key in
9	Sensitization workshop for staff of Technical Colleges in **Abia State** and ministry of Education on NSQF Implementation	Facilitate the upgrading of Technical Colleges to offer National Skills Qualification NSQ training and benefits of having skilled workforce	State Government to gather relevant staff of its ministries and TCs for the workshop organized by NBTE	Staff of TCs and State ministry of Education are informed of NSQ training	Two (2) days workshop and date as agreed by the state	Abia State Government is expected to key in
10	Facilitate the upgrading of Technical Colleges to offer	State Government to gather relevant staff of its ministries and TCs	Staff of TCs and State ministry of Education are informed of NSQ training		Staff of TCs and State ministry of Education are	
	National Skills Qualification NSQ training and benefits of skilled workforce	for the workshop organized by NBTE			informed of NSQ training	
11	Liaison/ Coordination of NBTE's activities taking place the SEZ	To ensure smooth conduct/implementation of all programmes and activities organized by Headquarters such as workshops, conferences, and visits to institutions in SEZ	Interface with HQ. and other concerned entities including making all the necessary arrangements	All programmes and activities carried out in the zone to witness huge success	As planned or directed from time to time by HQs	
12	Training of institutions on emerging trends in skills development and related disciplines as the need arises	Towards professional and occupational self-improvement of staff	Forward proposed training to NBTE for approval to hold in the zone at suitable location and time	Improved staff professional and occupational development	Duration of training is dependent on the proposals from NBTE	Topic of training will be left open for ideas from the stakeholders and NBTE
13	Participation in training at zonal levels in various disciplines as may be proposed by the NBTE Consult and/or NBTE Center of Excellence/ UNEVOC Centre	Geared towards professional and occupational development of staff of TVET institutions as proposed by NBTE Consult and/or NBTE center of excellence/ UNEVOC Centre	NBTE Consult and/or NBTE center of excellence/ UNEVOC to relate proposals to the zone to sensitize relevant stakeholders	Participants to partake in workshops some of which are of international recognition	Duration of training is dependent on the proposals from NBTE	Topics and nature of the training are subject to needs of the stakeholders and staff motivation and upgrade

14	Participation in training at zonal levels in various disciplines as may be proposed by the NBTE Consult and/or NBTE center of excellence/ UNEVOC center objectives	Geared towards professional and occupational development of staff of TVET Institutions as proposed by NBTE Consult and/or NBTE Center of Excellence/ UNEVOC center	NBTE Consult and/or NBTE Center of Excellence/ to sensitize relevant stake holders	Participants to partake in workshops some of which are of international recognition.	Duration of training is dependent on the proposals from NBTE	Topics and nature of the training are subject to needs of the stakeholders, staff motivation and upgrade

DEPARTMENT: NORTH CENTRAL ZONAL OFFICE

S/N	Activity	Objectives	Implementation Strategy	Expected Outcomes	Time Frame	Remarks
1.	To conduct all visitations to Institutions in the Zone in conjunction with the Headquarter	The objective is to determine the strengths and weaknesses of existing programmes offered by the TVET Institutions and assess the quality of available resources to commence new programmes proposed by them. In addition, it is to ensure that all new private and public TVET Institutions are established according to the laid down standards and guidelines.	The Zonal Office shall Collaborate with the appropriate Departments to ensure full implementation of schedules of visitations; · Participate in all scheduled visit to make sure they are successful; · Submit reports of every Quality Assurance visitation in the Zone for further action; · Collect self-study questionnaires from TVET Institutions and deliver them to the Headquarters for assessment;	Presentation of weekly reports to the Special Assistant (Executive Secretary) and the Executive Committee of the Board; All programmes offered by the TVET Institutions in the Zone are approved and accredited by the Board; · Expand access to high quality higher education in the Zone.	January – December 2025	
2.	To take stock, and maintain the records/details of the Institutions in the Zone	The objective is to have up-to-date information about TVET Institutions in the Zone for official purposes.	The Zonal Office shall: · Obtain relevant information from TVET Institutions in the Zone from time to time; · Manage the data of all TVET Institutions in the	Database of all TVET Institutions in the Zone	January 2025 – December 2025	

			Zone responsibly.			
3.	To watch for Illegal Institutions	The objective is to identify illegal TVET Institutions, study centres and satellite campuses operating in the Zone.	The Zonal Office shall: · Use technological tools to identify illegal TVET Institutions in the Zone; · Gather intelligence reports from individuals and Institutions on the operations of unapproved TVET Institutions in the Zone.	Presentation of memos on newly discovered illegal Institutions to the Inspectorate Department for necessary action; ·Reduction in the number of illegal and u napproved TVET Institutions in the Zone; ·Guiding interested propri etors of such Institutions on how to obtain FG's approval and operational license in conjunction with the New TVET Institution Registration Department.	January 2025 – December 2025	
4.	To undertake advoca cy visits to Institutions and Industries on skills training and linkages.	The objective is to educate the stakeholders and promote: · Skills agenda of NBTE; · Nigerian Skills Qualification Framework;	The Zonal Office shall: · Develop Action Plan for advocacy, sensitization and other related visits; · Submit the Advocacy Plan for approval;	· Presentation of weekly reports to the Special Assistant (Executive Secretary) and the Executive Committee of the Board;	January 2025 – December 2025	
		·Industrial Training; · Industry Institution linkages; ·Entrepreneurship Traini ng. · Applied research and innovation	· Implement the approved Action Plan; · Monitor and evaluate the progress of the Action Plan.	· Presentation of Quarterly reports to the Academic Planning, Research, Statistics and ICT Department.		
5.	To engage Federal, State and Local Governments, and Organized Private Sector (OPS) on the need to establish Skills Development Ce ntres (SDCs	It is to advise and urge Governments at all level and OPS to establish well equipped and managed SDCs to offer NSQ programmes at subsidized rates to the prospective learners in order to tackle unemployment, poverty and other socio-economic challenges.	The Zonal Office shall: · Organize and carry out official visits to the elected and appointed public office holders; · Meet with the OPS during industrial events, exhibitions and trade fairs; · Use official communication to seek for their Involvement in skills development agenda of the Board.	· Establishment of Skills Development Centres in all Local Governments in Zone; · Presentation of weekly reports to the Special Assistant (Executive Secretary) and the Executive Committee of the Board.	January 2025 – December 2025	

6.	To organize specific training for TVET Institutions in the Zone	The objective is to provide relevant abilities, skills and knowledge to the staff of TVET Institutions to build their capacities and improve their proficiency on the job especially in the emerging and high demanding areas.	The Zonal Office shall: · Prepare training proposals and submit them to the NBTE Executive Committee for approval; · Forward approved proposals to the TVET Institutions to sponsor their staff for the training programmes; · Organize training and retraining courses in the Zone in conjunction with the NBTE Consults Limited or external training providers; · Facilitate training programmes Organized by the Headquarters in the Zone.	· Improvement in the staff development schemes; · Increase in the number of skilled technical manpower in the TVET sector; · Presentation of weekly reports to the Special Assistant (Executive Secretary) and the Executive Committee of the Board.	January 2025 – December 2025	
7	To scout for consultancy services for the NBTE Consults Limited within the Zone.	The objective is to improve the NBTE internally generated revenue (IGR) and engage the pool of professionals available in the Board effectively.	The Zonal Office shall: · Advertise NBTE Consults Limited to the stakeholders ; · Refer Proprietors to the NBTE Consult for patronage.	· Presentation of weekly reports to the Special Assistant to the Executive Secretary Improvement in the IGR of the Board.	January 2025 – December 2025	

DEPARTMENT: SOUTH SOUTH ZONAL OFFICE

S/N	Activity	Objectives	Implementation Strategy	Expected Outcomes	Time Frame	Remarks
1	Coordination of the Conduct of visitations such as: Resources Inspection, Accreditation, Re-accreditation, Verification and Carry Capacity in the South-South Zone in conjunction with the Headquarters	- To maintain and improved quality of programmes offered in the TVET Institutions within the Zone - To conduct effectively hitch free visits within the Zone Ensure efficient management of resources for the success of all visitations in the Zone	- Liaise with Headquarters to ensure full implementation of schedules - Liaise with TVET Institutions to ensure proper and well-coordinated visits are carried out in the Zone	- Liaise with Headquarters to ensure full implementation of schedules - Liaise with TVET Institutions to ensure proper and well-coordinated visits are carried out in the Zone Respond to all issues promptly before, during and after the visits	Timely processing of all reports on all visitations in the Zone Timely communication of outcomes of all visitations to TVET Institutions	2 weeks after every visit from the Zone to the Headquarters
2	Monitoring and provision of details of Institutions' expired programmes in the South-South Zone	- Ensure valid programmes status are maintained at all time - Serve as a wakeup call on TVET Institutions to maintain unexpired programmes Improve visitation schedule by routinely updating the	- Routinely informing TVET Institutions of the status of their programmes Liaising with the Headquarters to ensure Institutions with expired programmes from the Zone are	Improve up to date status of Directory of programmes in TVET Institutions	Quarterly(2025)	

		Headquarters on status of programmes	captured in the schedule			
3	Collection, Collation and submitting of Self Study Questionnaires (SSQs) on behalf of the Institutions to the Head office promptly	Improve processing time of Self Study Questionnaires (SSQs) submitted by Institutions	Use electronic means to deliver requests promptly	Reduce processing time by more than half	24/hrs.(2025)	
4	Monitoring and reporting of illegal Institutions and satellite campuses operations in the Zone	Curtail and contain all illegal operations of unapproved Institutions and Campuses Improve quality assurance mechanism by reporting such illegal operations to the general public	Liaise with all stakeholders in TVET such as Institutions, security agents, community leaders, etc. Carryout impromptu operations aimed to arrest and prosecute the promoters and those aiding their activities Inform the Headquarters through the Inspectorate Department of the existence of such Institutions	Reduce the number of illegal and unapproved TVET Institutions in the Zone Deter others from participating in such illegal act by widely informing the public of the Board clamping down on them	Quarterly(2025)	
5	Develop Action Plan for advocacy	Educate and inform stakeholders on the new development in TVET	Conduct meetings, visits and calls to advocate massive embrace of TVET in the society	Stakeholders buy-in of all TVET policy such as NSQ, up skilling and vocational training	Quarterly(2025)	
6	Maintain records of all TVET	To provide up to date data of all approved TVET	Collate information on visits and their	Complete Directory of approved	Quarterly(2025)	
	Institutions in the Zone	Institutions within the Zone and their programmes	outcomes from the Headquarters and compare with the Zone	Institutions in the Zone		
7	Engage Governments at all levels and Organise Private Sector (OPS) towards establishment of Skills Acquisition Centers (SAC)	To use the SACs to improve skills acquisition to reduce unemployment	Carryout visits to Government and OPS to sensitise on the need for more SACs	More SACs to be created by Government and OPS	Quarterly(2025)	
8	Facilitate training for TVET Institutions and Up-skilling of Staff	To update the knowledge and skills of Institutions and staff	Conduct training and retraining in the Zone using qualified faculty and good Facility	Production of highly skilled manpower for the TVET sector	Quarterly(2025)	
9	Scout for consultancy services for NBTE Consult Ltd	To improve the IGR of NBTE To utilize the available manpower of NBTE effectively	Engage Institutions and stakeholders Present the capability of the Consult to the TVET sector	Improved IGR Improved staff utilization	Quarterly(2025)	
10	Sensitization workshop for Board for Technical And Vocational Education of each states in the zone	Facilitate the upgrading of Technical colleges to offer NSQ and to have skilled workforce	State Boards are to gather relevant staff and TCs teachers for the workshop	The State Boards will be communicated on NSQF Training	One week workshop and Date as agreed with the State Board	

DEPARTMENT: GENERAL DUTIES

S/N	Activity	Objectives	Implementation Strategy	Expected Outcomes	Time Frame	Remarks
1.	Performance Monitoring Visits to Federal Polytechnics SERVICOM Units. This is in collaboration with Presidency and FME	Objective 1: Improving the number ,Quality, Performance and Reporting on Service Charter	NBTE Nodal Officer	Efficient and Effective Service delivery in line with the ideals of SERVICOM	This is a quarterly activity(2025)	
2.	Polytechnics SERVICOM Units meetings via zoom		NBTE Nodal Officer	To ensure global best practice in the institutions and to reduce cases of exam malpractices, sexual harassment, etc.	This is a quarterly activity(2025)	
3.	Inauguration of SERVICOM Units in the newly established Federal Polytechnics		Nodal Officer	Efficient and Effective Service delivery in line with the ideals of SERVICOM	First Quarterly 2025	
4.	Monitoring of monthly Paper Presentations		Academic Planning, ICT and Nodal Officer	To ensure good conducive environment in line with SERVICOM ideals	Monthly(2025)	
5.	Induction programme for newly appointed	**Objective 2:** Improving access, customer-friendly	SERVICOM Presidency/NBTE	Ensure quick response to customer	To be held in the 3rd quarter of the year (2025)	
	SERVICOM Committees in the Federal Polytechnics	environment and reception experience.	and the Host Polytechnic	complaint/inquiries and evolve organizational culture among staff.		
6.	SERVICOM Unit Meetings		Nodal Officer	Receive/treats complaints from staff/stakeholders for efficient service delivery	This is a monthly/quarterly activity(2025)	
7.	Preparation of signage		Nodal Officer	Provide direction to various offices, Departments, etc.	This is a continuous exercise(2025)	
8	Review of NBTE SERVICOM Charter	**Objective 3 :** Enhancing Commitment, Collaboration, Coordination and Capacity for Delivery	Nodal Officer	Consider other issues that may arise from time to time for efficient service delivery	4th Quarter(2025)	
9	Collation of Annual Reports of SERVICOM activities from Federal Polytechnic		NBTE and the Host Polytechnics	The MSU and the Presidency would be aware of the performance of SERVICOM in the TVET Sector and or give any further directive	This is an annual event. (4th Quarter)	
10	Customer Service week		Nodal Officer	Raise awareness on efficient service delivery to all customers in line with global best practices.	Annually(2025)	

