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ANNUAL REPORT

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Acronyms

AFD	Agence Française de Développement
BMZ	Bundesministerium für Wirtschaftliche Zusammenarbeit und Entwicklung
CAP	Country Action Plan
CBT	Competency-Based Training
CEFAM	Centre de Formation et d'Appui aux Métiers (Senegal)
CFP	Centre de Formation Professionnelle
CV(E)T	Continuous Vocational (Education and) Training
DCI	Development Cooperation Instrument
EC	European Commission
EU	European Union
EIB	European Investment Bank
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 (GIZ) GmbH
HR	Human Resources
Hub	VET Toolbox Coordination Hub
ILO	International Labour Organisation
INTPA	EU Commission DG for International Partnerships (former DG DEVCO)
IP	Implementing Partner
IV(E)T	Initial Vocational (Education and) Training
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
OMC	Operational Monitoring Committee
OO	Overall Objective

PPP	Public-Private Partnership
ROM	Results-Oriented Monitoring
SC	Steering Committee
ToC	Theory of Change
ToT	Training of Trainers
TVET	Technical and Vocational Education and Training (see also VET)
UK	United Kingdom
VET	Vocational Education and Training
VTC	Vocational Training Centre

1

PROJECT OVERVIEW

1 Project overview

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 Contribution 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, Expertise France, GIZ, LuxDev (and AFD as a silent partner)
Implementing partners	The British Council, Enabel, Expertise France, GIZ, LuxDev
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 (31.12.2023 for GIZ; no-cost extension requested until 31.12.2024 for the British Council, Enabel, Expertise France and LuxDev)
Direct enablers (key stakeholders)	<p>European level:</p> <ul style="list-style-type: none"> • Private investors benefitting from the European Fund for Sustainable Development (EFSD) facilities of the EIP or other European investment windows • Relevant EU institutions (EIP Secretariat, etc.) <p>Local level:</p> <ul style="list-style-type: none"> • EU Delegations (EUD) • Local, national or sector training funds
Indirect enablers	<p>European level:</p> <ul style="list-style-type: none"> • International Financial Institutions (EIB, etc.) • Chambers of Commerce or Industry (in EU member countries) <p>Local level:</p> <ul style="list-style-type: none"> • Social partners consisting of workers through trade unions, employers and government representatives

	<ul style="list-style-type: none"> • National line ministries such as Labour, Education, Economic Development & Trade, SME that shape a country's business and investment climate • Business associations and chambers of commerce which represent the wider interests of the private sector, highly affecting the public-private-dialogue and are potential partners for skills and supplier development programmes • Other donor programmes related to investment and VET
Direct beneficiaries	<ul style="list-style-type: none"> • Local public and private Vocational Training Centres providing (continuous) vocational training • Short-term training providers • Future and current employees of local companies (of training carried out directly by the action) • Local enterprises receiving coaching services
Ultimate beneficiaries (target group)	<ul style="list-style-type: none"> • Participating local enterprises benefitting from investments • Employees that undergo CVT • VTC apprentices and interns, in sectors related to investments • Job seekers, including disadvantaged groups etc.
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 learned from practical experience in delivering skills development and VET in investment contexts

2

EXECUTIVE SUMMARY

2 Executive Summary

The Second VET Toolbox Programme

The second phase of VET Toolbox focuses on opportunity-driven actions to enhance the delivery of demand-driven skills development to better meet the human capital needs of value & supply chain development and investment programmes in 11 countries in Sub-Saharan Africa, in partnership with the British Council, Enabel, Expertise France, GIZ and LuxDev.

Scope of annual report 2022

This annual report covers the period from 1 January 2022 to 31 December 2022 and showcases the achievements of the second year of implementation. It gives an overview of the implementation progress of the action in 2022, and provides key insights gained from the first implementation results. Based on these insights, the report draws important lessons and makes concrete recommendations. It ends with a project outlook towards 2023 and beyond.

Organisation and management

The overall governance structure of the second VET Toolbox programme did not fundamentally change. However, while the coordination of the in-country activities shifted more towards the consortium partners and country teams, the Hub took on the role of Knowledge Hub, orienting itself towards improving the Monitoring, Evaluation, Accountability and Learning (MEAL) and supporting the Knowledge Exchange Network (KEN) and communication activities.

Budget

The current budget execution level of VET Toolbox 2 is 23%, of which 8% was spent in the first year and 16% in the second year. The project started slow, with the overlap of the two VET Toolbox programmes creating some challenges related to the workload and the opportunity mapping phase taking longer than anticipated, which delayed the project implementation for several country projects. However, with the implementation phase in full swing by the end of 2022, this execution level will pick up significantly in 2023.

Implementation

After the exploration of sectors and investment opportunities and the setting up of country partnership networks, implementation truly began in 2022 of the country projects. 13 projects were chosen and developed in 11 EU partner countries in Sub-Saharan Africa, namely Democratic Republic of Congo, Ghana, Côte d'Ivoire, Kenya, Malawi, Mozambique, Nigeria, Republic of the Congo, Senegal, Tanzania and Uganda.

Sectors: The country projects found opportunities within the agricultural sector (4 projects), transport and logistics sector (3 projects), the digital sector (3 projects), construction sector (2 projects) and green sector (2 projects).

Timeline and results: The projects follow different timelines, with some countries still in the initial stages of implementation after the opportunity mapping phase, while others are in full implementation, focusing on the establishment of public-private dialogue (8 out of 11 countries) and the development of the training models, capacity building and supporting VET providers (32 VET providers supported). At the end of 2022, trainings had already started in 4 projects with a total of 1006 trainees, of which 44% women and 29% youth.

Approach: Different approaches were implemented by the projects to achieve the objectives and contained the following elements:

- Extensive opportunity mapping was carried out in the different regions, using different approaches and entry points for choosing the most opportune project, such as existing investment opportunities, EUD priorities, existing public-private dialogues and regional developments to identify skills gaps and employment opportunities.
- New public-private dialogues were set up or existing ones were reinforced on different levels including key players and stakeholders from the public and private sector.
- VET providers were supported in different ways, including via curriculum development, capacity building and provision of equipment. Most country projects focus on the improvement of existing training models, with some projects setting up new ones. In each project the private sector was heavily involved several stages of the implementation, ranging from curriculum development to supporting VET providers and organising the training. All projects will implement capacity building and have integrated a work-based learning component in the training.
- The approaches and supporting activities for employment depend on the projects' target groups, which can focus on job creation through initial training for existing gaps in employment needs or securing jobs through upskilling aimed at those already employed in the sector. VET Toolbox supports their transition to the labour market by focusing on employment needs and providing support services to graduates.

Transversal themes: VET Toolbox integrated several transversal themes in the implementation of activities such as gender & inclusion, digitalisation, decent work and environment.

- *Gender & inclusion:* The projects are heavily encouraged to be conscious of gender and promote female participation. While gender inclusivity can be a challenge, especially in certain sectors, country projects are initiating specific activities to improve the inclusivity of gender in their projects.
- *Digitalisation:* Digital skills are the core focus of three country projects (ICT/digital sector) but are also used to improve the learning experience of trainees through blended learning, digital platforms and multi-media equipment and infrastructure.
- *Decent work:* The decent work criteria remain a priority of VET Toolbox and projects are encouraged to put decent work high on the agenda of the private sector.
- *Environment:* All agencies have considered the green transition in their projects and involve aspects of greening in different sectors. Additionally, several projects pay special attention to green skills and the green economy, such as projects focusing on solar energy, e-waste, eco-construction and eco-tourism.

Communication and Knowledge Exchange Network Activities: Different activities took place in 2022 with regards to communication and knowledge exchange:

- The communication strategy has been redesigned to ensure a regular and continuous information flow around the actions and positive impacts attained by VET Toolbox.
- Knowledge exchange is at the core of the VET Toolbox activities and is supported through different actions, including regular knowledge exchange meetings with the country teams, thematic workshops and organisation of external events.
- The visibility of the VET Toolbox brand was enhanced through a new social media approach, the improvement of visual media and the creation of a new website.

Risks

Every year, a risk management exercise takes place at OMC and country partner level. Compared to last year, certain risks gained significance, such as the potential impact of the delayed start of VET Toolbox 2 on the activities of several projects and the limited MEAL capacity to capture the lessons learned. The gender balance was also flagged as a risk by certain projects, due to different cultural factors regarding employment and sectors. The Hub, agencies and country projects are investing time and resources to mitigate these risks as much as possible.

Lessons Learned

After the second project year, the results achieved allow to draw several key insights and lessons:

- The opportunity-driven approach, applied in VET Toolbox 2, effectively targets clearly defined employment opportunities and allows for a flexible mindset, where new opportunities can emerge through continuous public-private dialogue, especially when a broad spectrum of stakeholders are involved.
- The involvement of local intermediary actors and existing platforms is crucial in the implementation of VET Toolbox to mobilise actors for the public-private dialogue.
- The trainings and the project approach were adapted to the specificity of the sector and the target groups, through the integration of specific (transversal) skills needs, different learning methods and optimised timing of the trainings.
- Employment is promoted through the development of demand-driven training offers directly involving the companies, the integration of a work-based learning component, and support services for graduates to facilitate the transition to the labour market.
-

Recommendations

Several recommendations were formulated to enhance the internal organisation of VET Toolbox and support the broader VET community:

- *VET Toolbox hub*: Investing in MEAL and KEN will be essential in the implementation phase to guarantee successful monitoring, knowledge management and learning.
- *VET community*: The identification of employment opportunities linked to ongoing or planned investments in the local labour markets is a highly relevant way to engage a broad spectrum of actors and incentivise the private sector to invest in VET. Additionally, making full use of existing local knowledge, existing VET and PP dialogue structures and the expertise

and presence of implementing agencies will greatly enhance the efficiency and effectiveness of the project.

Outlook

2023 will again be a crucial year for the successful implementation of the VET Toolbox programme and will be marked by some major events, such as the closing of VET Toolbox 1 and the completion of the five country projects implemented by GIZ. Additionally, VET Toolbox will continue to invest in MEAL, communication and knowledge exchange, by applying the newly developed strategies and optimising its Human Resources. A peer review workshop will be organised in May 2023 and will provide crucial lessons and insights on the approach which will feed into the preparation process of the new TEI on opportunity-driven VET that will be initiated in 2024.

3

INTRODUCTION

3 Introduction

3.1 Structure of this Annual Report

After the successful closure of the first VET Toolbox programme, which aimed at providing tools and advice for VET systems and labour market analysis, private sector involvement, and inclusion in VET, the second phase of VET Toolbox focuses on opportunity-driven action to enhance the delivery of demand-driven skills development and cater to investment needs in 11 countries in Sub-Saharan Africa, in partnership with the British Council, Enabel, Expertise France, GIZ and LuxDev.

This 2022 annual report of VET Toolbox 2 showcases the achievements of the second year of implementation. A final report on the achievements of VET Toolbox 1 will be released separately.

First, the report presents an overview of the objectives of VET Toolbox as well as changes in the overall organisation and management of VET Toolbox, followed by the implementation progress of activities in 2022, some early key results and lessons learned and finally the project outlook towards 2023.

3.2 Objectives of VET Toolbox

3.2.1 VET Toolbox Vision, Mission, Services

The second VET Toolbox programme focuses on enhancing the delivery of demand-driven skills development and VET catering for investment needs. It follows the following vision and mission.

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
<p>VET Toolbox supports VET reforms to make them more responsive to changing labour demands and inclusive to all. More particularly:</p> <ul style="list-style-type: none"> • Helping to improve labour market information systems to enable evidence-based programming and decision making. • Offering 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. • Supporting a better match of labour market demand and supply resulting in higher job insertion. • Facilitating public-private partnerships in VET and employment promotion in which each party contributes resources. • Fostering dialogue on policy and implementation level for sustainable in-country reform progress.

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

SERVICES

VET Toolbox delivers services through a partnership of agencies and their networks which are composed of highly skilled practitioners with experience and expertise in VET and labour market reform processes. These services include:

- Accompanying European investments in Africa through improved availability of skilled manpower, ensuring maximum employment impact
- 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 for a

3.2.2 Objectives, Result areas and activities of VET Toolbox 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 [the] 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 Area 2:** VET stakeholders are supported to deliver relevant training in line with investment needs.
- **Result Area 3:** 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. The activities carried out in the different country project can include the following:

- Analysing the labour market situation and identifying the skills needs
- Strengthening 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 Organisation and Management

4.1 Coordination & Management

There is no fundamental change in the governance structure of the second VET Toolbox programme compared to the first programme. The overall governance structure still consists of 3 main bodies: a Steering Committee (SC), an Operational Monitoring Committee (OMC) and a Coordination Hub (Hub), based in the offices of Enabel. However, while the role of the SC and the OMC members remained more or less the same, the role of the Hub has changed.

The main role of the VET Toolbox Hub in the first programme (VET Toolbox 1), referred to in the Action Document as the Project Management Unit (PMU), consisted in the management and follow up of the many actions, grants and knowledge sharing activities; the monitoring and evaluation of the progress and quality assurance of the implementation; the capturing and dissemination of lessons learned and the formulation of recommendations towards the different VET stakeholders (see also the DoA of VET Toolbox 1).

In the second VET Toolbox programme, the PMU's role, in the meantime renamed the "Coordination Hub", shifted its focus to the coordination of activities implemented by the consortium partners themselves and to function as Knowledge Hub that stimulates knowledge exchange/sharing on lessons learned from the practical implementation of opportunity-driven VET in the 11 pilot countries of the Action. Fundamental lessons hence acquired will provide experts at the EU, Member State and Partner Country level with valuable insights into how successful approaches of opportunity-driven VET can be linked to European investments. The overlap between the 2 VET Toolbox programmes has led to a work overload within the Coordination Hub which was both observed by the Result-oriented Monitoring (ROM) exercise in June 2022 and the End-term Evaluation (ETR) of VET Toolbox 1 which took place in the last quarter of 2022.

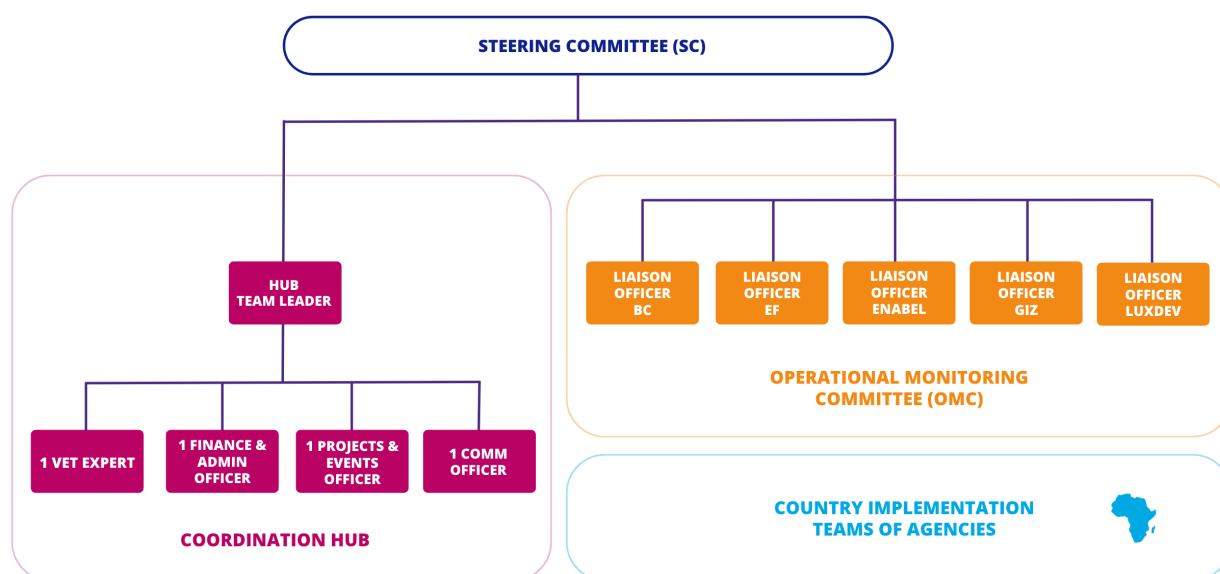


Figure 1: VET Toolbox 2 Governance Structure in 2022

Big newcomers in the governance structure are the Country Teams based in the 11 selected partner countries. Their role has become for most consortium members increasingly important during the implementation of the action. This led to a shift in the action focus from the centre (Hub, agencies HQ) to the country teams and the in-country projects. For the first implementation phase consisting of an opportunity mapping exercise and the second phase in which a project at country level is developed, the role of the consortium partners is crucial, with the Hub and the EUD in a supporting role. Apart from the five GIZ country actions that already started implementation in 2022, most of the year was taken up with this work and the Country Actions Plans (CAP) were gradually finalised and approved between end 2021 and early 2023 for the 11 pilot countries.

In addition to the support of the Hub, a Knowledge Exchange Network (KEN) should create a mutual understanding of the programme and share ideas for project implementation, challenges, and good practices. Apart from regular online country exchange meetings, a successful in-person event in Brussels in May 2022 brought all the country teams for the first time together which turned out to be a crucial step in building trust and a sense of community among the country teams.

Country exchanges are being continued during the implementation phase, for further capacity building, exchange of experience and insights for high-quality MEAL of the programme.

Management focus 2022

2022 was not the easiest year for the VET Toolbox Coordination Hub for a number of interlocking reasons.

The start of the second programme, while the first programme was still in full swing, put too much strain on the coordination hub which did not have sufficient human resources for the new role and doubling of tasks. For some agencies, the capacity of the OMC members, now responsible for the follow up of both programmes, turned out to be limited due to other responsibilities.

In addition, or rather because of the underestimation of the HR need, with no dedicated MEAL profile, the development of a robust MEAL system that required a senior MEAL profile (see conclusions and recommendation of the ROM) did not receive the necessary focus.

The departure of the Hub's Team Leader and Communication Officer mid-2022 further increased the pressure and the workload for the remaining team members of the Hub.

While most of the management focus at the beginning of 2022 was on the start-up and initial phase of VET Toolbox 2 and implementing VET Toolbox 1, during the second half of the year the closing of VET Toolbox 1 (e.a. Closing Event in November 2022), the finalisation of the CAPs, the improvement of the MEAL system and the recruitment of new staff took centre stage. A new Team Leader and a Communication Officer were recruited in November 2022. After a thorough revision, a new MEAL system was designed jointly with the other implementing agencies to better capture quality information and feed into the preparation process of the new TEI on opportunity-driven VET.

4.2 Monitoring, Evaluation, Accountability and Learning

In 2022, the VET Toolbox MEAL (Monitoring, Evaluation, Accountability and Learning) framework was subject to the Results-Oriented Monitoring (ROM) organised by INTPA. The formulated recommendations were taken into consideration and led to an adaptation of the MEAL strategy and organisation for VET Toolbox 2.

