

RELEVANT
SKILLS
FOR ALL



ANNUAL REPORT 2021*

* Programme 1: 01/2021 to 12/2021
Programme 2: 09/2020 to 12/2021

Delegation Agreement: DCI-HUM/2017/387-071 - DCI-HUM/2020/417-782
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ACRONYMS

AET	Africa Education Trust (Somalia)
AFD	Agence Française de Développement
ASSIST	Asia Society for Social Improvement and Sustainable Transformation (Philippines)
BMZ	Bundesministerium für Wirtschaftliche Zusammenarbeit und Entwicklung
CAP	Country Action Plan
CBT	Competency-based training
COTVET	Council for Technical and Vocational Education and Training (Ghana)
CEFAM	Centre de Formation et d'Appui aux Métiers (Senegal)
CFP	Centre de Formation Professionnelle
DAPP	Development Aid from People to People (Zimbabwe)
DCI	Development Cooperation Instrument
EC	European Commission
EU	European Union
EIP	European External Investment Plan
Enabel	Belgian Development Agency
EFSD+	European Fund for Sustainable Development (formerly EIP)
ETF	European Training Foundation
EUD	European Union Delegation
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HR	Human Resources
Hub	VET Toolbox Coordination Hub
ILO	International Labour Organisation
INTPA	EU Commission DG for International Partnerships (former DG DEVCO)
KEN	Knowledge Exchange Network
LO	Liaison Officer

Logframe	Logical Framework
LMA	Labour Market Analysis
LMI	Labour Market information
LuxDev	Luxembourg Development Cooperation Agency
M&E	Monitoring and Evaluation
MEAL	Monitoring, Evaluation, Accountability and Learning
MSME	Micro, Small and Medium Enterprises
MoU	Memorandum of Understanding
NGO	Non-Governmental Organization
NVTI	National Vocational Training Institute
OMC	Operational Monitoring Committee
OO	Overall Objective
PAGoDA	Pillar Assessed Grant or Delegation Agreement
PPP	Public-Private Partnership
PWD	Persons with disabilities
RAFPRO	Réseau Africain des Institutions et Fonds de Formation Professionnelle
ROM	Results-Oriented Monitoring
SC	Steering Committee
SPEDP	Support for Peace and Education Development Programme (South Sudan)
ToC	Theory of Change
ToT	Training of Trainers
TVET	Technical and Vocational Education and Training (see also VET)
UNEVOC	UNESCO International Centre for Technical and Vocational Education and Training
UNIDO	United Nations Industrial Development Organisation
UK	United Kingdom
VET	Vocational Education and Training

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1 PROJECT OVERVIEW

Programme 1

Title of the action	VET Toolbox, a facility promoting inclusive demand driven VET & skills development
Code of the action	DCI-HUM/2017/387-071
Location	Multi-country
Total budget	EU 15,000,000 EUR BMZ 500,000 EUR (will be used by GIZ only) Total 15,500,000 EUR
Donor	European Union (DCI) and BMZ
Type of Contract	Co-Delegation Agreement (PAGoDA-Co - 2016)
Partners	The British Council, Enabel, GIZ, LuxDev (and AFD as silent partner)
Implementing partners	The British Council, Enabel, GIZ and LuxDev
Signature Date	22/09/2017
Duration of implementation of the action	60 months
Period of implementation of the action	23/09/2017– 22/09/2022

Target groups (direct beneficiaries)	<ul style="list-style-type: none"> ▪ Government, public interest expressed by ministerial departments, national vocational training authorities and funds, quality assurance organisations responsible for learner assessment and examination, public VET organisations and VET centres; ▪ Employers/business interest expressed by national, regional and sectorial business and professional associations, national and international enterprises, private VET organisations and VET centres; ▪ Social partners (such as trade unions and other relevant civil society organisations) representing target groups of VET such as VET trainees, school leavers and dropouts, Youth not in education, employment or training (NEET), job seekers, underemployed, poorly skilled workers.
Overall objective global (impact)	<p>To improve the effectiveness of VET reforms so that they are more demand-driven and responsive to labour market needs and provide increased access to (self-) employment, including for disadvantaged groups.</p>
Specific objective (outcome)	<p>Providing partner countries with EU (EC or EU member state) VET programmes with know-how, tools and advice in order to improve the labour market responsiveness of VET reforms, strategies and action plans, thereby also enabling the orientation towards the inclusion of disadvantaged groups and most vulnerable people.</p>
Results (outputs): 4 result areas	<p>R1: Tools and advice for VET system- and labour market analysis (LMA) are provided to assist local stakeholders to improve evidence-based VET programming and serve as basis for informed strategic decisions in response to demographics, economic development and labour market needs.</p> <p>R2: Tools and advice necessary to put in place sustainable mechanisms of consultation and active participation of the private sector in VET are developed and delivered.</p> <p>R3: Local stakeholders are capacitated in promoting inclusive VET training for the formal and informal sector.</p> <p>R4: Methodologies and approaches to support the integration of disadvantaged groups into VET learning and into the labour market are piloted.</p>

Programme 2

Title of the action	Enhanced delivery of demand-driven skills development for investments in Africa
Code of the action	DCI-HUM/2020/417-782
Location	Multi-country (Sub-Saharan Africa)
Total budget	EU 15,000,000 EUR BMZ 1,250,000 EUR Total 16,250,000 EUR
Donor	European Union (DCI) and BMZ
Type of Contract	Multi-partner contribution agreement
Partners	The British Council, Enabel, GIZ, LuxDev, Expertise France (and AFD as silent partner)
Implementing partners	The British Council, Enabel, GIZ, LuxDev and Expertise France
Signature Date	01.09.2020
Duration of implementation of the action	48 months
Period of implementation of the action	01.09.2020 - 31.08.2024
Target groups (direct beneficiaries)	<ul style="list-style-type: none"> ▪ Local public and private Vocational Training Centre providing (continuous) vocational training (CVT) ▪ Short-term training providers ▪ Future and current employees of local companies (of training carried out directly by the action) ▪ Local enterprises receiving coaching services
Sector (CAD codes)	11330 (Vocational Training)
Overall Objective (OO)	Better meeting of human capital needs of value & supply chain development and investment programmes in selected countries in sub-Sahara Africa.
Specific Objective	Enhanced delivery of demand-driven skills development and VET catering for investment needs.
Outputs	<ol style="list-style-type: none"> 1. Enhanced national public-private dialogue on employment-oriented skills development and VET 2. Enhanced capacity for demand-driven skills development and VET 3. Stimulated knowledge exchange on lessons from practical experience in delivering skills development and VET in investment contexts

2 EXECUTIVE SUMMARY

Scope of the Annual Report 2021

In line with its contractual obligations VET Toolbox presents its annual progress report covering the period of 1 January 2021 to 31 December 2021 for the first, and the period of 1 September to 31 December 2021 for the second programme. This progress report provides an overview of the progress in implementation of both VET Toolbox programmes: the first programme which started in 2017 and the second programme which started in 2020.

Organisation and Management

During 2021, with two programmes running, the VET Toolbox team expanded both at Hub and agencies level. Moreover, the new programme also involves country teams of the partner agencies in each of the 11 countries. An additional knowledge exchange network (KEN) was set up to support the coordination of and exchange among these teams and the Hub. A lot of work was invested in **Monitoring, Evaluation, Accountability and Learning (MEAL)**, harvesting quality information and lessons learned, focusing on outcomes, and identifying indications of broader impact of the first programme; as well as operationalising the Theory of Change (ToC) and developing MEAL tools for the second programme.

Risk Management is an exercise that involves all agencies through the Operational Monitoring Committee (OMC) and the Steering Committee

(SC). Most of the risks that were rated as high in 2020 could be mitigated in 2021. Some new risks were identified, during the yearly exercise. Appropriate mitigating measures were put into place.

In 2021, **communication** activities focused on integrating both programme under the existing VET Toolbox brand, supported by a new communication strategy and graphic charter. The development of a new website started in the last quarter of the year.

Finance

In 2021, EUR 3,022,073 was spent for programme 1, of which 82% on activities and 18% on general means. At the end of 2021, the overall expenditure rate with commitments reached 77%, being on track with the overall budgetary planning.

For programme 2, EUR 3,549,494 was spent in total by the end of 2021, of which 24% through legal commitments. This is lower than estimated, but will pick up as soon as the agencies start their implementation phase.

Implementation

Despite two years of Covid-restrictions, very good project results were booked for the first programme. The achievements of this year clearly indicate that the programme is on track to achieve the final targets by the end of 2022. No progress against the logical framework (logframe) targets can yet be reported for the second programme, as the first year was a preparation and planning phase.

1. Short-term support actions: From the total of 57 support actions that are completed or in preparation/implementation, 15 focus on labour market analysis (LMA) (result area 1), 34 on active private sector involvement in vocational education and training (VET) (result area 2), and 8 on inclusion in VET (result area 3). 35 support actions are fully completed (20 in 2019-2020 and 15 in 2021). Like in 2020, to overcome the COVID-related restrictions, distance support was provided through a mixed team of national and international consultants. This adjustment did not have any impact on the participants' satisfaction as on average 90% of the participants to the 15 support actions finished in 2021 were satisfied with the provided support.

2. Grant projects: All 11 grantees requested a no-cost extension of 2 to 4 months to catch up on delays. 3 grant projects managed to finish implementation in 2021, while another 8 are still implementing activities and will close their implementation by April 2022 at the latest. All projects offered capacity building of VET stakeholders and implemented inclusive and labour market responsive VET. By the end of 2021, 4,787 trainees (women and men equally represented) had completed training (out of the targeted 5,130 to be reached by the end of implementation in April 2022). Progress can also be reported on the key outcome "labour market insertion" as 1,915 graduates (40% of the graduates) were employed or self-employed by the end of 2021. Besides this result in terms of the employment rate of the final participants, the involvement and capacity building of public and private VET actors, and the curricula and training material produced within the grant projects also indicate impact.
3. KEN: The VET Toolbox & Friends webinar series was continued in 2021 with the organisation of 3 webinars. The Launch Event of the second VET Toolbox programme in June 2021 had great attendance. The e-library on the website now counts 12 VET Toolbox tools (available in English and French) and a tutorial series of 8 episodes with information, tips and reflections on efficient and effective management of VET centres. Moreover, twinning/mentoring partnerships facilitated by the British Council and LuxDev were continued. 1 presential regional seminar and 1 online seminar, were organised as well in 2021, gathering members of the global VET community. Knowledge exchange was facilitated through other VET Toolbox activities: online events were organised with all 11 grantees of the first programme and with the 11 country teams of the second programme to share and exchange about the MEAL approach, contractual arrangements and good practices.
4. Supporting the positive effects of European investments: The second programme of VET Toolbox started with an opportunity mapping and planning phase in the 11 countries (September 2021). 2 countries, Nigeria and Uganda, submitted their Country Action Plans (CAPs) that were later approved by the European Union Delegations (EUDs) and DG INTPA. The other 9 countries were still preparing their CAPs. By the end of 2021, 4 of those 9 were nearly finalised: Mozambique, Senegal, Tanzania, Kenya.
5. Transversal themes: inclusion and digitalisation were supported in the

first programme. Support in these two areas will continue in the second programme, where the focus on environment and decent work will be more prominent.

Impact and sustainability

Although system change would be hard to prove before the end of the first programme, several indications of change and sustainability could be collected. The impact of short-term support actions and grant projects can be expected at 3 levels: individual, organisational and system level.

In 2021, 13 post-implementation interviews were conducted among 6 short-term actions that ended at least 6 months before the interviews. These interviews revealed that participants of the short-term support actions are still using the knowledge and tools at individual and organisational level. Moreover, the practices learned during the activity supported the implementation of reform or policies at national level and in one case even at international level.

The qualitative information collected during the second round of Monitoring Missions indicates a contribution of the grant projects to the labour market integration of the graduates and thus a change at individual level. The capacity development offered to private and public institutions in these projects provides a good basis for lasting organisational improvements. Besides the development of curricula and training material that are validated by the VET authorities and can be used at national level, all grant projects empower local structures, including governmental authorities and community-based organisations allowing them to expand their new practices to other participants in the VET system.

Lessons learned

By the end of 2021, several quality insights and lessons were drawn in the 3 key thematic areas of the first programme, mainly from the short-term support actions and grant projects: private sector involvement, transition to the labour market and inclusion.

Moreover, lessons on the project design of both VET Toolbox programmes could be drawn during 2021. Key lessons are that:

- A request-based approach leads to increased and more correctly placed ownership, to raised commitment on the side of the requesters, and it promises a higher level of impact.

- Co-design of projects, including ToC and logframe, with the target audience increases local ownership and commitment, enhance chances of success, and help creating a realistic logframe.
- Setting up follow-up appointments and collecting all contact details for different types of communication channels (e.g. WhatsApp) during project implementation can increase success for gathering follow-up information for impact assessment.

Outlook for 2022 and beyond

The large focus of 2022 will be to finalise the first programme, harvest and share the learnings with the global VET community, as well as the implementation of the second programme in all 11 countries that started at the end of 2021. Efforts will continue to keep VET Toolbox's reputation as a knowledge hub by remaining opportune and creative with KEN activities. Risk Management remains an important annual exercise, with mitigating measures as the agencies' joint responses to the challenges identified.

During 2021 the continuation of VET Toolbox beyond the first and second programmes started to be discussed among the agencies and DG INTPA. In 2022 the possibility of a Team Europe Initiative (TEI) on Opportunity-driven Skills and VET in Africa will be explored.

3

INTRODUCTION

3.1 Structure of the annual report

This report covers the 4th year of VET Toolbox: **from 1 January to 31 December 2021 for the first programme, from 1 September 2020 to 31 December 2021 for the second programme.**

The project overview of both programmes (**Chapter 1**) is followed by the executive summary of the report (**Chapter 2**). The Introduction (**Chapter 3**) provides general information about VET Toolbox: its vision, mission and services, the objectives and results of both programmes, as well as its key activities.

Chapter 4 takes up the VET Toolbox organisational and managerial framework. This chapter includes information on the governance structure (4.1) and the Monitoring, Evaluation, Accountability and Learning (MEAL) approach (4.2). Besides the update on risk management (4.3), an overview of communication activities (4.4) and budget execution are provided (4.5).

Chapter 5 presents the state of play of VET Toolbox-programmes' implementation. Progress against the logical framework (logframe) indicators (5.1) is followed by an update on geographic coverage (5.2), and an update on activity progress, outputs and outcome (5.3). The chapter ends with the description of actions that contributed to the transversal themes (5.4).

Chapter 6 presents indications of impact and sustainability of VET Toolbox actions and **Chapter 7** presents the lessons learned on the 3 key thematic areas of the programmes: private sector involvement, transition to the labour market and inclusion, as well as on project design.

Chapter 8 rounds up the annual report with an outlook on 2022 and the possible continuation of VET Toolbox beyond its two current programmes.

3.2 Background and objectives of VET Toolbox

3.2.1 VET Toolbox Vision, Mission, Services

At the start of the second VET Toolbox programme, which focuses on enhancing the delivery of demand-driven skills development and VET catering for investment need, the vision and mission of VET Toolbox were updated to cover its new services.

Vision

Demand-driven and inclusive VET is integrated into labour market systems that foster economic and social development and higher participation in global value chains. These systems deliver skilled workforces for new and evolving decent jobs in the environment of investments.

Mission

We support VET reforms to make them more responsive to changing labour demands and inclusive to all. More particularly:

- We help to improve labour market information systems to enable evidence-based programming and decision making.
- We offer capacity building to Vocational Training Centres and other VET stakeholders such as VET authorities, the private sector, chambers or skills and training funds, to help deliver demand driven skills training that matches local job opportunities.
- We support a better match of labour market demand and supply resulting in higher job insertion.
- We facilitate public-private partnerships in VET and employment promotion in which each party contributes resources.
- We foster dialogue on policy and implementation level for sustainable in-country reform progress.

- We help to maximise the local social and economic benefits of European investments in Africa through targeted VET and skills development measures.

Services

We deliver our services through VET Toolbox's leading agencies and their networks which are composed of highly skilled practitioners with experience and expertise in VET and labour market reform processes. They include:

- providing technical assistance, building up VET system capacities
- funding innovative projects, promoting inclusion in VET and labour markets
- developing and sharing relevant tools and knowledge through building networks, partnerships and fora
- accompanying European investments (under the EFSD+, formerly EIP) in Africa through improved availability of skilled manpower, ensuring maximum employment impact

Our services are accessible to our European Union (EU) partner countries in Sub-Saharan Africa, South and East Asia and Latin America.

3.2.2 Objectives, Result Areas and activities of Programme 1

The **specific objective** of the **first VET Toolbox programme** is “to provide partner countries with know-how, tools and advice in order to improve the labour market responsiveness of VET reforms, strategies and action plans, in particular the ones supported by the EU (EC and EU Member States), thereby also enabling the orientation towards an inclusion of disadvantaged groups.”

By improving capacities and capabilities, VET Toolbox contributes to (**overall objective**) “improving the effectiveness of VET reforms so that they are more demand-driven and responsive to labour market needs and provide increased access to (self-) employment, including for disadvantaged groups.”

The **4 Result Areas** to reach the first programme objectives are the following:

- **Result Area 1:** Tools and advice for VET system- and labour market analysis (LMA) are provided to assist local stakeholders to improve evidence-based VET programming and serve as basis for informed strategic decisions in response to demographics, economic development and labour market needs.
- **Result Area 2:** Tools and advice necessary to put in place sustainable mechanisms of consultation and active participation of the private sector in VET are developed and delivered.
- **Result Area 3:** Local stakeholders are capacitated in promoting inclusive VET training for the formal and informal sector.
- **Result Area 4:** Methodologies and approaches to support the integration of disadvantaged groups into VET learning and into the labour market are piloted.

All activities, differentiated in the three key activity fields, are aiming at reaching the overall and specific objectives. The three activity fields of this programme are the following:

Activity field 1: Short-term support actions

Short-term, demand-driven support actions - through advice and training - on:

- VET system and LMA - contributing to result area 1
- Mechanisms of consultation and active participation of the private sector in VET - contributing to result area 2
- Capacity building of local stakeholders in promoting inclusive VET training - contributing to result area 3 and result area 4, where services focus on inclusion.

Activity field 2: Grants (funding of innovative pilot projects on inclusion in VET)

VET Toolbox is funding 11 pilot grant projects that promote inclusion of people at risk of exclusion selected through a call for proposals. These grant projects are contributing first and foremost to result area 4 by developing and piloting methodologies and approaches of inclusive VET and labour market insertion.