11	Quarterly meeting of Management		Nodal Officer	Consider policy issues for the TVET sector and general staff/stakeholders matters for efficient service delivery	This is a quarterly event(2025)	
12	Monitoring of staff Promotional Exams		Nodal Officer	Ensure fairness and transparency in the conduct of the exercise for effective Service delivery	4th quarter(2025)	
13	Quarter Global Ministerial SERVICOM Committee (MSC) meetings			To discuss best practices among the Ministries and parastatals as regards to efficient service delivery	4th quarter(2025)	
14	SERVICOM Quarterly Breakfast Meeting			To promote service excellence, integrity, accountability, efficiency and commitment	Quarterly(2025)	

DEPARTMENT: CURRICULUM DEVELOPMENT

S/N	Activity	Objectives	Implementation Strategy	Expected Outcomes	Time Frame	Remarks
1	ND Agricultural Technology	Review	Workshop	Reviewed Curriculum	7 days	Last reviewed 2009
2	ND Animal Health and Production	Review	Workshop	Reviewed Curriculum	7 days	Last reviewed 2002
3	ND Agricultural and Bio-Environmental Engineering Technology	Review	Workshop	Reviewed Curriculum	7 days	Last reviewed 2007
4	ND/HND Fashion Design and Clothing Technology	Review	Workshop	Reviewed Curriculum	7 days	Last reviewed 2018
5	ND/HND Printing Technology	Review	Workshop	Reviewed Curriculum	7 days	Last reviewed 1989
6	ND/HND Estate Management and Valuation	Review	Workshop	Reviewed Curriculum	7 days	Last reviewed 2003
7	ND/HND Chemical Engineering Technology	Review	Workshop	Reviewed Curriculum	7 days	Last reviewed 2004
8	ND/HND Civil Engineering Technology	Review	Workshop	Reviewed Curriculum	7 days	Last reviewed 2003
9	ND/HND Welding and Fabrication Engineering Technology	Review	Workshop	Reviewed Curriculum	7 days	Last reviewed 2004
10	ND/HND Foundry Technology	Review	Workshop	Reviewed Curriculum	7 days	Last reviewed 1989

11	ND/HND Metallurgy	Review	Workshop	Reviewed Curriculum	7 days	Last reviewed 1989
12	ND/HND Water Resources Engineering Technology	Review	Workshop	Reviewed Curriculum	7 days	Last reviewed 2014
13	ND/HND Renewable Energy Technology	Review	Workshop	Reviewed Curriculum	7 days	Last reviewed 2014
14	ND/HND Local Government Studies	Review	Workshop	Reviewed Curriculum	7 days	Last reviewed 2000
15	ND/HND Pharmaceutical Technology	Review	Workshop	Reviewed Curriculum	7 days	Last reviewed 2005
16	ND Entrepreneurship Development	Review	Workshop	Reviewed Curriculum	7 days	
17	ND Mass Communication	Review	Workshop	Reviewed Curriculum	7 days	Last reviewed 2018
18	ND Computer Science	Review	Workshop	Reviewed Curriculum	7 days	Last reviewed 2019
19	HND Agricultural Extension and Management	Review	Workshop	Reviewed Curriculum	7 days	Last reviewed 2018
20	HND Animal Health and Technology	Review	Workshop	Reviewed Curriculum	7 days	Last reviewed 2002
21	HND Animal Health Technology	Review	Workshop	Reviewed Curriculum	7 days	Last reviewed 2002
22	HND Urban and Regional Planning	Review	Workshop	Reviewed Curriculum	7 days	ND was recently reviewed in 2022
23	HND Agricultural and Bio-Environmental	Review	Workshop	Reviewed Curriculum	7 days	Last reviewed
	Engineering Technology Options: 1.Farm and Power 2.Post-Harvest 3.Soil and Water Conservation					2007 1989 1989
24	HND Electrical/Electronic Engineering Technology options: 1.Power and Machines 2.Instrumentation and Control 3.Elect./Telecom	Review	Workshop	Reviewed Curriculum	7 days	Last reviewed 2004 2004 2004
25	HND Science Laboratory Technology Options: 1.Environmental Biology 2.Microbiology 3.Chemistry 4.Biochemistry 5.Biology	Review	Workshop	Reviewed Curriculum	7 days	ND was reviewed in 2019 and HND (physics with electronics in 2021)
26	HND Produce Inspection	Development	Workshop	Developed Curriculum	7 days	
27	HND Forensic Technology	Development	Workshop	Developed Curriculum	7 days	
28	HND MLT	Development	Workshop	Developed Curriculum	7 days	
Technical Colleges (TC) Curricula						
29	Agric. Implement	Development	Workshop	Developed Curriculum	7 days	

30	Mining	Development	Workshop	Developed Curriculum	7 days	
31	Mechanical	Development	Workshop	Developed Curriculum	7 days	
32	Electrical Installation and Works Practice	Development	Workshop	Developed Curriculum	7 days	
33	Hospitality	Development	Workshop	Developed Curriculum	7 days	
National Occupational Standard (NOS)						
34	Organic Agricultural for Crop production	Review	SSC Agric./Agro-processing	Reviewed NOS	17 days	Seven (7) days for Zero Draft, Five (5) days for Critique a nd five(5) d ays for Validation
35	Organic Agriculture for Fisheries Production	Review	SSC Animal Husbandry	Reviewed NOS	17 days	Seven (7) days for Zero Draft, Five (5) days for Critique a nd five(5) d ays for Validation
36	Organic Agriculture for Livestock Production	Review	SSC Agric./Agro-processing	Reviewed NOS	17 days	Seven (7) days for Zero Draft, Five (5) days for Critique a nd five(5) d ays for Validation
37	Culinary Art	Review	SSC Cosmetology/Beauty	Reviewed NOS	17 days	Seven (7) days for Zero Draft, Five (5) days for Critique a nd five(5) d ays for Validation
38	Ticketing and Reservation	Review	SSC Hospitality leisure and Tourism/National Institute of Hospitality and Tourism NIHOTOUR	Reviewed NOS	17 days	Seven (7) days for Zero Draft, Five (5) days for Critique a nd five(5) d ays for Validation
39	Home and In-Keeper Operations	Review	SSC Hospitality leisure and Tourism/National Institute of Hospitality and Tourism NIHOTOUR	Reviewed NOS	17 days	Seven (7) days for Zero Draft, Five (5) days for Critique a nd five(5) d ays for Validation
40	Technical French	Review	Workshop	Reviewed NOS	17 days	Seven (7) days for Zero Draft, Five (5) days for Critique a nd five(5) d ays for Validation
41	Produce Inspection and Legislation	Development	Workshop	Developed NOS	17 days	Seven (7) days for Zero Draft, Five (5) days for Critique a nd five(5) d ays for Validation
42	Agricultural Produce Grading	Development	Workshop	Developed NOS	17 days	Seven (7) days for Zero Draft, Five (5) days for Critique a nd five(5) d ays for Validation
43	Produce Inspection	Development	Workshop	Developed NOS	17 days	Seven (7) days for Zero Draft, Five (5) days for

						Critique and five(5) days for Validation
44	Crop Drying Methods a nd Equipment	Development	Workshop	Developed NOS	17 days	Seven (7) days for Zero Draft, Five (5) days for Critique a nd five(5) d ays for Validation

DEPARTMENT: NEW TVET INSTITUTIONS REGISTRATION

S/N	Activities	Objectives	Implementation Strategy	Expected Outcomes	Time Frame	Remarks
1.	Receive and process applications for establishment of new TVET institutions	To analyze application by prospective institution for licensing	To communicate requirements; - Receive and process applications and o ther related documents for the establishment of new institutions from NBTE up to the federal ministry of Education. - Response to enquiries relating to establishment of TVET institutions.	Licensing of new TVET institutions in Nigeria.	Jan – Dec 2025	
2.	Digital assessment of Needs Survey Document	Analyze Needs Survey documents and final review of other documents for the submission of SSQ	Evaluate Needs Survey. Review of other submitted application document. Grant approval for institutions to add programmes on the digital platform.	Institution add programmes it Intends to mount.	Jan – Dec 2025	
3.	Add details, Confirm and approve add programmes.	To gra nt institution accessto fill and submit SSQ on the digital platform.	Add Details Confirm add Programmes Approve add propgrammes	Grant access to institutions to fill and submit SSQ on the Digital platform.	Jan – Dec 2025	
4.	Add personnel and vehicle on the digital platform	To a dd personnel that will be involved on an approval visit	Add NBTE staff and resource persons for a visit. Add vehicle that will be used for the visit.	Physical verification of what institutions filled and submitted in	Jan – Dec 2025	

		and also add vehicle to be used for the visit.		their SSQ on the digital platform.		
5.	Processing of schedule for the estimated cost of visit for payment.	Processing of schedule for payment.	Submission of schedule for audit verification for management approval.	Approval of estimate for schedule of visitation	Jan – Dec 2025	
6.	Coordination of approval/resources inspection to new institutions for licensing	To verify resources available for the commencement of the institution	Visitation to the institution to verify resources for; - Institutional administration and - Programme(s)	Recommendation to the management	Jan – Dec 2025	
7.	Review of guidelines for the establishment of new TVET institutions	For the evaluation of the Establishment process and guidelines.	Input from institutions, employers and labor market information	Established institution to meet industry demand	Jan – Dec 2025	
8.	Receipt of applications for the establishment of Training Center	Process the Approval of National Skills Qualification Training Centers	Analysis the application documents of NSQ Training Centers.	Draw up Training Centre Approval Visit estimate after successful analysis of application documents	Jan – Dec 2025	
9.	Sending NSQ TC approval visit estimate for audit and approval for conveyance.	Obtain approval for conveyance of cost estimate to institution	▯ Sending cost estimate to audit. ▯ Sending audited estimate for approval by the ES. ▯ Convey cost implication to institution	Carry out Tc Approval visit in conjunction with Awarding Body and then covey approval to TC and Awarding Body.	Jan – Dec 2025	
			▯ Visit TC in conjunction with Awarding Body for resources inspection and approval.			
10	Departmental Quarterly meeting	To discuss and trash matters arising in the department and to also track progress of the department throughout the quarter.	▯ All members of the department present issues and matters arising. ▯ Activities of the department are listed and tracked. ▯ Records are updated.	Resolving all matters arising, tracking and updating of records of the department.	Jan – Dec 2025	

DEPARTMENT: PROCUREMENT

S/N	Activity	Objectives	Implementation Strategy	Expected Outcomes	Time Frame	Remarks
1.	Curriculum Review/ Development	To Review Obsolete TVE Curricula & Develop new curricula	Procurement process via 2025 Appropriation bill	Review and Development of TVE curricula	June-December, 2025	
2.	Computerization and Digitalization of NBTE activities Phase 111	To develop a platform for execution of NBTE activities	Procurement process via 2025 appropriation bill	Software design optimization and installation; Personnel training for operational use	March-December, 2025	
3.	Procurement and accreditation/ Monitoring and evaluation vehicles	To provide utility vehicle(s) for staff of the board	Procurement process via 2025 appropriation bill	Procurement of 10 No. vehicles for the board	March-June, 2025	
4.	Rehabilitation/ repairs of NBTE secretariat complex, Kaduna	Infrastructural upliftment of the secretariat	Procurement process via 2025 appropriation bill	External and general maintenance works at the NBTE secretariat complex new wing	March-December, 2025	
5.	Rehabilitation/ repairs of NBTE Liaison office, Abuja	To provide infrastructural development to the liaison office	Procurement process via 2025 appropriation bill	Rehabilitation works at the NBTE liaison office, Abuja	March-December, 2025	
6.	Review and development of NOS, training of assessors and	To review obsolete NOS & develop new Occupational Standards	Procurement process via 2025 appropriation bill	Development of National Occupational Standards	June-December, 2025	
	verifiers, Monitoring and evaluation of Awarding Bodies, Training of providers of Sector Skills Councils, Funding of National Skills Council					
7	Construction, Furnishing and Equipping of staff offices at 6 NBTE Zonal Offices	To provide infrastructural development to the NBTE Zonal offices	Procurement process via 2025 appropriation bill	Construction and Furnishing of office building at the six NBTE Zonal offices	March-December, 2025	