Firstly, the logframe was reviewed and three new indicators were added to provide additional information on the quality of the intervention (see chapter 5.2). Secondly, a MEAL concept including M&E tools for the collection of comparable data was drafted by a dedicated MEAL working group, facilitated by the Hub. These new developed MEAL indicators and tools allow for the gathering of high-quality MEAL information spanning across all partner countries and their individual approaches as well as streamline this information across the different projects and agencies. Lastly, a MEAL expert was recruited at the beginning of 2023 to support the VET Toolbox programme. These changes allow for the collection of robust and comparable quantitative data as well as quality information, including challenges and lessons learned, and focusing on the outcome and impact throughout the implementation process.

4.3 Communication and Knowledge Sharing

At the end of 2022, a new Communication and Knowledge Officer was recruited and an analysis of VET Toolbox's communications was conducted to help achieve the VET Toolbox objectives and adapt to the changing needs of the stakeholders. This laid the groundwork for a new communication approach for VET Toolbox 2, which will be consolidated into a fully developed communication strategy during the first part of 2023. As communication and knowledge sharing are closely interlinked, these two notions will be addressed jointly.

Through this new vision of VET Toolbox's communication, the goal would be to:

- Further improve the collaborative approach and reinforce synergies between implementing partners and external actors as well as stakeholders' involvement, and commit to a more open communication
- Increase awareness about the programme among relevant target audiences
- Reinforce knowledge sharing, including better promoting the existing resources and results achieved under the first VET Toolbox programme, and sharing the early lessons learned and good practices of the second VET Toolbox programme.

Moreover, investments were made to increase the online visibility of the project through the development and launch of a new VET Toolbox website, which will be continuously updated according to the evolution of the activities and the suggestions and requests from implementing partners.

A more detailed overview of the communication activities undertaken in 2022 can be found under Chapter 5 - Implementation.

4.4 Budget execution

For this 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 Federal Ministry of Economic Cooperation and Development (BMZ) of EUR 1,250,000. BMZ contribution is to be spent exclusively by GIZ.

Two instalments amounting to EUR 10,549,600 have been received.

Both tables in annex 1 (overall budget, 1a, and overall budget with commitments, 1b) present the consolidated figures of the five implementing agencies, covering the reporting period from 1 September 2020 to 31 December 2022. General expenditure levels stand at 16% at the end of 2022 compared to 8% for the first reporting year. The main expenditures can be found in results area 1 (36% of the global budget of the action for year 1 and 52% for year 2).

The current execution level is 23% (see annex 1b, overall budget with commitments). The start of the project was slow and the main reasons for the limited expenditure at the beginning of the project can be traced back to several factors at play. On the one hand, the overlap of the two VET Toolbox programmes, and more particularly a peak in the execution of the first programme and high workload related to the start-up of the second programme, led to some challenges. On the other hand, the opportunity mapping phase took longer than expected in some cases, partly due to the effects of the pandemic. A no-cost extension for the British Council, Enabel, Expertise France and LuxDev has been requested in order to make up with the slow start in certain country projects. With the implementation phase fully started in most projects by the end of 2022, this execution level will pick up significantly in 2023 and will be completed within the adjusted timeframe.

5

IMPLEMENTATION

5 Implementation

This chapter will discuss the progress of the programme in 2022 with regards to the implementation of the projects in the partner countries (1), the first results (2), the main trends (3), transversal themes (4) and communication and knowledge exchange actions (5).

5.1 Progress in 2022



Figure 2 : Geographical scope of VET Toolbox 2 projects

The second VET Toolbox programme, which builds on the first VET Toolbox programme, was launched on 8 June 2021 and focuses on **11 EU partner countries** in Sub-Saharan Africa: Democratic Republic of Congo, Ghana, Côte d'Ivoire, Kenya, Malawi, Mozambique, Nigeria, Republic of the Congo, Senegal, Tanzania and Uganda.

While 2021 was dedicated to exploring sectors and investment opportunities, setting-up country partnership networks (including EUD, private sector, training funds, training centres) and to drawing up the Country Action Plans, implementation truly began in 2022. This section will shortly discuss the current state of implementation in the different partner countries.

By the beginning of 2023, all **Country Action Plans (CAPs)** from 11 countries were approved. With the opportunity mapping phase successfully closed for all countries, the following projects and sectors were chosen for each country:

Agency	Country	Project	Sector	EIP/EFSD+	Objective of the project
GIZ	Kenya	<i>Promoting demand-driven skills in e-waste management and recycling in Kenya</i>	E-waste recycling	Sustainable Cities, Green and circular Economy	Enhanced delivery of demand-driven skills in E-waste management and recycling, creating new economic opportunities for the beneficiaries, the schools and the economy through value chains.
	Mozambique	<i>Skills 4 Transport</i>	Transport and logistics	Digitalisation for Sustainable Development / Sustainable Energy and Sustainable Connectivity	Contribute to the economic development and the investment climate through the promotion of demand-oriented skills development in the transport and logistics sector.
	Nigeria	<i>Skills 4 Riders</i>	Transport and logistics (delivery sector)	Digitalisation for Sustainable Development	Develop innovative skills development approaches for the gig economy and create decent employment opportunities.
		<i>Cashew Nut Project</i>	Sustainable agriculture (cashew)	Sustainable Agriculture	Professionalise and formalise jobs in the agricultural sector by providing training programmes to improve the technical and business skills of cashew farmers and factory workers.
	Tanzania	<i>Enabling Youth Employment in Solar Energy in Tanzania</i>	Renewable energy	Sustainable Energy and Sustainable Connectivity	Train youth as solar artisans in the installation, service and maintenance of solar powered equipment and improve their employment situation.
	Uganda	<i>Rural electrification through solar powered mini-grids</i>	Renewable energy	Sustainable Energy and Sustainable Connectivity	Address foreseeable skills gaps in the solar energy sector to meet the skills demands from the private sector and provide trainings on Productive use of Electricity (PuE) for rural entrepreneurs.
British Council	Ghana	<i>Agricultural Skills Enhancement Programme</i>	Sustainable agriculture (agro-processing)	Sustainable Agriculture	Develop a demand-driven VET offer in the agricultural sector meeting the needs of employers and investors and contributing to the Government's agenda of job creation, poverty reduction, better inclusion and agricultural productivity

	Malawi	<i>Enhancing Commercial Farming in the Shire Valley</i>	Sustainable agriculture (commercialisation)	Sustainable Agriculture	Contribute to the sustainable development of the agriculture sector, strengthen capacities of different stakeholders to respond to current and future skills needs in the sector towards commercial farming
Enabel	DR Congo	<i>Meeting skills needs in construction, logistics, hotel/gastronomy and digital sector</i>	Construction & public works	Green Digital Climate Energy Transport	Better anticipate and respond to skills needs in the chosen economic sectors that are expected to experience investment and employment growth through a formalised and institutionalised dialogue in the Sector Skills Councils.
			Transport & logistics		
			Hotel & restaurant		
			Digital sector		
Expertise France	Republic of Congo	<i>VET Toolbox II in Congo: support for professional training and integration in wood/wood processing, maintenance and ecotourism</i>	Forestry	Sustainable agriculture	Contribute to the development of the country's human capital and enable access to employment through skills development in the forestry, industrial maintenance and ecotourism sector.
			Maintenance (intersectoral)		
			Ecotourism		
	Côte d'Ivoire	<i>VET Toolbox II in Côte d'Ivoire: support for professional training and integration in the digital/ICT and sustainable construction sectors</i>	Sustainable construction	Digital/Sustainable construction	Contribute to the development of the country's human capital and enable access to employment through skills development in the sustainable construction and ICT sector.
LuxDev	Senegal	<i>AGEVEC: Academy Heavy Vehicles and Commercial Vehicles</i>	Sustainable agriculture (machinery)	Sustainable agriculture	Strengthen the technical capacities of companies' personnel and facilitate the integration of young people in the professions of driving and maintenance of heavy machinery in sustainable agriculture.
		<i>CEFAM: Digital room for electronics and telecom training in Senegal</i>	Digital sector	Digitalisation	Capacitate VET-centre with an innovative digital device to diversify the training offer and improve the quality of teaching-learning for a better insertion of the graduates.

Table 1: Overview of projects and sectors chosen by the VET Toolbox countries

A majority of the country projects found opportunities within the agricultural sector, ranging from cashew farming and processing (Nigeria) to investments in commercial farming (Malawi), heavy agricultural machinery (Senegal) and agro-processing (Ghana). Other sectors that attracted investments and where skills and employment needs have been identified are the transport & logistics sector and the digital sector, which are the focus of three country projects each. Opportunities were also identified regarding green jobs, with two projects focusing on solar energy in Tanzania and Uganda and one project dealing with the processing of e-waste in Kenya.

Sector	Number of projects	Country projects
Agriculture	4 projects	Nigeria, Ghana, Malawi and Senegal
Transport and logistics	3 projects	Mozambique, Nigeria and DRC
ICT/digital sector	3 projects	DRC, Senegal and Côte d'Ivoire
Construction	2 projects	DRC and Côte d'Ivoire
Renewable energy	2 projects	Tanzania and Uganda
E-waste	1 project	Kenya
Hotel & restaurant	1 project	DRC
Forestry	1 project	Republic of the Congo
Maintenance	1 project	Republic of the Congo
Ecotourism	1 project	Republic of the Congo

Table 2: Chosen sectors of the VET Toolbox 2 country projects

The projects, implemented by different agencies, follow a different timeline. While Ghana, Malawi and Côte d'Ivoire finalised their opportunity mapping phase in the second half of 2022 and are currently in the initial stages of implementation with the stabilisation of partnerships and preparation of activities, other country projects such as DRC, Tanzania, Republic of Congo, Nigeria/riders and Senegal have moved onto the establishment or facilitation of public-private dialogue and the development of the training models, VET support and capacity building. At the end of 2022, trainings had already started in 4 projects in Kenya, Mozambique, Uganda and the Nigeria/cashew project.

5.2 Results

This section will shortly discuss the main progress of the results according to the logframe. In 2022, a MEAL concept was designed to capture additional indicators, including qualitative indicators as per advice of the Results-Oriented Monitoring (ROM). The following three indicators were added:

- Change actions of organisations (such as investors, employers, VET-centres and policy officers) (impact level)
- Number of direct beneficiaries in capacity building activities (output level, result area 2)
- Tested approaches to local skills developments and investments (output level, result area 3)

Table 3 shows the overview of the adapted MEAL framework and the progress so far. The main results include the following:

By the end of December 2022, all countries participating in VET Toolbox 2 had gone through the phase of opportunity mapping of the needs of the local labour market.

8 out of 11 countries have effectively initiated **public-private dialogue** (PPD) (73% of target) through public-private events, workshops or kick-off meetings with the purpose of initiating or strengthening dialogue platforms. The other 3 countries (Ghana, Malawi and Côte d'Ivoire) have finalised their scoping phase in 2022 and will start their formalised PPD in early 2023.

When several projects are implemented in the same country in different sectors, often several PPDs took place. 80% of these dialogues led to the development of an **agreement, MoU or action plans** that involved multiple stakeholders, usually including representatives of the Ministries of Labour and Education, local sectoral fora and other stakeholders from the public and private sector.

88% of these agreements or action plans included the development of new methods and the **adaption of the skills and VET programmes**, for instance through curriculum development of new trainings adapted to the demands of the labour market (all countries), the development of an online learning platform (Nigeria) or the establishment of an innovative multimedia room (Senegal).

At the end of 2022, **32 VET centres have been supported** in the VET Toolbox 2 programme through PP dialogue, curriculum development, capacity development of their staff and trainers and/or through receiving the necessary infrastructure, equipment or material to organise their trainings. In some cases, private companies are the ones capacitated to providing in-house trainings, such as in the case of Nigeria and Côte d'Ivoire. Currently, these companies are not counted in the number of supported VET centres, but still play an important role in regional skills development. By the end of December 2022, 5 countries had already indicated that 186 beneficiaries (thereof 66 women) had been trained through **capacity building activities** such as training of trainers (ToT), aiming at building pools of competent instructors who can then teach the adapted course materials to other people.

At the end of 2022, **1006 persons had been trained** in a new or adapted VET training programme, of which 443 (44%) women and 288 (29%) youth. These numbers include the trainings that have taken place in four projects: 332 persons for the e-waste management project in Kenya, 197 persons for the Skills 4 Transport project in Mozambique, 333 for the Cashew Nut project in Nigeria and 144 for the Solar Mini-grid project in Uganda. The full overview of the project results can be found in annex 2.

The majority of the projects are still early in the implementation phase and are now focusing on the development of public-private partnerships and on setting up new or improved VET programmes. More information on outcome and impact level will be collected and evaluated from 2023 onwards. Further analysis of these early results with qualitative information can be found under the chapter 5.3 "Trends."

Results chain	Indicators		Progress 2022	Target 2024	Progress %
Impact (Overall Objective): <i>Better meeting of human capital needs of value and supply chain development and investment programmes in selected countries in Sub-Saharan Africa</i>	3,080 people, thereof 35% women and 40% youth, reached with skills development and VET programmes supported by this Action found a decent job, or secured their job through up-skilling.	Logframe	Too soon to evaluate	3080	/
	The extent to which capacity building activities and overall engagement with the project led to change of actions of organisations, such as: <ul style="list-style-type: none"> Investors will consider following a similar approach in future investments Stakeholders in the project countries will consider following a similar approach linked to future investments 	Additional	Too soon to evaluate	/	Additional indicator
Outcome(s) (Specific Objective): <i>Enhanced delivery of demand-driven skills development and VET, catering for investment need</i>	75% of people trained in supported VET programmes access practical work placements (disaggregated by sex).	Logframe	Too soon to evaluate	75%	/
	75% of enterprises rate skills development / VET programmes supported by this action as relevant to their needs.	Logframe	Too soon to evaluate	75%	/
Result 1: <i>Enhanced national public-private dialogue on employment-oriented skills development and VET conducive for investments.</i>	At least 1 public-private dialogue per country of intervention in sectors relevant for EIP investments established or supported.	Logframe	8 countries organised PP dialogues for 10 interventions by the end of 2022. Some projects organised multiple dialogues per country.	11	73%
	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.	Logframe	80% of the PP dialogues led to a signed action plan or agreement	80%	100%

Result 2: VET stakeholders are supported to deliver relevant training in line with investment needs.	80% of the agreements / action plans have led to the development or adaption of methods and training modules for demand-driven skills development.	Logframe	88% of the developed agreements or action plans led to an adaption of methods or modules	80%	109%
	45 VET providers have been supported with staff training and/or ToT and/or equipment.	Logframe	32 VET providers have been supported (+ 1 company providing in-house training)	45	71%
	4,400 people trained through supported skills development / VET programmes following the new approach developed with the support of the Action (disaggregated by sex).	Logframe	1006 people have been trained in VET	4400	23%
			443 women (44%)	1540	29%
			288 youth (29%)	1760	16%
	People (VET stakeholders) are trained in VET Toolbox 2 capacity building activities	Additional	186 beneficiaries participated in capacity building activities	/	Additional indicator
66 women (35%)			/	Additional indicator	
Result 3: VET reform stimulated by capturing lessons from practical experience in delivering investment-oriented VET.	In all intervention countries lessons have been distilled and presented to the wider VET community to increase relevance and inclusiveness of training.	Logframe	1 country presented 2 lessons learned	11	9%
	From the lessons 2 policy recommendations per intervention country have been derived and presented to policy makers.	Logframe	Too soon to evaluate	22	/
	The different country approaches are used to demonstrate how investments can support local benefits to other (potential) investors, country stakeholders and/or partners	Additional	Too soon to evaluate	11	/

Table 3 : Logframe state of affairs on 31 December 2022

5.3 Trends

5.3.1 Opportunity-driven approach

The VET Toolbox 2 programme explicitly focuses on opportunity-driven VET based on the investment opportunities as well as the demands in the labour market. Extensive opportunity mapping was therefore carried out in the different regions, using different approaches. The main elements in the opportunity mapping process were:

- Connecting with key stakeholders: These could include the EUD, agencies to connect with ongoing or planned activities and initiatives, EU-private sector organisations (such as Eurochambres), employers and other development agencies or donors
- Exploring and linking up with existing dialogue structures (or creating them if necessary)
- Setting up an advisory board with relevant stakeholders
- Exploring interesting information sources
- Compiling information, formulating and weighing options identified in the opportunity mapping phase: this exercise varied in terms of extensiveness and format and resulted, in most cases, in a dedicated report or a broader pre-selection mapped in the frame of the CAP.

The pre-selection and eventual selection of sectors and projects was achieved through labour market assessments and in close coordination with the local EUD as well as other key stakeholders.

Different **entry points of opportunity** were analysed in this process, such as existing investment opportunities (1), EUD priorities (2), existing public-private dialogues (3) and regional developments (4) to identify skills gaps and employment opportunities. While all interventions are aligned with the EU EIP sectors and investigated existing opportunities, partnerships and regional developments, the choice of the main entry point or the decisive reason for the choice of a project in a relevant sector was different for the different projects:

Decisive opportunity entry point	Nr of projects	Projects
Existing investment opportunities	5 projects	Kenya, Nigeria/riders/cashew, Tanzania, Uganda
EUD priorities	4 projects	Kenya, Mozambique, DRC, Republic of the Congo
Existing public-private partnerships/interests	3 projects	Côte d'Ivoire, Senegal/AGEVEC/ CEFAM
Country/regional policies/developments	2 projects	Ghana and Malawi

Table 4: Main opportunity entry points for choosing the sectors and project focus.

Table 4 shows that existing investment opportunities were the main entry point for the choice of the project. However, the way investments are addressed by the 11 countries differs.

While all countries are preparing grounds for investments that are anticipated based on an increasing demand of private sector/investors and are based on trends, economic forecasts, demand from companies/employers (with a primary interest in companies from the EU) and envisaged ongoing financed projects, some specific approaches can be highlighted for single countries:

Main investment opportunities	Nr of projects	Projects
Preparing grounds for investments supported by ongoing initiatives/programmes by the government that are concretely addressing/promoting investments in specific sectors	5 projects	Ghana, Malawi, Tanzania, Congo/Forestry, Uganda
Preparing grounds for investments supported by ongoing initiatives/programmes by EU/public actors that are concretely addressing/promoting investments in specific sectors.	1 project	Congo/Eco-tourism
Investments by private companies that are based in the partner countries (with a link to larger EU companies)	4 projects	Kenya, Mozambique/Bolloré, Nigeria/Julius Berger, Tanzania/TAREA members
Investment by big multinational organisations based in the country (with EU-link)	1 project	Senegal/SMT Volvo
Investments by EU-based companies that are internationally active and present in the countries	3 projects	Senegal/Nülle, Nigeria/Glovo, Uganda/Winch Energy
Investments by private companies that are based in the partner countries	3 projects	DRC, Congo/maintenance, Côte d'Ivoire/ICT

Table 5: Main types of investment opportunities identified within the VET Toolbox 2 project. Full overview per country in annex 2.