Activity field 3: Knowledge exchange (KEN)

Under activity field 3, VET Toolbox shares best practices, methods and tools on a web-based platform and organises (presential and virtual) seminars to stimulate learning and encourage networking, dialogue and the exchange of experiences. The KEN is composed of the implementing partners, the stakeholder network in the partners countries, and other international organisations or research groups, such as ETF, ILO-Employers federation, UNEVOC, UNIDO, etc.

3.2.3 Objectives, Result areas and activities of Programme 2

The **specific objective** of the **second VET Toolbox programme** is “to enhance delivery of demand-driven skills development and VET catering for investment needs.” By doing so, VET Toolbox aims at “better meeting of human capital needs of value & supply chain development and investment programmes in selected countries in sub-Saharan Africa” (**overall objective**).

To achieve the objectives, the second programme of VET Toolbox is working on the following **3 Result Areas**:

- **Result Area 1:** Enhanced national public-private dialogue on employment-oriented skills development and VET conducive for investments.
- **Result 2 Area:** VET stakeholders are supported to deliver relevant training in line with investment needs.
- **Result 3 Area:** VET reform stimulated by capturing lessons from practical experience in delivering investment-oriented VET.

In this second programme, the support of VET Toolbox is opportunity-driven and tailor-made per country. After carrying out an opportunity mapping exercise, the target countries are developing an action plan that will include some of the following activities:

- Analysing the labour market situation
- Strengthening of existing or new public-private dialogue including setting up partnerships
- Supporting VET institutions in their training provision
- Supporting & introducing new occupations/competences for training in VET institutions, employment-oriented VET programmes and skills development measures, including soft skills
- Supporting & introducing work-based learning schemes to stakeholders
- Supporting & introducing job-matching services
- Sharing targeted information and lessons learned through diverse channels

4

ORGANISATION
AND
MANAGEMENT

4.1 Coordination and Management

The governance of VET Toolbox consists of three bodies: a **Coordination Hub (Hub)**, an **Operational Monitoring Committee (OMC)** and a **Steering Committee (SC)**.

The Hub is responsible for the coordination and monitoring of all activities and works in collaboration with the Liaison Officers (LO) of the implementing agencies through the OMC. The Hub organises the reporting to the SC and ensures the implementation of decisions made during the SC bi-annual meetings.

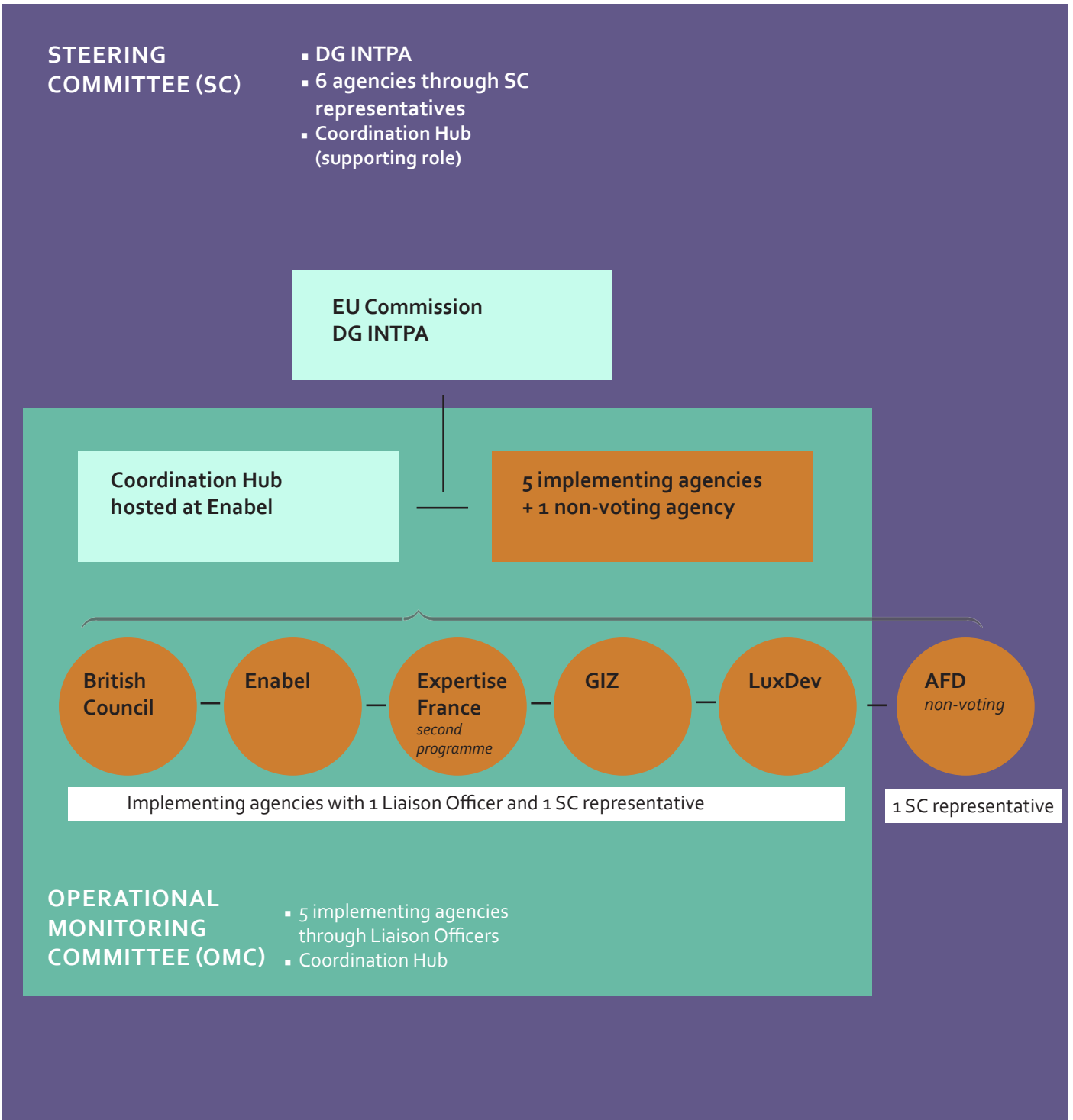


Figure 1: VET Toolbox coordination and management overview

The new VET Toolbox programme also involves country teams from partner agencies. These teams are managed by the agencies but are also supported in their execution by the Hub and their peers from the other partner countries. A dedicated knowledge exchange network (KEN) has been set up to help align the coordination of the projects in the 11 target countries. This forum aims at building trust among country teams, creating a mutual understanding of the action and sharing ideas for project implementation, challenges, and good practices. The country exchanges are also used to share learning from the first programme actions (short-term support actions and grant projects) with the country teams. Country exchanges will continue during the activity implementation phase, for further exchange of experience and insights from qualitative MEAL.

In the framework of the **second programme**, the European Union Delegations (EUDs) of the partner countries are more involved. Their role differs in each country. Some are taking up a more active, sometimes steering role; others are rather leaving the agencies in the lead.

Management focus – 2021

2021 was at the same time a very demanding and exciting year from the perspective of the VET Toolbox project management and coordination. It was **another COVID-year** with all the related restrictions, and professional as well as personal challenges. This second year of the pandemic seemed in some ways to weigh even more heavily on the project than 2020. With COVID-19 as the 'new normal', expectations seemed to be back to their original level, but at the same time the effects of not meeting colleagues and other stakeholders in person – thus not getting a chance to really connect – did have an effect on collaboration.

2021 also meant the start of the new, **second VET Toolbox programme** with all the aspects required in such a **start-up phase**. It was the first year where the two programmes fully overlapped, and all involved had to 'recalibrate'. New teams had to be built at SC, OMC and country level. A new implementing agency, Expertise France, stepped into to the consortium; and the other agencies also welcomed additional colleagues. Putting the Description of the Action into practice in a collaborative manner requires

fine-tuning and discussing to make sure INTPA, all agencies and country teams remain on the same page. The project simultaneously needs solid foundations and agility to take new insights, learning and challenges on board. The stakeholder-exchanges support the preparation of the basic support-material like the comprehensive Theory of Change (ToC), the MEAL and communication tools and templates. While 2021 was still very much a year of exploration and preparation, 2022 will see the transition to implementation in the 11 countries.

The ambitions in 2021, as outlined in the previous annual report (7.1, p. 121) were strongly related to ensuring that project partners caught up on delays caused by the pandemic, to finding innovative ways to maintain qualitative service delivery despite COVID-restrictions and to organising the start of the new programme. To achieve this:

- **Human resources** were reinforced both at the Hub and at implementing agency level. A VET Expert and a junior MEAL Expert were recruited to support the Hub. The implementing agencies appointed several new Liaison Officers and extended the dedicated working time for the other LO. Additionally, the new programme required the creation of country teams in the 11 selected partner countries. The workload related to the overlap of both programmes was underestimated for the Hub and some agencies, so additional HR-support solutions were sought (see also Lessons learned on project design 7.4).
- **Risk Management** remained an important annual exercise and the identified risks were followed-up on and updated. Mitigating measures were agreed, they were implemented by the partner agencies and followed up through the SC.
- The **communication** activities at the end of 2020 and during 2021 focused on integrating the new service under the existing brand, and presenting one VET Toolbox as a global reference for knowledge and experience on inclusive VET that meets the needs of the labour market.
- Financially, 2021 was still challenged by the pandemic. Budget shifts and modifications, as well as planning revisions, have been necessary as Covid-related restrictions impacted activity implementation and the related expenses accordingly.

4.2 Monitoring, Evaluation, Accountability and Learning

Programme 1

In 2020, the Monitoring and Evaluation (M&E) framework for the first programme was reviewed and further developed into a Monitoring, Evaluation, Accountability and Learning (MEAL) concept, with the support of an external expert. The refined M&E activities help harvest quality information and lessons learned, focus on outcomes, and identify indications of broader impact. The collected findings are then used to meet accountability expectations from the different stakeholders and feed into learning through the KEN and VET Toolbox internal continuous improvement cycles.

The revised MEAL concept allows for an improved analysis and synthesis of information, collected through a range of tools and templates (for details, see Annual Report year 3/2020, chapter 4.2, p. 30 ff). Two MEAL tools deserve a special mention for 2021:

1. *Post-implementation interviews for short-term support actions*: Interviews for several short-term support actions are being implemented, and insights are captured in reports. Post-implementation interviews involve stakeholders at three levels: participant, VET organisation and policy levels. They are ideally conducted around six months after finalising the support actions, but e.g. at the end of the project a shorter timing might be required. Stakeholders are invited to reflect on the outcomes and sustainability of the support they received and of the post-implementation actions they undertook after the VET Toolbox support. Discussions provide an opportunity to brainstorm, draw indications of impact and capture success stories as well as lessons learned, inspiring future initiatives.
2. *Supportive Monitoring Missions for Grant projects*: All 11 grant projects underwent a second round of Monitoring Missions (consisting of a self- and an external assessment). A broad range of stakeholders (training participants, teachers/mentors, VET centre management, employers, VET authorities and governmental stakeholders) were involved in in-depth discussions on the piloted VET models and their sustainability,

as well as the post-implementation activities to be conducted by the stakeholders after the VET Toolbox support. A range of good practices and points for improvement were identified and concrete suggestions for further support, knowledge exchange and learning were shared. The process and results were captured in project-specific feedback reports.

The findings drawn from these tools and the other MEAL activities feed into the analysis (see chapter 5.3).

Programme 2

The MEAL work under the first VET Toolbox programme delivered important lessons learned that are inspiring and shaping the MEAL for the second programme. Joint workshops and discussions with the VET Toolbox Hub, an external expert, the implementing agencies and country experts on the logframe, the indicators and their definitions and the review of the ToC are the basis for developing a thorough indicator set as well as shared commitment for MEAL action.

A MEAL concept with supporting MEAL tools is under development. It will allow collecting quality information (including challenges, opportunities, good practices and needs) and focusing on the outcome and impact from the start. For the opportunity mapping phase, the necessary tools have already been developed under the form of a Country Action Plan (CAP) and eligibility checklist. These templates are supporting the country teams in the documentation of the planning progress and challenges met along that road. The regular (approximately every 6 weeks) country exchanges are a platform for mutual learning among the 11 country teams and Hub. They also allow for the gathering of quality MEAL-information overarching all partner countries and their individual approaches and challenges.

4.3 Risk Management

The Risk Management exercise at the beginning of 2021 revealed three new risks. Two linked specifically to the new VET Toolbox programme, and one was related to the effects of the pandemic, concerning quality assurance (see figure below). Six months later an update was done by the OMC, taking

into consideration the effects of the implemented mitigating measures, as well as the changing context. This updated risk matrix (including some fine-tuning in the wording) was validated by the SC in September 2021.

The figure below shows the updated evaluation of risks levels. It is to be observed that most of the risks that were rated as high in 2020 could be mitigated in 2021. A next analysis and identification exercise – through consultation of the OMC and SC members – will take place in February 2022.

Risks	Evolution 2020 tot 2021
1 General: Effective VET reforms might not be supported by other factors in the countries such as employment creation, sufficient funding for VET, real cooperation between governments and the private sector.	Remains red
2 New. HR-capacity risk. Integration of VET Toolbox I & II (start-up), together with catching up on delays from year 1 and COVID-19, might lead to work overload for Liaison Officers and Hub	Remains red
3 Requests and grants: The project might not reach the committed targets within the agreed timeframe.	From red to orange
4 Requests: The technical support provided in a blended form might prove to/be perceived to be less effective than face-to-face missions.	From red to orange
5 General: The VET Toolbox services (technical support, grants and KEN activities) might not be leading to the expected reform changes.	From red to orange
6 New. VET Toolbox 2: Delay in start of implementation - operational set-up could start only at the end of 2020.	Remains orange
7 New. Quality: Restrictions due to COVID-19 highly vary across different countries.	Remains green

Figure 2: Risk management overview

Regarding the risks related to the second VET Toolbox programme, an additional dedicated risk management cycle with a broader set of stakeholders at country level will be launched in the first half of 2022 (following the country specific timing). These exercises will be led by the respective country teams. A guidance session for the teams on the practical execution (including provision of templates) took place during the country exchange of December 2021.

The risks as defined in the Description of the Action for both programmes, with an update on the state of affairs, are in annex 1.

4.4 Communication

2021 was about focusing on visibility and brand identity, profiling as a project with unique expertise in the field of VET, namely through the KEN activities (see chapter 5.2.3), and the implementation of a proper communication approach on the additional VET Toolbox activities under the new programme.

Communication Strategy and Graphic Charter

Extra efforts were made during 2021 on brand awareness and control of the brand identity. A new VET Toolbox Communication & Visibility Plan was developed. This strategy provides a framework for communication and visibility relating to all VET Toolbox activities. The strategy was designed to ensure a regular and continuous information flow on the implemented actions and the positive impact attained with EU-funding through VET Toolbox. The plan also includes an updated graphic charter defining all elements that create the personality of the VET Toolbox brand and give it its recognisable character, with special attention to the visibility of donors and partners.

In addition, a summary document «10 key visual brand elements for VET Toolbox» was prepared. This document serves as an accessible guide for all colleagues and country teams when producing any communication material for VET Toolbox. Both documents were presented during the OMC and the country exchange meetings to avoid any branding confusing in the next

project steps. Regular reminders will be needed to also keep new colleagues well-informed.

Branding

Based on the renewed graphic charter, several new communication materials were developed: business cards, flyers and roll-up banners. These materials were used in the second half of 2021 during the grants Monitoring Missions, local seminars and opportunity mapping for the new programme.

Communication Missions

During the second half of 2021, two communication missions to partner countries were carried out.

- As activities for both programmes were being simultaneously executed in Malawi, (the Monitoring Mission for the grant project lead by The Samaritan Trust and the opportunity mapping by the British Council for the second programme), a communication mission was conducted in order to collect interviews, testimonies, photographs and videos.
- A communication mission was also carried out in Senegal, in support of the RAFPRO regional seminar: 'Alternative modes of financing vocational training in Africa facing the challenges of the future'. Besides the communication support for the event – where the VET Toolbox activities and support were presented on several occasions – this mission was also an opportunity to gather visual information on the progress of the new VET Toolbox activities in Senegal. Two training centres were visited, and video interviews were conducted.

The collected communication materials will be distributed in the first half of 2022 and used extensively in the development of new communication materials and the new website.

Website

In the second half of 2021, the first steps were taken in the development of a brand-new VET Toolbox website. The first phases of this process have

been completed: project definition, wireframes & site architecture and visual design. Wireframes provide a detailed view of the content that will appear on each page, while the sitemap ensures how all key pages on the site and how the overall navigation should be structured. The overall visual style was determined by the graphic charter with the aim to connect the web with all other forms of communication of VET Toolbox. In the first half of 2022, the next steps in this process will begin: finalisation of the site development, testing and launch.

4.5 Budget execution

Programme 1

The overall budget for VET Toolbox's programme 1 is EUR 15,850,000. This budget is co-financed by the EU (EUR 15,000,000) and the German BMZ. BMZ initially contributed EUR 500,000 and increased this amount by EUR 350,000 as part of the third addendum that was formalised in 2021 and signed in Q1 2022. These EUR 850,000 are to be spent exclusively by GIZ.

At the end of 2021, EUR 10,967,217 (excluding BMZ financing) has been spent and legally committed to a third party (this includes both historical costs and signed commitments), representing 77 % of the four received pre-financing instalments. The last request for the fourth and final pre-financing instalment (with a remaining balance of EUR 2,931,645) was paid at the end of 2021. All instalments therewith have been paid:

First instalment (paid)	2.802.425
Second instalment (paid)	5.582.941
Third instalment (paid)	3.682.988
Fourth instalment (paid)	2.931.646
Total	15.000.000

Both tables in annex 2 (overall budget (2a) and overall budget with commitments (2b) present the consolidated figures of the 4 implementing agencies. Reporting is done according to each partner's pillar-assessed procedures. At the time of this reporting Enabel and GIZ did not have

audited figures yet as there was some delay in the audit performance. LuxDev and the British Council opted for a yearly audit on all their EU projects, instead of working with project specific audits. Since 2021, all agency audits cover the calendar year. The reported figures might still slightly change, once the audited figures are available.

The financial planning for 2021 as made in 2020 (EUR 4,949,069, see Annual Report year 3/2020, see Annex 2a), was not fully achieved. VET Toolbox reached 61,06% (EUR 3,022,073) of that financial planning. The difference of EUR 1,926,996 was mainly due to the fact that payments for the grant projects were shifted to 2022 as of no-cost extensions that have been formalised through addenda. Likewise, payments for short-term support actions have been shifted or reduced due to remote implementation.