DEPARTMENT: CENTRE OF EXCELLENCE FOR TVET

S/N	ACTIVITY	OBJECTIVES	IMPLEMENTATION STRATEGY	EXPECTED OUTCOME	EXPECTED OUTCOME	TIME FRAME /DATE
1	Adoption and implementation of the national ODFeL policy, ODFeL Standard and Accreditation Tool and a monitoring & evaluation (M&E) framework developed with COL's support.	i. Enhance Quality Assurance of ODFeL ii. Train NBTE staff and TVET practitioners on ODFeL implementation and monitoring. iii. Strengthen the resilience of the TVET system through blended learning strategies. iv. Co-create a micro-course and guidance notes with regional partners in Zambia and Kenya. v. Foster collaboration among policymakers, educators, and institutions for sustainable ODFeL practices.	i. Carry out Inception Activities ii. Conduct Sensitization and Training iii. Carryout Quality Audit and Accreditation iv. Conduct Monitoring and Evaluation Activities v. Produce Final Reporting	Improved Access and Quality Strengthened System Resilience Knowledge Creation Stakeholder Alignment	Jan – May 2025	
2	Development of Digital Competency Online Course for TVET Teachers	Build the digital competency of TVET trainers in line with the Dig Comp Edu standards and the	i. Submission of Course Outline (1 to 6) ii. Development and submission	Equip TVET Teachers with 21st Century Skills to be able to train learners using digital tools	Jan – Jun 2025	
		Nigeria Digital Literacy Framework	of draft online course Module (1 to 6) iii. Critique and Validation of draft module to align with the National Occupational Standard (NOS) iv. Submission of course evaluation report v. Submission of converted online course vi. Enrolment of learners for the pilot vii. Deployment and running of the validated course on NBTE Moodle LMS and Assessment viii. Review of course and feedback from learners			
3	Contribute to strengthening NBTE's capacity and institutional development efforts, within the framework of international academic partnerships.	Increase e the quality, relevance and effectiveness of TVET education to international standards and evolving trends; Strengthen NBTE's institutional capacity to improve the capability of TVET institutions to			Jan – Dec 2025	NBTE/Shaanxi Polytechnic China Partnership

		produce competent skilled graduates. Advance NBTE's internationalisation goals in line with the ongoing rethinking and repositioning of the TVET system for the 21st Century world. Support NBTE in articulating a strong vision and sustainable outcome for TVET to meet national development policy objectives				
4	Training and Capacity Building of 2500 Nigerian students and 500 TVET Lecturers in Artificial Intelligence, repair of HVAC (Heating, Ventilation and Air conditioning Systems) using hellotechnic	Promote Lifelong Learning Expand Access to Quality TVET Drive Innovation in Digital TVET Integrate Digital Skills Forge Industry Partnerships Enhance Capacity Building. Develop Tailored Training Programs Establish Exchange Programs Build International Collaborations	Establishment of a Joint Implementation Committee Promote programme to TVET community and Nigerian in general. Enrollment of learners on the hellotechnic.com platform Training of 2500 Students and 500 Lecturer using the Hellotechnic platform	Upskills and reskill Nigerians with relevant skills to meet the global demand.	Jan – Dec 2025	NBTE/Rahjou Institute Iran Partnership
5	Monitoring and Evaluation of ODFeL	Build the resilience of TVET in Nigeria	Implement the M7E Framework for	Assure the quality and delivery of ODFeL	Jan – Dec 2025	NBTE Centre of Excellence
	Institutions		ODFeL in evaluating the performance of ODFeL Institutions	Programmes in TVET		Activity
6	Accreditation of 39 ODFeL Institution	Build the resilience of TVET in Nigeria	Implement the Standards and Accreditation Tools for ODFeL in TVET Quality assure the ODFeL Programmes offered by TVET Institutions	Expand Access to quality TVET delivery through ODFeL	Jan – Dec 2025	NBTE Centre of Excellence Activity
7	Training of TVET Teachers on Digital Competency	Promote blended learning in TVET	Enroll 600 learners on the NBTE Moodle Platform	Build the digital capacity of TVET teachers	Jun – Dec 2025	NBTE Centre of Excellence Activity
8	Celebrate the World Zero Waste Day	Promote sustainable consumption and production aimed at raising awareness on responsible resource use, minimize waste generation and improve waste management.	Organise webinar	Creating Awareness to TVET Community	March 30, 2025	NBTE Centre of Excellence Activity
9	Celebrate the World Youth Skills Day	Join the Global Community in Marking the World Youth Skills Day	Organise webinar and other youth initiatives	Raise awareness on the importance of Skills Development	July 15, 2025	NBTE Centre of Excellence Activity
10	Review and updating of NBTE Digital Platform	Periodic update and technical support for the NBTE Digital Platform	Use for the digital transformation of NBTE	To keep the system up to date	Jan – Dec 2025	NBTE Centre of Excellence Activity

DEPARTMENT: SOUTH WEST ZONAL OFFICE

S/N	Activity	Objectives	Implementation Strategy	Expected Outcomes	Time Frame	Remarks
1	Joint Visits to TVET institutions in the zone for advocacy during the following exercises; - Resources Inspection. - Accreditation, - Re-accreditation - Verification - Carrying Capacity	• To maintain and improve quality of programmes offered in TVET institution within the zone To assess the adequacy of human and materials resources in an institution before students' admission	• Liaise with Headquarters to ensure full implementation of schedule • Liaise with institution to ensure hitch free visit Address arising issues within limit before, during and after visit	Only approved programmes will be allowed to admit students. Accredited programmes will proceed to HND and/or NYSC	Schedule to be raised by relevant depts. quarterly & approved centrally by ES.	
2	Collection and transmission of relevant correspondences/submissions from institutions and stakeholders to the Headquarters	To facilitate correspondences/submissions for improved services	Use electronics/ICT to transmit correspondences/submissions promptly	Minimize response time	Continuously	
3	Monitoring and reporting of illegal TVET institutions and satellite campuses operations in the zone	Contain the operations of illegal TVET institutions and satellite campuses in the zone	Liaise with approved TVE instructions and stakeholders to provide information on the activities of	Reduce the numbers of illegal TVET institutions in the zone	continuously	
4	Engage government at all level and	To use SACs to improve skill acquisition and	Reach out governments and	Equip unemployed with relevant skills for sustenance	quarterly	
	Organized Private Sector within the zone towards the establishment Skills Acquisition Centers for the award of NSQs	reduce unemployment in the zone	OPS to sensitize them on NSQ			
6	Advocacy visit to TVET institutions and stakeholders in Lagos and Ogun states	To intimate institutions on the reasons for establishing the zonal office as well as informing them of the functions of the zonal office	Visit the institutions to discuss with the management and also handout relevant publications of the Board	Staff of institutions and relevant stakeholders are aware about presence of the zonal office	One week workshop and date as agreed with the State	
7	Advocacy visit to TVET institutions and stakeholders in Oyo and Osun states	To intimate institutions on the reasons for establishing the zonal office as well as informing them of the functions of the zonal office	Visit the institutions to discuss with the management and also handout relevant publications of the Board	Staff of institutions and relevant stakeholders are aware about presence of the zonal office	One week workshop and date as agreed with the State	
8	Advocacy visit to TVET institutions and stakeholders in Ondo and Ekiti state	To intimate institutions on the reasons for establishing the zonal office as well as informing them of the functions of the zonal office	Visit the institutions to discuss with the management and also handout relevant publications of the Board	Staff of institutions and relevant stakeholders are aware about presence of the zonal office	One week workshop and date as agreed with the State	
9	Advocacy visits to regulatory bodies and/or professional associations on implementation of NSQ training	Promoting skills training and linkages of TVET institutions with industries; NSQ to be used to assess the level of competency of	Visit some regulatory and professional bodies to discuss NSQ training certification	Regulatory and professional bodies will join in NSQ assessment and learners be easily	Continuously	

	in labor market and TVET institutions	workers and students.		registered		
10	Various training in the zone for staff in all categories of TVET institutions Topics to be in various disciplines as need arises	Facilitate training at zonal levels for Polytechnics and other TVET institutions as proposed by the zone or stakeholders in the zone	Forward proposed training to NBTE for approval to hold in the zone at suitable location and time.	Staff interest and development will be enhanced on participation in relevant trainings	Duration of training are dependent on the proposals	Hosting to be Rotated amongst institutions
11	Scout for consultancy services for NBTE Consult Ltd.	To engage expertise of the available NBTE personnel and attract IGR for the Consult	Engage TVET institutions and relevant stakeholders	Improved IGR Maximize staff utilization	Duration of training are dependent on the proposals	Hosting to be Rotated amongst institutions
12	Scout for consultancy services for NBTE Consult Ltd	To engage expertise of the available NBTE personnel and attract IGR for the Consult	Engage TVET institutions and relevant stakeholders	Improved IGR Maximize staff utilization	routinely	
13	Collection and Publication of Statistical Data from all the TVET Institutions in the South West Zone and identifying the Accreditation Status of Institution/Programmes	Proper planning and control of the activities of these Institutions	Via portal collection and physical collection from that those that did not respond	Having accurate Data handy.		
14	Representation of the Board during Matriculation and Convocation ceremonies of Institution within the zone	Participation and ensuring the carrying capacity is maintained	Witnessing the Process	Record purposes		
15	Identification of Institution for TETF Intervention	To be able to recommend to TETF	Recommendations	Intervention		
16	Awareness/Advocacy on Zero Waste i.e. recycling of wastes within the zone	Environmental Friendly	Encourage Institutions to collect/recycle waste	Zero Waste		
17	Identifying Institutions that have established NSQ Centre/ those without NSQ Centres	NSQ Compliancy	To keep encouraging Institutions	Establishing of NSQ Centres		
18	Involvement of the NBTE SOUTH West Zone in NSQ and other activities of the Board within the zone	Involvement of the [illegible] the zone	Noting activities of the Board within the zone	Record keeping		
19	Identifying Skills' Centres that could be upgraded to NSQ Centres/	More establishment of TVET institutions	Visitations	Identifying Skills Centres		

	Monotechnics/ Polytechnics					
20	Liaising with Informal Sectors like Computer Village in Ikeja to be trained as Assessors and formalizing their skills	Formalising the informal sectors	Visitations	Identifying Skills Centres		

DEPARTMENT: ABUJA LIAISON OFFICE

S/N	**Activity**	**Objectives**	**Implementation strategy**	**Expected Outcome**	**Time frame (state date of commencement and date of completion)**	**Remarks**
1.	Organize collaborative workshops with government agencies	Sensitization, strengthen inter-agency collaboration	-Advocacy visits -Organize bi-annual workshops with other government agencies	Improved policy alignment and execution	April, Oct 2025	Identify relevant agencies for collaboration
2	Host virtual inter-agency collaboration meetings	Foster inter-agency collaboration	Organize quarterly virtual meetings with stakeholders	Improved collaboration and faster issue resolution	Quarterly (Jan, Apr, Jul, Oct) 2025	Ensure consistent follow-up on action items
3	Receive & respond to inquiries	prompt and timely delivery	Prompt delivery & treating of request/mail by concerned officer of the board as may be directed by the ES	Timely response	2025	
4	Host activities organized by the board at Abuja	Efficiently handle preparation for activities organized by the board	Provide conducive environment	Successful and hitch free activity/event	Jan – Dec 2025	
5	Host ES meeting with CEOs &AMPs and other organizations	Foster and strengthen collaboration with other agencies and the public	Provide conducive environment	A better-informed stakeholder	Jan – Dec,2025	
6	training/capacity building on report writing,	to improve the performance and ensure better output of staff of the liaison office	-Organize workshops focusing on AI/ICT, leadership and team management	Improve/increase staff efficiency in handling ICT, data and inquiries	Apr – Sept, 2025	Collaborate with AI/ICT specialists and admin experts

	presentation, AI/ICT Training, office and administrative skills		-Conduct AI integration workshops for administrative efficiency	management, leadership and service delivery		
7	Establishment of a digital resource center	Provide access to e-books, journals, databases for research and learning.	-Train liaison office staff on managing and maintaining digital resources. -acquire subscriptions to digital ac ademic resources. -partner with institutions to expand access.	Increased access to learning materials and recognition as a knowledge hub.	Jan, 2025	
8	Incorporation of servicom unit	To acc ess staff service delivery	Questionnaire on staff delivery to be filled by visitors.	Boost staff seriousness and sense of handling official assignment	Jan – Dec 2025	Questionnaire at reception
9	Quality assurance inspection/visitati on to institutions under FCT by liaison office staff	To e quip liaison office staff on the NBTE mandate	Staff of the liaison office to handle any official assignment to institutions under FCT/North central	Contribute to implementing NBTE objectives	Jan - Dec 2025	
10	NBTE liaison office open house events	Increase public awareness	Hold quarterly open house events to engage public and stakeholders	Increased transparency and public trust	Quarterly (Mar, Jun, Sep, Dec) 2025	Prepare materials for visitors and media engagement
11	Reach out to stakeholders from private sector to form new Strategic	Expand NBTE's influence through partnerships	Partner with private sector entities to support technical education and internships	Expanded internship opportunities and support	Jan – Jun 2025	Engage reputable industry partners from private sector
	partnership programs					
12	Budgeting and financial planning	Promote accountability and sustainability	Develop a comprehensive financial management plan	Financial stability of the liaison office to be able to function independently	Jan 2025	
13	Revenue generation plan for liaison office projects	Develop a comprehensive revenue generation plan to facilitate projects at the liaison office	Analyze current revenue streams (restaurant, car park) and strategies how to improve revenue (internally)	Meet set revenue goal and channel revenue to projects at liaison office	Jan – Mar 2025	

DEPARTMENT: FINANCE AND ACCOUNTS

S/N	ACTIVITY	OBJECTIVES	IMPLEMENTATION STRATEGY	EXPECTED OUTCOMES	TIME FRAME (START DATE END DATE)	REMARKS
1	Budget performance (2025)	To project for the year 2025	To use 2024 estimate and estimate for 2025	100% approval and releases from National Assembly	All year 2025	
2	Audit Report of Accounts Closure of accounts recurrent and overhead	To have an independent audit opinion on the financial statement of the board	To present all books of accounts to the external auditors	Audit Report	January-March,2025	
3	Visit of National Assembly members oversight	Oversight function	Visit to the Board by the Edu – Tertiary committee	February and March	July-September,2025	
4	Visitors from Auditor General	Re continuation of the closure of accounts	Working visit	confirmation	End of last quarter,2025	
5	Visit from Accountant General's office	Re confirmation of closure of accounts	Working visit	confirmation	End of last quarter,2025	
6	Visit from OAGF Inspectorate unit	Inspection of Accounting books	Working visit	confirmation	Last quarter,2025	
7	Visit by ICPC	Investigation	Working visit	confirmation	1st & 4th Quarter,2025	
8	Visit by the Auditor general for the federation (Treasury unit)	Inspection of Accounting books	Working visit	confirmation	4th quarter,2025	
9	Budget Defence	Defence of 2024 NBTE Budget	Visit to both House of Assembly by the ES and	Budget Defence	Last quarter,2025	
			His team for Budget Defence			
10	Visit by Ministry of Education (Budget office)	Capital projects/Budget Monitoring	Monitoring/Inspection of Capital Projects	Monitoring/Inspecti on	2nd & 4th Quarter,2025	
11	Visit by Office of the Accountant-General of the federation	Closure of Books	Inspection	Closure of Accounting books for 2023	Last quarter,2025	
12	FME (Education Planning a nd Development Department)	Training on Budget Preparation and Implementation	Training	Understanding the Techniques in Budget Preparation	Within the year	