About half the countries chose opportunities based on initiatives or programmes that were already ongoing and were initiated by the government (5 projects) or EU/public actors (1 project) as the main entry point of their intervention. In the case of Malawi, for instance, major investments are currently being made in the agricultural sector and the existing Shire Valley Transformation Programme (SVTP) governmental initiative. This government-driven initiative focuses specifically on the transitioning of smallholder farms to commercial farms, leading to a strong need for skilled agricultural workers and an entry point for the VET Toolbox project.

In other instances, opportunities were identified based on direct investments of big multinational organisations such as SMT Volvo in the AGEVEC project in Senegal or EU-based companies, such as Lucas Nülle (communication technology) and Glovo (transport and logistics / delivery services) in Senegal and Nigeria.

Lastly, opportunities were found in investments from private companies already based in the African partner countries themselves, that often had a link to larger EU companies.

An overview of the different opportunity-driven approaches per country project can be found in annex 2.

As this is an opportunity-driven action, VET Toolbox country teams may respond to opportunities throughout the project implementation phase through the newly established or reinforced public-private dialogue structures. In Senegal, for example, a multi-stakeholder workshop was organised in December 2022 on skills and employment needs in the green construction sector, which is now being identified as a 3rd priority sector.

5.3.2 Public-Private Dialogue

Result area 1 of VET Toolbox 2 foresees “*enhanced national public-private dialogue on employment-oriented skills development and VET conducive for investments.*” Public-private dialogue and the involvement of the private sector in identifying skills and employment needs and supporting VET reform are therefore crucial to the success of the VET Toolbox programme.

As seen in chapter 5.2, by the end of 2022, 8 out of 11 countries have established this type of PP dialogues in 10 out of the 13 projects. However, also in this area, the country projects are using different approaches depending on the local contexts:

Country	PP Dialogue approach	
	Setting up new public-private dialogue	Reinforcing existing public-private dialogue
Côte d’Ivoire	✓	
Republic of the Congo	✓	
Democratic Republic of Congo		✓
Ghana	✓	
Kenya		✓
Malawi	✓	
Mozambique	✓	
Nigeria Cashew	✓	✓
Nigeria Skills4Riders	✓	✓
Senegal AGEVEC		✓
Senegal CEFAM	✓	
Tanzania	✓	
Uganda		✓
	9 projects	6 projects

Table 6: Public-private dialogue approaches of the country projects of VET Toolbox 2. Full overview in annex 2.

The majority of the country projects are investing in the establishment of **new public-private dialogue** platforms, because existing structures are missing in the local (sectoral) context.

Other country projects have been able to rely on **existing public private dialogue** structures, for example the National Steering Committee on E-waste in Kenya, The "Task Force" in the DRC or the *Fonds de Financement de la Formation professionnelle et technique (3FPT)* in Senegal.

Public-private dialogues were usually **initiated** through different dialogue events, stakeholder fora, trade fairs, workshops or kick-off meetings.

The **key players** that were usually included in these private-public dialogues include the following:

- Relevant ministries, departments, policy makers or training and qualification authorities
- Private sector representatives, such as sectors, business associations or federations
- Local/international private companies
- VET centres
- Academia
- Development organisations or representatives of existing initiatives
- Training development funds
- Unions
- EU representatives
- Employment services
- VET agencies

In some cases, public-private dialogues were initiated on **different levels**. In the Republic of the Congo, for example, three levels of dialogue are being established, which serve different purposes and involve different partners. On the first micro level, technical committees are being established with technical personnel and company experts who deal with technical decisions and the content of the training programmes. On a second meso level, sectoral committees are being established including company owners, unions, national funds, directorates who decide on skills and employment needs. Lastly, an intersectoral consultation framework is being established to include the public sector on the development of adequate trainings.

5.3.3 Training model and VET provider capacitation

Result area 2 anticipates that "*VET stakeholders are supported to deliver relevant training in line with investment needs.*" Here, VET Toolbox 2 makes the commitment to enable VET providers to develop, adapt and implement (new or adapted) skills development programmes. Activities that support VET providers can include staff training, Training of Trainers (ToT) and/or the provision of material/equipment. On a higher level, VET support also includes the development or adaption of occupational or educational standards or curriculum development.

Depending on the project focus and country context, different approaches were chosen with regards to the development of the training model:

Country	Approach to training model	
	Supporting/improving existing VET training model	Setting up new VET training model
Côte d'Ivoire	✓	
Republic of the Congo	✓	
Democratic Republic of Congo	✓	
Ghana	✓	
Kenya		✓
Malawi	✓	
Mozambique	✓	
Nigeria Cashew	✓	
Nigeria Skills4Riders		✓
Senegal AGEVEC	✓	
Senegal CEFAM		✓
Tanzania	✓	
Uganda	✓	
	10 projects	3 projects

Table 7: Different approaches chosen by the country projects regarding the training model

The majority of the country projects are focusing on the improvement of **existing VET training models**. The AGEVEC project in Senegal, for example, works with VTCs that already provide qualifying training on maintenance and operation in the sector of mechanics and agricultural machinery, and makes it possible to extend this training to other machines in public works, mines etc. Only three of the projects are setting up completely **new VET training models**. The e-waste project in Kenya, for example, has developed new trainings on e-waste management and recycling aimed at upskilling Kenyan craftsmen and women in a booming sector.

In each country project, the **private sector was involved** in one or several stages of implementation, including the following:

- Consultation of the private sector through PPD
- Assessment of skills needs
- Support in the development of occupational standards and curriculum development
- Development of the training
- Capacity building & Training of trainers
- Provision of equipment and infrastructure
- Training of beneficiaries
- Work-based learning/dual learning schemes/ internships
- Organising field visits
- Financing the cost of training
- Selection of trainees

Capacity building is planned in all countries and already taking place in several country projects. In the majority of country projects, the capacity building takes the form of a training of trainers (ToT). In some cases, capacity building took place for the management of VET institutions or authorities or the Labour Insertion Department of the VET institute.

All country projects have indicated the introduction or improvement of a **work-based learning** component where trainees spend at least a part of their training in the private sector or a learning component is integrated in the workplace.

5.3.4 Job creation and securing jobs

The overall objective of the second VET Toolbox programme aims at better meeting of the human capital needs of value and supply chain development and investment programmes in the selected countries in Sub-Saharan Africa. The impact indicator on this level therefore measures those that were reached with the skills development and VET programmes supported by VET Toolbox and who found decent employment or secured their job through upskilling.

In first instance, the approaches and supporting activities for employment depend on the project's target groups¹:

- **Job creation through initial training** for existing gaps in employment needs
- **Securing of jobs through upskilling** or continuous training for existing gaps in skills needs and aimed at those already employed in the sector

The different country projects chose either to focus on the creation of new jobs, the securing of existing jobs or a combination, as shown in the table below:

Country	Approach to job creation	
	New Jobs	Secured Jobs
Côte d'Ivoire	✓	✓
Republic of the Congo		✓
Democratic Republic of Congo	✓	
Ghana	✓	
Kenya	✓	✓
Malawi	✓	
Mozambique	✓	✓
Nigeria Cashew		✓
Nigeria Skills4Riders		✓
Senegal AGEVEC	✓	✓
Senegal CEFAM	✓	
Tanzania	✓	✓
Uganda	✓	✓
	10 projects	9 projects

Table 8: Approach to job creation or securing existing jobs through upskilling chosen by the VET Toolbox 2 country projects. Full overview in annex 2.

In some country projects, the focus lay entirely on the upskilling of existing jobs. In the case of the Nigeria Cashew project for example, existing local cashew farmers were specifically targeted to be trained in all aspects of cashew cultivation, which was relevant to processing companies such as the private sector investment partner Julius Berger Nigeria (JBN). The improvement of the quality of raw

¹ The full list of target groups or ultimate beneficiaries can be found in the DOA (pp.23)

cashew nuts increases the competitiveness of the whole value chain and leads to increased income opportunities for farmers and factory workers.

Other country projects focus on initial training and entry level job skills for employment. In the Skills 4 Transport project in Mozambique for instance, women and youth are prepared with entry level skills, such as basic knowledge on T&L, knowledge on health and safety and soft skills and introduced to the private sector through an internship.

Tracer studies will be conducted in all projects to evaluate the employment situation of all trainees after the project activities, including information on decent work.

Several country projects are already actively planning the **provision of services** supporting graduates in their transition to the labour market, for instance through job mediation or first facility employment mechanisms.

5.4 Transversal themes

VET Toolbox integrated several transversal themes in the implementation of activities. This section will discuss 4 themes: gender & inclusion, digitalisation, decent work and environment.

5.4.1 Gender and inclusion

The projects are heavily encouraged to promote and include female trainees in their developed VET programmes and the gender of the beneficiaries of capacity building activities are equally monitored. Some country projects are initiating specific activities to improve the inclusivity of gender in their projects. Mozambique, for example, conducted a gender analysis of the transportation and logistics sector in their country as a basis to approach gender inclusion in the project implementation, which also led to a better focus on inclusion and higher participation of female trainees. In the Nigeria Cashew project, a higher percentage of female trainees was achieved by addressing the topic of female employment during the PPD and ensuring female trainers were included in the ToT. However, on the other hand, several projects have indicated that the sectors identified in several projects are traditionally male-oriented, which may complicate the achievement of the objective of 35% participation of women. It will be important to ensure that women are included in the implementation of future interventions.

5.4.2 Digitalisation

Digitalisation is another transversal theme that can be analysed on several levels.

First, the digital sector and digital skills can be the core focus of the developed VET projects. This is the case for three projects in DRC, Côte d'Ivoire and Senegal that focus specifically on the digital/ICT/telecom sectors in their respective countries. Additionally, it can be mentioned that also the by-products of the digital revolution can be the focus of the projects, for example in the case of the Kenya e-waste project that focuses on the processing and recycling of the waste produced by digital products.

Second, digital tools can be used to improve the learning experience itself. The "Skills 4 Riders" project in Nigeria aims to establish a e-learning and matching platform and follows a blended learning approach, combining in-person learning and e-learning. The e-learning approach and the development of driving simulations allows 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. The CEFAM project in Senegal is specifically investing in the construction of a digital multi-media room for the telecom training that can later be used to other trainings as well.

Thirdly, digital tools can be used to reach out to the global VET community through webinars, e-library, and other knowledge sharing activities that can also support result area 3. ²

5.4.3 Decent work

The second VET Toolbox programme explicitly 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

Fulfilling the ILO decent work criteria and their operational translation presents a challenge in the highly informal economies VET Toolbox is active in. However, the decent work criteria remain high on the VET Toolbox agenda.³ The projects are encouraged to put decent work on the agenda of the private sector where companies do not meet the decent work standards yet.

Additionally, the decent work criteria are worked into the developed tracer study survey, which will allow for the monitoring of the employment situation of the graduates and the fulfilment of the decent work criteria.

5.4.4 Environment and green economy

In the second VET Toolbox programme, several projects pay special attention to environmental aspects and the green economy. For example, the project in Kenya addresses the issue of e-waste and explored opportunities in skills development and employment along this value chain. Additionally, two other VET Toolbox actions in Tanzania and Uganda focus on the need for skills in the solar energy sector. These actions address the use of renewable energy, which is an essential part of the countries' green transition. Other projects have more recently addressed environmental-friendly sectors and value chains. In the Republic of Congo, opportunities have been identified at the end of 2022 in the field of eco-tourism, as many natural parks and reserves are now suffering from insufficient infrastructure and visibility and investments in eco-tourism could further protect and conserve the local natural areas. In Senegal, a third sub-project was identified in September 2022 on eco-construction and a multi-stakeholder workshop was organised in December 2022 with representatives from companies, universities and VTCs to discuss how vocational training could support opportunities in the green construction sector.

² In addition two practical tools were developed pushing the digitalisation in the VET sector in 2022 (VET Toolbox 1), one on how to strengthen digital competencies among TVET students, the other one focussing on the application and use of Extended Reality in VET (both available [online](#)).

³ In 2022 VET Toolbox – with Enabel in the lead – finalised a guidance tool on Decent work in fragile contexts, which contains definitions, good practices and tools and monitoring approaches. The tool is now available on the VET Toolbox website. [Home | Decent Work \(fazq.eu\)](#)

All agencies have considered the green transition in all their projects and involve aspects of greening in different sectors. For example, the Nigeria-Cashew project involves modules on Good Agricultural Practices (eco-friendly cultivation) and the Skills 4 Transport project in Mozambique encourages increased efficiency in Transport & Logistics and contributes to more environmental-friendly practices.⁴

5.5 Communication and Knowledge Exchange Network Activities

This section will shortly discuss the different activities that took place in 2022 with regards to communication and knowledge exchange.

5.5.1 Communication strategy

At the end of 2022, the process of reshaping VET Toolbox's existing Communication Strategy started with the objective of better aligning the communication efforts with the VET Toolbox objectives. This new document will provide a framework for communication actions undertaken under the VET Toolbox brand and has been designed to ensure a regular, constant and continuous information flow around the actions carried-on and around the positive impacts attained with EU-funding through VET Toolbox.

The ambition of the new VET Toolbox Communication Strategy is to further increase visibility and empower all stakeholders (at central and local levels) in implementing communication and knowledge-sharing activities until the end of the programme in 2024. The aim is to implement impactful communication actions that contribute to raising awareness of VET, driving policy change so VET systems become more inclusive and demand-driven, and promoting knowledge-sharing amongst VET stakeholders. This new communication strategy will be finalised by early 2023.

5.5.2 Knowledge exchange

Knowledge exchange is at the core of the VET Toolbox activities. It covers a horizontal line of action, as it contributes to all VET Toolbox result areas and supports the effective implementation of programme activities. The VET Toolbox programme supports this knowledge exchange in a variety of ways:

- **Exchanging knowledge with the country teams:** To promote knowledge exchange and mutual learning across the VET Toolbox countries, meetings bringing together representatives from the 11 country teams have been organised on a regular basis (approximately every 6-8 weeks). In 2022, a total of 6 virtual Country Exchange meetings took place. During these meetings, the teams had the opportunity to present their country projects and exchange on challenges and opportunities linked to the implementation on key topics including opportunity-driven VET, private sector engagement, monitoring and evaluation, public-private dialogue and decent work.

⁴ Additionally, the VET Toolbox developed the Skills for the Green Transformation knowledge product, which showcases good practice examples of approaches, tools, processes, and initiatives that contribute to developing the skills needed to achieve the green transformation.

- In May 2022 VET Toolbox organised a **face-to-face workshop “Shaping the future of VET”** in Brussels, bringing together 17 country team representatives and liaison officers from the five VET Toolbox partner agencies. The objectives of this seminar were to strengthen the “VET Toolbox family”, create a shared understanding and engagement on the objectives and actions, as well as set the tone for enhanced cooperation, support/learn from each other and foster out-of-the-box thinking on conquering challenges as a VET Toolbox cross-country team/family.
- **Sharing ideas and experiences with key EU actors at the European Development Days:** On 21 and 22 June, VET Toolbox took part in the 2022 European Development Days (EDDs) in Brussels and animated an information stand at the EDDs Global Village, with the objective of increasing visibility on the VET Toolbox activities and taking advantage of networking opportunities. In total, more than 4000 people visited the in-person event. In the framework of this event, VET Toolbox also organised a Lab Debate session titled “Rethinking quality VET to attract investment”, open both to on-site and online participants. During this session, speakers debated on how to revamp the VET system in co-creation with the private sector, to effectively cater for current and future skills needs, using digital and green solutions and striving for equity and decent employment for all.

5.5.3 Improving the VET Toolbox visibility and brand

Different communication actions took place in 2022 to enhance the visibility of the VET Toolbox project and improve its brand:

- **A new approach to social media:** At the end of 2022, VET Toolbox collaborated with a communication agency to improve its social media visibility. This collaboration resulted in the production of a short strategy paper with some recommendations regarding VET Toolbox’s Facebook and LinkedIn pages, a newsletter template, and a series of social media visual templates that the team will be able to adapt. The communication agency also provided a structure of content calendar for 2023 to feed into.
- **A new website for a better user experience:** In 2022, the VET Toolbox website was fully redesigned and the website was finalised by December 2022 with the launch foreseen on the 1st of February 2023. The text and media content was updated to reflect the latest advancements of the VET Toolbox’s project, the original site architecture was reshaped and final design updates were made in coordination with the web designer working on this project. All content was made available in English and French. The website will be adapted on an ongoing basis to fit with the evolving needs and progress of the programme and of the implementing partners.
- **Using videos for a better storytelling:** During the VET Toolbox networking workshop “Shaping the Future of VET” in May 2022, a series of interviews were produced to present the 11 VET Toolbox 2 countries and their selected sectors of implementation. In November 2022, at the occasion of the internal event ‘Unboxing VET Toolbox’, a video compiling short interviews with representatives of each implementing agency was created. It highlights the added value of working as a multi-agency consortium, which is a key message for VET Toolbox.

6

RISK MANAGEMENT

6 Risk Management

A general Risk Management exercise took place in February 2022 at the level of the OMC and was re-evaluated at the end of 2022, to reassess the likelihood and impact assessment for each risk, review the mitigating measures and identify any new risk that might have come up. In addition to this general exercise, the 11 country teams also carried out a joint risk analysis exercise at the end of 2022, based on continuous and regular risk assessment systems in each country. The main conclusions of these risk exercises include the following:

- At coordination level, the risk of not being able to collect relevant qualitative information for learning and policy recommendation remains important. The adjustment of the MEAL approach should now allow for the collection of information responding to the logframe and draw the needed learnings. Additionally, a dedicated Knowledge Management strategy will be established to further mitigate this risk.
- Overall, the risk of not reaching the objectives within the allocated timeframe was flagged by the British Council, Enabel, Expertise France and LuxDev. A close monitoring of project implementation is thus required and a no cost-extension until end 2024 has been requested (for all agencies except GIZ, who will continue to support regional learning efforts beyond their actual project activities ending in 2023).
- Selected consortium members and several country teams flagged the risk of not meeting the objective of 35% in all their interventions in terms of gender balance in the trainings and job insertions, mainly because the selected sectors are mostly male-oriented. All agencies have agreed to continue their efforts towards achieving and/or maintaining the gender balance.

The complete overview of the risk management exercise at OMC and country levels can be found in Annex 3.

7

LESSONS LEARNED

7 Lessons Learned

After the second project year, the results achieved allow to draw several quality insights and lessons from the second programme of VET Toolbox. The information in this chapter is based on the quality progress reports that were made for each project at the end of December 2022 and captures the early lessons learned on 4 levels: the opportunity-driven approach (1), public-private partnerships (2), the VET support and capacitation (3) and the transition to the labour market (4).

7.1 Opportunity-driven VET

The VET Toolbox 2 programme explicitly focuses on opportunity-driven VET based on concrete investment opportunities as well as demands in the labour market. In other words, the project invested time and resources on extensive opportunity mapping in the different regions and looked specifically at different entry points of opportunity (see also 5.3.1). Additionally, as VET Toolbox is an opportunity-driven action, the country teams were encouraged to further explore opportunities during the project implementation phase, especially those arriving from the initiated public-private dialogues.