The expenses incurred in 2021 (EUR 3,022,073 as shown in annex 2b, overall budget with commitments), consist of 82% of expenses on activities and of 18% on general means. With the commitments at the end of 2021, the project reached a 77% execution rate. By the end of 2022, this rate is supposed to reach at least 95-100%. To achieve this, options of budget reallocations are considered to support VET Toolbox logframe targets. Moreover, expenditures are being followed up closely since they remain subject to high volatility (mainly caused by the pandemic) and budget modifications are supporting necessary activity adjustments.

Monitoring and Audit 2021

Results of logical framework indicators changed in the last 12 months	A review of the logical framework was formalised in 2021, to be signed Q1 2022.
Planning of the final evaluation	Q4 2022
Backstopping/supporting monitoring missions	The 11 grant projects hosted the second round of monitoring missions (presential or online) during 2021.

Audit	<ul style="list-style-type: none"> • The annual audit on 2020 of the first programme was executed in February-March 2021. Due to the pandemic this took place online and the results were available with a slight delay (in April 2021). • The mid-term audits of the grant projects were partially performed online, partially presential as the situation allowed. The first one took place in December 2020, the last one in May 2021.
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Public contracts and subsidies

The information on public contracts of three implementing agencies can be found on the respective websites:

- for the British Council: <https://www.britishcouncil.org/partner/international-development/approach/awarded-contracts>
- for GIZ: https://www.giz.de/en/workingwithgiz/awarded_contracts.html
- for LuxDev: <https://luxdev.lu/fr/tenders>
- for Expertise France: <https://www.expertisefrance.fr/web/guest/achats-et-subventions>

Enabel concluded two contracts with a value of more than EUR 15,000 or more in 2021:

- the services procurement contract for “the design and development of a website and the hiring of a graphic designer services”
- the services procurement contract for a MEAL expert

Programme 2

For the second programme, the overall budget of EUR 16,250,000 consists of a contribution from the EU of EUR 15,000,000 and a contribution from the German BMZ of EUR 1,250,000. The German BMZ contribution is to be spent exclusively by GIZ.

A first instalment of EUR 3,750,000 was received in the beginning of the project (early 2021).

Both tables in annex 3 (overall budget, 3a, and overall budget with commitments, 3b) present the consolidated figures of the five implementing agencies, covering the reporting period of 1 September 2020 to 31 December 2021. General expenditure levels stand at 8% by end of 2021. The main expenditures can be found in results area 1 (36% of global budget of the action) as well as in the HR-related expenditures.

The expenditure level of 8% is far from the initially estimated 27% (see annex 3b, overall budget with commitments). The main reasons for the limited expenditure can be traced back to several factors at play. On the one hand the mapping phase took longer than expected, mainly due to the effects of the pandemic. Secondly, the overlap of the two VET Toolbox programmes was challenging, as of the peak in the execution of the first programme, making up for Covid-related delays, as well as high workload related to the start-up of the second programme. A clearer financial forecast will be possible in the first quarter of 2022 once agencies finish the opportunity mapping phase and have a clearer view of the project implementation.

could already be reached or exceeded. The value of indicators for end 2021 shows the progress with cumulative data of years 1, 2, 3 and 4.

The details of quantitative and qualitative VET Toolbox performance - including and beyond logframe components - will also be addressed under this chapter.

5 IMPLEMENTATION

5.1. Progress against logical framework

Despite two years of pandemic, very good project results were booked for the first programme. The achievements of this year clearly indicate that the programme is on track to achieve the final targets by end 2022.

The second VET Toolbox programme, which builds on the first VET Toolbox programme, was launched on 8 June 2021 during an online event. 2021 was dedicated to exploring sectors and investment opportunities, to setting-up country partnership networks (including EUD, private sector, training funds, training centres) and to drawing up the Country Action Plans.

Logical framework Programme 1

Adjustments to the logframe (version used below) as proposed by the implementing partners were approved by the SC in April 2021. For the short-term support actions, the adjusted targets are likely to be exceeded by the end of the project, approximating the original targets despite COVID-19-related setbacks. For the grant projects, logframe targets (result area 4) could already be reached or exceeded. The value of indicators for end 2021 shows the progress with cumulative data of years 1, 2, 3 and 4.

	Results chain	Indicative Indicators	Baseline values	Indicative Targets	Value year 2021 (cumulative for years 1-4)
Overall objective: Impact	OO By providing know-how, tools and advice, VET Toolbox contributes to improving the effectiveness of VET reforms so that they are more demand-driven and responsive to labour market needs and provide increased access to (self-) employment, including for disadvantaged groups.	The extent to which capacity building activities led to: <ul style="list-style-type: none"> change of actions [1] of organisations improved performance of organisations [1] Capacity development impacted the organisation/ the process.	No common baseline, progress is determined on an individual basis.	60% of activities show that on average 60% of the beneficiaries indicate an impact with regard to this indicator.	Post-implementation interviews implemented in 2021 show change on organisational level (see chapter 6). Post-implementation interviews will continue for short-term actions and start for grant projects in 2022.
		The number of countries where the capacity building activities led to developments (within a level of the maturity index or increased on the maturity index) related to: <ul style="list-style-type: none"> Evidence-based TVET Private sector involvement TVET More inclusive TVET 	Baseline level agreed in the preparation phase of activities per action.	At least 15 countries show developments within a level of the maturity index or show an increase on the maturity index (5 countries per result area).	So far developments can be shown in 23 countries (some countries with multiple support actions): <ul style="list-style-type: none"> 7 countries in result area 1 13 countries in result area 2 5 countries in result area 3
		The (involved) development partners apply a more demand-driven approach towards TVET development.	No common baseline, progress is determined on an individual basis.	<ul style="list-style-type: none"> For all involved development partners there is an increased focus in their activities on engagement with the labour market and ensuring that TVET is delivering to the demand of the labour market. Other development partners acknowledge that there is an increased focus in their activities on engagement with the labour market and ensuring that TVET is delivering to the demand of the labour market. 	This will be assessed during the final evaluation.

<p>Specific objectives</p>	<p>SO To provide partner countries with know-how, tools and advice in order to improve the labour market responsiveness of VET reforms, strategies and action plans, in particular the ones supported by the EU (EC and EU Member States), thereby also enabling the orientation towards an inclusion of disadvantaged groups.</p>	<p>The extent to which capacity building activities led to:</p> <ul style="list-style-type: none"> ▪ change of behaviour[2] of beneficiaries ▪ change of behaviour of organisations <p>[2] Use what they learned</p>	<p>No common baseline, progress is determined on an individual basis.</p>	<p>70% of activities show that on average 70% of the beneficiaries indicate results on this.</p>	<p>For 83% of the short-term support activities, participants confirm that they will apply around 80% of what they learned through the VET Toolbox activities in their organisation, potentially leading to change of behaviour in their organisation. Post-implementation interviews will continue for short-term actions and start for grant projects in 2022 to assess the change in that regard.</p>
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Outputs	<p>Result 1. Tools and advice for VET system and labour market analysis are provided to assist local stakeholders to improve evidence-based VET programming and serve as basis for informed strategic decisions in response to demographics, economic development and labour market needs.</p> <p>Result 2. Tools and advice necessary to put in place sustainable mechanisms of consultation and active participation of the private sector in VET are developed and delivered.</p> <p>Result 3. Local stakeholders are capacitated in promoting inclusive VET training for the formal and informal sector.</p>	Overall number of interventions implemented (being quality assured).	0, as previously non-existent.	Total 67 interventions: <ul style="list-style-type: none"> • Result 1: At least 15 interventions implemented • Result 2: At least 38 interventions implemented • Result 3: At least 14 interventions implemented 	Total 35 interventions/ support actions: <ul style="list-style-type: none"> • Result 1: 7 interventions/ support actions interventions implemented • Result 2: 22 interventions/ support actions interventions implemented • Result 3: 6 interventions/ support actions interventions implemented
		Overall number of received requests for interventions.	0, as previously non-existent.	No indicative target	<p>83 requests received (14 requests cancelled or not eligible)</p> <p>57 requests completed, in progress or transferred</p> <p>2 out of the 57 requests are on hold due to COVID-19</p> <p>12 additional requests are in the formulation and approval process</p>

		Overall number of expert days implemented.	0, as previously non-existent.	Total 1,200 expert days <ul style="list-style-type: none"> Result 1: 258 Result 2: 684 Result 3: 258 	1,486.5 expert days <ul style="list-style-type: none"> Result 1: 256.5 Result 2: 979.5 Result 3: 250.5
		<ul style="list-style-type: none"> Overall number of beneficiaries Overall number of VET students from disadvantaged groups are reached and engaged (women, minorities, learners with (learning) disabilities/difficulties, remote areas) Overall number of private partners are reached and engaged and satisfied 	0, as previously non-existent.	<ul style="list-style-type: none"> Average 30 beneficiaries per intervention No target related to disadvantaged VET students No target related to private partners 	Overall, 2,737 beneficiaries: an average of 72 beneficiaries per intervention/support action (In the short-term support actions we are not providing support directly to students, but only to staff of TVET institutions (direct beneficiaries). 753 private partners with an average satisfaction rate of 90%.
		The extent to which beneficiaries are satisfied with the services provided.	No baseline, as previously non-existent.	80% of activities show that on average 80% of the beneficiaries indicate results on this.	90% of beneficiaries of 80% of the activities (28 out of 35) confirm that they are satisfied with the service provided.
		Overall number of national organisations involved in interventions.	0, as previously non-existent.	Average 3 national organisations per intervention (defined as public organisations, plus an average of 1 private organisation per intervention).	Overall, 796 public organisations: an average of 21 public organisations per intervention/support action. Overall, 753 private organisations: an average of 20 private organisations per intervention/support action .
		Overall number of tools developed.	0, as previously non-existent.	Total 9: <ul style="list-style-type: none"> Result 1: 3 tools Result 2: 3 tools Result 3: 3 tools 	12 tools developed <ul style="list-style-type: none"> Result 1: 3 tools Result 2: 7 tools Result 3: 2 tools
		Overall number of regional conferences.	0, as previously non-existent.	Regional seminars (5).	5 regional conferences took place.

Outputs	Result 4. Methodologies and approaches to support the integration of disadvantaged groups into VET learning and into the labour market are piloted.	Overall number of projects implemented (being quality assured).	0, as previously non-existent.	At least 10 projects.	11 projects are being implemented (last one will be finished by the end of April 2022).
		Overall number of received projects.	0, as previously non-existent.	No indicative target.	426 proposals were received.
		<ul style="list-style-type: none"> ▪ Overall number of VET students from disadvantaged groups are reached and engaged (women, minorities, learners with (learning) disabilities/ difficulties, remote areas) ▪ Overall number of private partners are reached and engaged and satisfied 	0, as previously non-existent.	<ul style="list-style-type: none"> • Between 1,500 - 4,000 beneficiaries (disadvantaged VET students) in total • No target related to private partners 	<p>4,787 VET students from disadvantaged groups were reached, engaged and completed the VET training programmes by end 2021.</p> <p>At least 387 private partners were reached, engaged and satisfied (participation in the satisfaction survey) and 89% of them were satisfied or very satisfied.</p>
		The extent to which beneficiaries are satisfied with the services provided.	No baseline, as previously non-existent	80% of activities show that on average 80% of the beneficiaries indicate results on this.	An average of 98% of beneficiaries of 100% of activities indicate that they are satisfied with the services provided.
		Overall number of national organisations involved in projects.	0, as previously non-existent.	Average 3 national organisations per project.	On average, 3 national organisations are involved per project.

Logical framework Programme 2

As regards to the logframe for Programme 2, no results are available as implementation has not yet started. As the start of implementation is very close for some of the countries, discussing the logframe from a concrete, operational perspective is now ongoing and country teams are preparing the Country Action Plans that are in line with the logframe and Description of the Action.

Results chain	Indicators	Sources of data	Assumptions
Impact (Overall Objective)	3,080 people, thereof 35% women and 40% youth, reached with skills development and VET programmes supported by this Action <ul style="list-style-type: none"> ▪ found a decent job, or ▪ secured their job through up-skilling. 	Surveys (tracer studies) to be commissioned by the Action.	Not applicable.
Outcome(s) (Specific Objective(s))	<ol style="list-style-type: none"> 1. 75% of people trained in supported VET programmes access practical work placements (disaggregated by sex). 2. 75% of enterprises rate skills development / VET programmes supported by this Action as relevant to their needs. 	Assessment and analysis of enterprise survey regarding labour market relevance.	The training measures and curricula delivered by supported VET institutions satisfy the expectations of the private sector employers.
Result 1: Enhanced national public-private dialogue on employment-oriented skills development and VET conducive for investments.	<ul style="list-style-type: none"> ▪ At least 1 public-private dialogue per country of intervention in sectors relevant for EIP investments established or supported. ▪ 80% of the public-private dialogues on employment-oriented skills development and VET result in an agreement / action plan between companies and VTIs on skills development. 	<p>Progress reports from the Action.</p> <p>Analysis of agreements / action plans.</p>	VET institutions will integrate the new tools and methods provided by this Action into their standard working procedures/training programmes.

<p>Result 2: VET stakeholders are supported to deliver relevant training in line with investment needs.</p>	<ul style="list-style-type: none"> ▪ 45 VET providers have been supported with staff training and/or ToT and/or equipment. ▪ 4,400 people trained through supported skills development /VET programmes following the new approach developed with the support of the Action (disaggregated by sex). 	<p>Staff training records and equipment lists/ inventory.</p> <p>Training records of VET institutions, companies.</p>	<p>The private sector stakeholders of the EIP are interested in engaging with VET institutions to fill training positions or provide input for new training development.</p>
<p>Result 3: VET reform stimulated by capturing lessons from practical experience in delivering investment-oriented VET.</p>	<ul style="list-style-type: none"> ▪ In all intervention countries lessons have been distilled and presented to the wider VET community to increase relevance and inclusiveness of training. ▪ From the lessons 2 policy recommendations per intervention country have been derived and presented to policy makers. 	<p>Analysis of documentation of lessons and it's presentation at relevant fora.</p> <p>Analysis of documentation of policy recommendations and it's presentation to policy makers.</p>	

5.2. Geographical coverage

VET Toolbox first programme is engaging in 40 countries over 3 continents: Botswana, Burkina Faso, Burundi, Cambodia, Cameroon, Cape Verde, Colombia, Democratic Republic of Congo, The Gambia, Ghana, Guinea-Bissau, Iran, Ivory Coast, Kenya, Malawi, Malaysia, Mali, Mauritania, Mauritius, Mongolia, Mozambique, Nepal, Niger, Nigeria, Pakistan, Philippines, Republic of the Congo, Rwanda, Senegal, Sierra Leone, Somalia, South Africa, South Sudan, Sri Lanka, Sudan, Tanzania, Togo, Uganda, Vietnam, Zimbabwe.

The majority of activities were implemented in Sub-Saharan Africa according to the demand, as most support requests and applications for grant projects were introduced by African countries.

The second programme is focusing on 11 EU partner countries in Sub-Saharan Africa: Democratic Republic of Congo, Ghana, Ivory Coast, Kenya, Malawi, Mozambique, Nigeria, Republic of the Congo, Senegal, Tanzania and Uganda.

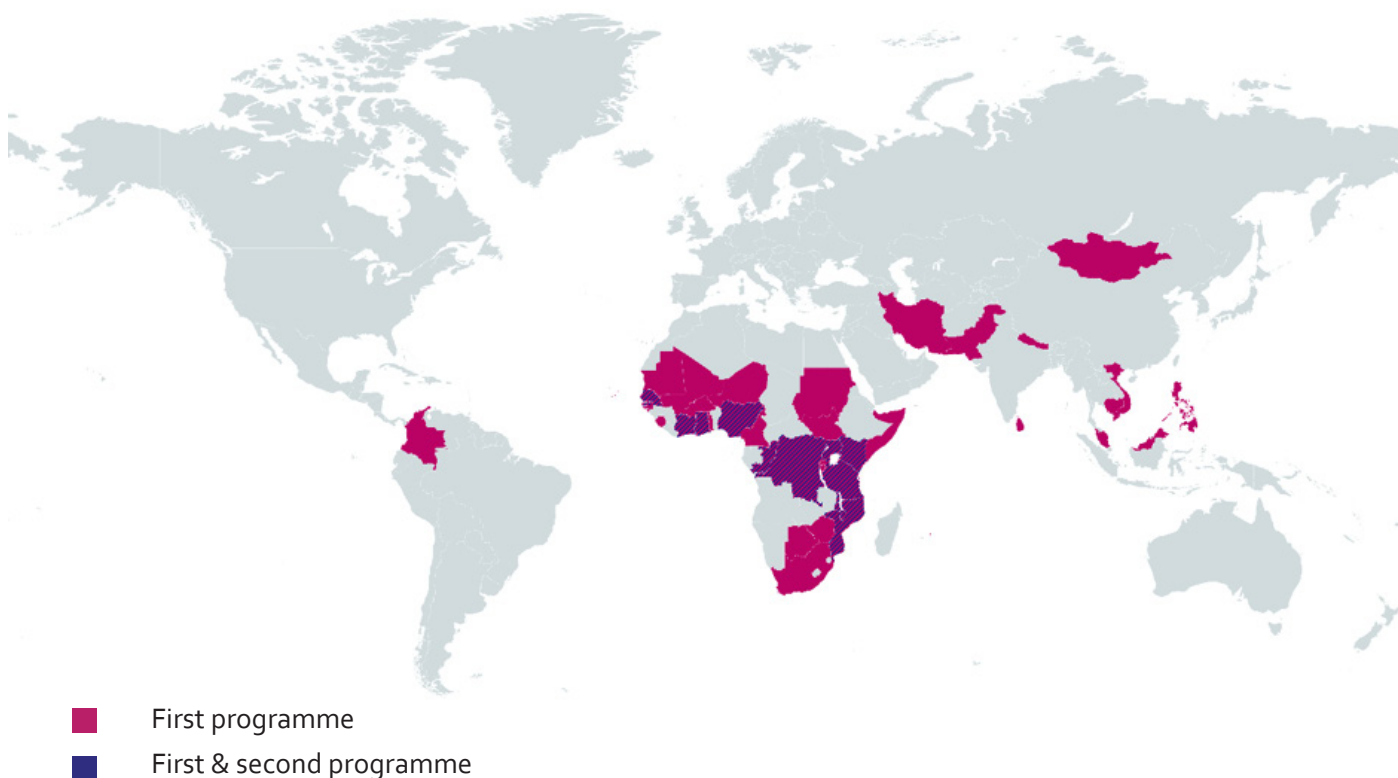


Figure 3: Geographical scope of VET Toolbox programmes

5.3. Update on activity progress, outputs and outcomes

To achieve the results of both programmes, different types of actions are implemented:

- short-term support actions, twinning/mentoring partnerships, seminars and tool development contribute to the achievement of result areas 1, 2 and 3 (programme 1)
- grant projects contribute to the achievement of result area 4 (programme 1)
- supporting the positive effects of EU-linked investments (programme 2)
- finally, VET Toolbox facilitates KEN to share knowledge and learning among all supported stakeholders and with the global VET community (programme 1 and 2)

5.3.1. Short-term support actions

By the end of 2021, the four implementing partners were involved in the preparation and implementation of a total of 57 support actions. At total of 35 of them were successfully completed by the end of 2021. Another 20 short-term support actions are still in the preparation or implementation phase, and 2 support actions had to be postponed or came to a standstill because of the COVID-19 pandemic. 12 requests are currently in the approval process.