DEPARTMENT: HUMAN RESOURCE

S/N	Activity	Objectives	Implementation strategy	Expected Outcome	Time Frame (State date of commencement and date of Completion)	Remarks
1.	Compilation of current establishment vacancies for all cadres of staff for the purpose of appointments/ transfers. Processing application for appointment, transfer, secondment, reabsorption and regularization of appointment and merging of service. Serves as secretariat for appointment of all categories of staff to the Board. Recommendation application for extension or renewal of Contract appointments. Liaising with Appointments, Promotions and Disciplinary sub-committees of the Board on appointments, promotion, termination, resignation, dismissal,	To harvest the vacancies available To meet up with extant rules To update staff records	Liaising with departments to harvest vacancies Scrutiny of staff files in relation to extant rules	The actual number of vacancies is arrived at	December, 2025	
	abscondment and death of any staff of the Board.					
2	Documentation of the new employees on fresh appointment or transfer service to the Board. Posting of new employees to their relevant departments and also maintain records of staff turnover	To fulfill the requirements of transfer. To balance up departmental needs in terms of workforce	Following of extant rules, filling of ROS etc. To scrutinize	A balance workforce	Two weeks	
3	Keeping of all record of staff turnover	To have a current workforce	Frequent updating of records	An updated workforce	January-December, 2025	
4	Maintaining of nominal-roll or list of all staff of the Board and updating it periodically to include names of fresh employees and deleting names of staff that might have left the service either voluntarily, retirement, termination, withdrawal, resignation or death	To update staff records	Frequent updating of records	An updated workforce	On monthly basis	
5	Preparation, termination, withdrawal, resignation or death	To update staff records	Frequent updating of records	An updated workforce	Last quarter 2025	
6	Processing of staff request for up-grading and change of cadre on acquisition of relevant qualification	To maintain a fair treatment on staff	Treatment of all cases as they come	An updated workforce	One month	

7	Proving general information on staff concerning service records and present posting station	To obtain current status of staff	Periodic update of information	An updated Information always	As the need arises	
8	Distributing annual performance evaluation report forms to members staff for completion and later collate, process and table them before appointments, promotion and disciplinary sub-committees for consideration	To fulfill one of the requirements for promotion	Scrutinizing deserving staff before issuance	Time of the requirements of promotion is achieved	First and Last Quarters, 2025	
9	Issuance of letters of promotion and acting appointments to deserving and qualified members of staff	To motivate members of staff	Deserving staff are issued letters	Deserving staff are given their promotions, acting appointments etc.	1st Quarter of 2025	
10	Management meetings	To discuss all issues relating to staff and the board	By preparing minutes of last meeting, preparing resolutions etc.	Discussions of meetings are gathered for further action	As scheduled	
11	Servicing of general meetings	To discuss all issues relating to staff	By preparing minutes of last meeting, preparing resolutions etc.	Discussions of meetings are gathered for further action	Two days	

DEPARTMENT: AUDIT

S/N	Job Description	Activity	Time for Completion	Likely delay	Action by
1.	Verification of estimates for Accreditation, Resource Inspection, Carrying Capacity, Curriculum Development Workshops is carried out as they are received from the various Programmes Departments of the Board.	Documents are received from any of the Departments	Within 24hrs	Sometimes the supporting documents are incomplete or items supplied might be incomplete or might not be according to Specification.	Audit staff assigned for the inspection
2.	Requests for verification of touring advances, impress replenishments, professional seminars, MCPDs, bills for electricity, water and waste disposal (Abuja Liaison office) are received and attended to.	Estimates are received from the various Programmes Departments	3 - 5 days depending on the volume of the estimate.		Audit staff assigned to verify the estimates
3.	Files for retirement of advances granted to staff to carry out some official assignment or make a direct purchase are received and treated.	Requests are received through the Finance and Accounts Department.	Within 24hrs		Audit staff assigned to verify The requests
4.	Payment vouchers of various expenditures and contracts awarded with their corresponding files are received from the Finance and Accounts Department and treated	Files are received from the Finance and Accounts Department	2 – 3 days	Sometimes advance copies in the Audit are not located due to mis-filing. Also, supporting documents for the retirement of advance are either not attached or	Audit staff assigned the file for verification, raises observation seeking for complete

				they could be incomplete.	documents to be attached.
5.	Request for inspection of items purchased and supplied to the Board are attended to.	Vouchers and accompanying files with file copies of supporting documents are received from the Finance and Accounts Department	1-2 days	Sometimes incomplete supporting documents could be attached, amount in figures might not tally with amount in words, spaces for the officer checking the voucher or authorizing the voucher might not be endorsed.	Audit staff assigned the vouchers for verification
6.	Market survey for various items is carried out as requests for the confirmation of prices of these items are received.	Request for confirmation of prices for purchase of certain items are received through the Finance and Accounts Department	1 - 2 days	Lack of vehicle and driver to convey the Audit staff for the market survey, or delay in replenishment of Imprest in good time to enable the Imprest holder release transport fare for the Auditor to carry out the market survey. The prospective vendors unwillingness to furnish the Auditor with the price of the item because he/she will not be patronized for the Purchase.	Audit staff assigned to carry out the market survey
7.	Compilation of Quarterly and Annual Reports of the Board's financial activities.	Appointment and promotion letters, variation advice received from the Finance and Accounts Department	1-3 days depending on the number of staff promoted	Non submission of the current year's staff payroll listing to enable the Auditor compare the last salary level to the new salary placement of the staff as a result of the	Audit staff assigned to confirm the new Salary level.
				Promotion.	
8.	Confirmation of salary grade levels and steps on receipt of variation advice and promotion letters.	NYSC redeployment letters received from the Human Resource Department and schedule of allowances received from the Finance and Accounts Department	1 day	-	Audit staff assigned for the verification of the allowances
9.	Verification of staff salaries	Written quarterly and annually or as the need arises	5 days	Certain information needed from the Finance and Accounts Department might not be given on time because some Books of Accounts might be in action with some External Accounting officers e.g. staff of OAGF	Audit staff assigned to write the report
10.	Data derived from advance copies are indexed and filed accordingly (this is quite voluminous)	Data derived from advance copies	Daily		Clerical Officer in the General Office assigned to keep records

7.1.3 Performance Management

A performance management system will be institutionalized to track progress against set targets. This will involve:

- Establishing Key Performance Indicators (KPIs) linked to Strategic objectives.
- Conducting quarterly, mid-year, and annual performance reviews.
- Utilizing digital monitoring tools for real-time data capture.
- Aligning individual staff performance contracts with institutional goals.
- Instituting rewards, recognition, and sanctions to reinforce accountability.

7.2 Coordination Framework

Effective coordination is essential to harmonize the contributions of various stakeholders in the Technical and Vocational Education and Training (TVET) sector. The framework ensures synergy across NBTE departments, TVET institutions, regulatory bodies, industry partners, and development agencies.

7.2.1 Institutional Framework

The institutional framework establishes the organizational architecture for implementing this plan. It clarifies the roles of:

- **NBTE Headquarters** – policy leadership, regulatory oversight, and monitoring.
- **Zonal Offices** – coordination and support at the zonal level.
- **TVET Institutions** – primary implementers of teaching, learning, and skills development.
- **Industry Partners** – providers of work-based learning, internships, and technology transfer.
- **Development Partners** – technical assistance and financial support for innovation.

7.2.2 Staffing and Competence Development

Implementation success depends on the quality, competence, and motivation of NBTE staff. Key measures will include:

- Recruitment of qualified personnel with technical expertise.
- Continuous professional development through training, seminars, and workshops.
- Strengthening institutional capacity in ICT, research, data analytics, and policy evaluation.
- Establishing clear succession and talent management Plans.

7.2.3 Leadership

Leadership at all levels of the Board and TVET institutions is critical to achieving Strategic outcomes. NBTE leadership will:

- Provide vision and Strategic direction.
- Ensure participatory decision-making and inclusive governance.
- Champion integrity, transparency, and accountability.
- Motivate and inspire staff to achieve excellence in service delivery.

7.2.4 Systems and Procedures

NBTE will adopt modern systems and procedures to guarantee efficiency and consistency. These will include:

- Standard Operating Procedures (SOPs) for core functions.
- ICT-enabled management information systems for data-driven decision-making.
- Results-based monitoring and evaluation mechanisms.
- Clear communication and reporting protocols across all levels.

7.3 Risk Management Framework

Strategic Plan implementation is subject to internal and external risks that must be systematically managed. NBTE will adopt a proactive risk management framework that identifies, analyzes, and mitigates potential risks. Key risk areas include:

- **Funding Risks** – inadequate or delayed release of resources. *Mitigation: diversified funding, advocacy, and improved financial management.*
- **Human Capacity Risks** – shortage of skilled personnel or resistance to change. *Mitigation: continuous training and stakeholder sensitization.*
- **Policy and Regulatory Risks** – changes in government policy or regulations. *Mitigation: proactive policy engagement and scenario planning.*
- **Technological Risks** – slow adoption of digital systems.
- *Mitigation: phased digitalization and ICT support.*
- **Operational Risks** – inefficiencies in implementation and coordination. *Mitigation: strong project management and oversight mechanisms.*

Risk Management Matrix

Risk	Likelihood	Impact	Mitigation Strategy
Inadequate funding	High	High	Diversify funding sources; strengthen PPPs and donor engagement
Political/policy changes	Medium	High	Build stakeholder consensus; align plan with national policy priorities
Resistance to change (organisation/staff)	Medium	Medium	Implement change management programs; provide training and incentives
Technology adoption challenges	High	Medium	Provide technical support and training; phase implementation gradually
Weak monitoring & evaluation	Medium	High	Strengthen M & E Unit; deploy digital dashboards and regular reporting

Periodic risk assessments will be conducted, and a risk register maintained to guide contingency planning and ensure the resilience of the implementation process.

CHAPTER EIGHT

RESOURCES REQUIREMENT AND MOBILISATION STRATEGIES

This section presents the financial and non-financial resources required for the effective implementation of the Strategic Plan. It outlines strategies for resource mobilization, and the mechanisms for managing those resources efficiently and effectively. The framework emphasizes the optimal utilization of available resources and the exploration of innovative funding opportunities to support the successful execution of the Board's Strategic priorities.

8.1 Financial Requirements

Successful implementation of this Strategic Plan will depend on efficient utilization of resources required to undertake the various activities. The FAs and administrative cost inform the total annual budget as demonstrated in Table 7.1.

Financial Requirement for Implementing the Strategic Plan

Cost Area	Projected Resource Requirement (. Million ₦)					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Quality and Relevance						
Access, Equity and Inclusivity						
Governance and management						
Funding and Financing						
Technology Integration and Knowledge Management						

Personal emoluments and related expenses

Governance expenses						
Operation & Maintenance expenses						
Total						

Resource Gaps

FY	Estimated Financial Requirement (million ₦)	Estimated Allocation (million ₦))	Variance (million ₦)
Year 1			
Year 2			
Year 3			
Year 4			
Year 5			
Total			

8.2 Resource Mobilization Strategies

The Board currently depends on the government allocation for all its recurrent and development funding. Past experiences have shown that government grants were insufficient to fully support the Board's operations. Consequently, this plan period calls for robust strategies to enhance resource mobilization and broaden the funding base to address budgetary gaps.The estimated cost of implementing the Strategic

Plan will be huge. To augment the government's funding, the Board will need to secure additional resources through avenues such as increased support from development partners and improved revenue collection from services rendered.

To ensure realization of all the planned activities, the Board shall, in addition to the Federal Government statutory allocation, embark on revenue drive agenda which shall be independent from the FG's subvention. Part of the strategies that are being envisaged include:

a) Optimize existing revenue streams
b) Identify additional revenue streams including but not limited to:
   i. RPL Centre Registration fees
   ii. Improved Partnership and Collaborations
   iii. TVET Consultancy Services
   iv. Commercialization of TVET
c) Identify innovative and flexible ways of revenue collection

8.3 Resource Management

During the Strategic Plan implementation period, the Board will prioritize efficient and timely resource utilization. In this regard, the Board will put in place efficient monitoring and evaluation guidelines/framework. Furthermore, the Board will adopt the following measures for attainment of efficient resource management:

i) Awareness creation among staff on prudent use of resources and wastage reduction.
ii) Purchase of products designed to use less space and material.
iii) Integration of ICT in all operations to increase efficiency.
iv) Pooling resources and outsourcing of non-core activities.
v) Enhance audit of resources and processes.
vi) Risk assessment on programmes and projects.
vii) Cost-rationalization measures to optimize organizational efficiency.
viii) Undertaking feasibility studies on projects.
ix) Adopt greening approaches in all TVET.