With this approach in mind, the following challenges and lessons learned were identified within the projects in 2022.

The opportunity-driven approach can take time. A challenge mentioned by several countries was the tight project implementation timeline. Extensive opportunity mapping and needs assessment as well as the multi-layered approval of the CAP that took in some cases longer than anticipated, lead to a shortened and accelerated implementation phase for some of the country projects. A no-cost extension for British Council, Enabel, Expertise France, and LuxDev was requested until December 2024 to mitigate this issue. However, the efficiency of the opportunity mapping could also depend on the local network of the agencies. In those cases where experienced staff was already present and networks were established, the preparatory work of opportunity mapping and needs assessment could go relatively fast. As a consequence, the opportunity-driven approach allowed a quicker process than a more traditional VET programme, as was the case for GIZ.

The opportunity-driven approach both requires and offers flexibility to adapt or change course throughout the project. In some cases, this flexibility led to the identification of new opportunities, such as the eco-construction and pharmaceutical sector in Senegal or the roll-out of additional trainings in Nigeria. However, while an opportunity-driven approach is encouraged, the agencies cannot always act on these new opportunities because of limitations with the (multi-layered) decision-making and administrative processes. Additionally, identified opportunities can go through a long process before materialising, depending on the sector and context, which increases the importance of timing.

Some identified opportunities proved more challenging when it came to gender-balance. The opportunities and the sectors identified in several projects are traditionally male-oriented and complicate the achievement of the objective of 35% participation of women. While raising awareness of the inclusion of women and promoting female role models can be suggested as mitigation measures, it is important to reflect on this issue towards the future at an early stage in the project development. Mozambique, for example, conducted a gender analysis of the transport and logistics sector in their country as a basis to approach gender inclusion in the project implementation, which

also led to a better focus on inclusion and higher participation of female trainees. In the Nigeria Cashew project, a higher percentage of female trainees was achieved by addressing the topic of female employment during the PPD and ensuring female trainers were included in the ToT.

Direct investments by international companies can be complex. Firstly, protectionist policies can inhibit investments from international companies. In the Cashew Nut project in Nigeria, the JBN company was limited in their actions as a new policy only licenced Nigerian traders to buy crops. A countermeasure to this new policy was to include JBN procurement and quality officers in the cashew production training, with their role now to set up procurement systems and build business relationships with farmers in the communities. Secondly, the international partners might be new to the local sector and in need of additional local coordination and support by the implementing agency. In the case of Senegal CEFAM project, the German Lucas Nülle company operates in a very different context from the CEFAM centre in Senegal, which could lead to inadequacy of the equipment and technologies provided by the company.

Focusing on broad participation and future opportunities is key for sustainable opportunity-driven approach. A broad participation of all relevant stakeholders is key to the successful implementation of the PPD and ensuring to have a broad impact within the sector. It is crucial to highlight the envisaged impact on the whole sector, the role of the stakeholders in the PPD and to point out potential replication/upscaling of the pilot trainings in future. Additionally, this allows for the identification of different opportunities across the value chain. However, this was also mentioned as a challenge as it requires the extension and development of the agency's network to reach the greatest number of actors and opportunities.

New opportunities can emerge through continuous dialogue with the private sector. In Senegal, for example, opportunities were explored in the green construction sector through a multi-stakeholder workshop held in December 2022.

The opportunity-driven approach can be misunderstood by the private sector. In some cases, the opportunity-based approach was understood by companies as being tailor-made support, without necessarily understanding the specific objectives of the project (stimulation of public-private dialogue) and its constraints (limited budget and duration). Often, there could be enthusiasm for the opportunity-driven approach from the private sector, but the projects or government did not always have the resources to follow through, so there was a need to manage stakeholder expectations.

There can be a perceived idea of competition of international investments with local business interests. Some country projects suggested a stronger focus on supporting local MSME's for long term impact as they have the potential to grow and create jobs and business opportunities for the local community, rather than anchoring initiatives only to European investments, of which the impact could be limited in case there were no new investments in the country.

7.2 Public-Private sector involvement

One of the key result areas of VET Toolbox 2 focuses on the enhancement of national public-private dialogue structures and the involvement of the private sector in identifying skills and employment needs and supporting VET reform.

With regards to public-private dialogue, the following lessons learned and challenges were mentioned by the projects:

The involvement of local intermediary actors and existing platforms has been crucial in the implementation of the VET Toolbox project. Firstly, Intermediary actors such as business associations, federations and unions and sectoral associations have been essential as they may function as a transmission belt between the public VET institutions and the companies. Additionally, these actors can improve sustainability of the action as the project also improved their reputation and role as representative associations who are therefore more interested in continuing the project. Secondly, anchoring the project to existing dialogue platform saves time and resources and ensures the participation of different stakeholders. Existing national steering committees, VET platforms or sectoral platforms already offer existing structures for management and prove to be effective as a space for dialogue and networking among actors.

Making full use of local ownership and cascading effects will increase sustainability. This has shown itself on different levels. Ongoing PP-Dialogue and networking within the sector offered new opportunities along the value chain and provided the opportunity to achieve a broader sector impact for the action, such as in the Nigeria Cashew project. There is also a cascading effect in the relationship between VET centres and companies, where companies other than the original company are attracted to these training courses developed under the project.

Some projects observed that the **involvement of the public sector could slow down implementation.** While the involvement of the public sector was deemed positive for sustainability, they risk slowing down certain activities.

Ongoing communication and mobilisation is essential. Several projects mentioned the need for a better understanding between companies and public actors and for more involvement and understanding of each partner of each other's functioning and priorities, the benefits of the programme and the project approach. Especially at the beginning of the project, increased communication, mobilisation and follow-up of partners is important and requires a significant time investment that will pay off in the subsequent implementation of joint activities. In this regard, three additional specific issues were mentioned by projects:

- **The mobilisation of actors:** A common challenge mentioned was the availability and mobilisation of actors within the planned realisation of activities (especially of companies). To remedy this, the projects relied as much as possible on their local partners, such as intermediary organisations (employers' federation, sectoral branch, chamber of commerce), who have established relations with companies or organised broader workshops in order to introduce the project to the industry.
- **Convincing the private sector:** In some projects, some companies hesitated to collaborate. In Kenya, for example, there were challenges in getting the buy in of the informal sector as there was a perceived fear that the project was designed to formalise an informal sector thus disrupting the source of livelihood of the players therein.
- **Capacity of actors:** There was sometimes weak capacity of some of the local partners to conduct results-oriented and focused meetings such as the format needed by the PPD. This could be mitigated by the action by supporting capacity building in the planning and facilitation of the dialogue meetings and workshops or providing the necessary equipment. Additionally, some countries experienced inadequate financial capacity to organise regular

workshops without support from the project. There is a need for the development of a sustainable financial model for the platform.

7.3 Training model and VET provider capacitation

Result area 2 of the VET Toolbox 2 programme anticipates that “*VET stakeholders are supported to deliver relevant training in line with investment needs.*” Here, VET Toolbox 2 makes the commitment to enable VET providers to develop, adapt and implement (new or adapted) skills development programmes (see also chapter 5.3.3).

With regards to VET support, the following challenges and lessons learned were mentioned by the country projects:

Trainings and the project approach are adapted to the specificity of the sector. For example, depending on the sector, complementing the training package with **transversal skills**, such as digital and language skills or entrepreneurship training, can be highly important and demanded by the labour market. Some sectors, such as the e-waste sector in Kenya, are quite new and fragmented and made up of smaller businesses, which may create challenges regarding employment of graduates. These trainings therefore anticipated on the need for business and entrepreneurship skills and include modules on these. In other cases, a project targeting employed persons within an informal economy can adapt training modules accordingly, such as in the case of the Skills 4 Riders project in Nigeria that implemented **blended learning** and short training modules that only took of a couple of hours as trainees could not easily leave their job for a whole day. Lastly, the agricultural sector often deals with tight **seasonal schedules** and availabilities, as in the case of the Cashew project in Nigeria, creating the necessity to coordinate trainings during certain periods of the year.

There are some **concerns regarding the sustainability** of the training and capacity building towards the future, including the costs of organisation, the organisation of training and capacity building and the maintenance of equipment. In Senegal, for example, the equipment attained for the training was quite expensive and could lead to difficulties in terms of maintenance and renewal in the future.

The private sector and VET providers created different **initiatives to ensure a stronger cooperation and long-term partnership** with each other. In Côte d’Ivoire, for example, a “**training company**” label will be developed for the private sector to ensure training quality and strengthen the link between the VET providers and the private sector. In Kenya, private companies could “**adopt**” a **training institution** in view of long-term partnership.

7.4 Transition to the labour market

At this point in time, the projects are still too early in the implementation phase to evaluate the results of the transition to the labour market. However, some potential risks and recommendations have already been identified by the country projects.

In general, partnerships with the private sector fostered the development of **demand-driven training offers** and provided attachment and employment opportunities.

A **work-based learning approach**, where the practical training is done in-company, is recommended for skills development that is adapted to the needs of the labour market and creating direct

connections between trainees and private sector. Even if not all trainees will be retained by the hosting companies, a first work experience will enrich their CV and improve future employability.

To ensure commitment of the companies to hire at the end of the training, some projects recommended to **involve the companies actively and directly in the selection of people to be trained**, both for initial training and continuous training. For example, in the Cashew Nut Project in Nigeria, the private sector was heavily involved in the selection of suitable trainers for the ToT, who then conducted the cascading trainings to farmers to ensure a continuation of their collaboration with the JBN company for further training activities.

Anticipating the potential need for **business or entrepreneurial skills** is key to preparing the trainees for employment in the local sectoral context. In Tanzania, an entrepreneurship training will be provided including a start-up kit for self-employment in the solar energy industry.

Some projects **promote the concept of decent work** by encouraging the use of labels for private sector companies, such as the CSR (Corporate Social Responsibility) label in Côte d'Ivoire that was developed in collaboration with the local authorities, to encourage companies to comply to the ILO decent work employment standards.

In the case of upskilling or securing jobs of already employed trainees, it is important to **sensitise** this target group on the benefits and potential impact of the training on their employment situation to incentivise them to participate in the training.

Trainings focused on upskilling and securing of jobs can also create new job opportunities by improving competitiveness and productivity along the value chain as well as improve the image of the sector.

Investment opportunities do not always lead directly to employment but might encourage employment in an indirect way. In some cases, European investors or large companies would usually prefer a low number of trainees with a higher education level. Because of this, some projects identified more opportunities for employment of the graduates of the developed training programmes within local MSME's and are encouraging an integrated approach of employment promotion and business development support of local MSME's.

A potential challenge could be the **employment of vulnerable groups**, as cultural aspects might inhibit certain groups from considering certain jobs and the private sector might have traditional ideas on the most suitable person for certain jobs. Continued attention to support offers to vulnerable groups geared at labour market integration is recommended in this phase of the project.

Because of the short implementation time and delays in certain projects, the **integration support period might be shorter than anticipated**, but can in some cases be resolved through the requested no-cost extension. In some country projects, monitoring actions on decent work and employment, in the form of tracer studies, can only take place after the projects are already finished. Sufficient resources and MEAL support should be foreseen after implementation to guarantee continued integration support and data collection on employment.

7.5 Questions for reflection

Based on the early findings and lessons learned of the project, the following questions for reflection can be formulated:

- The different projects in VET TB 2 are in different stages of implementation. How can we ensure the continuation of knowledge exchange throughout the entire programme?
- How can we ensure an opportunity-driven approach remains implemented throughout the entire timeline of the project and that it remains relevant during its lifecycle?
- How can we strike the right balance between opportunity-driven and inclusive VET (i.e., when it comes to gender balance)? How can specific inclusion measures be integrated in the implementation of the VET Toolbox 2 opportunity-driven approach?
- How can we make this opportunity-driven approach sustainable after the programme ended or, in other terms, how can the VET Toolbox approach be "upscalable" to a national VET strategy?

These questions will be further explored in the next VET Toolbox implementation period. A week-long knowledge exchange and peer review session will be organised in Senegal at the end of May 2023, where the country projects are encouraged to exchange on different lessons learned, challenges, transversal themes and to discuss the opportunity-driven approach and sustainability towards the future.

8

RECOMMENDATIONS

8 Recommendations

For VET Toolbox

- Investing in a robust MEAL framework will remain important to guarantee successful knowledge management, follow-up and exchange of information for monitoring and learning purposes. Especially as the different projects follow different implementation timelines, MEAL tools should be implemented timely for data to be collected and be comparable between the different projects.
- Knowledge exchange between the different country projects will be essential in the next phase of implementation to exchange good practices, tackle challenges and guarantee successful project implementation. Moreover, there can be many learning opportunities identified between the variety of approaches currently implemented in the different country contexts and by the different agencies. The peer review workshop, which will be organised in Senegal in May 2023, will be a great opportunity for the projects to learn from each other.
- As some of the country projects are entering the final stages of implementation, focusing on decent work and sustainability of the action, such as the continuation of the PPD and VET integration, will be key to evaluate the success of VET Toolbox 2 programme.

For the broader VET community

- The identification of employment opportunities linked to ongoing or planned investments in the local labour markets is a highly relevant, but time-intensive exercise requiring a broad range of different stakeholders. VET projects taking this specific approach should anticipate on this in their project design.
- Opportunity-driven VET projects require a high level of flexibility in their implementation to be able to adapt to new opportunities and changing framework conditions and remain locally relevant.
- Inclusion of vulnerable groups in VET and employment will remain a challenging but important topic, that requires attention in every stage of the development of future VET initiatives.
- Making full use of existing local knowledge, the expertise and presence of implementing agencies and existing VET and PP dialogue structures will greatly enhance the project's efficiency.
- A broad participation of actors will ensure a broad impact on the sector and will allow for identification of new opportunities along the value chain.
- Sensitising the private sector that investing in VET is in their own interest is key and creating concrete incentives for the private sector to take the lead in VET is essential to creating a sustainable VET system.

9

OUTLOOK: 2023 AND BEYOND

9 Outlook: 2023 and beyond

9.1 Management and Implementation

In a similar way as it was the case for last year, 2023 will again be a crucial year for the successful implementation of the VET Toolbox programme and will be marked by some major events.

Closing of VET Toolbox 1

Although officially closed at the end of 2022, the SC, OMC and Hub will still need to focus on reporting and administrative closure during the first half of 2023 on the closing phase of VET Toolbox 1. This includes the approval of the End-Term Review, the restitution of the outcomes of the programme during a workshop in Morocco on invitation of Enabel, a final audit and final report.

An implementation at different speeds

For more than half of the country projects, the opportunity mapping and the project development phases took considerably longer than foreseen. Only 5 country projects under the lead of GIZ managed to respect the initial planning and are by the end of 2022 already fully in their implementation phase. The other 6 country projects are in varying degree starting the actual project implementation, having only concluded preparations recently.

Consequently, we will see an implementation phase at different speeds. As this will undoubtedly increase the workload in terms of follow up and coordination for the Hub, it will at the same time provide a unique opportunity to collect lessons learned from the early implementors for the benefit of the "latecomers" and turn the whole implementation into a laboratory exercise for testing (within clear limits seen the different contexts) the new approaches while varying the different parameters. A robust and flexible MEAL provision will make maximum use of this continuous action-research learning process.

Other consequences of this delay:

- A no-cost extension of 4 months (until end 2024) was requested to allow for a smooth implementation of the different projects by the agencies with the exception of GIZ, who will support learning efforts even after formal closure of their activities at the end of 2023.
- Many activities initially planned for the second half of 2022 will now only take place in the first half of 2023.
- Planned disbursements will most likely be delayed.
- The contracts of the HR-staff of the Hub will be extended till the end of 2024.
- Sufficient resources have to be foreseen for the tracer studies 6 months after the implementation phase to measure the effective employment impact of the country projects.

Profiling VET Toolbox as a knowledge hub and expertise centre

Already a stated objective for 2022 and building on the actions undertaken in the past year to make the VET Toolbox into a knowledge hub and expertise centre in the field of inclusive and demand-driven VET, VET Toolbox will continue to increase the capacities of the hub, the consortium partners and the country teams to fulfil this role. A major part will be played in this by the strengthened MEAL function in the hub in collaboration with the consortium partners (MEAL Working Group) and the

KEN and Communication Working Group. Next to the new communication strategy, a specific Knowledge Management (KM) strategy will be developed. Finally, a renewed effort will be undertaken to connect with other networks active in the field of demand-driven and opportunity-driven VET.

Management and collaboration

The ROM review has revealed structural as well as operational shortcomings in the current set up and modes of working of VET Toolbox and formulated valuable recommendations to overcome these shortcomings. In response to the ROM, the Steering Committee of March 2023 approved the Management Response endorsing specific measures and actions on improving MEAL, knowledge management and communication. In 2023, the following points will receive specific attention:

- Development of new MEAL tools with specific focus on qualitative data
- MEAL will have a higher priority with specific measures, including:
 - Creation of a full-blown MEAL function with a dedicated MEAL officer
 - Set-up of a support desk for M&E Officers and country teams
 - Regular exchange meetings and in-country workshops on MEAL
 - A peer review workshop in Senegal planned for May 2023
- Improvement of existing digital databases for comparable analysis and reporting
- A new communication and knowledge sharing strategy and plans to capture and disseminate the results and lessons learned (e.g., effective approaches) to underpin VET-reform

In 2023 a further optimisation of HR resources and staff roles as well as the further improvement of the MEAL, Communication and KEN, together with the implementation of the projects in the 11 partner countries, will be the top priority. A first highlight will be the peer review workshop in Senegal, May 2023, where all Country Teams, OMC members and M&E officers of the consortium partners will jointly review with the Hub where VET Toolbox stands so far and plan its further implementation while making use of (early) lessons learned. Last but certainly not least, the Senegal workshop and MEAL/KEN function will provide crucial lessons and insights during the preparation process of the new TEI on opportunity-driven VET.

9.2 Planning

The overall project schedule is slightly delayed for different country projects, with the exception of the GIZ projects, because of different timelines for the opportunity mapping phase as well as the late contract signature and recruitment-challenges. A request for a no-cost extension until the end of December 2024 was officially sent by the Hub to INTPA to positively contribute to a successful activity implementation of the projects by British Council, Expertise France, LuxDev and Enabel. GIZ, whose activities will be finalised at the end of 2023, but will support regional learning and exchange efforts in 2024, beyond the closure of its actual implementation of activities.