This means that at the end of 2021, for short-term support actions, 85% of the final targets were achieved and it is very likely to reach the adjusted final target of 67 short-term support actions as support requests are still coming in.

Regarding the number of countries, participants/beneficiaries, public and private sector organisations, the final targets of the project have already been achieved.

The targets related to the involvement of public and private organisations

have been highly over-achieved. The potential of the first programme seems to have been underestimated in this regard when setting up the logframe. As it is a pilot project, experience or comparable data were limited. Having these large and at the same time balanced numbers of private and public partners on board presents a good sign for the relevance and outreach of the short-term support actions.

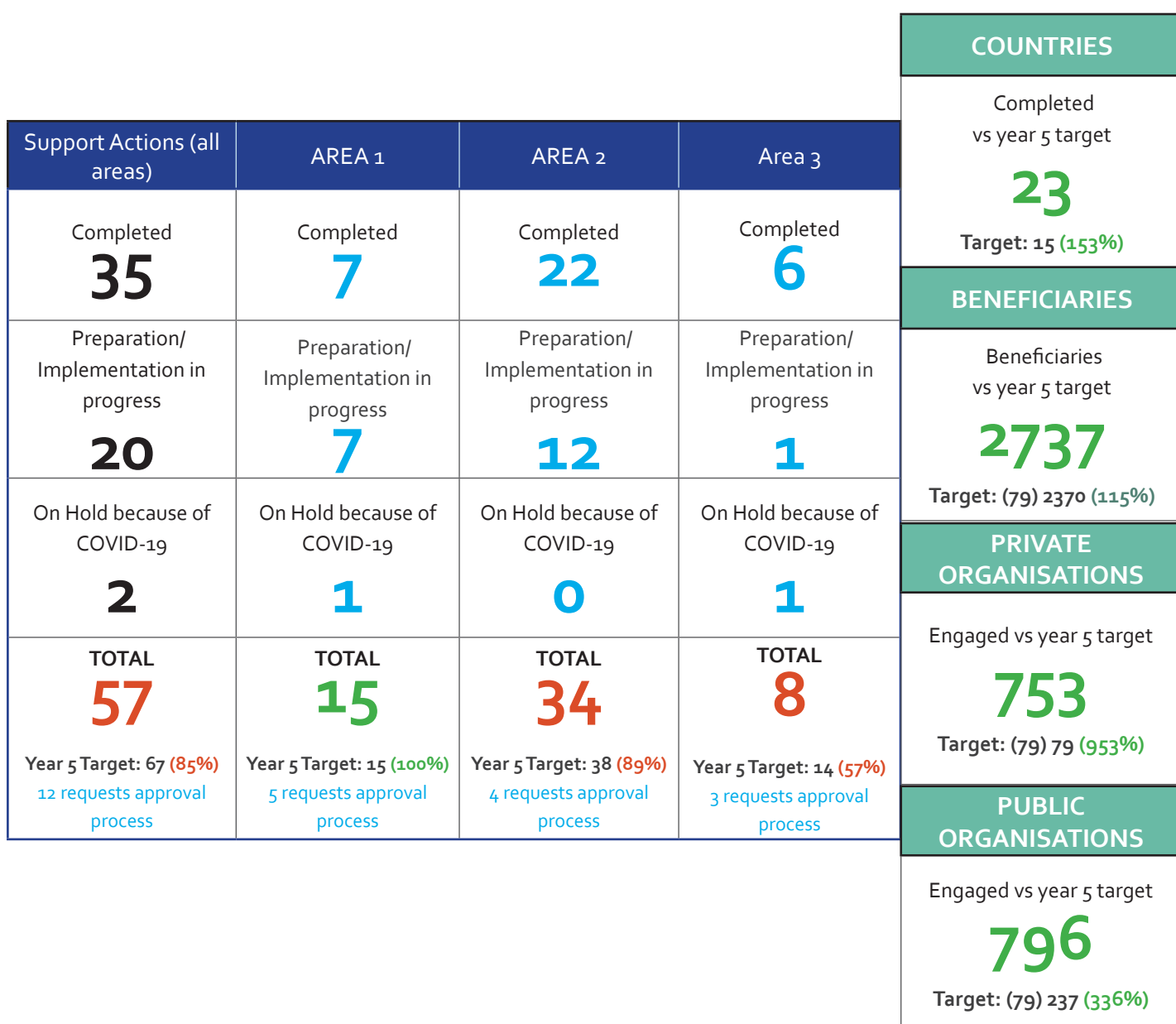


Figure 4: Overview of short-term support actions achieved by the end of 2021

Result areas

- The VET Toolbox short-term support actions are request-based, no steering towards any result areas has taken place. From the 57 support actions that are completed or in preparation, the main focus as identified by the requesters lies in: 15 - LMA (result area 1)
- 34 - active private sector involvement in VET (result area 2)
- 8 - inclusion in VET (result area 3)

The results clearly reflect that public-private partnership (PPP) is a priority interest as anticipated. The forecast for the ratio of support areas was: 15 support actions in area 1; 38 support actions in area 2; 14 support actions in area 3.

At the end of 2021, 100% of the final target in area 1 and 89% in area 2 were achieved. The final target in area 2 will be achieved in 2022 as 4 requests are in the approval process. Special attention should be paid to result area 3, where 6 support actions have been completed, 1 is in the preparation/ implementation phase and 1 is on hold. This represents 57% of the final target for the 3rd result area. Even though 3 requests are already in the approval process, 6 additional supports would have to be completed by the end of the project to reach the envisaged final target of 14 support actions in area 3, which seems unlikely.

Although the private partnership involvement remains the main focus, an increasing diversity of result areas can be observed over the last years. Even if one main result area is identified, the action often addresses a second result area, and sometimes even a third as well. For example, support actions in result area 1 (LMA) are impossible without the involvement of the private sector. At the same time, support actions on private sector involvement in VET therefore often entail an LMA component, to support an evidence-based approach. Also, several actions under result areas 1 and 2 integrated elements of inclusion. At the moment, more than half of the support actions also address an additional result area besides the one in the focus (see also Annual Report, year 3, 5.1.1., p. 65).

Main activities under the 3 result areas are the following:

Result area 1 (LMA)

- planning and resourcing of VET through labour market information (LMI)
- identification of new trades
- development of maturity models for VET institutions/companies
- reform the TVET system according to LMI

Result area 2 (private sector involvement in VET)

- development of competency-based curriculum/training
- identification of new occupational profiles
- operationalisation of VET policies
- establishment or set-up of PPP in VET
- development of a comprehensive National Qualification Framework
- organisational development to improve private sector engagement

Result area 3 (inclusion in VET)

- development of training material and teacher/instructor training on gender/disability mainstream in VET/labour market

Focus on the 15 short-term support actions that ended in 2021

Following the high **participant satisfaction** rate of 88% at the end of year 3, the VET Toolbox implementing partners were able to continue to provide high quality support, despite COVID-19 related restrictions. As in 2020, distance support was provided through mixed teams of national and international consultants. This adjustment continued to remain without impact on the participants' satisfaction rate, which rose to **90%** for the 15 support actions finished in 2021.

Support areas:

- 4 support actions in area 1 (LMA)
- 8 support actions in area 2 (private sector involvement)
- 3 support actions in area 3 (inclusion in VET)

Geographical scope:

- 8 support actions in Africa (Nigeria, Senegal, Sierra Leone, Togo, Ghana Ivory Coast, Niger, Cameroon, Malawi)
- 3 support actions in Asia (Iran, Philippines, Malaysia)
- 1 support action in Latin America (Colombia)

Institutional scope:

- 4 actions requested by governmental agencies
- 3 actions requested by ministries
- 3 actions requested by employer associations
- 2 actions requested by Training centres
- 2 actions requested by NGOs

5.3.2. Grant projects

The funding of the VET Toolbox pilot grant projects promotes the inclusion of groups at risk of exclusion in formal and informal labour markets through VET (Result area 4). Additionally, they all involve the private sector, mainly to inform curricula and training provision through internships and attachments.

VET Toolbox's 11 pilot projects are aiming for 5,130 people to access VET. They include: women that are experiencing exclusion, among them young mothers, youths exposed to violence or extremist groups or with a criminal background, internally displaced people and returnees, youths from poorest households and rural/remote areas, youths with (partly complex) disabilities, and other people at risk of exclusion.

2021 was supposed to be the final implementation year for the 11 grant projects. However, the COVID-19 pandemic, as well as some other smaller challenges, highly affected the execution of core activities. All grantees requested a no-cost extension of 2 to 4 months to catch up on delays. 3 grant projects managed to finish implementation in 2021, while another 8 are still implementing activities and will close their implementation by April 2022 at the latest.

VET capacity building and preparatory tasks for VET training were successfully completed by all grantees. Main achievements include:

- Outreach and identification of trainees at risk of exclusion as well as sensitisation of their environment
- Establishment/reinforcement of public and private partnerships (among other with financing institutions)
- Training of trainers (ToT), development of training material (handbooks, skills development tutorial/videos etc.)
- Establishment/adjustment of inclusive VET centre infrastructure
- Curriculum development and approval
- Setting up guidance/mentoring structures or activating partners for (social) service referrals
- Creating online (counselling, matching, networking) platforms
- Conducting local labour market and VET analysis/research

Training activities in the frame of the piloted innovative and inclusive VET model, are finalised by some and well on track for the others. At the end 2021 the following results were achieved:

- **4,787 trainees completed the training** (out of the targeted 5,130 to be reached by the end of implementation in April 2022).
- Graduates include **women and men equally**, meeting the gender balance targets.

In view of the target group and the labour market context, labour market insertion remains extra challenging. The logframe targets as proposed by the grant projects have been over-ambitious in this regard (aiming at an average of 74% insertion rate of trainees accessing VET). Even without COVID-19, this would have been a very ambitious target. At least 4 grant projects are expected to adjust their logframe targets for this indicator.

Still, progress can be reported on the key outcome "labour market insertion": **1,915 graduates (40% of the graduates) are employed by the end of 2021**, among them:

- 1,041 people are self-employed (54% of all insertions, 22% of all graduates)
- 492 people are informally employed (26% of all insertions, 10% of all graduates)
- 382 people are formally employed (20% of all insertions, 8% of all graduates)

5.3.3. Knowledge Exchange Network

Knowledge exchange covers a horizontal line of action, as it contributes to all result areas and supports effective implementation of programme activities.

In 2021 the KEN further developed into a collaborative exchange and learning network, not only within, but also across the VET Toolbox services.

A global network among dynamic VET partners could be facilitated which i.a. led to new short-term support requests. Among them, 2 grant projects (ACTED and the Samaritan Trust) requested short-term support from VET Toolbox to ensure sustainability of the action, addressing challenges identified during the Monitoring Missions (topic of public private partnerships).

Exchange and learning network

KEN also offers a great opportunity to support mutual learning within the VET Toolbox service strands.

In 2021, two types of KEN activities were organised for the **grant projects**. Firstly, online events were planned with all 11 grantees on more general challenges:

- In March 2021, the results of the first round of Monitoring Missions were shared with all grantees. 3 grantees (DAPP, the Samaritan Trust and SPEDP) presented their good practices.
- In May 2021, the grantees were informed of the updated MEAL approach and related M&E requirements including the Monitoring

Missions (round 2). They were also reminded of contractual agreements and the opportunity of a no-cost extension.

- In November 2021, an exchange took place with the grantees on the final phase of the grant projects and the last contractual steps, as well as on the upcoming analytical work and events.

Secondly, bilateral exchanges were facilitated between grantees helping them find solutions to common challenges and/or learn from each other's good practices. For example:

- ESSOR (Mozambique and Guinea-Bissau) and GRET (Congo-Brazzaville) exchanged on their VET approach, including ESSOR's "formation humaine";
- Kenya Red Cross Society and AET (Somalia) exchanged on replicating and upscaling the enterprise-based VET model and on preventing violence, extremism and radicalisation tendencies through VET;
- SPEDP (South Sudan) and other grantees are being connected with Sense International (Kenya, Tanzania and Uganda) for inspiration on inclusion of youth with complex disabilities.

KEN activities likewise started to support the **second VET Toolbox programme**. The regular (approximately every 6 weeks) country exchanges are a platform for mutual learning among the 11 country teams and the Hub. The focus lies in exchanging on opportunities, sharing challenges related to the co-design of projects, and discussing MEAL-related subjects.

Some synergies are created between the grant projects and VET Toolbox's second programme for mutual support and inspiration:

- ESSOR is in touch with the country team in Mozambique for an exchange on the transversal skills delivery "formations humaine"
- Sense International is connected with the Kenya country team for an exchange on including people with (complex) disabilities

VET Toolbox & Friends webinar series

Since October 2020, as a way of adapting to the challenges posed by the

COVID-19 crisis, VET Toolbox has been organising webinars focusing on specific topics related to inclusive VET that meets the needs of the labour-market. Some of the webinars were co-hosted by VET partner organisations. Adding to the 3 webinars of 2020, 4 more webinars were organised in 2021:

- 11 February 2021: **Developing VET Qualifications: How to ensure they meet employer and learner needs?**

Number of registrations: 190

VET Toolbox hosted a webinar with keynote speaker Steve Franklin, Head of Product at the Engineering Construction Industry Training Board in the United Kingdom (UK). Mr. Franklin focused on the development of skills, standards and qualifications for the engineering construction workforce.

- 20 May 2021: **Informal Apprenticeship: formalise or not?**

Number of registrations: 95

VET Toolbox and Archipelago-Programme hosted a webinar with keynote speaker Patrick Werquin. Mr. Werquin clarified the concepts and deepen participants' insights into the functioning of informal apprenticeships in relation to formalised systems. Special focus was on the role of employers and the financial side of informal apprenticeships.

- 24 June 2021: **VET policy: How to get all the voices heard?**

Number of registrations: 60

VET Toolbox and AUDA NEPAD SIFA (African Union Development Agency Skills Initiative for Africa) hosted a webinar with keynote speaker Joy Papier. Ms. Papier reflected on vocational policy development in post-apartheid South Africa from the vantage point of a participant-observer.

- Special edition - **Launch Event** of the second VET Toolbox programme

On 8 June 2021, VET Toolbox launched its new programme during

a broad online event “Amplifying our impact together: VET Toolbox services to increase local benefits of European Investment”.

During this launch event, the European Union - via a message by European Commissioner for International Partnerships Jutta Urpilainen - shared its views on the importance of VET and why the EU is co-financing VET Toolbox.

Through a general presentation followed by a panel discussion with stakeholder-representatives, the audience could find out about the objectives, envisaged outcomes and challenges of the new VET Toolbox activity. The event was punctuated by a unique musical intermezzo produced by artists from the partner countries.

Thanks to successful communication, the event invitation was broadly spread and over 330 people registered. Despite a few connectivity issues, the event received very positive feedback and allowed us to promote the new VET Toolbox service and increase the visibility of VET Toolbox.

Tools

In 2021, VET Toolbox continued to work on the development and dissemination of quality tools. This included the publication of a new innovative and interactive self-assessment toolkit for training institutions (by the British Council) and a guiding note on Informal Apprenticeship (by LuxDev).

Furthermore, a VET Toolbox video-tutorial series, consisting of 8 episodes, was developed by LuxDev and SENAI (National Service of Industrial Training, Brazil) to complement and support the use of the corresponding publication “Management of Education and Vocational Training Institutions – Training Manual”. The tutorial series, available in English and French, provides targeted information, tips and reflections with the aim of making the Institutions of Vocational Education and Training (VET) more efficient and effective. This tool and tutorial series are both available in the e-library. As a result, at the end of 2021, a total of 12 VET Toolbox tools were available online, in both English and French (see figure below).

	Tools	English	French
LuxDev	Manual on management of education and vocational training institutions	✓	✓
	Guiding note on informal apprenticeship: organise without formalising	✓	✓
	A quality apprenticeship toolkit	✓	✓
GIZ	Manual on transferable skills in VET	✓	✓
	Life skills and work readiness in VET	✓	✓
	Manual on Labour Market Assessment	✓	✓
	Manual on Career Guidance	✓	✓
	Guideline on how to mainstream inclusion of marginalised people in VET	✓	✓
British Council	Guideline to developing and implementing qualifications that meet industry needs	✓	✓
	Inclusion of refugees in VET	✓	✓
	Self Assessment Toolkit	✓	✓
Enabel	Guide on how to establish a sector skills council	✓	✓

Figure 5: Overview of tools

Regional Seminars

Following a successful regional seminar for South Asia in Nepal in December 2019, a major VET Toolbox seminar, 'How can TVET work effectively with the private sector in fast-changing economies?' was delivered by the British Council on 23-25 November 2021. The online event combined expert panel sessions, interactive workshops and thought-provoking and sometimes provocative presentations, and brought together TVET experts, policymakers, lead educators, employers, and representatives from NGOs and training agencies from around the world. Over 300 international delegates engaged with the seminar.

The LuxDev regional seminar planned for 2020 was moved to 2021 due to COVID-19-restrictions, and organised - still in the form of a presential event - in November 2021. This 3-day regional seminar of RAFPRO (African Network of Institutions and Vocational Training Funds) was co-organised by LuxDev/ VET Toolbox, ILO, IIEP-UNESCO and the EC-Archipelago in Senegal. The main objective was to exchange on alternative solutions for the financing of VET, formal and informal apprenticeships, and digital learning. A total of 117 participants, consisting of Training Funds representatives, employer organisations and all major donors, attended the seminar. Participants appreciated this opportunity of experience sharing and recommended the regular organisation of such seminars or workshops on similar topics.

Twinning/mentoring partnerships

As a result of the South-South triangular twinning project supported by LuxDev between the public VET centre CEFAM-Louga in Senegal and the private VET centre CFP Mazayaki in Niger concluded in 2020, the CEFAM-Louga took up a role in the short-term support action on the management of VET centres in Burkina Faso in November and December 2021. The VET Toolbox twinning herewith builds up capacities and facilitates a network of dynamic VET centres that multiplies the knowledge and boosts the regional collaboration between well-performing VET centres at Sahel level.