CHAPTER NINE

MONITORING AND EVALUATION FRAMEWORK (MEF)

The Monitoring & Evaluation Framework is a central feature of the NBTE Strategic Plan 2026 – 2030. It enables systematic and objective tracking of strategies, inputs, activities, outputs and outcomes to ensure the objectives of the Plan are achieved. The MEF is designed to generate timely and reliable information to support accountability, evidence-based decision-making as well as facilitate proactive and adaptive management. It also incorporates feedback mechanism to ensure that lessons learned are integrated into policies and programmes fostering continuous improvement and service delivery.

9.1 Monitoring Framework

The Monitoring Framework provides for regular and periodic measurement of progress in implementing the Strategic Plan. It ensures timely, transparent and accurate collection of data for activities, outputs, outcomes and targets. Monitoring will be conducted using a results-based management approach, spearheaded by the Strategy, Planning and Research Department, in collaboration with zonal offices and other departments.

Key Components

Monitoring Framework comprises a number of essential components, which facilitate Strategic Plan implementation progress by ensuring clarity, precision and uniformity. Although each component is designed for a unique purpose, they integratedly constitute a thorough systemic evidence framework for management.

Component	Description
Results Chain	Clear Linkage of Strategic Goals → Outcomes → Outputs → Activities → Inputs.
Indicator Register	Defined KPIs with baselines, annual targets, disaggregation, data source, frequency and responsible unit.
Data Sources	Accreditation records, programme approval logs, institutional surveys, tracer studies, MIS platforms, partner reports.
Reporting Cadence	Monthly dashboards, quarterly reports, bi-annual Governing Council reviews, annual TVET Digest.
Responsibilities	NBTE MEF Unit (custodian), Programme leads, Zonal offices and partners, etc.
Quality Assurance	Spot checks, triangulation of data sources, training for institutional focal persons.

9.2 Performance Standards

The Performance Standards sets clear benchmarks for NBTE' service delivery and regulatory oversight. They define the minimum thresholds of quality, timeliness and compliance expected of institutions, while also establishing accountability thresholds for NBTE. These standards will guide assessment of progress throughout the Strategic Plan period.

Components

Outlined components of the Performance Standards include:

- Defined Benchmarks: e.g., 'fully accredited' = 90%+ of required standards.
- Service-Level Agreements (SLAs) for accreditation, approvals, curriculum reviews.
- Quality Assurance Tools: checklists, inspection protocols and evaluation rubrics.
- Compliance and Sanctions: remedial support, conditional approval or restricted status for non-compliance.
- Verification Mechanisms: Independent audits, periodic external validation, spot checks

9.3 Evaluation Framework

Evaluation contributes to the evidence-based assessment of effectiveness, efficiency and sustainability of the Strategic Plan. It complements routine monitoring and will be guided by the following Principles:

- Independence of evaluators.
- Participation of stakeholders at design and validation stages.
- Methodological rigour (quantitative and qualitative).
- Utility-focused outputs (action-oriented recommendations).

9.3.1 Mid-Term Evaluation (2028)

- **Objectives:** Assess progress midway through the Plan, validate assumptions and recommend corrections/adjustments.
- **Scope:** Relevance of goals, effectiveness of implementation, efficiency of resource use, inclusivity and sustainability.
- **Methodology:** Institutional surveys, tracer studies, stakeholder interviews, case studies and desk reviews.
- **Outputs:** Draft and final reports, validation workshops and a management response plan.
- **Use:** Recommendations integrated into Year 4–5 work Plans and budgets.

9.3.2 End-Term Evaluation (2030)

- **Objectives:** Take stock of overall achievements, impact and lessons for the 2031–2035 Strategic Plan.
- **Scope:** Outcome and impact-level changes, attribution, value-for-money and institutionalisation of reforms.
- **Methodology:** Expanded tracer studies, employer surveys, comparative case studies.
- **Outputs:** Final evaluation report, policy briefs and a lessons-learned compendium.
- **Use:** Findings inform future planning and potential amendments to NBTE's Act and guidelines.

Table 9.1: Sample Outcome Performance Matrix

Key Result Area (KRA)	Outcome	Outcome Indicator	Baseline (2025)	Mid-Term Target (2028)	End-Term Target (2030)
Quality Assurance	Improved compliance with standards	% institutions fully accredited	62%	75%	90%
Digital Transformation	Increased adoption of ODFeL	% institutions with functional ODFeL systems	20%	55%	75%
Labour Market Alignment	Curricula aligned with demand	% curricula reviewed with industry input	40%	65%	85%
Inclusivity	Greater equity in TVET	Female enrolment rate in TVET	28%	38%	45%
Resource Mobilisation	Diversified financing	% of budget financed by multiple sources	10%	20%	30%

9.4 Feedback Mechanism

The feedback mechanism ensures that monitoring and evaluation findings are systematically translated into actions for improvement, fostering a culture of accountability and learning.

Channels

- **Management Review Forums:** Monthly and quarterly review meetings to assess progress and agree on corrective actions.
- **Learning Cycles:** Annual "Learning Week" to reflect on successes, challenges and pilot results, followed by adjustments to implementation.
- **Stakeholder Consultations:** Regular forums with states, industry partners and civil society to validate progress and receive feedback.
- **Knowledge Products:** Dashboards, digests, briefs and infographics for dissemination internally and externally.
- **Grievance Redress Mechanisms:** Public-facing feedback platform on NBTE's website and zona offices.

- **Implementation Tracker:** All evaluation recommendations recorded, assigned to responsible units and tracked for follow-up, with quarterly reporting to the Governing Council.

Indicators of Effective Feedback

- Proportion of evaluation recommendations acted upon within 3 months.
- Reduction in average response time to performance variances.
- Improved stakeholder satisfaction ratings from annual surveys.

The MEF positions NBTE not only to demonstrate accountability but also to continuously refine its strategies in response to evidence. It transforms monitoring and evaluation from a compliance exercise into a driver of innovation, quality, and sector-wide learning.

SAMPLE EVALUATION AND REPORTING TEMPLATES

This annex presents a template for a Key Performance Indicator (KPI) dashboard for NBTE's Monitoring and Evaluation Framework (MEF) to exemplify how a combination of indicators can be organized, monitored and reported for more informed decision making.

1. KPI Dashboard Template

Strategic Goal	Indicator	Baseline (2025)	Target (2030)	Current Status	Responsible Unit
Quality Assurance	% of institutions fully accredited	62%	90%	70%	Accreditation Dept.
Digital Transformation	% of institutions with functional ODFeL platform	20%	75%	35%	ICT/ODFeL Unit
Labour Market Alignment	% of curricula reviewed in line with labour market needs	40%	85%	50%	Curriculum Dev. Dept.
Inclusion	Female enrolment in TVET programmes	28%	45%	32%	Planning & Research
Resource Mobilisation	% of annual budget financed by diversified sources	10%	30%	15%	Finance & Partnerships

Note: The dashboard would be presented with a traffic-light rating (Green = On track, Amber = At risk, Red = Off track) to quickly communicate progress to decision-makers.

2. Quarterly Progress Reporting Template

Expected Output	Output Indicator	Annual Target	Quarterly Target	Quarterly Actual	Variance	Cumulative Target	Cumulative Actual	Remarks / Corrective Action
Accreditation visits conducted	% of scheduled visits completed	100%	25%	20%	-5%	25%	20%	Delayed due to funding constraints
ODFeL platforms operationalised	No. of institutions with functional ODFeL	50	12	10	-2	12	10	Training needed for ICT focal staff
Curriculum reviews completed	No. of curricula updated	20	15	-5	20	15	Industry consultations delayed	
Female enrolment in TVET increased	% female enrolment	35%	32%	-3%	35%	32%	Need targeted outreach programmes	

3. Annual Progress Reporting Template

Expected Output	Output Indicator	Annual Target	Annual Actual	Variance	Cumulative Target	Cumulative Actual	Remarks / Corrective Action
Curriculum reviews completed	No. of curricula updated	20	15	-5	20	15	Industry consultations delayed
Female enrolment in TVET increased	% female enrolment	35%	32%	-3%	35%	32%	Need targeted outreach programmes

4. Evaluation Reporting Template

KRA	Outcome	Indicator	Baseline	Mid-Term Target	Mid-Term Achievement	End-Term Target	End-Term Achievement	Remarks / Corrective Action
Quality Assurance	Improved institutional compliance	% institutions fully accredited	62%	75%	70%	90%	85%	On track, but funding gap noted

Inclusion	Increased equity in access	% female enrolment	28%	38%	32%	45%	40%	Progress improving, requires further support

2. Suggested Visualisation Tools

- To make reporting more engaging, the following formats are recommended:
- Bar charts to compare baseline, current and target values across Strategic goals.
- Trend lines to show year-on-year progress for each KPI.
- Pie charts for funding mix or inclusion metrics (e.g., gender distribution).
- Dashboard-style scorecards (with traffic-light coding) for quarterly reports.

3. Reporting Cadence

The dashboard should be updated quarterly and consolidated bi-annually for Governing Council review. An annual summary should also be included in the public-facing TVET Digest.

CHAPTER TEN

KEY SUCCESS FACTORS

The successful implementation of this Strategic Plan largely depends on some key factors that can make or mar the NBTE's capacity to achieve its Strategic objectives. These factors are even more crucial in the Nigerian planning environment that is highly dynamic occasioned by frequent changes in government policies. The critical success factors include:

10.1 Leadership Commitment

Research indicates that staff members are more likely to feel committed when the Executive Secretary is passionate and determined to carry out recommendations in the Strategic Plan. Therefore, if the leadership is enthusiastic about carrying out the strategy, stakeholders are likely to support him during the implementation phase. All employees should be motivated to have this zeal and resolve.

10.2 Operational Plan

Every year, an operational plan that outlines the needs for implementing each project or program must be produced. It will provide the rationale for and foundation for a yearly working budget for significant projects, programs, and activities, as well as the approximate cost of projects, financing sources, and schedules.

10.3 Annual Working Budget

The Board's budget must take the Strategic Plan's recommendations into account. Therefore, the Strategic Plan's contents should be funded. One of the most important factors in guaranteeing the Strategic Plan's execution is the yearly working budget.

10. 4 Management's Continuous Public Reference to the Strategic Plan

The Strategic Plan and its contents is to be mentioned both orally and in writing by the Executive Secretary and Management whenever the chance arises, including at meetings and public events.

10.5 Decentralisation, Delegation and Empowerment

Productivity suffers whenever there are a lot of people reporting to a higher- ranking authority. The necessity of decentralisation, delegation, andempowerment is made clear in these circumstances. In order to provide superior officers more time to handle other policy matters, delegation will be viewed as a challenge for officers to complete the given tasks. This will boost productivity and help subordinates become better managers.

10.6 Recognition and Celebration of Excellence

Employees will put out more effort if their positive contributions to company performance are acknowledged. As a result, a purposeful policy that emphasises the appreciation and celebration of exceptional performance will be implemented.

10.7 Supervision and Mentoring

Experienced employees will be paired with new hires to provide coaching and supervision. The National Board for Technical Education's good culture will be ingrained and sustained in this way.

10.8 Team Building and Team Spirit

Establishing a sense of community and shared ownership of accomplishments is a tactic for promoting and guaranteeing the accomplishment of Strategic goals. members of the Board community will be motivated to feel that they are part of the same group. Employees will be urged to be proud of the Board as their place of employment, and Institutions under NBTE will be encouraged to be proud of the Board as their regulatory body.

10.9 Wide Circulation of Strategic Plan

Distributing the strategy plan widely will keep internal and external stakeholders' passion and excitement high. The plan will garner ongoing attention throughout the process, which will motivate the appropriate authorities to carry out, evaluate, or provide justifications for non- implementation. This will be more effectively accomplished with a communication plan that clearly identifies the information to be shared, the channels of distribution, the timeframe, and the individuals in charge.

10. 10 Participatory Communication and Appraisal

The Management shall ensure that open, transparent, consistent and bottom- up communication is maintained at all levels. This includes actively listening, providing feedback, and ensuring information flows effectively.

10.11 Talent Management

NBTE shall attract, develop, retain, and motivate skilled employees. This involves:

- **Recruitment & Selection:** Hiring the right people with the right skills and cultural fit.
- **Training & Development:** Providing opportunities for growth and skill enhancement.
- **Performance Management:** Regular feedback, performance evaluations, and development Plans.
- **Succession Planning:** Identifying and preparing future leaders.

10:12 Strong Leadership Skills

The NBTE Management must possess qualities like:

- **Integrity & Ethics:** Building trust is paramount.
- **Decision-Making:** Ability to analyse information and make timely, sound judgments.
- **Delegation:** Empowering team members and distributing responsibility.
- **Motivation & Inspiration:** Creating a positive and engaging work environment.
- **Adaptability:** Being flexible and responsive to changing circumstances.

Additional Recommended Key Success Factors

10: 13 Clear Accountability

The Roles, Responsibilities and deadlines of all stakeholders for all tasks in the implementation of the Strategic Plan need to be clearly stated and assigned. In the process, all categories of stakeholders especially the internal ones need to know who is responsible for what.

10:14 Alignment with the NBTE's existing organizational structure

The NBTE has an existing structure, goals and processes of doing things. The Strategic goals/objectives in the Plan need to be aligned with the existing structure, goals and processes.

10:15 Cultural-Fit

The implementation of the Strategic Plan will certainly come along with some changes in the way of doing things in the NBTE. The existing organizational culture and values in the Board need to Fit-in or be compatible with the said changes or they be reshaped to absorb and accommodate them.

10: 16 Effective Engagement and Communication

All stakeholders need to be engaged and informed of the Strategic Plan and their respective roles in its implementation. This should be done on periodic basis eg quarterly, bi-annual or annual to avoid laxity or negligence of duties and responsibilities.