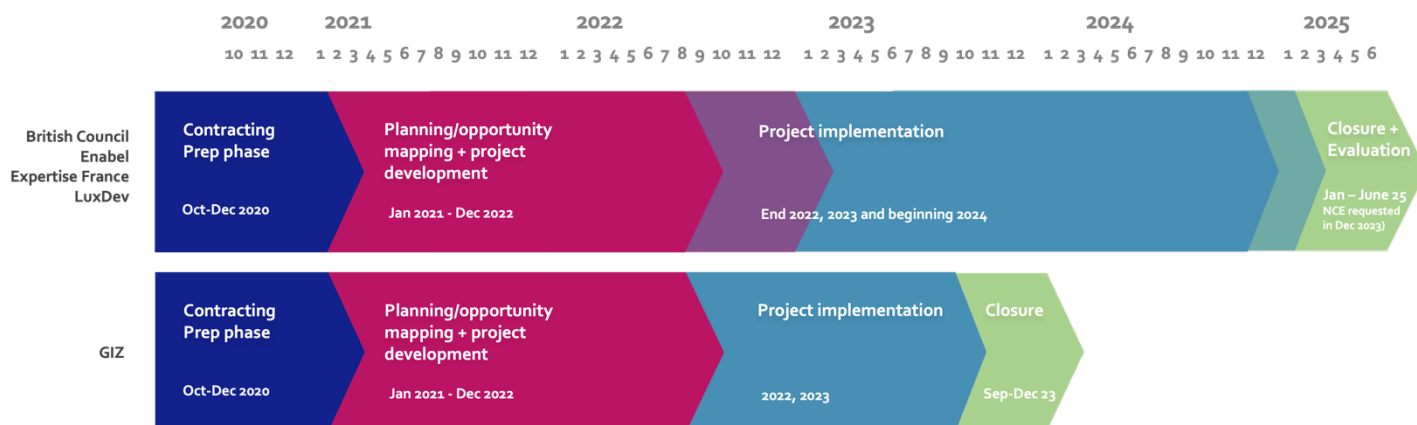


Figure 3: VET Toolbox Programme 2 timeline, including no-cost extension for British Council, Expertise France, LuxDev and Enabel and the timeline of GIZ.

9.3 Beyond the first and second VET Toolbox programmes

The preparations for the new Team Europe Initiative on Opportunity-driven Skills and VET in Africa are well advanced. The TEI concept was endorsed at the SSC meeting of INTPA for the full 75 M Euro. This includes 50 M Euro for a competitive funding mechanism for Opportunity-Driven VET actions in specific value chains, EFSD+ and/or Global Gateway initiatives.

Both programmes of the VET Toolbox are considered by the INTPA and the (current as still open for new) participating members of the new TEI (Belgium, Finland, France and Germany) as an extremely valuable precursor or pilot for the TEI.

The harvesting and sharing of good practices, approaches and challenges from both actions have become for this reason of outmost importance and deserve special attention not only from the Hub and the consortium members but from all the stakeholders of VET Toolbox. The Hub will include this objective as a leitmotif in all its actions, monitoring, evaluations, analyses, communication and reporting.

10

ANNEXES

10 Annexes

10.1 Annex 1: Budget VET Toolbox programme 2

• Annex 1a: overall budget

			01/09/2020- 31/12/2021			01/01/2022- 31/12/2022		Remaining budget		01/01/2023-31/12/2023		Total up to 31/12/2023	
		Global budget for the whole period (A)	Expenses done during year 1 (D)	% spend in year 1 compared to global budget (E = D/A)	Expenses done during year 2 (D)	% spend in year 1 compared to global budget (E = D/A)	Remaining budget (F)	% remaining compared to total budget (G = F/A)	Estimated cost/expenses year 3 (H)	% estimate year 2 compared to total budget (I = H/A)	Estimated cost/expenses done up to 31/12/2022 (K)	% spend up to 31/12/2022 compared to global budget (L= K/A)	
1	ACTIVITIES	11,536,530	754,707	7%	1,899,505	16%	8,882,317	77%	6,087,931	53%	8,742,144	76%	
	01	Result 1: Enhanced national public-private dialogue on employment-oriented skills development and VET to foster investment	1,265,303	451,653	36%	652,954	52%	160,696	13%	104,948	8%	1,209,555	96%
	02	Result 2: Enhanced delivery of demand-driven skills development and VET catering investment	9,242,424	299,987	3%	1,242,104	13%	7,700,333	83%	5,371,194	58%	6,913,286	75%
	03	Result 3: Stimulate VET reform by capturing lessons from practical experience in delivering investment oriented VET	1,028,803	3,067	0%	4,447	0%	1,021,289	99%	611,789	59%	619,303	60%
2	HUMAN RESSOURCES	2,245,400	355,868	16%	359,256	16%	1,530,277	68%	828,098	37%	1,543,222	69%	
	01	Coordination Hub	1,408,400	149,712	11%	178,733	13%	1,079,955	77%	508,152	36%	836,597	59%
	02	Agencies	837,000	206,156	25%	180,523	22%	450,322	54%	319,947	38%	706,625	84%
3	OPERATIONAL BUDGET	401,000	11,278	3%	0	0%	389,722	97%	234,869	59%	246,147	61%	
	01	Running costs hub	231,000	0	0%	0	0%	231,000	100%	115,369	50%	115,369	50%

	02	Investments hub	20,000	3,422	17%	0	0%	16,578	83%	2,500	13%	5,922	30%
	03	Communication budget hub	75,000	7,720	10%	0	0%	67,280	90%	44,000	59%	51,720	69%
	04	Learning & KEN	75,000	136	0%	0	0%	74,864	100%	73,000	97%	73,136	98%
4		AUDIT and M&E	340,000	0	0%	11,166	3%	328,834	97%	64,350	19%	75,516	22%
	01	Audit	240,000	0	0%	11,166	5%	228,834	95%	52,350	22%	63,516	26%
	02	M&E	100,000	0	0%	0	0%	100,000	100%	12,000	12%	12,000	12%
5		CONTINGENCY	48,791	0	0%	0	0%	48,791	100%	0	0%	0	0%
		GRAND TOTAL	14,571,721	1,121,853	8%	2,269,927	16%	11,179,941	77%	7,215,248	50%	10,607,028	73%

TOTAL excl. mgt fee		14,571,721	1,121,853	8%	2,269,927	16%	11,179,941	77%	7,215,248	50%	10,607,028	73%
Management fee (7%)		981,309	76,730	8%	156,102	16%	732,629	75%	474,053	48%	721,943	74%
Overheads exceeding the remuneration /indirect cost (Art. 18.3 GC) [for the GIZ part only]		511,051	51,128	10%	73,796	14%	386,127	76%	386,127	76%	511,051	100%
Tax GIZ		185,919	0	0%	0	0%	185,919	100%	185,919	100%	185,919	100%
GRAND TOTAL		16,250,000	1,249,711	8%	2,499,825	15%	12,484,616	77%	8,261,347	51%	12,025,940	74%

TOTAL BMZ in activities	1,250,000	76,841		113,691	0	1,059,468	1	1,059,468	1	1,250,000	1
EU only (no remuneration)	14,018,691	1,096,140		2,230,032		10,692,522		6,772,184		10,087,077	

• Annex 1b: overall budget with commitments

			Legal commitments until 31/12/2022			Requested next instalment	
			Global budget for the whole period (A)	Expenses/ costs done up to 31/12/2022 (Y1) (D)	Commitments on 31/12/2022 (not paid) (E)	Expenses/ costs + commitments (F=D+E)	Estimated cost/expenses next reporting period year 3
1		ACTIVITIES	11,536,530	2,654,213	1,687,616	4,341,828	6,087,931
	01	Result 1: Enhanced national public-private dialogue on employment-oriented skills development and VET to foster investment	1,265,303	1,104,607	7,679	1,112,286	104,948
	02	Result 2: Enhanced delivery of demand-driven skills development and VET catering investment	9,242,424	1,542,091	1,630,228	3,172,320	5,371,194
	03	Result 3: Stimulate VET reform by capturing lessons from practical experience in delivering investment oriented VET	1,028,803	7,514	49,708	57,222	611,789
2		HUMAN RESSOURCES	2,245,400	715,123	502,438	1,217,561	828,098
	01	Coordination Hub	1,408,400	328,445	431,500	759,945	508,152
	02	Agencies	837,000	386,678	70,938	457,616	319,947
3		OPERATIONAL BUDGET	401,000	11,278	0	11,278	234,869
	01	Running costs hub	231,000	0	0	0	115,369
	02	Investments hub	20,000	3,422	0	3,422	2,500
	03	Communication budget hub	75,000	7,720	0	7,720	44,000
	04	Learning & KEN	75,000	136	0	136	73,000
4		AUDIT and M&E	340,000	11,166	32,616	43,782	64,350
	01	Audit	240,000	11,166	32,616	43,782	52,350
	02	M&E	100,000	0	0	0	12,000
5		CONTINGENCY	48,791			0	0

TOTAL excl. mgt fee		14,571,721	3,391,780	2,222,669	5,614,449	7,215,248
Management fee (7%)		981,309	232,832	155,587	388,419	474,053
Overheads exceeding management fee for the GIZ part only		511,051	124,924	0	124,924	386,127
Tax for GIZ part only		185,919	0	0	0	185,919
GRAND TOTAL		16,250,000	3,749,536	2,378,256	6,127,792	8,261,347
	BMZ only	1,250,000	190,532	1,644,782	190,532	1,059,468
	EU only (no remuneration)	14,018,691	3,326,171	2,222,669	5,548,841	6,772,184

- Annex 1c: GIZ financial reporting

Financial Report - before audit

Reporting Period 2 from 01/01/2022 to 31/12/2022

Project Name VET TOOLBOX 2: ENHANCED DELIVERY OF DEMAND DRIVEN SKILLS DEVELOPMENT FOR INVESTMENTS IN AFRICA EU Contract Number: DCI HUM/2020/417 782

	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)	Total Costs of the Action (reporting period 2 from 01/01/2022 to 31/12/2022)	Legal Commitments (entered during the reporting period 2 from 01/01/2022 to 31/12/2022)	Total costs	Remaining Budget EU + BMZ	Forecast for Next Reporting Period EU + BMZ
	Plan	Year 1	Year 2	Year 2	all periods		Year 3
1 Experts *) ¹⁾	4.030.735	523.672	1.006.279	937.535	1.529.951	2.500.784	2.500.784
2 Travel expenses *)	303.700	3.607	49.246	0	52.853	250.847	250.847
3 Procurement of materials and equipment incl. Construction *)	344.967	10.597	77.674	94.652	88.271	256.696	256.696
4 Financing *)	200.000	0	19.317	498.677	19.317	180.683	180.683
5 Training of partners *)	300.000	0	51.676	0	51.676	248.324	248.324
6 Other direct costs *)	638.957	22.097	87.257	6.315	109.354	529.603	529.603
7 Total direct costs of the action *)	5.818.360	559.973	1.291.450	1.537.179	1.851.422	3.966.937	3.966.937
7% overheads as per GC Art. 18.3	368.573	37.398	87.609		125.007	243.566	243.566
Overheads exceeding the remuneration/indirect cost of 7% ¹⁾	511.051	51.128	73.796		124.924	386.127	386.127
Total amount of the reporting period	6.697.983	648.499	1.452.855	1.537.179	2.101.353	4.596.630	4.596.630
VAT	185.919	0	0		0	185.919	185.919
Total amount of the reporting period incl. VAT	6.883.902	648.499	1.452.855	1.537.179	2.101.353	4.782.549	4.782.549

	Budget of the Action (as per contract)	Total Costs of the Action (reporting period 1 from 01/09/2020 to 31/12/2021)	Total Costs of the Action (reporting period 2 from 01/01/2022 to 31/12/2022)	Legal Commitments (entered during the reporting period 2 from 01/01/2022 to 31/12/2022)	Total Costs all reporting periods	Remaining Budget	Forecast for Next Implementation Period
EU-contribution	5.633.902	571.657	1.339.163	1.537.179	1.910.821	3.723.081	3.723.081
BMZ-contribution	1.250.000	76.841	113.691		190.532	1.059.468	1.059.468
total fundinig	6.883.902	648.499	1.452.855	1.537.179	2.101.353	4.782.549	4.782.549

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.

³⁾ Overheads exceeding the remuneration/indirect cost (Art. 18.3 GC) are reimbursed by another donor, based on the Notional Approach.

10.2 Annex 2: Country project approaches and results

Country	Project	Sector	Opportunity-driven approach		PP Dialogue			VET Support					Job creation
			Opportunity entry point	Existing investment opportunities	PP Dialogue approach	PPD Dialogue +Action plan progress Dec 22	Action plan leading to the development of new methods	Training model approach	Work-based learning	VET providers supported (#)	Capacity building	Training	Approach: new or secured jobs
Kenya	Human capacity development through demand driven skills training in E-waste management	E-waste and recycling	EU priority and Existing investment opportunities	Investments by private companies that are based in the partner countries (with a link to larger EU companies)	Reinforcing existing PPD: National Steering Committee on E-Waste	PPD Dialogue Event took place in March 2022 National E-Waste Stakeholder Forum in May 2022 CAP including agreements between involved stakeholders has been approved + MoU between WEEE and GIZ + Minutes National E-Waste Stakeholder Forum	E-Waste Processing Technician Curriculum was developed together with NITA and is getting piloted in collaboration with the authority. Training of trainers and capacity building has started.	Set up a new VET training model	Work-based learning integrated	5	21 persons capacitated	Trainings have started: 332 persons (137 women, 201 youth) : 83% progress	New jobs
Mozambique	Skills 4 Transport	Transport & logistics	EU priority and Existing investment opportunities	Investments by private companies that are based in the partner countries (with a link to larger EU companies): Bolloré	New PPD set-up: regular PPD platforms T&L sector with ACB and ESSOR	DACUM Workshop took place in April 2022 (and one in June), bringing together stakeholders from T&L sector CAP including agreements between involved stakeholders has been approved MoU between Glovo and GIZ Lol between Red Ridge and GIZ	Curriculum has been developed based on agreements from DACUM workshop and consultation of private and public stakeholders	Support/improve existing VET training model	Work-based learning integrated	5	63 persons capacitated	Trainings have started: 197 persons (68 women, 29 youth): 47% progress	New jobs + secured jobs
Nigeria	Skills 4 Riders Project	Transport & logistics	Existing investment opportunities	Investments by EU-based companies that are internationally active and present in the countries: Glovo	New PPD set-up + Reinforcing existing PPD	PPD Workshop with stakeholders of the sector took place in April 2022; ongoing involvement of various stakeholders CAP including agreements between involved stakeholders has been approved MoU between Glovo and GIZ Lol between Red Ridge and GIZ	Curriculum for Delivery riders trainings as well as content of online learning platform has been developed based on consultations with stakeholders and outcomes of PP-Dialogue agreements	Set up a new VET training model	Work-based learning integrated	1	/	/	Secured jobs
	Cashew Nut Project	Sustainable agriculture (cashew)	Existing investment opportunities	Investments by private companies that are based in the partner countries (with a link to larger EU companies): Julius Berger	New PPD set-up + Reinforcing existing PPD: Foundation of the Cashew Processors and Packagers Association of Nigeria (CAPPAN)	PPD Workshop with stakeholders of the sector took place in April 2022 Support of establishment of Cashew Processors Association (CAPPAN) CAP including agreements between involved stakeholders has been approved MoU between JBN and GIZ	Curriculum for Cashew Production and a Curriculum for Cashew Processing was developed (provided for public use)	Support/improve existing VET training model	Work-based learning integrated	In-company trainings	45 persons capacitated	Trainings have started: 333 persons (164 women, 20 youth)= 111% progress	Secured jobs
Tanzania	Enabling Youth Employment in Solar Energy in Tanzania	Renewable energy	Existing investment opportunities	Investments by private companies that are based in the partner countries (with a link to larger EU companies): TAREA members	New PPD set-up: platform supported by National Council for Technical and Vocational Education and Training (NACTVET)	PPD Dialogue Event took place in October 2022 with various stakeholders from public and private sector CAP including agreements between involved stakeholders has been approved Project has been included in formal Annual Plan E4D with Prime Minister's Office (PMO)	Curriculum for Solar Artisan Trainings got developed based on agreements made during PPD-Event and consultation with stakeholders	Support/improve existing VET training model	Work-based learning integrated	1	/	/	New jobs+secured jobs

			Opportunity-driven approach	PP Dialogue			VET Support					Job creation	
Uganda	Rural electrification through solar powered mini-grids	Renewable energy	Existing investment opportunities	Preparing grounds for investments supported by ongoing initiatives/programmes by the government + Investments by EU-based companies that are internationally active and present in the countries: Winch Energy	Reinforcing existing PPD: Sustainable Business for Uganda (SB4U)	PPD Dialogue Event took place in June 2022 together with SB4U Platform. Continued dialogue is ensured through leading role in SB4U Participation at EU-UG Business Forum CAP including agreements between involved stakeholders has been approved Documentation of DACUM workshop as base for curriculum development	Curriculum got developed based on outcomes of PPD Dialogues and DACUM workshops for PUE and O&M Development of assessment and training packages finalized.	Support/improve existing VET training model	Work-based learning integrated	12	51 persons capacitated	Trainings have started: 144 persons (74 women, 38 youth)= 36% progress	New jobs + Secured jobs
Ghana	Agricultural Skills Enhancement Programme	Sustainable agriculture (agro-processing)	Country/regional policies/developments	Preparing grounds for investments supported by ongoing initiatives/programmes by the government: investments agricultural sector (transforming agricultural value chains with focus agro-processing- 1D1F initiative)	New PPD set-up: Agriculture Sector Skill Body (ASSB)	Implementation began Sep 2022, with scoping phase on track to be completed by end of Jan 2023. Dialogue on employment-oriented skills development and VET between Vocational Training Institutions, companies, national institutions, and Agricultural Sector Skills Body to be established by end of Feb 2023. Country Action plan approved by EU. MOUs with key partners scheduled to be completed by spring 2023.	Plans for specific training measures scheduled to be completed by end of Feb 2023.	Support/improve existing VET training model	Work-based learning integrated	Tbc	/	/	New jobs
Malawi	Enhancing Commercial Farming in the Shire Valley	Sustainable agriculture	Country/regional policies/developments	Preparing grounds for investments supported by ongoing initiatives/programmes by the government: investments agricultural sector (transitioning smallholder farms to commercial farms - SVTP)	New PPD set-up	Implementation began Sep 2022, with scoping phase on track to be completed by end of Jan 2023. Policy dialogue mechanism scheduled to be established by end of Feb 2023 with priorities and actions agreed for Shire Valley Transformation Project area and nationally where appropriate. Country Action plan approved by EU. MOPs with key partners, including SVTP scheduled to be completed by spring 2023	Plans for specific training measures scheduled to be completed by end of Feb 2023.	Support/improve existing VET training model	Work-based learning integrated	Tbc	/	/	New jobs
DR Congo	Meeting skills needs in construction, logistics, hotel/gastronomy and digital sector	Construction & public works Transport & logistics Hotel & restaurant Digital sector	EUD priorities	Investments by private companies that are based in the partner countries	Reinforcing existing PPD	Exchanges for the establishment of the sectoral skills council (SSC) have been launched. A framework for consultation between different actors of TVET and private structures is already operational. The SMF is supported and accompanied. The dialogue is ongoing but has not yet come to fruition. It will continue in 2023 (and beyond). The PP dialogue led to the setting up of a consultation framework between TVET players and private partners, the setting up of an informal job observatory and the job fair. The next step is the creation of the SSC. The outline of the action plan is there, but not yet formalized.	Support for the activities of the Trade Fair and SMF training. Agreements with public training centers such as CDR, INPP are under discussion for the execution of technical/professional training. Public contracts are being set up with a view to identifying the best training providers for the 4 economic sectors according to the needs of the identified labor market.	Support/improve existing VET training model	Work-based learning integrated	3	6 persons capacitated	/	New jobs + secured jobs