VET Toolbox, through LuxDev, initiated another twinning between the VET centre De Nioro in Senegal and the Hotel and Tourism School (EHTCV) in Cabo Verde. After the signature of a twinning letter in 2021, benchmarking activities and exchange visits between the two VET centres are planned for the first half of 2022.

Following a successful piloting of the partnership model between Vietnam and the UK in 2019-2020, the British Council is facilitating seven international 'mentoring partnerships', which will run until September 2022. Two of these, with Botswana and Mauritius, were initiated in September 2020, while the remaining five, with Ghana, Malawi, Pakistan, Sri Lanka and South Africa, began in September 2021. Each mentoring partnership brings together a lead UK training institution (selected through a competitive process) with clusters of training institutions in the partner county. The

focus is on provision of expertise and tools to deliver sustainable on-the-ground change. The thematic focus is on employer needs and quality in VET, approached in a tailor-made way to enable each partnership to cater to the specific priorities and context of the given country.

5.3.4. Supporting the positive effects of European investments (VET Toolbox second programme)

The second VET Toolbox programme started with an opportunity mapping phase (in September 2020) that is preparing and developing projects in the 11 countries. Main activities achieved by all countries by the end of 2021 include:

- Discussing opportunities with EUDs, European chambers of commerce, economic services at national embassies
- Networking with public and private VET related stakeholders
- Identifying/recruiting in-country staff
- Desk research, networking, mapping opportunities
- Identifying, participating in and/or organising public-private dialogues
- Using supportive MEAL tools for the opportunity mapping, including setting up the Country Action Plan (CAP)

Support from the VET Toolbox Hub included the following:

- Set-up of regular country exchanges (KEN)
- Facilitation of the process of operationalising the ToC
- Establishment of a MEAL working group (with participants from all agencies)
- Design and guidance for use of the first Monitoring & Evaluation tools
- Network facilitation (e.g. connections with grant projects, using VET Toolbox synergies).

The planned actions in the 11 countries aim at enhancing decent employment opportunities for youth, providing skilled local workforce in the respective sectors, supporting the VET training institutions and (local) employers involved, and promoting public-private dialogue. The actions are supposed to positively influence the investment landscape to the benefit of

the local economy.

For Nigeria and Uganda the CAPs were approved by EUD and INTPA at the end of 2021.

- For **Nigeria** (GIZ as implementing agency), 2 projects are planned and ready to start in 2022:
 - 1) GIZ planned a first project in the logistics sector, implemented with Glovo, a multi-category on-demand delivery platform. The action supports the establishment of a training academy to provide training on road safety/safe transport, digital literacy and soft skills/service orientation.
 - 2) A second project is planned in sustainable agriculture, implemented with Julius Berger. The action capacitates local workforce and farming businesses through the development and implementation of training programmes and working groups in the cashew sector.
- The **Uganda** action plan (also GIZ as implementing agency) will take place in the sustainable energy sector (solar-based Mini-Grids and solar home kits). Through skills and business development services, the action aims to enhance sector-relevant skills and employment, leveraging the creation of access to electricity in rural areas.

The 9 other countries are in the process of preparing their CAPs. By the end of 2021, 4 of those 9 were nearly finalised: Mozambique, Senegal, Tanzania and Kenya.

The following sectors have been the most considered when exploring opportunities:

- Transport/logistics
- Sustainable energy
- Agriculture - partly linked to another sector
- ICT/digital sector - partly linked to another sector

The progress of the opportunity mapping phase is still on track, though slightly delayed for some countries. These delays are linked to the very

limited number of eligible investments in the country, to HR-challenges in the countries and/or the approach taken to the exploring opportunities, e.g. in Malawi and Ghana, the British Council, with the support of the EU, added an opportunities exploration exercise on the back of the opportunities mapping work, to provide an additional level of rigour in the testing and selection of projects.

5.4. Transversal themes

VET Toolbox integrated transversal themes in the implementation of activities. This counts especially for inclusion, which is a key principle to VET Toolbox. Other transversal themes addressed are digitalisation, decent work and environment.

5.4.1. Inclusion

Inclusion in VET and the labour market is a key objective of the first VET Toolbox programme. It keeps its importance under the second programme and is supported through the KEN, e.g. the webinar *How to promote equal opportunities for VET learners* (October 2020) and two tools on inclusion that can be found in the Toolbox e-library in both English and French: *Guideline on how to mainstream inclusion of marginalised people in VET* developed by GIZ and *Inclusion of refugees in VET* developed by the British Council.

Short-term support actions

By the end of 2021, 6 support actions on inclusion were successfully implemented while 2 others are still in their implementation phase. Capacity development at system and institutional level was provided, and several tools were developed to support gender mainstreaming and the inclusion of persons with disabilities (PWD) in VET and the labour market in 5 countries.

The following examples can be highlighted:

- The first manual for disability and gender inclusive technical and vocational education and training was developed in cooperation with COTVET (Council for Technical and Vocational Education and Training) in Ghana to guide the management and staff of VET institutions. Additional training was provided to more than 90 VET instructors throughout the country to build up their capacity in order to adequately promote and mainstream gender and disability within their institutions and their programmes in line with the national gender policy, the inclusive education policy of the Ministry of Education and the gender strategy of COTVET.
- Based on the experience in Ghana, the manual was adapted to the context of Tanzania and Nigeria where additional training was provided. In 2021 the content of the existing training manual for disability and gender inclusive technical and vocational education and training was converted to an e-learning course in cooperation with the Abuja Chambers of Commerce and Industry. The e-learning course is offered in the form of a virtual self-learning, self-paced course to reach a larger number of VET actors even during the COVID-19 pandemic.
- In Malawi VET Toolbox supported the National Youth Council of Malawi (NYCOM) in collaboration with the Federation of Disabled Peoples Organization in Malawi (FEDOMA) and the Ministry of Labour to improve the capacity of VET instructors to enhance their ability to provide effective training by integrating PWD.

As discussed under 5.3.1 the number of short-term support requests on inclusion in VET and employment remains relatively low. This might be due to the fact that in our partner countries we recognise the same global reflex of focusing first on i.a. LMA, skills development and private sector engagement when wanting to improve the national economy. Although many of the partner countries have legislation on inclusion in place, translation to the operational level tends to lag behind, which is also a global issue. The feedback of the local stakeholders on the EU's special attention for the topic of inclusion is positive. Inclusion might not be the primary focus, but it remains a very relevant transversal theme to be maximally included in all activities.

Grant projects

The inclusive actions of all 11 grant projects led to good results: 4,787 people in vulnerable situations completed VET and 40% of them are already employed. A gender balance could be reached for all 11 projects, with 50% of women participating in VET (including in traditionally male-dominated trades). More than half of the grant projects target PWD. Activities include sensitising the community and working on accessible infrastructure.

The following examples can be highlighted:

- Plan International (Tanzania) follows a gender transformative strategy: young mothers successfully follow VET programmes, including plumbing and auto-electrical courses, at VET outreach centres in the villages, while childcare is provided.
- ACTED (Pakistan) has been opening paramedical training (previously reserved for men) to women. Women in training play a vital role, serving as role models for the community, young women and parents.
- Sense International (Kenya, Tanzania, Uganda) included people with complex disabilities in VET, partly through distance learning due to the pandemic. Work on sensitisation of the environment led to skills development and an increased well-being of trainees.

VET Toolbox second programme

The second programme of VET Toolbox targets 35% women among the expected 3,080 people benefitting from the VET programme and considers inclusion as a core principle of the action. Additionally, the second programme pays special attention to 'decent work'. As groups at risk of exclusion are more at risk of being taken advantage of on the labour market, the agencies' joint commitment on the promotion of decent work will be extra beneficial to them.

5.4.2. Digitalisation

Besides the use of the digital to reach out to the global VET community through webinars and the e-library, digitalisation is supporting the first and

second programmes.

Short-term support actions

Several short-term support actions that were finalised in 2021 targeted the introduction of digital tools or platforms to support VET activities and private sector consultation:

- an e-learning module on inclusive VET was developed in Nigeria;
- a requirements document, functional design document and wireframes for a mobile application was created in Nigeria for Job Service Officers at TVET institutions to improve their support to apprentices in their transition into the world of work;
- a Micro, Small and Medium Enterprises (MSMEs) Digital Maturity Model was developed in Cambodia to support the development of impactful recommendations for both VET policymakers and business development;
- a digital VET consultation platform was set up in Ivory Coast to facilitate the dialogue between the public and private sectors and to inform companies and the general public about VET and skills development.

Grant projects

The use of the digital in grant projects was highly motivated by the COVID-19 pandemic. Grantees increased the use of online communication with their partners and stakeholders and set up digital solutions to ensure the continuation of learning during school closure. Some examples can be highlighted:

- Sense International provided tablets with recorded video tutorials on technical skills, soft/life skills, and safeguarding. This digital component allows people with complex disabilities to safely learn during the pandemic, while being individually accompanied by mentors.
- AET purchased tablets for learners in Somaliland and delivers training through recorded lessons in small groups accompanied by individual tutoring. A comprehensive set of recorded lessons in Somali and Mathematics and video tutorials for financial literacy serve the broader

- Somali society as they can be widely used in a resource efficient way.
- ASSIST created a larger online exchange platform and an e-Academy with learning modules. Work is underway on a database for registering employer and jobseeker's information, offering matching opportunities.

VET Toolbox second programme

For the second programme, the “Glovo-project” in Nigeria aims to establish a multi-category on-demand delivery platform. The e-learning approach and the development of driving simulations will allow people in remote areas to join the trainings and contribute to the digital transition ambitions of Nigeria. There are further project concepts containing aspects of digitalisation for their envisaged activities, for example in Mozambique, where beneficiaries in the Transport & Logistics sector will get familiarized with digital platforms to enhance their professionalism in service delivery and get access to more business opportunities.

5.4.3. Decent work

In the first programme, the specific objective addresses the provision of increased access to (self-) employment. The grant projects confirmed earlier observations that graduates have more chances to be self-employed than employed after their graduation in countries with a large informal economy. However, how *decent* the work is that they engage in was not yet monitored, only the aspect of a ‘living wage’ was taken into account.

The second programme, on the other hand, clearly targets graduates accessing decent jobs. The DoA criteria for **decent work** are fulfilled when an employment situation meets the following conditions:

- The 8 ILO core labour standards are addressed (no child labour, no forced labour, freedom of association and right to collective bargaining, no discrimination etc.)
- The person is employed for at least 20 hours/week over a period of at least 26 weeks/year
- The employment generates at least a “living wage”: (1) E.g. relevant national minimum wage, or (2) Income above the international working poverty line

In 2021, the operational translation of these criteria to the 11 concrete country contexts was discussed by the agencies. Essential input came from the country teams as they have the most accurate view of the local context. Fulfilling the ILO - decent work criteria presents a challenge in the highly informal economies VET Toolbox is active in. The agencies will introduce the decent work-requirements to employers through a tailor-made approach, considering relevant business characteristics such as degree of (in)formality, size and economic situation. The programme aims at sensitising employers and negotiating with them for maximum awareness and commitment towards decent work (e.g. via MoUs, information and guidance, whistleblowing or "speaking-up policies and facilities"). Decent work will stay high on the agenda during the country exchanges, as it is important for the teams to have a common understanding of the concept, and to exchange on how to mainstream decent work in their projects.

In 2021 VET Toolbox – with Enabel in the lead – has started the preparation of a **guidance tool** on *Decent work in fragile contexts*. It is planned to produce and promote this tool with the support of all implementing agencies in 2022.

Environment

In the first programme, the theme of the environment was mainly taken into account during the short-term support actions in relation with occupational standards and curriculum development. This was the case in Ghana, Togo and Mauritania, more precisely in the description of tasks and competences related to workplace organisation and waste management.

In the second programme, some of the projects that have already been identified also pay special attention to environmental aspects. E.g. the VET Toolbox actions in Tanzania and Uganda are targeting skills development and employment in the solar energy sector. These actions address the use of renewable energy, which is an essential part of the countries' green transition. The Kenya action looks into the treatment of e-waste and opportunities for decent employment along the value chain. Further projects are expected to address environmental-friendly sectors and value chains.

6

INDICATIONS
OF IMPACT AND
SUSTAINABILITY

In 2022, the first VET Toolbox programme will enter its final phase, while the projects under the second programme will start implementation in the 11 partner countries.

Although system change would be hard to prove due to the limited scale of the actions of the first programme, signs of impact and sustainability can be shown at 3 levels: individual, organisational and system levels.

6.1. Impact at individual level

Current survey and interview results demonstrate impact at individual level, among participants of both short-term support actions and grant projects.

Short-term support actions

Information about the changes at personal level is collected at the end of the **short-term support actions** and later assessed through the post-implementation interviews which are performed at least 6 months after the end of the actions. 189 participants of the 15 short-term support actions that ended in 2021 completed a survey at the end of the support action. From this survey, change at individual level can certainly be expected, as:

- 96% of the participants agreed that their knowledge about the topic addressed by the activity improved,
- 96 % of the participants agree having improved in their practical experience related to the topic,
- 91% of them agree having improved their personal skills (teamwork, communication, problem-solving etc.)
- 89% agreed that their network expanded thanks to the activity

In 2021, 13 post-implementation interviews were carried out among 6 short-term support actions. The interviewed participants had taken part in activities at least 6 months before the interview.

- 100% respondents testified that they are still using the knowledge and

the tools after the support action.

Grant projects

Graduates of the **grant projects** were asked to fill in a satisfaction survey 3 months after graduation, where they provide information i.a. about their employment status. Also here, post-implementation surveys are likely to tell us more in the course of 2022. Impact at individual level for the **grant projects** is assessed in terms of skills improvement after training, further use of the acquired skills after training, and employment rate among the graduates who all come from vulnerable situations. Results from the 2,579 surveyed training graduates underpin an overall high satisfaction (average 98%). Those results are:

- 97% of beneficiaries from all 11 grant projects are satisfied with the provided material
- 99% increased their personal confidence through the training and are confident that what they learned will help them find or keep a job.
- 97% improved social, theoretical and practical skills,
- 98% of respondents agree that they can make use of what they learned in their daily life.

Before the training started, 23% of respondents were earning a low and irregular income doing piecework. End of 2021, a significantly increased percentage of 40% were employed or self-employed, which underpins the impact of the VET programme.

6.2. Impact at organisational level

VET Toolbox actions mainly consist of capacity development of public and private institutions to implement ongoing reforms in the areas of needs-based VET, private sector involvement and inclusion. Surveys and interviews also demonstrated impact at that organisational level.

Short-term support actions

The sustainability of short-term support actions at organisational level is planned throughout each support activity through the development of dedicated post-implementation plans.

The effective implementation of these plans and further impact of short-term actions are assessed during the post-implementation interviews.

Interviewees testified that changes at the level of their VET institutions are sustained, for example:

- In Vietnam, the quality cycle changed in the supported colleges, and staff retention as well as students' enrolment rate increased. In addition, colleges further adjusted the tools developed under VET Toolbox support to the COVID-19 context and quality assurance of online teaching and learning.
- In Senegal, VET centre managers are using a participatory approach, consulting and involving staff and students in operational planning. They also improved their collaboration with the private sector. The supported VET centres are better able to respond to the requirement to access financing from training funds.
- In Ghana, VET institutions involve the private sector in the training process, instructors increased their performance in their role as career guidance officers, and a career day is organised yearly.

Grant projects

The grant projects partnered with a range of public and private organisations. The widened cooperation between VET centres and the private sector led to increased awareness of each other's needs and brought them closer together, which indicates an impact on the organisations involved.

All grant projects offered VET training in a total of **48 VET centres**. The

centres benefitted from capacity building activities such as training of trainers, infrastructural measures and support with equipment. Additionally, they were part of (established or strengthened) public-private partnerships. 37 VET centres¹ will benefit from and make further use of the lessons learned from the piloted projects and an enhanced public-private partnership network beyond the project duration, which promises sustainable impact at institutional level. The collaboration with VET authorities in the scope of the pilot projects additionally helps inspire the countries' VET system level.

All 11 grant projects involve the private sector, first and foremost employers. A few grant projects involve employers in a systematic way and support them e.g. through capacity development which likewise promises sustainable impact, both at the level of enterprises and VET-centres:

- Kenya Red Cross Society is implementing an enterprise-based VET-model involving 66 enterprises, having formally (via MoU) committed to provide VET. In-company trainers were capacitated to train learners on-the-job.
- GRET (Congo Brazzaville) is partnering up with an employer organisation for local artisans. Recruited tutors from the member (M) SMEs benefit from training and actively participate in VET, based on formal agreements.
- ASSIST (Philippines) is working with employers at strategic level, having set up a sustained (virtual) Industry Placement Committee that regularly meets on VET and employment topics in the construction sector.

A survey, carried out at the level of private partner organisations, underpins the impact on the organisations involved. The surveyed private partner organisations (N=387) included 76% employers, 3% employer organisations, 11% private VET institutions and 3% employer organisations, and 11% of other organisations.

The private partners' high operational involvement (79%) combined

¹ This number does not include 11 further outreach/satellite centres that will not sustain beyond the project.

with their willingness to cooperate on VET in the future (89%) indicates good impact in terms of changed behaviour and mindset regarding their involvement in the VET eco-system.

6.3. Impact at system level

All VET Toolbox actions, though short in execution time, are ultimately directed towards maximally impacting the system level by inspiring and/or supporting reform developments in the countries.

Short-term support actions

Indications of impact and sustainability could especially be harvested through the post-implementation interviews (at least 6 months after the support action). Interviewees reported lasting benefits, e.g. the further use of developed capacity and tools which influences national practices.

With regard to the **type of requester**: support actions that were **requested by Ministries or VET authorities** have impacted the implementation of related VET reforms, either through capacity building of actors and stakeholders or through the co-development and promotion of documents and tools that support the reform.

Here, the impact at system level is high and the following examples can be highlighted:

- The knowledge acquired by the participants to the training of VET centre managers in Senegal was shared with managers at national level through exchanges during follow-up concertation roundtables. In addition, it was shared at regional level with managers of VET centre in Niger and Burkina Faso through a South-South twinning (see also 5.3.3).
- The SENA (National Training Service) in Colombia is still using the acquired knowledge, tools and the methodology to facilitate sectoral roundtables. They applied the same methodology to other sectors in addition to the 3 sectors piloted during VET Toolbox support.
- In Vietnam, the self-assessment tools for quality assurance inspired

by international best practices were piloted in 4 VET centres and the experience was later shared with more centres. The Vietnam Vocational Education & Training Accreditation Agency (VETA) is satisfied with the changes, as VET centres are now more able to plan improvement in quality, and is in favour of extending the practice at national level.