10: 17 Execution and Control

The Strategic objectives in the plan should satisfy the “SMART” principle of been Specific, Measurable, Achievable, Realistic and Time bound. Milestones should be set to measure success in the implementation of the Plan.

10:18 Performance Monitoring

Performance of all stakeholders in the implementation of the Strategic Plan especially the internal ones need to be closely monitored. This can be achieved by setting Key Performance Indicators (KPIs) and track progress regularly using data analytics and evidence-based analysis.

10: 19 Change Management

The Management of the NBTE needs to proactively foresee and devise effective means of managing the internal and external changes that will come along with the implementation of the Plan. The changes should be fully understood, their potential impact on the Board and devise effective means of addressing **RESISTANCE** to them.

10: 20 Flexibility and Adaptability

The external and internal environments of the NBTE are susceptible to changes. To accommodate unforeseen changes in the planning environment, there should be provision for flexibility and adaptability in the Plan through contingencies and attritions.

Table 7.1: Implementation Matrix

A. *Implementation Matrix*

Strategy	Key activities	Expected output	Output indicators	Timeline 2026-2030						Budget mll ₦			Responsibility				
				Target	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Total	Lead	Support
Strategic Issue: Quality and Relevance																	
Strategic Goal: Improved quality and relevance in TVET																	
KRA1: Quality TVET																	
Outcome: Compliance with TVET regulatory requirement Enhanced																	
Strategic Objective: Enhance compliance with TVET regulatory requirements																	
Review and Implement NSA QA Framework	Review TVET	Reviewed QA	%Completion														
	· Review operational guideline	· Operational Guideline is upgraded		100%	20%	40%	60%	80%	100%	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000	DD VTSD	Director VTSD
	stake holders on the	aware of the new															
	· Review NSQ framework	· Improved NSQ framework	No. of Approved QA Framework	100%	30%	50%	70%	85%	100%	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000	DD VTSD	Director VTSD
	· Disseminate QA Framework	· Approved QA Framework															
Enhance Institutions Internal and External QA	Develop and Review QA tools	Developed/Reviewed QA tools	% completion 20%	1000	200	200	200	200	200								Director (SWZ)
	Undertake quality monitoring and evaluation	Quality audits conducted	No. of Quality audits conducted 20%	1000	200	200	200	200	200								Director (SWZ)
				1000	200	200	200	200	200	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000		Director SEZ
																DD VTSD	Director VTSD
	Undertake enforcement follow-ups	Enforcement follow-ups conducted	No. Of enforcements follow -ups conducted	500	100	100	100	100	100	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000	DD VTSD	Director VTSD
	Build capacity of Trainers on Quality	Trainers Capacity built	No of trainers' capacity built on QA	500	100	100	100	100	100	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000	DD VTSD	Director VTSD
	Develop Priority regulatory standards	Priority regulatory standards developed	No of regulatory standards developed							10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000	DD VTSD	Director
	Develop and review TVET curricula/NOS into competency-based framework that meets industry demands and manpower gaps	Curricula/Nos/ developed and reviewed	No of curricula/NOS reviewed and developed	300	30	30	30	30	30	70,000,000.00	70,000,000.00	70,000,000.00	70,000,000.00	70,000,000.00	350,000,450	DD CD	DCD
	Review TVET regulations	TVET regulations reviewed	No of gazette notices on reviewing TVET														All Directors
				5	1	1	1	1	1	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,010		Director, Insp
				20	4	4	4	4	4	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	30,000,000		Director, PPD
				10	2	2	2	2	2	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,020		Director DCD
				13	13	13	13	13	13	500,000	500,000	500,000	500,000	500,000	2,500,078		Director NWZ
				60	12	12	12	12	12	3,000,000	4,000,000	6,000,000	8,000,000	10,000,000	31,000,120		Director PProg
				100	25	25	25	25	25	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,225		Director HR
				15	3	3	3	3	3	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,030		Director VTSD
				2	2	2	2	2	20	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000		Director Finance
				13	13	13	13	13	13	500,000	500,000	500,000	500,000	500,000	2,500,078		Director SSZ
				538	**105**	**105**	**105**	**105**	**123**	**120,000,000.00**	**121,000,000.00**	**123,000,000.00**	**125,000,000.00**	**127,000,000.00**	**616,001,081**		
Strategy	**Key activities**	**Expected output**	**Output indicators**	**Timeline 2026-2030**						**Budget mll ₦**			**Responsibility**				
				Target	**Y1**	**Y2**	**Y3**	**Y4**	**Y5**	**Y1**	**Y2**	**Y3**	**Y4**	**Y5**	**Total**	**Lead**	**Support ALL DIRECTORS**
Strengthen TVET regulation and	Develop priority training standards	Priority training standards developed	No. Of training standards gazzetted	10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		Director DCD
				10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		Director Pprog
				10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		DNH TPD
				10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		Director Finance
				10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		DMU
				10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		Director SWZ
				10	2	2	2	2	2	300,000	300,000	300,000	300,000	300,000	1,500,000		Director NWZ
				10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		Director NEZ
				10	2	2	2	2	2	300,000	300,000	300,000	300,000	300,000	1,500,000		Director SSZ
				10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		Director COE
				10	2	2	2	2	2	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	40,000,000		Director PPD

Table 7.1: Implementation Matrix

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Strategy	Key activities	Expected output	Output indicators	Timeline 2026-2030						Budget mll ₦			Responsibility				
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Strategic Objective: Enhance compliance with TVET regulatory requirements																	
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	stake holders on the	aware of the new															
	· Review NSQ framework	· Improved NSQ framework	No. of Approved QA Framework	100%	30%	50%	70%	85%	100%	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000	DD VTSD	Director VTSD
	· Disseminate QA Framework	· Approved QA Framework															
Enhance Institutions Internal and External QA	Develop and Review QA tools	Developed/Reviewed QA tools	% completion 20%	1000	200	200	200	200	200								Director (SWZ)
	Undertake quality monitoring and evaluation	Quality audits conducted	No. of Quality audits conducted 20%	1000	200	200	200	200	200								Director (SWZ)
				1000	200	200	200	200	200	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000		Director SEZ
																DD VTSD	Director VTSD
	Undertake enforcement follow-ups	Enforcement follow-ups conducted	No. Of enforcements follow -ups conducted	500	100	100	100	100	100	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000	DD VTSD	Director VTSD
	Build capacity of Trainers on Quality	Trainers Capacity built	No of trainers' capacity built on QA	500	100	100	100	100	100	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000	DD VTSD	Director VTSD
	Develop Priority regulatory standards	Priority regulatory standards developed	No of regulatory standards developed							10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000	DD VTSD	Director
	Develop and review TVET curricula/NOS into competency-based framework that meets industry demands and manpower gaps	Curricula/Nos/ developed and reviewed	No of curricula/NOS reviewed and developed	300	30	30	30	30	30	70,000,000.00	70,000,000.00	70,000,000.00	70,000,000.00	70,000,000.00	350,000,450	DD CD	DCD
	Review TVET regulations	TVET regulations reviewed	No of gazette notices on reviewing TVET														All Directors
				5	1	1	1	1	1	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,010		Director, Insp
				20	4	4	4	4	4	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	30,000,000		Director, PPD
				10	2	2	2	2	2	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,020		Director DCD
				13	13	13	13	13	13	500,000	500,000	500,000	500,000	500,000	2,500,078		Director NWZ
				60	12	12	12	12	12	3,000,000	4,000,000	6,000,000	8,000,000	10,000,000	31,000,120		Director PProg
				100	25	25	25	25	25	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,225		Director HR
				15	3	3	3	3	3	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,030		Director VTSD
				2	2	2	2	2	20	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000		Director Finance
				13	13	13	13	13	13	500,000	500,000	500,000	500,000	500,000	2,500,078		Director SSZ
				538	**105**	**105**	**105**	**105**	**123**	**120,000,000.00**	**121,000,000.00**	**123,000,000.00**	**125,000,000.00**	**127,000,000.00**	**616,001,081**		
Strategy	**Key activities**	**Expected output**	**Output indicators**	**Timeline 2026-2030**						**Budget mll ₦**			**Responsibility**				
				Target	**Y1**	**Y2**	**Y3**	**Y4**	**Y5**	**Y1**	**Y2**	**Y3**	**Y4**	**Y5**	**Total**	**Lead**	**Support ALL DIRECTORS**
Strengthen TVET regulation and	Develop priority training standards	Priority training standards developed	No. Of training standards gazzetted	10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		Director DCD
				10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		Director Pprog
				10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		DNHTPD
				10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		Director Finance
				10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		DMU
				10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		Director SWZ
				10	2	2	2	2	2	300,000	300,000	300,000	300,000	300,000	1,500,000		Director NWZ
				10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		Director NEZ
				10	2	2	2	2	2	300,000	300,000	300,000	300,000	300,000	1,500,000		Director SSZ
				10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		Director COE
				10	2	2	2	2	2	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	40,000,000		Director PPD

Table 7.1: Implementation Matrix

A. Implementation Matrix

Strategy	Key activities	Expected output	Output indicators	Timeline 2026-2030						Budget mll ₦			Responsibility				
				Target	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Total	Lead	Support
Strategic Issue: Quality and Relevance																	
Strategic Goal: Improved quality and relevance in TVET																	
KRA1: Quality TVET																	
Outcome: Compliance with TVET regulatory requirement Enhanced																	
Strategic Objective: Enhance compliance with TVET regulatory requirements																	
Review and Implement NSA QA Framework	Review TVET	Reviewed QA	%Completion														
	· Review operational guideline	· Operational Guideline is upgraded		100%	20%	40%	60%	80%	100%	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000	DD VTSD	Director VTSD
	stake holders on the	aware of the new															
	· Review NSQ framework	· Improved NSQ framework	No. of Approved QA Framework	100%	30%	50%	70%	85%	100%	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000	DD VTSD	Director VTSD
	· Disseminate QA Framework	· Approved QA Framework															
Enhance Institutions Internal and External QA	Develop and Review QA tools	Developed/Reviewed QA tools	% completion 20%	1000	200	200	200	200	200								Director (SWZ)
	Undertake quality monitoring and evaluation	Quality audits conducted	No. of Quality audits conducted 20%	1000	200	200	200	200	200								Director (SWZ)
				1000	200	200	200	200	200	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000		Director SEZ
																DD VTSD	Director VTSD
	Undertake enforcement follow-ups	Enforcement follow-ups conducted	No. Of enforcements follow -ups conducted	500	100	100	100	100	100	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000	DD VTSD	Director VTSD
	Build capacity of Trainers on Quality	Trainers Capacity built	No of trainers' capacity built on QA	500	100	100	100	100	100	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000	DD VTSD	Director VTSD
	Develop Priority regulatory standards	Priority regulatory standards developed	No of regulatory standards developed							10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000	DD VTSD	Director
	Develop and review TVET curricula/NOS into competency-based framework that meets industry demands and manpower gaps	Curricula/Nos/ developed and reviewed	No of curricula/NOS reviewed and developed	300	30	30	30	30	30	70,000,000.00	70,000,000.00	70,000,000.00	70,000,000.00	70,000,000.00	350,000,450	DD CD	DCD
	Review TVET regulations	TVET regulations reviewed	No of gazette notices on reviewing TVET														All Directors
				5	1	1	1	1	1	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,010		Director, Insp
				20	4	4	4	4	4	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	30,000,000		Director, PPD
				10	2	2	2	2	2	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,020		Director DCD
				13	13	13	13	13	13	500,000	500,000	500,000	500,000	500,000	2,500,078		Director NWZ
				60	12	12	12	12	12	3,000,000	4,000,000	6,000,000	8,000,000	10,000,000	31,000,120		Director PProg
				100	25	25	25	25	25	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,225		Director HR
				15	3	3	3	3	3	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,030		Director VTSD
				2	2	2	2	2	20	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000		Director Finance
				13	13	13	13	13	13	500,000	500,000	500,000	500,000	500,000	2,500,078		Director SSZ
				538	**105**	**105**	**105**	**105**	**123**	**120,000,000.00**	**121,000,000.00**	**123,000,000.00**	**125,000,000.00**	**127,000,000.00**	**616,001,081**		
Strategy	**Key activities**	**Expected output**	**Output indicators**	**Timeline 2026-2030**						**Budget mll ₦**			**Responsibility**				
				Target	**Y1**	**Y2**	**Y3**	**Y4**	**Y5**	**Y1**	**Y2**	**Y3**	**Y4**	**Y5**	**Total**	**Lead**	**Support ALL DIRECTORS**
Strengthen TVET regulation and	Develop priority training standards	Priority training standards developed	No. Of training standards gazzetted	10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		Director DCD
				10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		Director Pprog
				10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		DNHTPD
				10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		Director Finance
				10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		DMU
				10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		Director SWZ
				10	2	2	2	2	2	300,000	300,000	300,000	300,000	300,000	1,500,000		Director NWZ
				10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		Director NEZ
				10	2	2	2	2	2	300,000	300,000	300,000	300,000	300,000	1,500,000		Director SSZ
				10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		Director COE
				10	2	2	2	2	2	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	40,000,000		Director PPD