			Opportunity-driven approach	PP Dialogue				VET Support				Job creation	
Republic of Congo	VET Toolbox II in Congo: support for professional training and integration in wood/wood processing, maintenance and ecotourism	Forestry	EUD priorities	Preparing grounds for investments supported by ongoing initiatives/programmes by the government: development wood processing sector	New PPD set-up: technical committees, sectoral committees and intersectoral consultation framework	Kick-off meeting with all private and public actors took place in Nov 2022 CAP including partnership agreements with private sector approved in August 2022	Tbc	Support/improve existing VET training model	Work-based learning integrated	In-company trainings	/	/	New jobs+secured jobs
		Maintenance (intersectoral)		Investments by private companies that are based in the partner countries						3			
		Ecotourism		Preparing grounds for investments supported by ongoing initiatives/programmes by EU public actors: interest EUD in development ecotourism						Tbc			
Côte d'Ivoire	VET Toolbox II in Côte d'Ivoire: support for professional training and integration in the digital/ICT and sustainable construction sectors	Sustainable construction	Existing public-private partnerships/interests	Investments by private companies that are based in the partner countries (with a link to larger EU companies)	New PPD set-up: 2 sectoral platforms + pilot model co-financing TVET	Formal launch in April 2023 CAP including partnership agreements with private sector submitted in September 2022 - formal validation pending, but informal green light	Tbc	Support/improve existing VET training model	Work-based learning integrated	Tbc	/	/	New jobs+Secured jobs
		ICT		Investments by private companies that are based in the partner countries									
Senegal	AGEVEC: Academy Heavy Vehicles and Commercial Vehicles	Sustainable agriculture (machinery)	Existing public-private partnerships/interests	Investment by big multinational organisations based in the country (with EU-link): SMT Volvo	Reinforcing existing PPD set-up: Fonds de Financement de la Formation professionnelle et technique (3FPT)	Kick-off meeting with private and public actors in May 2022 Oct-December 2022: several sessions between private companies and VTC to identify the companies' needs and draw up guidelines for the trainings in 4 professions CAP was approved and a partnership agreement between the involved stakeholders will be formalised in January 2023	4 curricula for driving and maintenance of heavy machinery and commercial vehicles developed after consultations between private and public actors from the sector	Support/improve existing VET training model	Work-based learning integrated	2	/	/	Secured+new jobs
	CEFAM: Digital room for electronics and telecom training in Senegal	Digital sector	Existing public-private partnerships/interests	Investments by EU-based companies that are internationally active and present in the countries: Lukas Nülle	New PPD set-up: CEFAM and LN	Kick-off meeting with private and public actors in May 2022 CAP was approved and a formalised partnership agreement between the involved stakeholders was signed	Agreement on the development of trainings in relation with an innovative multimedia room with technology that will be made available by Lucas Nülle	Set up a new VET training model	Work-based learning integrated	1	/	/	New jobs

10.3 Annex 3: Risk Matrixes

- Annex 3a: Risk management overview at consortium level

Risk	Risk level	Suggested mitigating measures
The delayed start of VET Toolbox 2 might prevent the programme from achieving the results within the allocated timeframe.	From Medium to High	<ul style="list-style-type: none"> Request for a no-cost extension until the end of December 2024 for the implementation by British Council, Enabel, Expertise France and LuxDev. As GIZ is going to close activities end of 2023, the delayed start posed a greater challenge to those teams. As a mitigating measure, the opportunity mapping process and the development of the CAPs in the countries implemented by GIZ was sped up in order to have sufficient time for the implementation. Close follow-up of the project planning by each of the implementing agencies, including a contingency planning.
Effective VET reforms might not be supported by or be limited due to other factors in the countries, such as employment creation, sufficient funding for VET, real cooperation between governments and the private sector.	Remains High	<ul style="list-style-type: none"> Initiate in the early stage of the project implementation a dialogue with the private and public sector to sustain the mechanisms and approaches introduced by the project. Design products (curricula, training packages etc.) in a way that they can easily be integrated into the national TVET framework. Capacitate project partners to continue the PPD and the exchange with the relevant authorities to stimulate VET reforms beyond the project's end; this is being done in some of the GIZ interventions.
Adhering strictly to the original logframe (cfr. DoA) might lead to difficulties in capturing essential information for the learning that the project is aiming for, while on the other hand unnecessarily collecting information which is not used.	High to Medium	<ul style="list-style-type: none"> The MEAL group has worked on a revised MEAL framework to allow for the collection of more relevant and qualitative information. A change in the staff duties will further facilitate this (e.g., dedicated MEAL expert for a few months). The development of a dedicated Knowledge Management Strategy will help manage the information collected.
The lessons that can be drawn from VET Toolbox might not meet the need from the side of the EU, potential future investors and the	Medium	<ul style="list-style-type: none"> Expectations regarding what the project can provide in terms of lessons learned should be kept realistic. The revised MEAL framework will allow for the collection of more relevant and qualitative information as the basis to draw lessons and provide timely feedback for adaptations of the interventions where needed.

<p>agencies for international cooperation involved.</p>		<ul style="list-style-type: none"> • The peer-review workshop should allow for the capture of lessons learned that are specific to the opportunity-driven approach. •
<p>Due to the large contextual differences in the 11 countries, it might not be possible to draw relevant overarching learning as intended in the project design.</p>	<p>Low to Medium</p>	<ul style="list-style-type: none"> • A well-designed MEAL framework and the joint use of templates and clear definitions will allow for the collection and interpretation of relevant data which are not completely context specific. • Regular Country Exchanges and a Peer-review workshop to collect learnings and formulate common recommendations/ conclusions that go beyond the specific context
<p>The configuration of VET Toolbox 2 might result in a lack of knowledge exchange between the agencies (decentralised actions, fewer exchanges between agencies/countries, different implementation speeds between the countries, etc.)</p>	<p>New risk – Medium</p>	<ul style="list-style-type: none"> • This is inherent to VET Toolbox 2, but KEN and Communication activities, including exchange moments such as the peer-review workshop will help reduce this risk. • Inform other partner agencies active in the same country in VET/skills development on the VET Toolbox 2 project and invite them for knowledge exchange activities. • Present the VET Toolbox project to the interagency coordination group on VET/skills development, if existing, to encourage coordination, synergies and knowledge exchange at country level
<p>The implementing agencies might not have sufficient staff/not enough dedicated staff on the ground to assure or verify the quality of the implementation of the different projects.</p>	<p>New risk – Medium</p>	<ul style="list-style-type: none"> • Encourage the partner to engage team leader/staff for the project, to lead the implementation on their side • Optimise available resources including outsourcing non-critical tasks.

- Annex 3b: Summary of the most recurring risks at country level

Risk	Risk level	Suggested mitigating measures
Insufficient equipment/capacities of VET centres	Medium	<ul style="list-style-type: none"> Provide up-to-date/relevant material and monitor its maintenance Assist VTIs in estimating the costs related to training Help VTIs secure budget from other sources Work on public-private partnerships to encourage the private sector to boost equipment/capacities of the VTIs Conduct a capacity assessment of the VTIs before concluding a partnership agreement and define a capacity building programme (including ToT)
Insufficient gender balance in the trainings/job placements	Medium	<ul style="list-style-type: none"> Awareness-raising and sensitization in the companies and the communities, e.g. through promoting female role models Targeted measures/incentives to increase female participation Working with VTIs historically focused on training women in target sector
Unstable country context (political, unrest, natural disasters, election periods...)	Medium	<ul style="list-style-type: none"> No implementation of courses during election phase, or virtual implementation. Focusing on working with non-political institutions and stakeholders, which are less impacted by election periods Focusing on states/zones with less risk/violence Closely monitor the political situation on the ground and establish a warning system
Timeline and budget restrictions	Medium	<ul style="list-style-type: none"> Managing stakeholders' expectations by budgeting each foreseen activity and sticking to what has been planned Identification and early on development of alternative financing sources for the partners and support to their implementation Requesting a modification of the CAP if necessary
Insufficient partner commitment	Medium	<ul style="list-style-type: none"> Officialising commitment through contracts, MoUs and written commitments etc. Constantly liaising with the private sector partners to involve them in every stage of the training Stimulating networking and exchange among private and public VET institutes Involving business associations in the mobilisation of the private sector Investing in targeted visibility and communication campaigns showing the added-value of the opportunity-driven approach.
Low insertion/employment rate after training completion	Low	<ul style="list-style-type: none"> Considering the option of supporting entrepreneurs or including entrepreneurship training and coaching Stimulating the dialogue between training centres and companies Working closely with the private sector to ensure that the training measures are demand-oriented Matching graduates with companies for internships/practical attachments
Pandemic	Low	<ul style="list-style-type: none"> Exploring virtual/hybrid meeting and training options Assessing mobile network capacities in rural areas where the actions are set.

10.4 Annex 4: Country progress two-pagers

- **British Council, Ghana** - Ghana Agricultural Skills Enhancement Programme
- **British Council, Malawi** - Enhancing Commercial Farming in the Shire Valley
- **Enabel, Democratic Republic of Congo** - Meeting Skills Needs in Construction, Logistics, Hotel/Gastronomy and Digital Sector
- **Expertise France, Congo** - Support for training and professional integration in the wood and wood-processing, maintenance and ecotourism sectors
- **Expertise France, Côte d'Ivoire** - Support for training and professional integration in the sectors of digital/ICT and sustainable construction
- **GIZ, Nigeria** - Cashew Nut Project
- **GIZ, Nigeria** - Skills 4 Riders
- **GIZ, Mozambique** - Skills 4 Transport
- **GIZ, Kenya** - Promoting Demand-Driven Skills in E-Waste Management and Recycling in Kenya
- **GIZ, Tanzania** - Enabling Youth Employment in Solar Energy in Tanzania
- **GIZ, Uganda** - Rural Electrification Through Solar Powered Mini-Grids
- **LuxDev, Senegal** - AGEVEC Senegal - Academy Heavy Vehicles and Commercial Vehicles
- **LuxDev, Senegal** - Digital room for electronics and telecom training in Senegal

Implementation progress 2022

Ghana Agricultural Skills Enhancement Programme

Introduction

A key priority for Ghana is to transform agricultural value chains for food and nutrition security and job and wealth creation in the most disadvantaged regions. Projects such as the Savannah Zone Agricultural Productivity Improvement Project (SAPIP) include a focus on addressing key skills gaps for commercial farms and enhancing the infrastructure in order to increase agricultural productivity and diversification.

Following analysis of how best to support investment initiatives in Ghana, the Agricultural Skills Enhancement Programme concentrates on supporting projects such as

Approach

Opportunity driven

The project design has placed strong emphasis on analysing both the investment context (opportunities mapping) and the skills system context (opportunities exploration) in Ghana. This has helped to ensure that the project is addressing key local priorities and will deliver sustainable benefits for local people and the local economy.

Partnerships

Partnership is at the heart of the project and is essential to it achieving its goal of sustainable impact. The project is establishing a Technical Working Group comprised of stakeholders from both the demand and supply side. They will be instrumental in advancing public-private dialogue on Agricultural Technical Vocational Education and Training (ATVET) development tied to investment opportunities within the project area and upscaling best practices throughout the project to relevant sectoral and national fora. Key partners include SAPIP, Commission for Technical Vocational Education and Training (CTVET) TVET Service, Northern Development Authority (NDA), the Agriculture Sector Skill Body (ASSB) Selected Vocational Training Institutes.

Country: Ghana

Agency: British Council

Implementation period: 09/2022 - 12/2024

Sector: Agriculture

Training: Tractor Operations Maintenance and Management, Farm Enterprise Management and Agronomy

SAPIP. In designing the programme, the British Council worked closely with the EUD to ensure that it addresses core EU and local priorities. The Agricultural Skills Enhancement Programme is fostering approaches, building capacity of relevant actors, and establishing engagement models to help ensure that training institutes can equip trainees with the skills employers need, and thereby assist employers in building a fit-for-purpose workforce. The project is being delivered in the Northern, North East and Savanna Regions.

VET Reform

Policy dialogue is a core component of the project design, with models of good practice developed in the project informing the thinking of senior policy makers at a national level. The project is building the capacity of employers to engage with the TVET system so that it meets the skills needs resulting from new investments in the sector.

Job creation

The project works on two main levels regarding job creation: first, it will pilot a model of moving trainees into work experience and on to employment and self-employment. Second, it will build on the engagement with key stakeholders and the lessons and good practice of the pilot to support the embedding of that model in the wider agricultural sector in the targeted regions, utilising the public private dialogue mechanism to help ensure the buy-in of all key partners.

Results

State of affairs of implementation

1. All partners have been engaged in the project, including through a major launch event in March 2023, attended by over 100 key stakeholders
2. Memoranda of Understanding are being signed with all key partners
3. The technical working group has been established and inaugurated and capacity building work of the group members is beginning
4. Capacity building of the Ghana TVET Service, CTNET and ASSB is beginning
5. The project is working to change perceptions about the role of work experience learning and the routes to employability and employment by institutionalising it in the Ghana TVET delivery mechanism
6. 165 key stakeholders have been engaged in new approaches to private-public dialogue

Key lessons learned

- Robust evidence-based analysis of opportunities in the regions in question is time-consuming and complex but provides a sound basis to move forward with confidence
- Local buy-in is strong, with Ghanaian stakeholders enthused about the opportunities work experience learning offers and by the opportunity to institutionalise it in TVET delivery as a route to employability and employment

Key results

–
PP dialogue
(target 1)

–
action plan
(target 1)

–
VET providers capacitated
(target 5)

–
people trained
(target 400)

Next steps

- Complete the capacity building of key partner organisations
- Facilitate the review of existing Occupational Standards for Tractor Operation, Agronomy and Farm Enterprise Management and develop an enhanced curricula
- Develop and register curricula
- Support VTIs to design training strategy and programme
- Engage SAPIP Commercial Farms for Work experience learning implementation for trainees
- Support the development of training materials for the selected trade areas

A partnership project

Co-funded by
the European Union



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LUX
DEV
Luxembourg Development
Cooperation Agency

Implementation progress 2022

Enhancing Commercial Farming in the Shire Valley

Country: Malawi
Agency: British Council
Implementation period: 09/2022 - 12/2024
Sector: Agriculture
Training: Irrigation systems and farm mechanisation

Introduction

The development objective of the Shire Valley Transformation Programme (SVTP) for Malawi is to increase agricultural productivity and commercialisation for targeted households in the Shire Valley; and to improve the sustainable management and utilisation of natural resources. The programme aims to provide large-scale irrigation infrastructure and to develop human capital.

In designing the *Enhancing Commercial Farming in the Shire Valley* project, the British Council worked closely with the EUD to ensure that it addresses core EU and local

priorities. The project focusses on establishing and piloting a framework for developing skilled human resources to support agricultural commercialisation through the Shire Valley Transformation Programme. Fundamental to the project's success is the establishment of a dialogue mechanism between employers, training providers and government and using this to inform the development of needs-based, practical training on an ongoing basis. The project is being delivered in the Chikwawa and Nsanje Districts of Southern Malawi.

Approach

Opportunity driven

The project design has placed strong emphasis on analysing both the investment context (opportunities mapping) and the skills system context (opportunities exploration) in Malawi. This has helped to ensure that the project is piloting an approach which supports people to get the new skills that are needed as a result of new investments, at a time when these skills are in demand.

Partnerships

Partnership is at the heart of the project and is essential to achieving its goal of sustainable impact. The project is establishing a Technical Working Group comprised of stakeholders from both the demand and supply side. They will be instrumental in advancing public-private dialogue on Agricultural Technical Vocational Education and Training (ATVET) development tied to investment opportunities within the project area, and upscaling best practices to relevant sectoral and national fora. Key partners include

SVTP management team and the Technical, Entrepreneurial and Vocational and Educational Training Authority (TEVETA).

VET Reform

Policy dialogue is a core component of the project design, with models of good practice developed in the project informing the thinking of senior policy makers at a national level.

Job creation

The project works on two main levels. Firstly, it will pilot a model for developing new training courses and their delivery which includes moving trainees into work experience and on to employment and self-employment. Secondly, it will build on the pilot and the public-private dialogue mechanisms developed to embed the lesson and good practice in the wider agricultural sector and encourage continued collaboration as further investment take place.

Results

State of affairs of implementation

1. All partners have been engaged in the project and Memoranda of Understanding are being signed with key partners.
2. The Technical Working Group (TWG) is being established and the specific capacity-building needs of the members are being identified. For sustainability of the Dialogue Mechanism, the TWG will coordinate their activities and results with the national Public-Private Skills Development Forum (PPSDF) and support their capacity to deliver a sustainable dialogue mechanism.
3. The project is engaging with TEVETA on the development of the training offer.
4. The project is working to change perceptions about the role of work experience learning and the routes to employability and employment.

Key lessons learned

- Robust evidence-based analysis of opportunities in the regions in question is time-consuming and complex but provides a sound basis to move forward with confidence by ensuring the right skills are being developed at the right time to maximise the impact of investments and the resulting employment opportunities.
- Malawian stakeholders are enthused about the opportunities work experience learning offers as a route to employability and employment, and local buy-in is strong.

Key results

–
PP dialogue
(target 1)

–
action plan
(target 1)

–
VET providers capacitated
(target 4)

–
people trained
(target 400)

Next steps

- Capacity building training for TWG, including representatives of industry and Vocational Training Institutes on topics specified as an outcome of the training demand analysis
- Development of occupational standards, curriculum and training offers and work experience learning (WEL) model in identified areas
- Preparation of a Training of Trainers programme to support training offer
- Delivery of training workshops for VTIs and cooperatives (including other private sector employers) on WEL standards
- Assessment and translation of curricula into effective WEL by TEVETA

A partnership project

Co-funded by
the European Union



Implementation progress 2022

Meeting Skills Needs in Construction, Logistics, Hotel/Gastronomy and Digital Sector

Introduction

About ten enterprises with total or partial European capital were identified in the Provinces of Haut-Katanga and Lualaba for their employment generation potential and the potential convergence with the VET Toolbox action.

The DRC Country Action Plan covers 4 economic sectors including Construction and Public Works, Transport and Logistics, Hotels and Restaurants, and Digital. It pursues three sub-outcomes:

Country: Democratic Republic of Congo
Agency: Enabel
Implementation period: 08/2022 – 08/2024
Sector: Construction and public Works, Transport and Logistics, Hotels & Restaurants and Digital
Training: Vocational training (initial and continuing) and work placement

- The development of a Sector Skills Council/Permanent Dialogue between the public and private sectors
- The development of high-quality vocational training and decent work in line with the needs of the labour market in a framework of public-private partnerships
- The capitalisation and dissemination of experiences gained during the implementation of the project

Approach

Opportunity driven

The project was selected following an opportunity mapping process.