Where support was requested at **local/implementation level** (e.g. by training institutions or NGOs), impact on reforms and sustainability at system level could also be achieved (although more indirectly), for example:

- Nigeria: ACCI Business Entrepreneurship Skills and Technology (BEST) Centre in Nigeria received support on gender and disability mainstreaming for TVET institutions and the private sector. By training a broad range of VET stakeholders including from the Ministries, the action contributed to the operationalisation of the National Gender Policy of the Federal Ministry of Women Affairs and Social Development and its broader undergoing reform process.
- Ghana: Fair River International Association for Development (FARIAD) in Ghana was supported to capacitate training institutes in the development of competency-based training (CBT) curricula according to Council for Technical and Vocational Education and Training (COTVET) standards. As a consequence, the National Vocational Training Institute (NVTI) requested follow-up support, leading to the following outcomes:
 - an increased consultation of the private sector earlier in the CBT curriculum process at national level;
 - the engagement of NVTI in the international committee on the harmonisation of competency standards and the recognition of TVET certification between Ghana, Nigeria and Togo;
 - the support action influenced the later reform of the VET institutions.

Impact at system level is also shown through **follow-up activities and upscaling**:

- Some support actions submitted a second request building up on the good results of the first request (for example Senegal, Nigeria, Vietnam), thus aiming at increasing impact.
- Moreover, practices from three interviewed support actions (in Senegal, Nigeria and Ghana) were replicated in three other countries (Mali, Tanzania, Togo), thus serving the international VET community.

Grant projects

Indications of impact and sustainability so far could be collected through the monitoring missions (during the implementation phase).

With regards to the **involvement of VET stakeholders in the countries**: the pilot grant projects ensure the alignment of their VET actions with policies by co-designing the projects with their public VET counterparts at local level and involving them in project implementation.

In addition, they all inform and engage the **national level** and therewith aim at inspiring an impact on the further development of inclusive VET in the countries. The 11 grant projects, being active in 13 countries, involved on average 3 national organisations. These were first of all ministries (labour, education - VET, youth, health, social affairs, women, agriculture etc.) and national VET authorities, including institutions for curriculum accreditation and certification. Other national organisation mentioned were policy councils or advisory boards, social welfare and nationally based humanitarian organisations, national bank and insurance institutions as well as universities and employer organisations. The engagement of national organisations included the participation in public-private stakeholder meetings or workshops. Ministries and national VET authorities in the policy field of VET, employment and inclusion have been involved e.g. in projects' steering committees or have taken up monitoring and advocacy functions. Additionally, they have been involved in curricula development and certification, in the coordination of trade identification and selection of youth, and in the support to training implementation.

With regards to **VET programme and curriculum development**: all grant projects directly contribute to the development of national VET systems

through curriculum development, largely approved by VET authorities and allowing for accredited certification (mostly at a low qualification level). They updated training programmes in terms of technical, life and soft skills and ensured the inclusion of target groups at risk of exclusion. For 6 grant projects, adjusting/upgrading existing curricula has been sufficient. 5 grant projects developed new curricula, training courses and material. For one grant project, newly developed courses are still in the approval process (DAPP).

Some examples deserve a special mention:

- Malawi: the Samaritan Trust is piloting an informal training curriculum in cooperation with the VET authority. The informal programme is highly acknowledged as it flexibly responds to labour market needs and can be easily adjusted. The process of formalisation is launched.
- Somalia: AET developed a curriculum including recorded class lectures in Somali language and mathematics in cooperation with the Ministry of Education. Courses support basic reading, writing and numeracy skills and can be widely used in a resource efficient way.
- Uganda: Sense International upgraded 11 national course curricula to become accessible for deafblind youth. Deafblindness is now addressed in the new Disability Policy in Uganda. Training videos are published and serve a broader community.

With regards to **the involvement of local governmental authorities and community-based organisations**: All grant projects empower these local structures (systematically in the case of 7 projects). They have been forming agreements (especially with employers), cooperating with VET-related institutions and stakeholders and thereby strengthening the development of governance of the local and sometimes national VET systems and the sustainability of the action.

The following grant projects can be highlighted as impactful practices in this regard:

- Zimbabwe: DAPP set up an institutionalised local public-private partnership with various local stakeholders including a range of cross-sectoral governmental authorities, NGOs, employers and youth (in training). There is a unique (written) commitment for concrete support offers by all parties, including post-implementation support to youth and common efforts for continuation and the multiplication of the project.
- Republic of the Congo: GRET builds the capacities of local government authorities to reach out to young people to register them and provide them with information on social and employment services (including vocational training programmes). This goes beyond the scope of the project in terms of timing, target group and action.
- Mozambique/Guinee Bissau: ESSOR has set up sustained Employment Training Offices managed by civil society organisations to guide young people in precarious employment situations. Youth are supported and accompanied through human and professional training for a successful labour market integration.

7

LESSONS
LEARNED

After the fourth project year, the results achieved allow to draw several quality insights and lessons from the first programme of VET Toolbox. As the second programme is only in the phase of opportunity mapping, the lessons learned are still limited for now. A few have been added to the themes below.

7.1. Private sector involvement

VET Toolbox offered support to different public and private stakeholders to enhance private sector involvement in VET. Throughout the short-term support actions and the grant projects, the following key lessons could be drawn:

1. Although the willingness and the need to **involve the private sector in VET** is clearly on the agenda at system and implementation levels in several countries, the capacity to do so is often still lacking on both sides: VET and private sector actors. The majority of requests for VET Toolbox support are in the area of PPP, which underpins this high need. As the topic remains high on the agenda of all stakeholders, a continued or even increasing need for support is expected.
2. There is a discrepancy between (local) MSMEs with fairly low capacities for **skills anticipation and long-term HR planning** and limited availability to train apprentices on the job, and big (international) players present in the countries, who often rely on their own HR and training system and may not see the added-value/support of an external VET programme.
3. **Consultation and co-creation** with the private sector took place at different levels to ensure VET meets the needs of the labour market: either at a higher level, e.g. through sector skills councils (SSC) and sectorial roundtables, or at the local level, between local VET institutions and employers. The latter adds particular value in the informal context. Pilots can be run to seize ad-hoc opportunities of local employer needs and might inspire bottom-up VET reform.
4. Long-lasting curricula development and revision processes often lead to training programmes that are no longer up-to-date with current practices in enterprises. More **flexibility and employer engagement** are required to rapidly respond to the current and future labour market

needs. Ad-hoc local LMA based on input by local employers helps VET centres adjust their training offer. Such local LMA in the partner countries also stresses the importance of developing skills for self-employment.

5. Some employers tend to consider offering **work-based learning** on their work floor as an opportunity for “cheap labour”. To prevent or reduce abuse, working towards the formalisation of certain aspects on the status of interns/apprentices seems necessary. Partnerships between VET stakeholders and employers, based on agreements that include quality aspects of internships/apprenticeships (e.g. working hours and conditions), addressing important transversal topics such as gender equity and anti-discrimination, and introducing mentorship approaches in companies, show positive effects.
6. A **national strategy** that informs, mobilises and incentivises employers has a positive impact on employer involvement in skills development. In the 40 VET Toolbox partner countries, such a strategy is rarely in place. In order to get employers on board for VET, more action is needed. Appealing to their sense of social responsibility, making them part of a supportive network and strengthening their visibility can trigger further involvement, increasing e.g. quality work-based learning, contributions to curricula development, lectures by employers at VET centres. Here, stakeholder (employer) management and communication skills are key success factors that need reinforcement in many VET institutions.
7. Delivering **quality on-the-job training** is resource-intensive and pedagogical capacities, equipment and tools for apprentices/interns, are often missing. Trainees (looking for work-based learning opportunities) and graduates (looking for employment) that can bring their own tools, are much more attractive to employers, as these might not have/want to spend resources on investing in additional tools. This is especially the case for artisans and MSMEs. The topic of how projects can best support access to toolkits will be further developed in 2022
8. In the project design phase and preparation of implementation of the second VET Toolbox programme, employers and investors showed high initial interest and verbal commitment. It turns out to be far more difficult to get a signed, **official commitment** though.

7.2. Transition to the labour market

Access to and completion of VET, followed by transition to the labour market for groups at risk of exclusion is the key objective under result area 4 of the first VET Toolbox programme. From the 11 pilot grant projects, the following key lessons for successful labour market transition could be drawn, which are relevant for all training and labour market insertion activities supported by VET Toolbox and serve with relevant insights for the second programme:

1. Finding the right **duration of the training** is key to success. The training duration in the VET Toolbox grant projects (3-6 months on average) was often considered too short by both employers and trainees, as it did not equip youth facing complex challenges with all the skills they needed to enter the labour market. At the same time, short programmes attract more people at risk of exclusion, since they limit the interruption of their (low) income contribution or other support to their family or community. In the same line of reasoning, the short duration prevents high drop-out rates. It is important to weigh up the skills provision/employability grade (rather low as of a short training duration) and the attraction for people at risk of exclusion (higher in case of a short training duration). Working in a modular way can be seen as a response, though it also entails downsides.
2. The order and extent of **centre-based and work-based training** components has a large impact on the quality and labour market relevance of the developed skills. Ideally, the programme starts with a work-based learning opportunity for orientation and gaining insights into the labour market reality. Additional work-based training possibilities (internships, attachments...) should recur during the programme. When longer centre-based training is followed by just one block of work-based learning at the end, the mismatches between skills training in centres and the skills needed in practice are discovered too late and hamper a successful transition.
3. **Transversal skills** are key for successful labour market transition, but are often not sufficiently integrated in the training programmes. More focus on social, personal and business/entrepreneurial skills, as well as on financial literacy, enhances trainees' opportunities in the labour market,

especially when it comes to self-employment.

4. **Accompanying services** need to be provided throughout – and ideally beyond – the vocational training process. The trainees' employability needs to be carefully and individually assessed at the beginning of the process. They then need to be equipped with sufficient skills to manage their careers and make choices through personalised, tailor-made support, e.g. via career counselling, mentoring and coaching. A continued support offer beyond the training duration increases chances for as many trainees as possible to access the labour market in pursuit of sustainable and decent employment.
5. Getting access to bank loans is challenging for VET graduates, especially for **groups** at risk of exclusion. Organising trainees in groups throughout and beyond their training, can increase their success rate thanks to e.g. joint savings and mutual (financial) support. Within these groups, youth can also further develop their skills in a safe environment, e.g. taking up responsibilities like chairing the group, mediating conflicts and in business activities.
6. Providing VET graduates with access to toolkits supports their labour market transition, especially when it comes to self-employment. When youth have to earn their toolkits (e.g. by requiring a financial contribution from the trainee or winning a competition) there is a higher sense of ownership and motivation for an efficient use of the tools. The development of business-skills is required to enhance the effect of toolkit-provision.

7.3. Inclusion

For all VET Toolbox actions the integration of inclusion aspects is considered. Inclusion is the main focal point under result area 3 (promoting the mainstreaming of inclusive VET) and result area 4 (piloting ways of including groups at risk of exclusion in VET).

As discussed under 5.3.1, although (some) inclusion-promoting legislation might already be in place in several countries, the operationalisation of that legislation is lagging behind. Insufficient resources are being devoted to creating the necessary push and pull factors to get the commitment of employers in this regard. The 11 VET Toolbox pilot projects demonstrate

what inclusion can mean in practice, what is required and why it is so relevant to make that translation from policy to practice for all stakeholders. All 11 projects worked with local governmental stakeholders as well as local employers. The topic of how to take their lessons learned and concrete examples up to policymakers is part of their individual action plans, the bilateral exchanges, and the larger KEN.

The key success factors for inclusive VET as identified through the grant projects are the following:

1. **Sensitisation of parents and the broader community** is key to successfully including youth at risk of exclusion in VET and the labour market. Integration can only work when youth find themselves in a conducive and non-discriminating environment, that acknowledges their skills and give them confidence and opportunities. Enhanced efforts in sensitisation measures, intended to inspire a mind-set change, are needed to level the ground for learning and employment.
2. **Providing psycho-social support** for these trainees from vulnerable backgrounds is a pre-condition. Without support on solving other pressing problems first (medical, financial, conflict-resolution, dealing with trauma...), and helping them gain self-confidence (empowerment), they will not manage to focus on VET, nor successfully enter the labour market. Steps first need to be taken in solving these psycho-social issues, before working on skills development in a fully focussed way.
3. To respond to complex needs, a **transparent referral system** to the existing local eco-system is key to supporting youth. Currently, support opportunities are often fragmented, untransparent and not easily accessible. An **on-site contact person** for referring youth towards this support and following up, enhances chances for youth to successfully complete the training and transition to employment.
4. The loss of (even small) income during the training programme often hampers people from the poorest households to access or complete VET, so short training durations, or part-time and modular training are more inclusive in this sense. Providing **transport fees and food is necessary for this target group**, so they need to be budgeted for.
5. Particular challenges come up in increasing VET participation of young (single) parents, and for those living in insecure areas, who

take risks when travelling to VET centres or employers. Those projects that tested VET outreach or satellite centres, showed good results on accessibility and inclusion of those groups. Unfortunately, the governmental structures did not take over the responsibility so the created VET centres could not be sustained. With the buy-in from the government, the outreach/satellite centres could offer a sustainable solution. Alternatively, VET centres can organise safe and affordable **child-care** through the local eco-system, whether on campus or in the nearby community. Similarly, ensuring secure and regular **transport** opportunities to and from the VET centres can also be an impactful solution.

7.4. Lessons learned on the project design

The design of the first programme has been thoroughly tested during the past 4 years, so some lessons can be shared in this regard. Some early reflections on the design of the second programme can also be added. Special attention is given to the MEAL-approach for both programmes.

1. The short-term support actions are responding to needs that are identified by the requesters: they are **request-based**. This helps the ownership to lie where it should lie (not with European or other external parties) and helps increase commitment on the side of the requester. This leads to high satisfaction and also promises a higher level of impact. When initial requests need finetuning through exchanges with the Hub (e.g. when they are too broad, outside the scope of VET Toolbox or when they have not taken sustainability into consideration), it is essential to leave ownership with the requester while jointly deciding on modifications to safeguard the sense of ownership and increase chances of sustainability.
2. The **short-term** support actions are sometimes considered too short by requesters to achieve the envisaged end-results, e.g. developing a full curriculum requires more time than foreseen in the frame of a short-term support. Therefore, it is important to manage expectations and highlight that follow-up actions by the requesters themselves are essential to the action. VET Toolbox short-term support is designed to help kickstart or boost a reform-process, not to support and certainly

not to take the lead in a whole reform-process. In some cases, ongoing support was requested for more complex activities and if additional support seemed promising for broader impact, a second support request could be granted. Such follow-up support allowed for more in-depth collaboration, more attention to sustainability and for drawing more quality findings on impact.

3. The reorganisation of activities due to COVID-19 led to delays in the implementation and to a changed approach: **distance support**. This means that the available hours of support to accompany the requester were spread over a longer time period, which included the chance for realising and harvesting more results during the implementation phase. Although the digital contact challenged building relationships (loss of the human touch), online activities do allow for a broader range of (international) participants, therewith increasing the network and bringing in more perspectives and inspiration from other countries. An overall positive balance can be drawn without loss of quality in support delivery. Working with mixed expert-teams including national and international experts has proven to hold many advantages including the opportunity for mutual learning.

4. MEAL

- **Logframe design** is a particularly challenging part of project design. Especially for pilot projects not a lot of information of similar projects is available and the concept has not been tested in the operational context yet. Co-designing the projects with the target audience, including ToC and logframe, will put ownership where it should be and will also increase chances of local ownership and commitment, enhancing the chances of success, and will help create a realistic logframe.
- A large part of MEAL is **tracing stakeholders**, but the more time passes after the support, the more challenging it is to still get a hold of those involved (now possibly working in different fields/positions). From the VET Toolbox experience so far, the best timeframe for conducting first PIs seems to lie between 3 and 6 months in view of the efforts/chance of reaching former participants against the benefits of harvesting post-implementation results/impact. Already setting up follow-up appointments and collecting all contact details for different types of communication channels (e.g.

WhatsApp) during project implementation can increase success.

5. Foreseeing sufficient **human resources** to realise the project ambitions is essential to the success of the project. A pilot project that is intended to inform and inspire learning and system-change requires agility, room for innovation and staying ahead in expertise. If the workload is too high on the team-members involved, focus will go to meeting the contractual commitments, missing out on the higher project ambitions.
6. Pilot projects in particular require maximal **budget-flexibility** to be able to adjust in an agile way to new context factors both adjusting to challenges and seizing opportunities.
7. Where new, emerging sectors are targeted, VET and **labour market information** and knowledge are largely missing. The timeframe of the programme does not allow implementing agencies to fully collect and establish these during the preparatory phase. Larger European private investors might also not (yet) be active and employment opportunities might mostly lie with smaller local companies for now. Opportunities thus present themselves in, with the support of the EUD, testing and exploring these new sectors through VET Toolbox 2, in view of potentially attracting new European investors for these sectors.

8

OUTLOOK
TO 2022 AND
BEYOND

8.1. Management and implementation

2022 will be a special year as it combines the final year of implementation and closing of the first programme, and the start of implementation of the country projects under the second programme.

Closing of the first programme

- By the end of 2021, both **time and budget** are running out for the short-term support requests at the side of the agencies. So – despite persisting needs – external promotion of this support offer will be halted from the beginning of 2022.
- The **post-implementation interviews** of a sample of the short-term support actions will be continued in order to assess their impact and sustainability. A similar post-implementation interview approach will be applied for the grant projects. Moreover, the twinning and mentoring approach will be assessed in 2022.
- The focus will be on finalising the collection of learnings from the first programme and sharing these with the global VET community through different channels. One of these channels is a large-scale **dissemination** event in the second part of the year. Another example of sharing lessons learned in 2022 will be a guide based on the learnings of the 11 grant projects on inclusive VET. Additional tools, webinar and smaller scale KEN-events are also on the agenda.
- The closing of the first programme comes with quite some **reporting** and other **administrative obligations**. There will be the progress report and the audit both covering 2021, to be delivered at the beginning of 2022. At the end of 2022, the end-term review will be organised. After the end of the implementation period, set since the third contract addendum for 31 December 2022, there is a period of maximum six month for the administrative closing. During this time the final report and audits will need to be prepared and delivered.