Table 7.1: Implementation Matrix

A. Implementation Matrix

Strategy	Key activities	Expected output	Output indicators	Timeline 2026-2030						Budget mll ₦			Responsibility				
				Target	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Total	Lead	Support
Strategic Issue: Quality and Relevance																	
Strategic Goal: Improved quality and relevance in TVET																	
KRA1: Quality TVET																	
Outcome: Compliance with TVET regulatory requirement Enhanced																	
Strategic Objective: Enhance compliance with TVET regulatory requirements																	
Review and Implement NSA QA Framework	Review TVET	Reviewed QA	%Completion														
	· Review operational guideline	· Operational Guideline is upgraded		100%	20%	40%	60%	80%	100%	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000	DD VTSD	Director VTSD
	stake holders on the	aware of the new															
	· Review NSQ framework	· Improved NSQ framework	No. of Approved QA Framework	100%	30%	50%	70%	85%	100%	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000	DD VTSD	Director VTSD
	· Disseminate QA Framework	· Approved QA Framework															
Enhance Institutions Internal and External QA	Develop and Review QA tools	Developed/Reviewed QA tools	% completion 20%	1000	200	200	200	200	200								Director (SWZ)
	Undertake quality monitoring and evaluation	Quality audits conducted	No. of Quality audits conducted 20%	1000	200	200	200	200	200								Director (SWZ)
				1000	200	200	200	200	200	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000		Director SEZ
																DD VTSD	Director VTSD
	Undertake enforcement follow-ups	Enforcement follow-ups conducted	No. Of enforcements follow -ups conducted	500	100	100	100	100	100	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000	DD VTSD	Director VTSD
	Build capacity of Trainers on Quality	Trainers Capacity built	No of trainers' capacity built on QA	500	100	100	100	100	100	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000	DD VTSD	Director VTSD
	Develop Priority regulatory standards	Priority regulatory standards developed	No of regulatory standards developed							10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000	DD VTSD	Director
	Develop and review TVET curricula/NOS into competency-based framework that meets industry demands and manpower gaps	Curricula/Nos/ developed and reviewed	No of curricula/NOS reviewed and developed	300	30	30	30	30	30	70,000,000.00	70,000,000.00	70,000,000.00	70,000,000.00	70,000,000.00	350,000,450	DD CD	DCD
	Review TVET regulations	TVET regulations reviewed	No of gazette notices on reviewing TVET														All Directors
				5	1	1	1	1	1	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,010		Director, Insp
				20	4	4	4	4	4	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	30,000,000		Director, PPD
				10	2	2	2	2	2	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,020		Director DCD
				13	13	13	13	13	13	500,000	500,000	500,000	500,000	500,000	2,500,078		Director NWZ
				60	12	12	12	12	12	3,000,000	4,000,000	6,000,000	8,000,000	10,000,000	31,000,120		Director PProg
				100	25	25	25	25	25	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,225		Director HR
				15	3	3	3	3	3	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,030		Director VTSD
				2	2	2	2	2	20	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000		Director Finance
				13	13	13	13	13	13	500,000	500,000	500,000	500,000	500,000	2,500,078		Director SSZ
				538	**105**	**105**	**105**	**105**	**123**	**120,000,000.00**	**121,000,000.00**	**123,000,000.00**	**125,000,000.00**	**127,000,000.00**	**616,001,081**		
Strategy	**Key activities**	**Expected output**	**Output indicators**	**Timeline 2026-2030**						**Budget mll ₦**			**Responsibility**				
				Target	**Y1**	**Y2**	**Y3**	**Y4**	**Y5**	**Y1**	**Y2**	**Y3**	**Y4**	**Y5**	**Total**	**Lead**	**Support ALL DIRECTORS**
Strengthen TVET regulation and	Develop priority training standards	Priority training standards developed	No. Of training standards gazzetted	10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		Director DCD
				10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		Director Pprog
				10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		DNHTPD
				10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		Director Finance
				10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		DMU
				10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		Director SWZ
				10	2	2	2	2	2	300,000	300,000	300,000	300,000	300,000	1,500,000		Director NWZ
				10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		Director NEZ
				10	2	2	2	2	2	300,000	300,000	300,000	300,000	300,000	1,500,000		Director SSZ
				10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		Director COE
				10	2	2	2	2	2	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	40,000,000		Director PPD

Table 7.1: Implementation Matrix

A. Implementation Matrix

Strategy	Key activities	Expected output	Output indicators	Timeline 2026-2030						Budget mll ₦			Responsibility				
				Target	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Total	Lead	Support
Strategic Issue: Quality and Relevance																	
Strategic Goal: Improved quality and relevance in TVET																	
KRA1: Quality TVET																	
Outcome: Compliance with TVET regulatory requirement Enhanced																	
Strategic Objective: Enhance compliance with TVET regulatory requirements																	
Review and Implement NSA QA Framework	Review TVET	Reviewed QA	%Completion														
	· Review operational guideline	· Operational Guideline is upgraded		100%	20%	40%	60%	80%	100%	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000	DD VTSD	Director VTSD
	stake holders on the	aware of the new															
	· Review NSQ framework	· Improved NSQ framework	No. of Approved QA Framework	100%	30%	50%	70%	85%	100%	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000	DD VTSD	Director VTSD
	· Disseminate QA Framework	· Approved QA Framework															
Enhance Institutions Internal and External QA	Develop and Review QA tools	Developed/Reviewed QA tools	% completion 20%	1000	200	200	200	200	200								Director (SWZ)
	Undertake quality monitoring and evaluation	Quality audits conducted	No. of Quality audits conducted 20%	1000	200	200	200	200	200								Director (SWZ)
				1000	200	200	200	200	200	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000		Director SEZ
																DD VTSD	Director VTSD
	Undertake enforcement follow-ups	Enforcement follow-ups conducted	No. Of enforcements follow -ups conducted	500	100	100	100	100	100	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000	DD VTSD	Director VTSD
	Build capacity of Trainers on Quality	Trainers Capacity built	No of trainers' capacity built on QA	500	100	100	100	100	100	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000	DD VTSD	Director VTSD
	Develop Priority regulatory standards	Priority regulatory standards developed	No of regulatory standards developed							10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000	DD VTSD	Director
	Develop and review TVET curricula/NOS into competency-based framework that meets industry demands and manpower gaps	Curricula/Nos/ developed and reviewed	No of curricula/NOS reviewed and developed	300	30	30	30	30	30	70,000,000.00	70,000,000.00	70,000,000.00	70,000,000.00	70,000,000.00	350,000,450	DD CD	DCD
	Review TVET regulations	TVET regulations reviewed	No of gazette notices on reviewing TVET														All Directors
				5	1	1	1	1	1	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,010		Director, Insp
				20	4	4	4	4	4	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	30,000,000		Director, PPD
				10	2	2	2	2	2	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,020		Director DCD
				13	13	13	13	13	13	500,000	500,000	500,000	500,000	500,000	2,500,078		Director NWZ
				60	12	12	12	12	12	3,000,000	4,000,000	6,000,000	8,000,000	10,000,000	31,000,120		Director PProg
				100	25	25	25	25	25	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,225		Director HR
				15	3	3	3	3	3	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,030		Director VTSD
				2	2	2	2	2	20	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000		Director Finance
				13	13	13	13	13	13	500,000	500,000	500,000	500,000	500,000	2,500,078		Director SSZ
				538	**105**	**105**	**105**	**105**	**123**	**120,000,000.00**	**121,000,000.00**	**123,000,000.00**	**125,000,000.00**	**127,000,000.00**	**616,001,081**		
Strategy	**Key activities**	**Expected output**	**Output indicators**	**Timeline 2026-2030**						**Budget mll ₦**			**Responsibility**				
				Target	**Y1**	**Y2**	**Y3**	**Y4**	**Y5**	**Y1**	**Y2**	**Y3**	**Y4**	**Y5**	**Total**	**Lead**	**Support ALL DIRECTORS**
Strengthen TVET regulation and	Develop priority training standards	Priority training standards developed	No. Of training standards gazzetted	10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		Director DCD
				10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		Director Pprog
				10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		DNHTPD
				10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		Director Finance
				10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		DMU
				10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		Director SWZ
				10	2	2	2	2	2	300,000	300,000	300,000	300,000	300,000	1,500,000		Director NWZ
				10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		Director NEZ
				10	2	2	2	2	2	300,000	300,000	300,000	300,000	300,000	1,500,000		Director SSZ
				10	2	2	2	2	2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000		Director COE
				10	2	2	2	2	2	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	40,000,000		Director PPD

					10	20	30	40	50	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000		GM COE
				12	3	3	2	2	2	3,000,000	3,000,000	2,000,000	2,000,000	2,000,000	12,000,000	DD ZO	Director NEZ
		Survey conducted in Private Institutions	No. of surveys	340	50	50	80	80	80	80,000,000	80,000,000	80,000,000	80,000,000	80,000,000	400,000,000	DD NTIR	Director NTIR
																DD VTSD	Director VTSD
				10	2	2	2	2	2	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000	DD AP	Director ASP
																DO R/I	DO R/I
				6	1	1	1	1	2	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000		Director NEZ
		Data repository on disaggregated data on TVET	% completion of publication of	100%	100%	100%	100%	100%								H/DMU	TA DMU
		Status of Trainee support services in TVET institutions established	No. of Reports on Trainees support services in TVET													DO SIWES	SA/ES
	Develop standards for gender and PWD mainstreaming in TVET	Standards for gender and PWD mainstreaming developed	No. of Gazetted standards for gender and PWD mainstreaming		10	20	30	40	50	2,000,000	2,000,000	2,000,000	2,000,000	2000000	10,000,000	DO ODFeL	GM COE
	Develop minimum admission requirement for TVET to promote access, equity and gender parity	Minimum admission criteria in TVET developed	No. of Gazette notices on minimum admission requirement		10	20	30	40	50	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000	DO ODFeL,	GM COE
Promote informal Systems	Mapping of informal Training Centres	LGAS mapped	No of mapped LGAs	100	20	20	20	20	20	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000		Director SEZ
				100	30	50	70	85	100%	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000	DD VTSD	Director VTSD
	Sensitize identified informal Training	Infomal training providers sensitised	No. of informal training providers	100	30	50	70	85	100%	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	30,000,000	DD VTSD	Director VTSD
Sub Total 2				**1331**	**292**	**362**	**500**	**560**	**442**	**284,200,000**	**283,200,000**	**281,200,000**	**281,200,000**	**281,200,000**	**1,411,000,000**		
Strategy	**Key activities**	**Expected output**	**Output indicators**	**Timeline 2026-2030**						**Budget mll ₦**			**Responsibility**				
				Target	**Y1**	**Y2**	**Y3**	**Y4**	**Y5**	**Y1**	**Y2**	**Y3**	**Y4**	**Y5**	**Total**	**Lead**	**Support**
Strategic Issue 3: Governance and Management				**3086**	**1442.6**	**1542**	**1711.4**	**1784.7**	**1,681**								
Strategic Goal: Strengthened governance and management																	
Outcome: Organizational culture and systems strengthened																	
KRA 6: Organizational Capacity																	
Strategic Objective: Strengthen TVET Institutional capacity																	
Strengthen TVETA's human	Undertake and implement the	Workload analysis undertaken	No. of Workload analysis report	8	16	16	16	16	16	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,088	DD Est	Director HR
		Workload recommendation implemented	No. Of implementation report	25	5	5	5	5	5	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,050	DD Est	Director HR
	Review and Implement HR Instruments	HR Manual and Career guidelines reviewed and implemented	No. of Approved HR instruments	10	2	2	2	2	2	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,020	DD Est	Director HR
	Review organizational Structure	Organizational Structure reviewed	Approved organisational	5	1	1	1	1	1	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,010	DD Trng	Director HR
		Regional offices operations strengthened	No. Of restructured regional offices	5	1	1	1	1	1	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,010	DD Mgt Services	Director HR
Recruit staff	Staff recruited	No of staff		100	20	20	20	20	20	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,200	DD Est	Director HR
	Mainstream	Performance contracts negotiated and signed	No. Of performance contracts	25	5	5	5	5	5	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,050	DD Est	Director HR
	performance																
		Staff appraised	No. of Appraisal	100	20	20	20	20	20	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,200	DD Est	Director HR
	Staff training and	Training Needs	No of TNAs	200	40	40	40	40	40	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,400	DD Trng	Director HR
		TNA implemented	No. of staff trained	100	20	20	20	20	20	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,200	DD Trng	Director HR
TVET legislation, governance and Reforms	Contribute to TVET Legislation, governance and reforms	Advisories to ES	No. of advisories	20	2	4	6	4	4	1,000,000	2,000,000	3,000,000	2,000,000	2,000,000	10,000,040	Legal officer	
		Consultative	No. of stakeholder													H/Media	ES
																Legal Officer	SA/ES
																H/Media	
	Ensure compliance with relevant national and international laws,	Regulatory frameworks are complied with	No. Of risks strategically managed and mitigated	100	20	20	20	20	20	5,000,000	5,500,000	6,000,000	7,000,000	7,500,000	31,000,200	Legal Officer	SA/ES
			No. of strategic partnership and cooperation enabled													Legal Officer	
			NO. Of contractual/ transactional activities essential to the Board's operations and strategic projections														