A prospection was carried out in companies with European capital to identify skills needs according to the demand of the labour market.

Partnerships

The DRC project is working in close collaboration with the provincial actors (Haut-Katanga and Lualaba) of vocational training and integration, in particular the Federation of Enterprises of Congo (FEC), the ONEM, the INPP, the Resource Centre, the decentralised services of the Ministries of Education, Vocational Training and Trade, and Employment and Social Security, the private training structures, and the placement structures.

The FEC Haut-Katanga has initiated a consultation framework between these different actors to promote public-private dialogue.

VET Reform

Based on the training structures taken into account in the current reforms (e.g. on the transformation and organisation of the Application Centre or ITIMA and the Resource Centre), the project is developing a flexible training programme according to the demand of companies after identification of needs. It also invests in apprenticeships within the framework of insertion in professional internships and continuous training to accompany the companies and facilitate the securing of jobs.

Job creation

The competency needs identified in enterprises are transformed into a training framework. Job seekers acquire new skills that meet the needs of the labour market to facilitate the creation of new jobs. Employees benefit from continuous training to strengthen their capacity in the field and thus maintain and secure their jobs.

Results

State of affairs of implementation

1. Meetings and contacts with the actors of training and professional integration and the actors of the consultation framework on the presentation of the project and the proposal for the creation of a council of sectoral competences in the framework of the public-private dialogue.
2. Contact with the Service Francophone des Métiers et des Qualifications (SFMQ) of the FOREM to support the elaboration of a methodology for the definition of a trade classification in the logistics sector.
3. Elaboration of an MoU between the FEC, Dalberg and Enabel to work on the analysis of a skills assessment in the heavy machinery sector.
4. Prospecting and identification of professional profiles and skills needs (upskilling) in companies with European capital in the four main sectors:

- Machine operation, maintenance and basic electrical principles of CATERPILLAR machines (for 91 people in the construction sector)
- Knowledge of the software for customs declarations (for 40 people in the logistics and transport sector)
- Cutting and processing techniques for butchery and charcuterie (for 15 people in the hotel and restaurant sector)
- Coding and digital skills for developers (for 50 people in the digital sector)

Key lessons learned

- Public and private sector support for prospecting and identifying skills needs in companies produces more efficient results.
- The opportunity-driven approach is also of interest to Congolese companies, and should therefore not exclusively target EU-linked investments.

Key results

1
PP dialogue

1
action plan

2
VET providers
capacitated

-
people trained
(target 400)

Next steps

- Effective implementation of the sector skills council through the support of the SFMQ.
- Agreement with four private training structures for the training of 400 people in the four identified economic sectors.
- Placement of 300 people, 35% women and 40% young people.

A partnership project

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Implementation progress 2022

Support for training and professional integration in the wood and wood-processing, maintenance and ecotourism sectors

Introduction

The sectors of intervention/opportunities have been identified based on the country's economic priorities, the need for reinforcement of vocational training in these sectors and the employment opportunities that exist in these sectors, notably due to the presence of companies with European capital, as well as the alignment with the priority areas mentioned by the EUD in its multi-annual programming 2021-2027.

Approach

Opportunity driven

The project was selected following a needs and opportunities mapping process.

A survey was carried out in companies with European capital to identify skills needs according to the demand of the labour market.

Partnerships

Expertise France's teams work in close collaboration with various Congolese actors, including:

- Chambers of Commerce and UNICONGO: Their main role is to mobilise companies in the target sector, monitor training, encourage the reception of work-study students in companies and participate in the PP platforms.
- FONEA, DGFQE, CEFA (public actors): The aim here is for them to experiment with various mechanisms for collaboration with the private sector.
- The companies that participate in the construction and financing of training courses.

Country: Republic of the Congo

Agency: Expertise France

Implementation period: 08/2022 – 08/2024

Sector: Agroforestry, (industrial) Maintenance and Ecotourism

Training: Vocational training (initial and continuing) and work placement

The intervention focuses on the agroforestry, maintenance and ecotourism sectors and should help fill a gap in qualified human resources in these sectors and complement the EU's intervention in Congo in the framework of its 2021-2027 multi-annual programming.

VET Reform

Expertise France's intervention logic focuses on two elements:

1. The need for private sector involvement:
 - Through a consultation framework with VET stakeholders and the public sector
 - Through initial and on-the-job training designed according to the needs expressed by the private sector and taking place within companies
 - Through dual training courses taking place within the company and in training centres designed according to the needs expressed by the private sector
2. The adaptation of training methods according to the specificities of each sector: initial and continuous training in companies or dual (training centre and companies).

Job creation

All sectors of the economy in the Congo face difficulties in finding qualified personnel and the country is still too dependent on regional labour.

To better target needs and participate in the creation of useful jobs, analyses have been carried out with companies. The skill needs identified in enterprises are transformed into a training repository. Job seekers acquire new skills that meet the needs of the labour market to facilitate the creation of new jobs.

Results

State of affairs of implementation

- Meetings and contacts with all the players involved in VET and job insertion and with the economic sectors concerned by the project.
- Numerous exchanges were held with the CEFAs (VET centres) and companies (via the Chamber of Commerce), to identify the needs of companies and the corresponding trainings in the CEFAs. A questionnaire has been developed for companies to target more clearly the needs in terms of skills and capacities of involvement and placement for training in companies. Synergies were identified with another TVET project underway in Congo on the maintenance sector (among others), to capitalise on training modules already reviewed with the private sector and coordinate support for the centres, with complementarities to be exploited.

- To assess the existing situation and the potential for job creation and skills needs, a study of labour needs in the ecotourism sector was entrusted to a Congolese association in partnership with a specialised French NGO.
- Partnerships are being formalised with all partners.

Key lessons learned

- The co-design (involving the private and public sectors) of the project will be key to the success of its activities.
- A sustainability plan is needed from the outset, involving public partners.
- To guarantee the placement of trainees in employment, companies must be involved in all the key phases of the training process from the selection stage onwards.

Key results

1
PP dialogue

1
action plan

–
VET providers capacitated
(target 3)

–
people trained
(target 400)

Next steps

- The signing of partnership agreements with all key players.
- Training and placement in companies of 400 people (150 in the agroforestry sector, 200 in the maintenance sector and 50 in the ecotourism sector).

A partnership project

Implementation progress 2022

Support for training and professional integration in the sectors of digital/ICT and sustainable construction

Introduction

The sectors of intervention/opportunities were identified based on the country's economic priorities, the need for reinforcement of vocational training in these sectors, the employment opportunities they offer due to the presence of European capital companies, as well as the alignment with the priority areas mentioned by the EUD in Côte d'Ivoire in its multi-annual programming 2021-2027 as well as the National Development Plan of Côte d'Ivoire 2021-2025.

Approach

Opportunity driven

The project was selected following a needs and opportunities mapping process.

A survey was carried out in companies with European capital to identify skills needs according to the demand of the labour market.

Partnerships

The stakeholders involved in the public-private dialogue (for both sectors) are: Ministry of Technical Education, Vocational Training and Apprenticeship (METFPA); Club Abidjan Ville Durable (CAVD); Cluster Ivoire Innovation (CII); Conseil National des Branches Professionnelles (CNBP); Fonds de Développement de la Formation Professionnelle (FDFP); Agence Emploi Jeune (AEJ) of the Ministry for the Promotion of Youth and Professional Insertion; Centre de Formation Professionnelle aux Métiers du BTP (CPM-BAT); Centre d'Électronique et d'Informatique Appliqué (CELIA); Centre Multisectoriel de Formation Professionnelle MOHAMMED VI; École Supérieure Africaine des TICs (ESATIC); Institut National Polytechnique Houphouët Boigny (INP-HB).

Country: Côte d'Ivoire

Agency: Expertise France

Implementation period: 11/2022 – 11/2024

Sector: Digital/ICT and Sustainable Construction

Training: Vocational training (initial and continuing) and work placement

The intervention will focus on the (sustainable) construction and Information and Communication Technologies (ICT) sectors and will help fill a gap in qualified human resources in these sectors and complement the EUD's intervention in its 2021-2027 multi-annual programming.

VET Reform

In collaboration with the identified training centres, the FDFP and in conjunction with private sector partners, the project provides for dual system training in companies and training centres (3 centres per sector), aimed at:

- improving the existing training offer by adapting the modules in line with changes in the professions;
- setting up of new training courses in line with the emerging trades in the targeted sectors (e.g., sustainable construction techniques).

Job creation

All actions are oriented towards (T)VET that leads to decent employment i.e., sustainable employment (at least 6 months continuous or not, over a period of one year), and in compliance with Ivorian labour regulations.

The activities are mainly focused on formal employment (in companies) at the end of the training coupled with actions to increase the skills of people already working in companies by developing an HR policy aimed at better career management and staff motivation.

Results

State of affairs of implementation

1. Organisation of consultation meetings with public and private players in each sector to jointly identify skills needs and the training to be developed.
2. Contact with local training and work experience providers.
3. Signing of a partnership agreement with the Club Abidjan Ville Durable (group of construction companies) and with the NTIC and Innovation cluster for the digital sector.
4. Launching of a phase of collection of needs in resources and competences from the members of the CAVD and the Cluster Ivoire Innovation in progress.
5. Establishment of the Local Steering Committee.

Key lessons learned

- The co-design (private and public sectors) of the project will be key to the success of its activities.
- Regular communication with partners is necessary to keep them engaged.
- In order to guarantee the placement of trainees in employment, companies must be involved in all the key phases of the training process from the selection stage onwards.
- The strong interest of public actors in TVET in the project is positive for the sustainability of the project but presents a possible risk of slowing down some activities.

Key results

2
PP dialogues
(1 per sector)

1
action plan

–
VET providers capacitated
(target 5)

–
trained people
(target 500)

Next steps

- Signing of partnership agreements with key partners including:
 - METFPA (Ministère de l'Enseignement Technique, de la Formation Professionnelle et de l'Apprentissage)
 - FDFP (Fonds de Financement de la Formation Professionnelle)
 - AEJ (Agence Emploi Jeunes)
 - CNBP (Conseil National des Branches Professionnelles)
- 5 training centres covering the two sectors targeted by the VET Toolbox action, mainly in Abidjan and its region.
- Development of a 'training company' label to strengthen the links between TVET operators and the private sector throughout the training process.

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Implementation progress 2022

Cashew Nut Project

Introduction

The cashew sub-sector offers enormous potential for employment creation and income generation as cashew is Nigeria's second largest export commodity (annual average of 1000 tonnes/year, trending upwards) and there is a growing domestic market for cashew products. Despite its high economic and social development potential, capacity-building efforts have not yet properly addressed the cashew production and processing segments of the value chain, resulting in low yields, poor quality and underutilized processing capacities.

Approach

Opportunity driven

During the course of the opportunity-mapping process, the cashew value chain was identified as a promising sector with high employment potential. The combination of lack of skilled labour and identified training needs, the missing public-private dialogue (PPD) and the growing foreign and local investments in the sector, provided a promising entry point for VET Toolbox activities.

Partnerships

The project's main implementation partner to pilot the training programme in 2022 was Julius Berger Nigeria PLC. Five local processing companies have joined the partnership in 2023 to roll out the trainings and achieve broader sector impact. Furthermore, to leverage on synergies and strengthen the PPD, the project collaborated with programmes from other development partners active in the Nigerian cashew sector.

Country: Nigeria

Agency: GIZ

Implementation period: 01/2022 – 09/2023

Sector: Agriculture (cashew value chain)

Training: Cashew production & processing trainings for farmers and factory workers

To address sector challenges and skills gaps, the VET Toolbox launched a training programme for the private sector to strengthen their capacities in delivering trainings and developing structured curricular and training approaches for cashew farmers and factory workers along the value chain. This contributes to the overall objectives to enhance the competitiveness of the Nigerian cashew sector, laying the ground for further European and local investments resulting in new opportunities for job creation and local economic development.

VET Reform

Due to the absence of formal VET structures in the cashew sector, a close and direct collaboration with the private sector was chosen. The training programme was designed in a competency-based format, which can easily be adopted by the National Board of Technical Education (NBTE) and local training institutions. The discussion on how to integrate the training modules into the VET system in Nigeria will be part of the consolidation workshops in 2023.

Job creation

The project focused on upskilling young women and men that are already working in the cashew value chain in production or processing, to capacitate them to enhance their productivity, hence increasing their incomes and improving their career perspectives. It is expected that enhancing the competitiveness of the cashew sector through capacitating of local processors will also contribute to job creation within the value chain. A tracer study to assess employment impact will be conducted in 2023.

Results

State of affairs of implementation

- Several events / workshops were organized in order to enhance the public-private dialogue (PPD).
- Training curricula and packages were developed for processing, based on recommendations from the PPD.
- Support was provided to the establishment of the Cashew Processors and Packagers Association of Nigeria (CAPPAN).
- Training of Trainers (ToT) in cashew processing (20 participants) and cashew production (25), as well as cascading of cashew production trainings (333 participants), took place in Epe, Ogbomosho and Oro, in collaboration with Julius Berger Nigeria.
- Five further private-sector partners were successfully mobilized for roll out of trainings in 2023, in order to achieve broader sector impact.

Key lessons learned

- Partnering with a private sector company like Julius Berger Nigeria, which is relatively new to the value chain and has just recently started their investments in the sector, proved to be challenging for joint implementation due to their lack of capacity and

missing experiences in collaborating with farming communities. This resulted in increased coordination needs for GIZ and the assigned experts.

- At the same time, involving the private partner proved to be key for mobilizing farmers and managing their expectations. Julius Berger Nigeria created awareness for the importance and benefits of the trainings and provided (financial) incentives for the farmers to join the courses (as many farmers were first sceptical about trainings).

How did the opportunity-driven approach shape the project's interventions?

The opportunity-driven approach allowed flexibility in terms of planning activities and reacting to new opportunities coming up. By piloting the trainings with Julius Berger Nigeria and also supporting CAPPAN, VET Toolbox was able to test the effectiveness of the curriculum in both theory and practical sessions, as well as to test the effectiveness of the trainings on the trainees and company. It also provided insight on how this could be replicated by other private institutions, as well as on how it could be adopted by the VET system. As demand was identified during the course of implementation, further trainings were successfully rolled out due to the success of the pilot, and a training guide will be developed to promote sustainability of the approach and to stimulate the further dialogue on VET integration.

Key results

1
PP dialogue

1
action plan

1
private sector company
capacitated

378
trainees
(ToT + Cascading)

Next steps

As a result of high demand from member companies of CAPPAN, the project is rolling out the successful pilot ToTs on cashew production and processing to five additional Nigerian cashew processing companies and lead farmers in January/February 2023, to enhance their capacities to deliver trainings addressing the identified skills gaps. In 2023, besides distilling the lessons learned and policy recommendations on improving demand-oriented VET in the cashew value chain in close collaboration with members of the PPD and of CAPPAN, a closing event and technical meeting will be organized to lay the ground for a sustainable PPD and continued usage of the developed training packages beyond the project's end.

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Implementation progress 2022

Skills 4 Riders

Introduction

The Transport & Logistics sector, which includes the delivery services sub-sector, is one of the fastest growing sectors in Nigeria and has the potential to significantly boost the local economy and provide decent employment for youth. Despite its potential to create flexible, sustainable income, the delivery services sub-sector remains under-capacitated with limited access to training opportunities.

Approach

Opportunity driven

The opportunity-mapping process identified the delivery services sub-sector as a promising entry point, given the expected exponential growth of investments in the near future (current annual growth rate of revenues in e-commerce expected to be around 20%). Couriers often do not have access to trainings and are lacking basic skills needed to prosper in the sector. The development of an online platform for flexible e-learning responds to that challenge, as it will capacitate couriers with relevant skills and serve as a matching platform to link graduates from the course with private sector courier services.

Partnerships

The project's main implementation partners are the Spanish company Glovoapp23 SL ("Glovo"), an on-demand courier service, and the Lagos-based training provider Red Ridge. Further stakeholders — from the private and public sectors — have been involved in public-private dialogue (PPD) events and in curriculum development.

VET Reform

The project developed a blended-learning approach (e-learning and in-person) and training programme to

Country: Nigeria

Agency: GIZ

Implementation period: 01/2022 – 09/2023

Sector: Delivery services sub-sector of Transport & Logistics sector

Training: Blended learning package via e-learning platform and classroom / practical trainings for delivery riders

To address the skills gaps and to maximize the economic potential of this sector, VET Toolbox aims at professionalizing skills development, by offering Nigerians who work, or who are looking for a job, in the delivery services sub-sector the opportunity to learn relevant operational and business skills that would enhance their professional growth, long-term employability and personal development.

improve digital and financial literacy, road safety skills and service orientation of Nigerians working in the sector. The curriculum is designed in a competency-based format. Once the pilot training is concluded, the course contents and the e-learning platform will be made accessible to driving schools and private companies in the country, improving the current driving-school training curriculum by showcasing the relevance of the pilot and thereby promoting a better and more standardized approach to addressing skills gaps and improving employment conditions in the delivery sector and other areas of the Gig Economy.

Job creation

Through this project, experienced couriers will be upskilled in order to increase their productivity and income, while new couriers will gain skills to be successful in the sector. Additionally, couriers entering the business will be supported in terms of being matched with other logistics companies via the online platform; this will support job insertion of training graduates. The promoted training approach. Additionally, start-up kits for the renewable energy sector will be provided to graduates as a support for potential self employment. These measures combined will support VET Toolbox trainees' successful transition from training to the job market.

Results

State of affairs of implementation

- Several events and workshops were (co-)organized in order to enhance the PPD and stimulate awareness for training needs in the service riders sub-sector.
- A skills-gap analysis was conducted in the context of a technical roundtable discussion with several relevant stakeholders.
- Training curricula and blended-learning packages for the delivery services sub-sector were developed based on recommendations from the PPD and the skills-gap analysis.
- The setup of the e-learning platform and digitalisation of the learning package started in November 2022 (to be operational by March 2023).

Key lessons learned

Feedback from the private sector showed that blended learning via an e-learning platform is seen as an innovative training approach for the courier / logistics sector, suitable to address the day-to-day realities and limited time availabilities of trainees in this sector.

How did the opportunity-driven approach shape the project's interventions?

The innovative approach of the e-learning platform has been well received by both private and public-sector actors. The sector had been neglected by the VET system and the dialogue and the pilot trainings can contribute to more awareness about employment potential and can stimulate VET integration in the long run. The idea to set up an e-learning platform and offer blended learning, resulted from the exchange with stakeholders during the scoping and PPD events. Many of the the stakeholders indicated interest to use the training platform for their own couriers and to complement their own training.