Start of project implementation under the second programme

- By June 2022, **implementation** should have started in all 11 countries. By that time the MEAL will come to cruising speed as well, and first lessons

can be shared through the KEN. Some topics will be further explored as part of the MEAL that accompanies the activity implementation from the start:

- seizing opportunities (including investments)
- sensitising on decent work and inclusion
- realising local benefits along the value chain
- sharing lessons, recommendations and practices in an effective way
- Besides reporting obligations such as the yearly progress report and the audit reports of the agencies, the EU will also order a **results-oriented monitoring (ROM)** for the second programme, to be executed in 2022.

Profiling VET Toolbox as a knowledge hub

- The increase in the reputation of VET Toolbox as a **knowledge hub** and as an important discussion partner on inclusive and demand-driven VET has been noticeable in the past year. Efforts will continue in 2022 to keep this position by remaining opportune and creative with KEN activities, thus attracting even more stakeholders from the global VET community.
- Although the target for **tool development** has already been reached at project-level, several tools will still be added to the e-library and the communication-agenda as they meet needs identified by the agencies and Hub during implementation. Through these tools VET Toolbox wants to further underline its role as innovator. Themes that are under exploration for possible next tools are: VR (virtual reality)-learning in VET for fragile contexts, the role of VET in de-radicalisation and prevention of radicalisation, and digital and green in VET.

Management and collaboration

- 2022 will hopefully also be the year we manage to learn to live unrestrictedly with COVID-19 and **reconnect** with the Hub, LO, SC and the global VET community in a **presential** way. The effects of two years of online-only contact are not to be underestimated.
- In the meantime, the HR-challenge of the **programme overlap** remains and additional solutions are sought. The benefits of the overlap also remain e.g. the learning opportunities between the programmes.
- **Risk Management** remains an important management tool. The

annual exercise and management cycle is broadened for the second programme as exercises at country project level are added. These systematic exercises allow for an explicit exchange among stakeholders and for pro-actively developing joint responses to possible challenges.

- **Communication** in 2022 will focus on sharing lessons learned of the first programme and on the state of affairs and first lessons learned of the second programme. The updated communication planning, including the renewed website and a fine-tuned social media strategy, will play key roles. In this way VET Toolbox continues to position itself as a global reference for knowledge and experience on inclusive VET that meets the needs of the labour market.
- **Financially**, as programme 1 is closing, the remaining budget will be maximally used to enhance the impact of VET Toolbox actions. For programme 2, a revised financial planning is foreseen for the first half of 2022. Once project design is finished and implementation starts, the forecast will be more accurate and the expense rate will increase. The next instalment (EUR 6,517,588) will be requested in Q2 2022.

8.2. Planning

Programme 1

- The final short-term support requests are expected to be finalised by October 2022.
- The grant projects will finish their implementation period by April 2022.

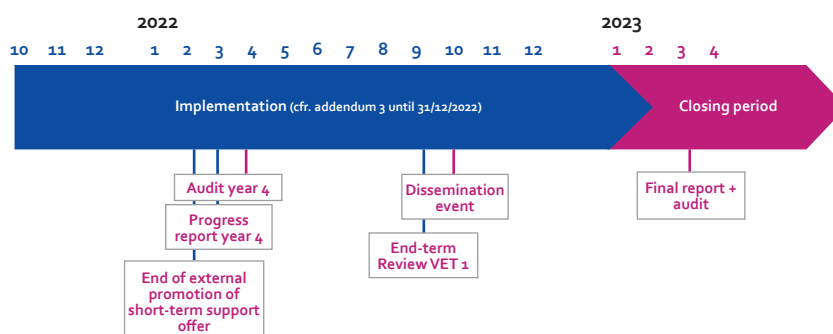


Figure 6: Programme 1 – planning final year

Programme 2

2 out of the 11 countries are ready to start with project implementation at the end of 2021. Another 4 country actions plans will be presented to INTPA in the month of January. The other 5 countries are still in the process of exploring opportunities and developing their action plans, which is somewhat later than estimated due mainly to COVID-effects and HR-challenges. Project implementation should also start for the remaining countries before July 2022.

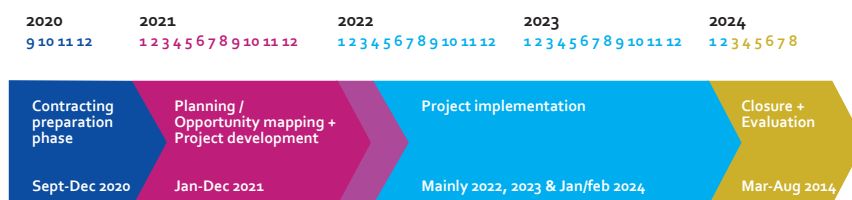


Figure 7: Programme 2 – adjusted timeline

8.3. Beyond the first and second VET Toolbox programmes

During 2021 the continuation of VET Toolbox beyond the first and second programmes started to be discussed among the agencies and DG INTPA. In 2022 the possibility of a Team Europe Initiative (TEI) on Opportunity-driven Skills and VET in Africa will be explored. The TEI intends to build on the learnings from both current VET Toolbox programmes. The VET Toolbox brand might be retained for the execution. All EU-member states would be invited to express their interest. So the current consortium-composition would likely be enlarged.

9 ANNEXES

Annex 1

In this annex, the full overview of the risks as identified in the project design phase (Description of the Action/Technical and Financial File) is demonstrated. This includes the evolution in their scores and an update on mitigating measures.

First Programme 1

Risks	Risk level: original score /vs/ score at the end of 2021	Mitigation measures - up-date 2021
The lack of a well-defined policy framework at national level, defining clear roles and responsibilities of Ministries and other institutions responsible for the vocational sector, could reduce the outcomes of the VET Toolbox. (dev risk)	Original: medium New: remains medium	<ul style="list-style-type: none"> Alignment of VET Toolbox support with national policy framework is ensured. In preparation (and throughout the execution) of the support, the requesters/grantees and implementing agencies review existing regulatory and legal frameworks for the sector and support the development of coherent evidence-based policy frameworks. Roles and responsibility are defined in the support request phase (short-term support action) / contract phase (grant projects). Despite the mitigating measures, this remains a risk with a potentially high impact.
If a one size fits all 'support scheme' is developed under this programme, relevance of this support scheme will be low for the national stakeholders. (dev risk)	Original: medium New: no longer applicable	Effective identification and assessment of the support request by the Hub through exchanges with the requester; combined with a consultation of the EUD, the donor coordination group and existing agencies' VET-programmes, ensures tailor-made support can be offered and that overlap of support is maximally avoided.
Misinterpretation of the nature of the support of the VET Toolbox by (key) country VET stakeholders could raise wrong expectations and mobilize wrong expertise. (dev risk)	Original: medium New: low	<ul style="list-style-type: none"> The consulting process for the support requests and the co-creation of the support design with the stakeholders, manages expectations early on, including those on post-implementation activities and sustainability aspects. When the demanded support is more than the VET Toolbox can provide according to its mandate, we split the requested support and let the requester decide which part has the highest priority to enable us to provide a support proposal.

Lack of resources at country offices could lead to long delays before PMU can translate request into ToR.	Original: low New: remains low	<ul style="list-style-type: none"> • Hub and implementing agencies agree timeline with the requester. • Agency internal arrangements are in place that allow following the timeline as agreed with the requester. Possibility to transfer to another agency if timeline could not be agreed upon or respected.
If lots of similar demands (nature of support) are submitted at the same time, agencies might face difficulties in mobilizing the right expertise	Original: medium New: low	<ul style="list-style-type: none"> • Database of agency experts responds well to the requests. • There is a possibility to transfer a request to another agency in case capacity is lacking for on agency at a certain moment. • Additionally, collaboration with local consultants in the countries combined with distance support from international consultants, the agencies and/or Hub helped to have the right expertise in place (e.g. during the pandemic).
In countries affected by conflict, this can have significant effects on the availability, insurance and costs of mobilizing expertise.	Original: high New: medium	<ul style="list-style-type: none"> • The Hub assesses the security situation in each requester country, based on travel advice of Belgian ministry of foreign affairs, and on feedback of bilateral country office. • In some cases, sending an international expert was not an option. The Covid-19 inspired solution of working with duos of an international expert through distance support and a local expert on the ground, is an alternative option that also fits conflict-related execution challenges. • In other cases, a request had to be put on hold in waiting of safer times. In some cases, execution will not be possible within the timeframe of the project.
Lack of country knowledge and ongoing VET support could reduce the complementarity aspects to other donors' and EU funded activities and programmes.	Original: medium New: low	Checks with EUD, with the donor-coordination group and existing agencies' VET-programmes are firmly in place.
Lack of information of the VET Toolbox by EUD, could create a slow start-up of the VET Toolbox.	Original: medium New: no longer applicable	Information on the support offer was spread through a variety of channels, including the direct information/consultation of the EUDs by the INTPA colleagues. Rate of incoming requests has generally met the capacity.
Slow start or few demands because of lack of interest/lack of information.	Original: medium New: no longer applicable	Information on the support offer was spread through a variety of channels. Rate of incoming requests met the capacity.

Funds of the CFP badly managed by implementing CSO.	Original: medium End of 2021: low	<ul style="list-style-type: none"> External Audit obligations integrated in CFP conditions. Close follow-up by the Hub and agencies through i.a. an additional intermediate financial audit and monitoring missions for all grant projects.
CSO's might have difficulties understanding BTC (now Enabel) grant guidelines and grant template.	Original: medium End of 2021: low	EU grant system (not Enabel's) was chosen, and explained and supported extensively by the Hub throughout the collaboration.
Demand for the VET Toolbox is higher than the resources available.	Original: medium End of 2021: remains medium	<ul style="list-style-type: none"> Selection based on pre-defined criteria. External promotion to be stopped at the start of 2022. Any new requests then refused, due to lack of resources and implementation time.

Second programme

Risks	Risk level	Mitigation measures - up-date 2021
Informational fragmentation and asymmetries will be the primary risk for the programme to manage. Specifically, no one actor will be able to define what pull investments will create on the labour market, that could result in skills interventions being poorly targeted.	Original: medium End of 2021: low	During the opportunity mapping and project design phases, a projection of skills needs and concrete arrangements on the insertion in the labour market are made with the stakeholders.
The timeframes involved for some types of investment to impact on employment creation can be very long and it is therefore not feasible to assess these impacts within the timeframe of the proposed activity.	Original: medium End of 2021: Medium	<ul style="list-style-type: none"> The timeline is taken into consideration during project selection. The MEAL approach analyses first indications of impact as identifiable within the programme timeframe. Strong focus on transition to the labour market from the start.
Investments do not take place in the scope and the regional dimension, during the lifespan of the action.	Original: medium End of 2021: low	<ul style="list-style-type: none"> Portfolio and regional diversification (option to work with several companies, in different sectors and regions) is possible to reduce the effect of delays of investments. The timeline and the selection of trainable skills are taken into consideration during project selection.
Investment schedules leave only a narrow time window for supply of local workers.	Original: medium End of 2021: low	<ul style="list-style-type: none"> The timeline and the selection of trainable skills are taken into consideration during project selection. Close collaboration and clear agreements with the stakeholders form a foundation for each of the country projects.

Changes in the structure of labour markets and evolving demand.	Original: medium End of 2021: low	The combination of a thorough mapping, a continuous dialogue process (including analysis of future skills needs) and the limited timeframe of the contract, keep this risk at a manageable low level.
Local companies do not meet requirements of investors, leading to lack of local value add or inadequate utilisation of local labour.	Original: medium End of 2021: remains medium	<ul style="list-style-type: none"> • Focus the contract is to work on the utilisation of local labour in local value addition. Each project pays attention to this challenging aspect and will be monitored in this regard. • MSME development measures are based on value/supply chain mappings and analysis of potential suppliers and their requirements.
Lack of interest of international companies to invest in local linkages.	Original: medium End of 2021: remains medium	<ul style="list-style-type: none"> • Programme functions as a broker between interests of different partners (e.g. governments, training centres, business associations). For investors tailored partnership arrangements are targeted, in line with business interests. • Lack of interest of international companies is a challenge in some of the partner countries. The agencies work on the best possible collaborative agreements, sometimes rather preparing the ground for attracting future international investment.
Lack of capacity at country office level could lead to long delays before they can translate a request into a well-defined opportunity.	Original: low End of 2021: remains low	<ul style="list-style-type: none"> • All partners are selected on the basis of their competence and professionalism. All are committed to achieving the agreed objectives within the given timeframe and make the agency internal arrangements to do so.
In countries affected by conflict, this can have significant effects on the costs and timeframe of mobilizing expertise. This could result in poor coverage of priority countries that need support the most.	Original: medium End of 2021: remains medium	<ul style="list-style-type: none"> • A selection of 11 countries has been made. Currently there are no large-scale conflict-related implementation impediments, but this can change at any time. The consortium will respond in an agile way to find the best possible solutions in a tailor-made way. These can include: changing service modality, change geographical location, adjust budget; or even – if no other solution is available – change partner country.

Annex 2: Budget VET Toolbox programme 1 (01/01/2021-31/12/2021)

Annex 2a: overall budget

Annex III to the Delegation Agreement (CRIS number: 2017 / 387-071) - Budget of the Action

1. Overall Budget (EURO)

	BUDGET TOTAL EU + German BMZ contribution (€)	Expenditure year 1 + 2 + 3 (23/09/2017- 31/12/2020) (€)	Expenditure year 4 (01/01/2021 - 31/12/2021) (€)	Balance 31/12/2020 (€)	Financial planning year 3 (01/01/2022- 31/12/2022) (€) EU only	Estimated expenses at the end of year 5 (€)	Estimated budget execution at the end of year 5 (€)
	(A)	(B)	(C)	(D) = (A) - (B) - (C)	(E)	(F) = (B) + (C) + (E)	(G) = (F) / (A)
A	ACTIVITIES	5.168.091	2.484.328	3.446.058	3.133.173	10.785.592	97%
A 01	Vet system analysis	1.098.477	216.283	625.858	571.106	1.547.993	97%
A 02	Tools and advice necessary to put in place sustainable mechanisms of consultation and	1.602.745	760.604	1.420.029	1.513.177	3.773.775	38%
A 03	National and sub-national stakeholders are capacitated in promoting inclusive VET	3.947.676	254.413	155.561	351.825	771.799	41%
A 04	Methodologies and approaches to support the integration of disadvantaged groups into	861.744	2.733.045	1.261.913	697.066	4.682.025	15%
X	BUDGET RESERVE	51.102	0	51.102	0	0	0%
X 01	budget reserve	51.102	0	51.102	0	0	0%
Z	GENERAL MEANS	3.109.336	1.709.219	862.371	539.349	2.786.313	90%
Z 01	Staff	2.210.335	1.365.684	443.488	366.798	2.133.644	97%
Z 02	Investments	35.000	19.818	12.403	1.228	23.825	68%
Z 03	Running costs	559.001	282.608	210.127	37.660	386.534	69%
Z 04	Audit, monitoring and evaluation and support	305.000	40.910	196.353	133.663	242.310	79%
TOTAL TOTAL	14.238.915	6.877.310	3.022.073	4.359.532	3.672.522	13.571.905	95%
	Remuneration 7%	981.308	481.412	305.167	257.077	950.033	97%
	Overheads exceeding the remuneration/indirect cost (Art. 18.3 GC) [for the GIZ part	326.445	134.435	151.922	0	174.523	53%
	Tax GIZ	283.331	3.969	167.553	0	115.778	41%
		15.850.000	7.497.126	4.984.174	3.329.598	14.812.240	83%

The total budget amounting to EUR 15.500.000 consists of a contribution from the EU amounting to Euro 15.000.000 and a contribution from the German BMZ amounting to EUR 500.000 + extra EUR 350.000 (addendum 3). These EUR 850.000 will be spent exclusively by GIZ.

2. Budget for the Action (EURO) applicable to GIZ's part of the implementation (exclusive base of reference for GIZ's accounts)

	Budget of the Action (as per contract/ Addendum 3)	Total Costs of the Action Year 1 (reporting period 1 from 23/09/2017 to 30/09/2018)	Total Costs of the Action Year 2 (reporting period 2 from 01/10/2018 to 30/09/2019)	Total Costs of the Action Year 3 (reporting period 3 from 01/10/2019 to 31/12/2020)	Total Costs of the Action Year 4 (reporting period 4 from 01/01/2021 to 31/12/2021)	Remaining budget 31/12/2021	Forecast for next implementing period	Estimated expenses at the end of year 5	Estimated budget execution at the end of year 5
1 Experts *	3.029.620	184.669	520.843	644.321	465.953	1.213.833	1.206.576	3.022.363	100%
2 Travel expenses *	94.926	8.973	33.824	11.109	269	40.751	12.500	66.675	70%
3 Procurement of materials and equipment incl. construction *	12.622	537	9.211	1.735	1	1.139	1.000	12.483	99%
4 Financing *	0	0	0	0	0	0	0	0	0%
5 Training of partners *	397	0	397	0	0	0	0	397	100%
6 Other direct costs *	355.848	9.697	103.397	33.475	28.649	180.631	137.960	313.177	88%
7 Total direct costs of the action	3.493.413	203.876	667.671	690.640	494.872	1.436.354	1.358.036	3.415.095	98%
Total administrative overheads *)	554.168	29.675	94.770	113.089	73.214	243.481	190.125	500.872	90%
Estimated Budget	4.047.582	233.491	762.441	803.728	568.086	1.679.835	1.548.161	3.915.907	97%
VAT	283.331	97	1.416	2.455	111.809	167.554	95.083	210.840	74%
Estimated Budget - incl. VAT	4.330.913	233.588	763.857	806.184	679.895	1.847.389	1.643.224	4.126.748	95%

	Budget of the Action (as per contract/ Addendum 3)	Total Costs of the Action Year 1 (reporting period 1 from 23/09/2017 to 30/09/2018)	Total Costs of the Action Year 2 (reporting period 2 from 01/10/2018 to 30/09/2019)	Total Costs of the Action Year 3 (reporting period 3 from 01/10/2019 to 31/12/2020)	Total Costs of the Action Year 4 (reporting period 4 from 01/01/2021 to 31/12/2021)	Remaining budget 31/12/2021	Forecast for next implementing period	Estimated expenses at the end of year 5	Estimated budget execution at the end of year 5
Total direct cost by the EU	3.253.190	191.739	633.746	646.488	473.232	1.307.986	1.304.373	3.249.577	100%
7% overheads as per GC Art. 18.3	227.723	13.422	44.362	45.254	33.126	91.559	91.306	227.470	100%
Total Contribution by the EU	3.480.913	205.161	678.108	691.742	506.358	1.399.545	1.395.679	3.477.047	100%
Total direct cost by the BMZ	240.223	12.136	33.926	44.152	21.640	128.369	53.664	165.518	69%
remaining overheads financed by BMZ	609.776	16.290	51.824	70.290	151.897	319.476	193.882	484.182	79%
Total Contribution by BMZ	850.000	28.427	85.749	114.442	173.537	447.845	247.545	649.700	76%