Strengthen TVET Quality Management System	Review the scope of ISO certification	Reviewed ISO scope	Re-certification	10	2	2	2	2	2	1,500,000	2,000,000	2,500,000	3,000,000	4,000,000	13,000,020	DO R/I Legal Officer	SA/ES
	Review/ develop standard operating	Reviewed/developed SOPs	No. of SOPs developed/ reviewed														TA/ES OQA
	Enhance customer satisfaction	Customer satisfaction enhanced	Customer Satisfaction index (%)	100	20	20	20	20	20	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,200	DD Mgt Services	Director HR
	Enhance employee satisfaction	Employee satisfaction enhanced	Employee Satisfaction index (%)	100	20	20	20	20	20	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,200	DD Mgt Services	Director HR
	Implement recommendations and	Recommendations implemented	% of recommendation implemented	100	20	20	20	20	20	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,200	DD Mgt Services	Director HR
TOTAL				**1008**	**214**	**216**	**218**	**216**	**216**	**51,500,000**	**53,500,000**	**55,500,000**	**56,000,000**	**57,500,000**	**274,002,088**		
Strategy	**Key activities**	**Expected output**	**Output indicators**	**Timeline 2026-2030**						**Budget mll ₦**			**Responsibility**				
				Target	**Y1**	**Y2**	**Y3**	**Y4**	**Y5**	**Y1**	**Y2**	**Y3**	**Y4**	**Y5**	**Total**	**Lead**	**Support**
Strengthen TVET's corporate governance	Integrate national values in service delivery	Score on National values improved	% score on national values and principles													ACTU	Director Servicom
																DD Servicom	
	Build the capacity of the TVET Board	Board capacity built	No. of Board's training	200	40	40	40	40	40	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,400	DD Trng	Director HR
				10,000	1000	2000	2000	2000	3000	3,500,000	4,000,000	4,000,000	4,000,000	4,000,000	19,520,000		GM COE
	Develop and	M&E framework developed	No. Of Approved M&E framework													DD PP	Director PP
	implement M&E															DDVTSD	Director VTSD
	framework			5	1	1	1	1	1	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,010	DDASP	Director ASP
				10	2	2	2	2	2	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,020	DDINSP	Director Insp
																DDNHP	Director NHP
																DDNTIR	Director NTIR
																DDHR	Director HR
																	DHR
		M&E framework implemented	No. of M&E Reports													DD PP	Director PP
																DDVTSD	Director VTSD
				40	8	8	8	8	8	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	40,000,080	DDASP	Director ASP
				20	4	4	4	4	4	40,000,000	40,000,000	40,000,000	40,000,000	40,000,000	200,000,040	DDINSP	Director Insp
																DDNHP	Director NHP
																DDNTIR	Director NTIR
																DDHR	Director HR
																	DHR
	Review and Implement risk	Risk Management framework reviewed	% completion of review													Legal Officer	SA/ES
																Proc. Officer	DFA
																Int Audit	DIA
		Risk Management implemented	No. of Risk Management reports													Legal Officer	SA/ES
																Proc. Officer	DFA
																Int Audit	DIA
	Corporate Social Investment	CSI undertaken	No. of CSI initiatives conducted													Legal Officer	SA/ES
																Proc. Officer	DFA
																Int Audit	DIA
																	D Proc
	Implement the communication strategy	Communication strategy implemented	% of implementation													H/Media	SA/ES
																H/legal	
	Review/Develop internal policies and implement	Policies reviewed/developed	No. of policies developed/reviewed	25	5	5	5	5	5	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,050	DD Mgt Services	DHR
TOTAL				**10300**	**1060**	**2060**	**2060**	**2060**	**3060**	**79,500,000**	**80,000,000**	**80,000,000**	**80,000,000**	**80,000,000**	**399,520,600**		
Strategy	**Key activities**	**Expected output**	**Output indicators**	**Timeline 2026-2030**						**Budget mll ₦**			**Responsibility**				
				Target	**Y1**	**Y2**	**Y3**	**Y4**	**Y5**	**Y1**	**Y2**	**Y3**	**Y4**	**Y5**	**Total**	**Lead**	**Support**
Enhance Service Quality and Performance	-Conduct quarterly monitoring visits and host virtual compliance meetings	- Improved compliance and accountability across NBTE and affiliated institutions.	- % compliance rate per quarter.	20	4	4	4	4	4	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000	60,000,000	DD Servicom	Director Servicom
	- Review and update NBTE SERVICOM Charter annually.	- Updated SERVICOM Charter aligned with service delivery standards.	- No. of updated charters approved	5	1	1	1	1	1	14,000,000	14,000,000	14,000,000	14,000,000	14,000,000	70,000,000		Director Servicom

	- Institutionalize annual Customer Service Week celebrations.	- Strengthened motivation and recognition culture.	- No. of service week events conducted annually.	5	1	1	1	1	1	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	75,000,000		Director Servicom
Improve Access and Customer Experience	- Conduct bi-annual awareness campaigns on NBTE Service Charter.	-Increased stakeholder awareness and accessibility	- No. of awareness campaigns conducted.	19	2	2	2	2	2		15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	75,000,000	Director Servicom
	Review and implement service Charter	Service Charter reviewed	No. of approved service charter													DD Servicom	Director Servicom
		Service Charter implemented	% level of implementation													DD Servicom	Director Servicom
	Compliance with statutory requirements	Governance audit conducted	No. Of Governance audit conducted	5	1	1	1	1	1	1,000,000	1,200,000	1,400,000	1,600,000	1,800,000	7,000,000	H/Legal	S/A/ES
Sub Total 3				54	9	9	9	9	9	42,000,000	57,200,000	57,400,000	57,600,000	57,800,000	227,000,000		
Strategy	**Key activities**	**Expected output**	**Output indicators**	**Timeline 2026-2030**						**Budget mll ₦**			**Responsibility**				
				Target	**Y1**	**Y2**	**Y3**	**Y4**	**Y5**	**Y1**	**Y2**	**Y3**	**Y4**	**Y5**	**Total**	**Lead**	**Support**
Strategic Issue 4: Funding and Financing																	
Strategic Goal: Sustainable Funding and Financing																	
KRA 7: Resource Mobilization and Accountability																	
Outcome: Increased financial resources mobilized																	
Strategic Objective: Enhance resource mobilization																	
Mobilize	Lobby for increased funding from NASS and	Enhanced budgetary allocation	% Increase in budgetary allocation	50	10	10	10	10	10	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,100	DD Finance	DFA
financial																	
resources																	
	Enhance the collection of fees	Fees collected for all services offered	Amount collected in millions of naira	20	2	3	5	5	5	2,000,000	3,000,000	5,000,000	5,000,000	5,000,000	20,000,040	DD Finance	DFA
	Develop Resource mobilisation strategy	Resource mobilisation strategy developed	No. Of Resource Mobilisation strategy developed	10	2	2	2	2	2	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,020	DD Finance	DFA
	Implement resource mobilisation strategy to cover gaps	Resource mobilisation strategy implemented	% Implementation	70	20	10	20	10	10	20,000,000	10,000,000	20,000,000	10,000,000	10,000,000	70,000,140	DD Finance	DFA
	Train staff on funded proposal writing	Staff trained	No. of staff trained	10	3	3	2	1	1	3,000,000	3,000,000	2,000,000	1,000,000	1,000,000	10,000,020	DD Finance	DFA
	Develop proposals for funding of TVET activities	Funding proposals developed	No. of proposals developed	5	1	1	1	1	1	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,010	DD Finance	DFA
	Write proposals for funding of TVET activities	Proposals funded	Amount received from the proposals													TA/ES OQA	DFA
TOTAL				**165**	**38**	**29**	**40**	**29**	**29**	**38,000,000**	**29,000,000**	**40,000,000**	**29,000,000**	**29,000,000**	**165,000,330**		
Strategy	**Key activities**	**Expected output**	**Output indicators**	**Timeline 2026-2030**						**Budget mll ₦**			**Responsibility**				
				Target	**Y1**	**Y2**	**Y3**	**Y4**	**Y5**	**Y1**	**Y2**	**Y3**	**Y4**	**Y5**	**Total**	**Lead**	**Support**
Outcome: Enhanced accountability in financial management																	
Strategic Objective: Strengthen financial accountability																	
Sustain accountability in financial	Prudent utilization of available financial resources	Optimized utilisation	No. Of unqualified financial reports	5	1	1	1	1	1	1,000,000	1,000,000.0	1,000,000.0	1,000,000.0	1,000,000.0	5,000,000	DD Finance	DFA
	Prepare Quarterly financial report	Quarterly financial reports prepared	No. of financial reports	20	4	4	4	4	4	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000	DD Finance	DFA
Sub Total 4				**25**	**5**	**5**	**5**	**5**	**5**	**5,000,000**	**5,000,000**	**5,000,000**	**5,000,000**	**5,000,000**	**25,000,000**		
Strategy	**Key activities**	**Expected output**	**Output indicators**	**Timeline 2026-2030**						**Budget mll ₦**			**Responsibility**				
				Target	**Y1**	**Y2**	**Y3**	**Y4**	**Y5**	**Y1**	**Y2**	**Y3**	**Y4**	**Y5**	**Total**	**Lead**	**Support**
Strategic Issue 5: Technology in service delivery and Knowledge Management																	
Strategic Goal: Improved Technology Integration in service delivery and knowledge management																	
KRA 8: Automation of processes and service delivery																	
Outcome: Improved service delivery and processe s																	
Strategic Objective: Enhance efficiency in service delivery																	
Enhance ICT infrastructure and governance	Implement data centre infrastructure	Data centre designed and implemented	% completion of data centre designed and implemented													H/ DMU	TA/ES ICT
																GM COE	
	Coordinate the establishment of functional e-library facilities across TVET Institutions	e-libraries are established across TVET institutions	% of Institutions with e-libraries	1000	200	200	200	200	200	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	250,000,000	DD(Lib)	DASP
	Maintenance/	ICT network maintained	No. Of maintenance schedules							2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000	H/DMU	TA/ES ICT

	servicing and repairs of ICT networks									2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000	GM COE	
	Install Cyber-security and data protection Technology	Data protection tools are installed-(DLP, hard disk encryption, SIEM).	No. of cybersecurity and data protection technology installed	5	1	1	1	1	1	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000	H/DMU	TA/ES ICT
	Review ICT Strategy	ICT Strategy revised	% completion of review of ICT strategy		100%	0%	100%	-	100%	3,000,000		3,000,000		3,000,000	9,000,000		TA/ES ICT
				2			1		1						0	H/DMU	
	Purchase end user devices	End user devices purchased	% of Staff with end - user devices	80%	85%	90%	95%	100%	100%	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	500,000,000	H/DMU	TA/ES ICT
	Preventive maintenance and repair of end-user devices	Preventive repair and maintenance of end-user devices when due	No. of Signed maintenance scheduled and signed repair worksheet	100%	100%	100%	100%	100%	100%	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000	H/DMU	TA/ES ICT
Automate service delivery (e-service)	Implement MIS internet enabled	Enhanced MIS designed and implemented	% completion	50%	10	10	10	10	10							H/DMU	TA/ES ICT
	Redesign the Board's website	Website redesigned	% completion of website design		100%	0%	100%	0	100%	3,000,000		3,000,000		3,000,000	9,000,000	H/DMU	TA/ES ICT
	Automate internal monitoring and evaluation	Online M& E tools implemented	% completion of M& E tools	100%	60%	70%	80%	90%	100%							H/DMU	TA/ES ICT
Enhance ERP system	Procure additional modules for ERP	Additional modules procured	%													H/DMU	TA/ES ICT
	Leverage emerging Technology including blended TVET and AI to increase the delivery of TVET	Increased access to TVET including disadvantaged, underserved and remote communities			5%	20%	40%	60%	100%	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	75,000,000	DO ODFeL	GM COE
	Deploy e-learning platforms and digital tools for teaching,	E learning Platforms deployed	No of Institutions using e- learning platforms		50%	70%	80%	100%	100%	0	0	0	0	0	0	H/DMU	TA/ES ICT
		Digital tools deployed	No of students accessing digital platforms		10%	30%	50%	70%	100%	0	0	0	0	0	0	H/DMU	TA/ES ICT
		Centralised data available	% of available data		20%	60%	100%	100%	100%	0	0	0	0	0	0	H/DMU	TA/ES ICT
		Policy briefs published	Frequency of published policy briefs													H/DMU	TA/ES ICT
Enhance office collaboration systems	Maintain teleconferencing facilities	Teleconfe facilities maintained	No. of													H/DMU	TA/ES ICT
	Install collaboration tools	Digital whiteboard, queue systems, Office 365 and Active directory installed	No. Of Collaboration tools installed													H/DMU	TA/ES ICT
Strengthen records management system	Develop EDRMS	EDRMS	%													H/DMU	TA/ES ICT
Sub Total 5				1010.3	216.3	215.4	219.45	217.2	221	188,000,000	182,000,000	188,000,000	182,000,000	188,000,000	928,000,000		
Grand Total										**4,490,593,000.00**	**4,489,293,000.00**	**4,534,993,000.00**	**4,541,693,000.00**	**4,458,393,000.00**	**22,514,965,000.00**		

APPENDIX 2

A. Resource Gaps

	FY	Estimated Financial Requirement (million ₦)	Estimated Allocation (million ₦))	Variance (million ₦)
	Year 1	4,490,593,000.00		
	Year 2	4,489,293,000.00		
	Year 3	4,534,993,000.00		
	Year 4	4,541,693,000.00		
	Year 5	4,458,393,000.00		
	Total	**22,514,965,000.00**		

B. Financial Requirement for Implementing the Strategic Plan

S/No.	Cost Area	Projected Resource Requirement (. Million ₦)					
		Year 1	Year 2	Year 3	Year 4	Year 5	Total
1	Quality and Relevance	3,219568,000	3,219568,000	3,238,568,000	3,243,568,000	3,164,568,000	16,070,841,439
2	Access, Equity and Inclusivity	867,025,000	863,025,000	870,525,000	888,525,000	876,525,000	4,366,638,141
3	Governance and Management	173,000,000	190,700,000	192,900,000	193,600,000	195,300,000	900,522,688
4	Funding and Financing	43,000,000	34,000,000	45,000,000	34,000,000	34,000,000	190,000,330
5	Technology Integration and Knowledge Management	188,000,000	182,000,000	188,000,000	182,000,000	188,000,000	928,000,000
6	Personal emoluments and related expenses	1.5B	1.8B	2.2B	2.5B	2.8B	10.8B
7	Governance expenses, including Maintenance	0.5B	0.7B	0.9B	1.1B	1.3B	4.5B
	GRAND TOTAL						**37,814,965,000**

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