Annex 2a: overall budget with commitments

Annex III to the Delegation Agreement (CRIS number: 2017 / 387-071) - Budget of the Action

1. Overall Budget (EURO)

	BUDGET TOTAL EU + German BMZ contribution (€)	Expenditure during the reporting period 23/09/2017 - 21/12/2020 (€)	Expenditure during the reporting period 01/01/2021 - 31/12/2021 (€)	Commitments on 31/12/2021 (€)	Expenditure + commitments (€)	Execution rate (%) (€)	Balance (€)
	(A)	(B)	(C)	(D)	(E) = (B) + (C) + (D)	(F) = (E) / (A)	(G) = (A) - (E)
A ACTIVITIES	11.098.477	5.188.091	2.484.328	809.025	8.461.444	76%	2.637.033
A 01 Vet system analysis	1.602.745	760.604	216.263	72.054	1.048.941	65%	553.804
A 02 Tools and advice necessary to put in place sustainable mechanisms of consultation and active participation of National and sub-national stakeholders are capacitated in promoting inclusive VE-T training for the formal and	3.947.876	1.420.029	840.570	83.378	2.343.976	59%	1.603.700
A 03 Methodologies and approaches to support the integration of disadvantaged groups into VET learning and into	861.744	254.413	165.561	18.750	438.725	51%	423.019
A 04 BUDGET RESERVE	4.686.312	2.733.045	1.261.913	634.844	4.629.802	99%	56.510
X 01 budget reserve	51.102	0	0	0	0	0%	51.102
Z GENERAL MEANS	3.109.336	1.709.219	537.746	268.798	2.505.763	81%	603.573
Z 01 Staff	2.210.335	1.365.884	400.963	243.798	2.010.645	91%	199.690
Z 02 Investments	35.000	19.878	2.780	0	22.597	65%	12.403
Z 03 Running costs	559.001	282.608	66.266	0	348.874	62%	210.127
Z 04 Audit monitoring and evaluation and support	305.000	40.910	67.737	15.000	123.647	41%	181.353
SUBTOTAL	14.258.915	6.877.310	3.022.073	1.067.823	10.967.207	77%	3.291.708
Remuneration 7%	981.308	481.412	211.545	74.748	767.704	78%	230.420
Overheads exceeding the remuneration/indirect cost (Art. 18.3 GC) [for the GIZ part only]	326.445	134.435	40.088	0	174.523	53%	16.129
Tax GIZ	283.331	3.959	111.809	2.455	118.233	42%	165.098
TOTAL	15.850.000	7.497.126	3.385.515	1.145.026	12.027.668	76%	3.822.332

The total budget amounting to EUR 15.500.000 consists of a contribution from the EU amounting to Euro 15.000.000 and a contribution from the German BMZ amounting to EUR 500.000 + extra EUR 350.000 (addendum 3). These EUR 850.000 will be spent exclusively by GIZ.

2. Budget for the Action (EURO) applicable to GZ's part of the implementation (exclusive base of reference for GZ's accounts)

	Budget of the Action (as per contract amendment No3)	Year 1				Year 2				Year 3				Year 4		Forecast for Next Reporting Period
		Total Costs of the Action (reporting period 1 from 23/09/2017 to 30/09/2018)	Legal Commitments (entered during the reporting period 1 from 23/09/2017 to 30/09/2018)	Total Costs of the Action (reporting period 2 from 01/10/2018 to 30/09/2019)	Legal Commitments (entered during the reporting period 2 from 01/10/2018 to 30/09/2019)	Total Costs of the Action (reporting period 3 from 01/10/2019 to 31/12/2020)	Legal Commitments (entered during the reporting period 3 from 01/10/2019 to 31/12/2020)	Total Costs of the Action (reporting period 4 from 01/01/2021 to 31/12/2021)	Legal Commitments (entered during the reporting period 4 from 01/01/2021 to 31/12/2021)	Total costs all periods	Remaining Budget					
Plan		184.669	640.576	520.843	488.769	644.321	376.108	465.953	0	1.815.786	1.213.833	1.206.576				
1 Experts *)	3.029.620	8.973	0	33.824	0	11.109	0	269	0	54.175	40.751	12.500				
2 Travel expenses *)	94.926	537	0	9.211	0	1.735	0	1	0	11.483	1.139	1.000				
3 Procurement of materials and equipment incl. Construction *)	12.822	0	0	0	0	0	0	0	0	0	0	0				
4 Financing *)	0	0	0	0	0	0	0	0	0	0	0	0				
5 Training of partners *)	397	0	0	397	0	0	0	0	0	0	0	397				
6 Other direct costs *)	355.848	9.697	0	103.397	1.109	33.475	144.222	28.649	0	175.217	180.631	137.960				
7 Total direct costs of the action *)	3.493.413	203.876	640.576	667.671	489.878	690.640	520.330	494.872	0	2.057.059	1.436.354	1.358.036				
Total administrative overheads *)	554.168	29.615	44.840	94.770	0	113.089	36.423	73.214	0	310.687	243.461	190.126				
Total amount of the reporting period	4.047.582	233.491	685.417	762.441	489.878	803.728	556.753	568.086	0	2.367.746	1.679.835	1.548.161				
VAT	289.331	97	0	1.416	0	2.465	0	111.809	0	115.778	167.354	95.063				
Total amount of the reporting period incl. VAT	4.330.913	233.588	685.417	763.857	489.878	806.194	556.753	679.895	0	2.483.524	1.847.389	1.643.224				

	Budget of the Action (as per contract)	Year 1				Year 2				Year 3				Year 4		Forecast for Next Implementati on Period
		Total Costs of the Action (reporting period 1 from 23/09/2017 to 30/09/2018)	Legal Commitments (entered during the reporting period 1 from 23/09/2017 to 30/09/2018)	Total Costs of the Action (reporting period 2 from 01/10/2018 to 30/09/2019)	Legal Commitments (entered during the reporting period 2 from 01/10/2018 to 30/09/2019)	Total Costs of the Action (reporting period 3 from 01/10/2019 to 31/12/2020)	Legal Commitments (entered during the reporting period 3 from 01/10/2019 to 31/12/2020)	Total Costs of the Action (reporting period 4 from 01/01/2021 to 31/12/2021)	Legal Commitments (entered during the reporting period 4 from 01/01/2021 to 31/12/2021)	Total Costs all reporting periods	Remaining Budget					
Plan		191.739	640.576	633.746	466.236	646.488	520.330	473.232	0	1.945.204	1.307.986	1.304.373				
Total eligible costs by the EU	3.253.190	191.739	640.576	633.746	466.236	646.488	520.330	473.232	0	1.945.204	1.307.986	1.304.373				
7% overheads as per GC Art. 18.3	227.723	13.422	44.840	44.362	32.637	45.254	36.423	33.126	0	136.164	91.559	91.308				
Total eligible cost by the EU	3.480.913	205.161	685.417	678.108	498.872	691.742	556.753	506.358	0	2.081.369	1.399.545	1.395.679				
Total eligible costs by the BMZ	240.223	12.136	0	33.926	23.642	44.152	0	21.840	0	111.854	128.369	53.664				
Remaining overheads financed by BMZ incl. VAT	609.776	16.290	0	51.824	0	70.290	0	151.897	0	290.301	319.475	193.882				
Total cost financed by BMZ	850.000	28.427	0	85.749	23.642	114.442	0	173.537	0	402.155	447.845	247.545				

Please consider the following information on the budget lines:

- *) with reference to Art. 11.3 GC this represents a budget heading. Sub-divisions under a budget heading are for reporting purposes only and not subject to the 25% rule stipulated in Art. 11.3 GC.
- 1) including audit opinion and/or performance audit costs amounting to 21,066 Euro.
- 2) Overheads correspond to the EU term "Remuneration".
- 3) including remuneration/indirect cost (Art. 18.3 GC), which is limited to 7% of the total eligible direct costs


PLEASE NOTE: Communication and visibility costs are included in various budget lines.

Annex 3: Budget VET Toolbox programme 2 (01/09/2020-31/12/2021)

Annex 3a: overall budget

Annex III to the Delegation Agreement (CRIS number:HUM/2020/417-782) - Budget of the Action

1. Overall Budget (EURO)

		Global budget for the whole period (A) EU + BMZ	Expenditure during the reporting period 01/09/2020 31/12/2021 (€)	Commitments on 31/12/2021 (€) EU	Expenditure + commitments (€)	Execution rate (%) (€)	Balance (€)
		(A)	(B)	(C)	(D) = (B) + (C)	(E) = (D) / (A)	(F) = (A) - (D)
1	ACTIVITIES	11.536.530	753.812	1.531.000	2.284.812	20%	9.251.718
	Result 1: Enhanced national public-private dialogue on employment-oriented skills development and VET to foster investment	1.265.303	450.757	29.400	480.157	38%	785.146
	Result 2: Enhanced delivery of demand-driven skills development and VET catering investment	9.242.424	299.988	1.201.280	1.501.268	16%	7.741.156
	Result 3: Stimulate VET reform by capturing lessons from practical experience in delivering investment oriented VET	1.028.803	3.067	300.320	303.387	29%	725.416
2	HUMAN RESSOURCES	2.245.400	335.042	918.362	1.253.404	56%	991.996
	01 Coordination Hub	1.408.400	149.583	918.362	1.067.945	76%	340.455
	02 Agencies	837.000	185.459	0	185.459	22%	651.541
3	OPERATIONAL BUDGET	401.000	11.278	0	11.278	3%	389.722
	01 Running costs hub	231.000	0	0	0	0%	231.000
	02 Investments hub	20.000	3.422	0	3.422	17%	16.578
	03 Communication budget hub	75.000	7.720	0	7.720	10%	67.280
	04 Learning & KEN	75.000	136	0	136	0%	74.664
4	AUDIT and M&E	340.000	0	0	0	0%	340.000
	01 Audit	240.000	0	0	0	0%	240.000
	02 M&E	100.000	0	0	0	0%	100.000
5	CONTINGENCY	48.791	0	0	0	0%	48.791
	GRAND TOTAL	14.571.721	1.100.132	2.449.362	3.549.494	24%	11.022.227
TOTAL excl. mgt fee		14.571.721	1.100.132	2.449.362	3.549.494	24%	11.022.227
Management fee (7%)		981.309	75.209	171.455	246.665	25%	734.644
GRAND TOTAL		15.553.030	1.175.341	8%	3.796.159	24%	11.756.871
Overheads exceeding management fee for the GIZ part only		511.051	51.128	10%	459.923	90%	406.853
Tax for GIZ part only		185.919	0	0%	185.919	100%	0
		16.250.000					

2. Budget for the Action (EURO) applicable to GIZ's part of the implementation (exclusive base of reference for GIZ's accounts)

	Budget of the Action (as per contract amendment no1)	Total Costs of the Action (reporting period 1 from 01/09/2020 to 31/12/2021)	Legal Commitments (entered during the reporting period 1 from 01/09/2020 to 31/12/2021)	Total Costs + legal Commitments (period 1 from 01/09/2021 to 31/12/2021)	Total costs all periods	Remaining Budget	Forecast for Next Reporting Period
							Year 2
	Plan	Year 1	Year 1	Year 1			
1 Experts *) ¹⁾	4.030.735	523.672	1.206.000	1.729.672	523.672	3.507.063	2.721.896
2 Travel expenses *)	303.700	3.607		3.607	3.607	300.093	240.093
3 Procurement of materials and equ	344.967	10.597		10.597	10.597	334.370	328.370
4 Financing *)	200.000	0		0	0	200.000	140.000
5 Training of partners *)	300.000	0		0	0	300.000	294.000
6 Other direct costs *)	638.957	22.097	325.000	347.097	22.097	616.861	475.115
7 Total direct costs of the action *)	5.818.360	559.973	1.531.000	2.090.973	559.973	5.258.387	4.199.473
7% overheads as per GC Art. 18.3	368.573	37.398		37.398	37.398	331.175	260.658
Overheads exceeding the remuneration	511.051	51.128		51.128	51.128	459.923	406.853
Total amount of the reporting period	6.697.983	648.499	1.531.000	2.179.499	648.499	6.049.484	4.866.985
VAT	185.919	0		0	0	185.919	0
Total amount of the reporting period	6.883.902	648.499	1.531.000	2.179.499	648.499	6.235.403	4.866.985

	Budget of the Action (as per contract)	Total Costs of the Action (reporting period 1 from 01/09/2020 to 31/12/2021)	Legal Commitments (entered during the reporting period 1 from 01/09/2020 to 31/12/2021)	Total Costs + legal Commitments (period 1 from 01/09/2021 to 31/12/2021)	Total Costs all reporting periods	Remaining Budget	Forecast for Next Implementation Period
EU-contribution	5.633.902	571.657	1.531.000	2.102.657	571.657	5.062.245	3.984.351
BMZ-contribution	1.250.000	76.841	0	76.841	76.841	1.173.159	882.634
total funding	6.883.902	648.499	1.531.000	2.179.499	648.499	6.235.403	4.866.985


Please consider the following information on the budget lines:

*) with reference to Art. 11.3 GC this represents a budget heading. Sub-divisions under a budget heading are for reporting purposes only and not subject to the 25% rule stipulated in Art. 11.3 GC.
1) Overheads exceeding the remuneration/indirect cost (Art. 18.3 GC) are reimbursed by another donor, based on the Notional Approach.

Annex 3a: overall budget with commitments

Annex III to the Delegation Agreement (CRIS number: HUM/2020/417-782) - Budget of the Action

1. Overall Budget (EURO)

		Global budget for the whole period (A) EU + BMZ	Expenditure during the reporting period 01/09/2020-31/12/2021 (B) EU + BMZ	Balance 31/12/2020 (C) EU+BMZ	Financial planning year 2 (01/01/2022-31/12/2022) (D) (€)	Estimated expenses at the end of year 2 (E) (€)	Estimated budget execution at the end of year 2 (F) (€)
		(A)	(B)	(C) = (A) - (B)	(D)	(E) = (B) + (D)	(F) = (E) / (A)
1	ACTIVITIES	11.520.267	753.812	10.766.455	6.075.743	6.829.555	59%
01	Result 1: Enhanced national public-private dialogue on employment-oriented skills development and VET to foster investment	1.263.677	450.757	812.920	959.174	1.409.931	112%
02	Result 2: Enhanced delivery of demand-driven skills development and VET catering investment	9.229.413	299.988	8.929.425	4.813.749	5.113.737	55%
03	Result 3: Stimulate VET reform by capturing lessons from practical experience in delivering investment oriented VET	1.027.177	3.067	1.024.110	302.820	305.887	30%
2	HUMAN RESSOURCES	2.245.400	335.042	1.910.358	325.912	660.954	29%
01	Coordination Hub	1.408.400	149.583	1.258.817	174.446	324.029	23%
02	Agencies	837.000	185.459	651.541	151.466	336.925	40%
3	OPERATIONAL BUDGET	401.000	11.278	389.722	0	11.278	3%
01	Running costs hub	231.000	0	231.000	0	0	0%
02	Investments hub	20.000	3.422	16.578	0	3.422	17%
03	Communication budget hub	75.000	7.720	67.280	0	7.720	10%
04	Learning & KEN	75.000	136	74.864	0	136	0%
4	AUDIT and M&E	340.000	0	340.000	46.250	46.250	14%
01	Audit	240.000	0	240.000	46.250	46.250	19%
02	M&E	100.000	0	100.000	0	0	0%
5	CONTINGENCY	48.791	0	48.791	0	0	0%
	GRAND TOTAL	14.555.458	1.100.132	13.406.535	6.496.696	7.548.037	52%
	TOTAL excl. mgt fee	14.555.458	1.100.132	13.406.535	6.496.696	7.548.037	52%
	Management fee (7%)	980.170	75.209	904.961	421.464	496.673	51%
	GRAND TOTAL	15.535.628	1.175.341	14.311.496	6.918.160	8.044.710	52%
	Overheads exceeding management fee for the GIZ part only	511.051	51.128	459.923	459.923	406.853	406.853
	Tax for GIZ part only	185.919	0	185.919	185.919	0	0

2. Budget for the Action (EURO) applicable to GIZ's part of the implementation (exclusive base of reference for GIZ's accounts)

	Budget of the Action (as per contract amendment no1)	Total Costs of the Action (reporting period 1 from 01/09/2020 to 31/12/2021)	Remaining budget 31/12/2021	Forecast for Next Reporting Period	Estimated expenses at the end of year 2	Estimated budget execution at the end of year 5
	Plan	Year 1	Year 1	Year 2	All periods	all periods
1 Experts *) ¹⁾	4.030.735	523.672	3.507.063	2.721.896	3.245.568	81%
2 Travel expenses *)	303.700	3.607	300.093	240.093	243.700	80%
3 Procurement of materials and equ	344.967	10.597	334.370	328.370	338.967	98%
4 Financing *)	200.000	0	200.000	140.000	140.000	70%
5 Training of partners *)	300.000	0	300.000	294.000	294.000	98%
6 Other direct costs *)	638.957	22.097	616.861	475.115	497.211	78%
7 Total direct costs of the action *)	5.818.360	559.973	5.258.387	4.199.473	4.759.446	82%
7% overheads as per GC Art. 18.3	368.573	37.398	331.175	260.658	298.056	81%
Overheads exceeding the remuneration	511.051	51.128	459.923	406.853	457.981	90%
Total amount of the reporting period	6.697.983	648.499	6.049.484	4.866.985	5.515.483	82%
VAT	185.919	0	0	0	0	
Total amount of the reporting period incl. VAT	6.883.902	648.499	6.049.484	4.866.985	5.515.483	80%

	Budget of the Action (as per contract)	Total Costs of the Action (reporting period 1 from 01/09/2020 to 31/12/2021)	Remaining Budget	Forecast for Next Implementation Period	Estimated expenses at the end of year 2	Estimated budget execution at the end of year 5
EU-contribution	5.633.902	571.657	5.062.245	3.984.351	4.891.162	87%
BMZ-contribution	1.250.000	76.841	1.173.159	882.634	882.634	71%
total funding	6.883.902	648.499	6.235.403	4.866.985	5.773.796	84%

Please consider the following information on the budget lines:

*) with reference to Art. 11.3 GC this represents a budget heading. Sub-divisions under a budget heading are for reporting purposes only and not subject to the 25% rule stipulated in Art. 11.3 GC.
1) Overheads exceeding the remuneration/indirect cost (Art. 18.3 GC) are reimbursed by another donor, based on the Notional Approach.

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