Key results

1
PP dialogue

1
action plan

1
VET provider
capacitated

-
trainees
(target 200)

Next steps

Start of Training of Trainers (ToT) in February 2023 with 16 participants from Red Ridge, Glovo and other training providers. The trainings for delivery riders starts in April, targeting 200 riders, accompanied by a campaign to attract young women to work in the sector and register for the course. Furthermore, the newly-established PPD platform will be followed-up on jointly with partners to stimulate exchange on demand-oriented VET in Nigeria's delivery sector and policy reforms. This shall also include laying the ground for continued usage of the e-learning platform by partners beyond the end of VET Toolbox activities, fostered by support of the private sector.

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Implementation progress 2022

Skills 4 Transport

Introduction

Growing investments in the Transport and Logistics (T&L) sector in Mozambique's economic corridors Maputo and Beira offer new opportunities for local economic development and decent job creation. However, the VET system is not yet able to cater to the sector's growing demand for specialized skills.

To meet the qualification needs, the project developed innovative and demand-driven training solutions, with

Country: Mozambique

Agency: GIZ

Implementation period: 01/2022 – 08/2023

Sector: Transport & Logistics (T&L)

Training: Target group-oriented training packages to improve the work readiness of jobseekers and to enhance the professionalism of MSMEs in the T&L sector

potential for upscaling that aim to enhance the quality and relevance of skills development. The project will contribute to the economic development and the investment climate in Mozambique's T&L sector by promoting demand-oriented skills development in close collaboration with public and private stakeholders. These activities complement EU's ambitions in terms of infrastructure development in Mozambique (Global Gateway).

Approach

Opportunity driven

The opportunity-mapping process identified the T&L sector, which contributed more than USD 323 million to GDP in 2022, as a promising area with great employment opportunities as a result of the increasing European and local investments. The activities are well aligned with Mozambique's and EU's key objectives to enhance professionalism and formalisation of transporters for a better business environment and decent employment in T&L.

Partnerships

To ensure demand orientation of trainings and ownership of the private sector, the project is collaborating with the business association ACB (Associação Comercial da Beira) as well as with (European) private companies such as Bolloré Logistics, MSC, Cornelder, Adicional and others. These companies offer internships to graduates to support the transition of trainees to the labour market. Furthermore, the project is partnering with the NGO ESSOR and four local VET institutes.

VET Reform

The project is supporting the ongoing VET reforms, aimed at strengthening the linkages between the VET system and the industry. It addresses crucial skills gaps in the T&L sector that are currently not met by the VET system and creates better public-private linkages. All developed training packages will be integrated in the National Qualifications Catalogue and accessible to all vocational training institutes in the country.

Job creation

The project aims to prepare young people for job opportunities in the T&L sector by upskilling them on entry-level skills (such as health and safety, communication skills, basic knowledge of T&L) and matching them with employers through internships at the partner companies, to accompany their transition to the labour market. By training existing MSME staff, the project is enhancing their competitiveness, while strengthening at the same time employability of the trained staff and opening new career prospects for them.

Results

State of affairs of implementation

- Dialogue events and “Developing A Curriculum” (DACUM) workshops have been organized in both Maputo and Beira to enhance the public-private dialogue (PPD).
- Skill needs of the T&L industry were identified (such as digital and communication skills), and an existing employability-training module of project-partner ESSOR was adapted to these needs. This module comprises 30 hours of learning content, covering employability skills, emotional intelligence, gender inclusion, basic knowledge of T&L, digital skills and health and safety; 116 young people (thereof 49 women) were trained based on this training module. Out of the 116 trained youths, 72 (of which 35% were women) were placed in internships within T&L companies for a three-month practical experience.
- The project has started different activities in terms of sensitizing employers and other stakeholders to create a gender inclusive environment in the predominantly male-dominated T&L sector. For 2023, further actions are planned to support VET institutes to mobilise women.
- Training package for MSMEs on how to gain business opportunities and consolidate contracts that are profitable (legal requirements, bid management, existing digital platforms for logistics services) were developed to increase their competitiveness and potential to create decent employment. In partnership with ACB, 85 employees (thereof 19 women) from T&L MSMEs have already been trained as of December 2022.

Key lessons learned

- Partnering with a business association has been a successful factor in terms of mobilizing the private sector as well as outreach and sustainability of the PPD.
- The PPD helped to improve the lacking linkage between vocational training institutes and the private sector by creating a “safe space” for the VET institutes to present themselves to companies in an informal way during the dialogue meetings and other activities (visits of companies to VET institutes etc.)

How did the opportunity-driven approach shape the project’s interventions?

The initial consultations and the continuous engagement and cooperation with the private sector was a crucial factor that led to the project’s successful results. The employability training was enriched and improved during project implementation in line with feedback from employers. Digital skills and an intensive English course have been added to the skills development approach of young people to enhance their employability. Training materials for transport MSMEs have been improved based on the feedback of trainers and trainees. The training sessions were conducted with involvement of industry-partner Bolloré, a leading logistics company providing business opportunities to MSMEs.

Key results

1
PP dialogue

1
action plan

5
VET providers capacitated

270
trainees
(including ToTs)

Next steps

The project has commissioned a diagnosis of the situation of women employed in Mozambique’s T&L sector, to serve as a basis for development and implementation of an approach for improved gender inclusion in the sector. It is expected that this product will be an important analysis that can feed, and influence decision making, policies and projects of different stakeholders involved in the T&L industry, including companies, VET institutes, government institutions, EUD, NGOs and the donor community.

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Implementation progress 2022

Promoting Demand-Driven Skills in E-Waste Management and Recycling in Kenya

Introduction

In Kenya, thousands of used computers, phones, TVs and all kinds of other machines and equipment are disposed at informal dump sites. The amount of e-waste is growing annually, and every year around USD 56 million worth of e-waste is not being recycled or processed. On the upside, the e-waste processing sector offers employment to many young people in urban areas, mainly in Nairobi. However, these jobs usually involve unsafe conditions, which harm both to the health of the workers and the environment. Hence, the need for an ecological and safe management of e-waste is becoming increasingly important. Furthermore,

Country: Kenya

Agency: GIZ

Implementation period: 03/2022 – 08/2023

Sector: E-waste

Training: E-waste processing technical trainings

a big part of the abandoned devices still have commercial value because of the built-in resources. Tapping into this business opportunity, while making employment in the sector safer for people and the environment is the goal of this project.

There is a clear need for skills development (to respond to identified skills gaps in handling e-waste devices), awareness raising and professionalisation in the sector, especially in the area of refurbishment, recycling and ecological management of e-waste, as well as health, safety and environment.

Approach

Opportunity driven

The project has been selected as the result of an opportunity-mapping process conducted in close collaboration with the EU Delegation and public and private stakeholders; and is well aligned with strategic objectives of the Kenyan Government and the EU. European and other international companies have become increasingly active in e-waste management in Kenya, and investments are expected to grow, offering opportunities for employment in this sector.

Partnerships

The main partner is the private e-waste recycling company “Waste Electrical and Electronics Equipment Centre (WEEE Centre)”. Other implementation partners include the National Steering Committee on E-Waste, five VET institutions, the National Environment Management Authority, the National Industrial Training Authority (NITA), Computer for Schools Kenya.

VET Reform

The project pioneered the development of a much-needed curriculum for e-waste processing technicians to capacitate people with skills on assembling and disassembling of e-devices and identification and recycling of valuable and non-valuable components of e-devices and other competences. The curriculum was already approved by the National Industrial Training Authority (NITA) and is currently being piloted in five VET institutions. The curriculum has been a successful first step towards professionalisation of the e-waste sector.

Job creation

The e-waste sector offers significant potential for safe and decent job creation. The project has partnered with private recycling companies to provide practical attachments and job opportunities to the graduates. More employment opportunities are to be realised through self-employment of the project graduates. A tracer study to assess employment impact of the intervention will be conducted in 2023.

Results

State of affairs of implementation

- The pioneering curriculum for e-waste processing technicians was developed by the project in collaboration with the National Industrial Training Authority (NITA).
- Training of Trainers: 21 trainers selected from five VET institutions have been trained.
- Two e-waste steering committee/stakeholder workshops have been supported to promote the sectorial public-private dialogue.
- Five VET institutions have been selected and are currently piloting e-waste processing technician trainings targeting 400 participants (332 already in training as of December 2022, across three VTIs).
- A national e-waste baseline survey is in progress to provide knowledge on the market dynamics, value chain functions and additional opportunities around e-waste management in Kenya.
- The set-up of an e-waste collection centre at the Meru University of Science and Technology is currently in progress. The e-waste collection centre will create awareness in Meru County (located in central Kenya) on the need for proper disposing of e-waste and also serve as a one-stop-shop for companies and collectors in need of safe e-waste disposal.

Key lessons learned

- Anchoring the project to an existing dialogue platform such as the National Steering Committee on E-Waste saves time and resources.
- The e-waste sector is still young and fragmented with few players in the field, but it offers opportunities for job creation and self-employment.
- Enabling the public partner NITA to lead the process of developing an e-waste processing technician curriculum in cooperation with qualified DACUM experts helped fast track the approval by NITA.

How did the opportunity-driven approach shape the project's interventions?

The demand-driven approach allowed the project to tackle an area not traditionally served by the VET system. E-waste was not seen as a useful area to invest in for the VET sector. VET schools had ignored the sector altogether. The project was able to open a window of opportunity for the whole VET system to create new, innovative jobs, and also for the government to formalise a sector formerly dominated by informality and unsafe practises, thus improving health and safety of people and the environment.

Key results

1
PP dialogue

1
action plan

5
VET providers capacitated

332
people trained

Next steps

- The assessment and certification of the participants of the pilot training conducted by NITA will take place in April 2023. Following the successful certification, the trainees will be placed into internships and jobs.
- A study tour is planned for VET institution managers, NITA, e-waste recyclers and relevant staff from the Ministry of Environment in 2023, aimed at sensitizing the participants on the practical process of managing e-waste from the stage of disposal to reverse distribution.
- Capacity development of NITA staff in curriculum development and assessment using DACUM methodology, strengthening sustainability.

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Implementation progress 2022

Enabling Youth Employment in Solar Energy in Tanzania

Introduction

Tanzania has seen a boom in the installation of decentral solar-based energy solutions in the last years. The sector growth can mainly be attributed to political decision making favourable to the renewable energy sector, as well as to increasing foreign and domestic investments. These developments will create a multitude of new employment and income opportunities for youth all over Tanzania.

Approach

Opportunity driven

The approach for this VET Toolbox project was developed based on an intensive opportunity-mapping process, in line with the objectives of the Tanzanian government and the EUD. Current and expected foreign and local investments in the renewable energy sector and the resulting demand for skilled labour serve as an entry point in order to meet the identified skills gaps to professionalize skills development in the country and contribute to job creation in the renewable energy sector.

Partnerships

The project is partnering with the key stakeholders in the sector: The Tanzanian Renewable Energy Association (TAREA), representing the private sector, relevant Government authorities as well as the Arusha Technical College (ATC) and other vocational training institutes. The National Council for Technical and Vocational Education and Training (NACTVET) will also play a key role in the continuation of the newly-established public-private dialogue platform.

Country: Tanzania

Agency: GIZ

Implementation period: 01/2022 – 09/2023

Sector: Renewable Energy

Training: Qualifying youth to work as solar artisans in the installation and service and maintenance of solar-powered equipment

While economic growth is spurred by the recent solar boom (additional 5,760 Megawatt generation capacity expected by 2026), the VET system is not able to cater for the growing demand for solar technicians and artisans. To meet these skills needs, the project develops and pilots demand-driven training solutions, rendering the VET system more relevant and responsive to the renewable energy sector, in particular off-grid solar photovoltaic solutions.

VET Reform

The project is collaborating with relevant authorities and several vocational training institutes on piloting the developed training programme and showcasing the benefits of the approach. By doing so, the project intends to lay the ground for future reforms in the sector and to improve the information basis, as well as increase capacity of key stakeholders offering training in renewable energy.

Job creation

After successfully completing the courses, the graduates will be matched with local and international member companies of TAREA for internships. This is expected to boost both job placements and the private sector's commitment to the promoted training approach. Additionally, start-up kits for the renewable energy sector will be provided to graduates as a support for potential self employment. These measures combined will support VET Toolbox trainees' successful transition from training to the job market.

Results

State of affairs of implementation

- A network of 30 private solar companies was established to provide internships to 200 trainees.
- VET Toolbox Tanzania organized a Public Private Dialogue (PPD) event in October 2022. The participating stakeholders at this PPD included solar companies, representatives from the Government of Tanzania (Prime minister's office) and relevant authorities, such as the National Council for Technical and Vocational Education and Training (NACTVET), as well as public and private VET centres (ATC, VETA, Don Bosco).
- The curriculum for the training of solar artisans was developed (including learning materials, assessment instruments, etc.) based on agreements made during the PPD and on close consultations with relevant stakeholders during the scoping period.
- Identification of suitable trainers and trainees laid the ground for the launch of trainings in January 2023. Extensive consultations with TAREA ensured the availability of internships for the graduates.

Key lessons learned

The close involvement of the sectorial business association TAREA (and its member companies) proved to be a key success factor to ensure the training package meets the demand of the private sector and in terms of provision of internships to support trainees' transition to the labour market. This collaboration ensures that there is a close link of the activities of the project to the potential employers of the trainees and that the perspective of these employers is represented in both the Public Private Dialogue as well as training implementation.

How did the opportunity-driven approach shape the project's interventions?

The opportunity-driven approach helped to flexibly react to skills gaps identified during the mapping and project-development phase and align the project with the needs of employers, taking into consideration current and expected future investments in the solar sector. As a result of the established close links with employers, all trainees will be placed in internships. A high share of the trainees is expected to successfully integrate in the labour market thereafter.

Key results

1
PP dialogue

1
action plan

-
VET providers capacitated
(target 1)

-
trainees
(target 200)

Next steps

The implementation of trainings started in January 2023 with a ToT for 16 participants from 13 different vocational training institutes from various regions throughout the country. This will be followed by pilot trainings for 200 trainees in selected vocational training institutes (such as the project's main partner Arusha Technical College) and further support to the graduates by matching them with employers for internships. Furthermore, the newly-established PPD platform will be followed-up on jointly with NACTVET to stimulate the exchange on demand-oriented VET in Tanzania's renewable energy sector and stimulate policy reforms.

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Implementation progress 2022

Rural Electrification Through Solar Powered Mini-Grids

Introduction

Renewable off-grid solutions are central to Uganda meeting its national objective of bringing electricity to its population (24,400 mini-grids to be installed till 2040). However, there is a considerable gap with regard to skills related to solar / mini-grid installation as well as to productive usage of electricity. There are currently no formal training opportunities in the energy sector — especially for solar installation and maintenance — and employment opportunities remain untapped.

Approach

Opportunity driven

The opportunity-mapping process as well as consultations with the EUD and other stakeholders revealed promising entry points to build on current and upcoming foreign and local investments in renewable energy and rural electrification. By addressing skills gaps, the project seeks to contribute to decent job creation and local economic development in rural Uganda.

Partnerships

The project collaborates with the Sustainable Business for Uganda (SB4U) platform and is actively supporting the SB4U working group “Skills & Attitude” (e.g. joint organization of Public Private Dialogues (PPD)). Other implementation partners include private-sector companies such as Winch Energy, the NGOs Sendea and AVSI, and several vocational training institutes.

Country: Uganda

Agency: GIZ

Implementation period: 01/2022 – 09/2023

Sector: Renewable Energy / Rural Electrification

Training: Courses in Advanced Operation & Maintenance (O&M) of PV-Systems and Productive Use of Electricity (PuE)

Through training of jobseekers on Advanced Operation & Maintenance (O&M) of solar systems and building capacities of existing MSMEs and entrepreneurs on Productive Use of Electricity (PuE), the project will create new employment opportunities and contribute to the economic development of underserved rural areas in Uganda.

VET Reform

Jointly with the stakeholders, the project has developed occupational standards and curricula for “Productive Use of Electricity (PUE)” as well for “Advanced Operations and Maintenance of PV systems (O&M)”. The format of both curricula is based on the Uganda Vocational Qualifications Framework (UVQF), which ensures comparability and potential for integration into the formal VET system.

Job creation

The project aims to contribute to decent job creation in the renewable energy sector in Uganda. The skills needs in the job market has been assessed with close involvement of stakeholders from the private sector to guarantee demand-orientation of the training programme. Furthermore, supporting measures are in place to ensure a successful transition of the graduates to the job market (e.g. matching with employers).

Results

State of affairs of implementation

- The project organised an event on “Skills development for decent jobs in the renewable energy sector: Opportunities and Challenges” with over 150 participants in Kampala, in partnership with the Sustainable Business for Uganda (SB4U) platform. The PPD will be further continued via SB4U’s technical working group “Skills & Attitude”.
- Building on training programmes developed by the programme “Promotion of Mini-Grids for Rural Electrification” (upgrading existing assessment and training packages), which is funded by BMZ and EU, occupational standards and curricula for “Productive Use of Electricity (PUE)” and “Advanced Operations and Maintenance of PV systems (O&M)” have been finalised.
- Trainings of Trainers (ToT) took place in November/December 2022 for both programmes, PuE (17 participants) and O&M (14 participants). In total, 12 different VET institutions from across the country were represented in these ToTs.
- The project trained 144 beneficiaries (thereof 74 women) on business skills in Mpigi district; technical trainings (PuE) for those beneficiaries are planned for February 2023.

Key lessons learned

Making use of synergies with the SB4U platform and collaborating with other DC programmes in the energy sector proved to be a success factor for the project in terms of outreach and efficiency in implementation. The project experienced great support by the SB4U board and by collaborating via the technical working group “Skills & Attitude” and capacitating SB4U to work on the solar sector. The SB4U platform is available to further support the dialogue and share and discuss learnings beyond the project’s end.

How did the opportunity-driven approach shape the project’s interventions?

VET institutions and private companies collaborated on the delivery of theoretical and practical trainings for solar technicians. The developed curricula and training materials, which can be utilized to replicate and multiply the trainings in the other regions of Uganda, will be embedded into the national TVET system. The activities will provide support to VET institutes to deliver short courses to train solar technicians on the installation of solar system and mini-grid components, solar maintenance, marketing of solar equipment & material selection as well as effective communication and personal skills. The training institutions in Lamwo district received support in terms of tools and consumables to provide the trainings in addition to the ToT received. The trainees will be provided with start-up toolkits tailored to the renewable energy sector to foster self-employment.

Key results

1
PP dialogue

1
action plan

12
VET providers capacitated

195
trainees

Next steps

Trainings in Advanced O&M and PuE in Kampala, Lamwo and Mpigi are ongoing. The VET Toolbox Uganda Team will further support the newly-established PPD platform via SB4U’s sub-working group to stimulate the exchange on demand-oriented VET in Uganda’s renewable energy sector and stimulate policy reforms. The selected VTIs which are currently piloting the training packages, especially the Nakawa Training Centre in Kampala, will then be supported to further continue the exchange with relevant authorities on how the developed and piloted training curricula can be further integrated in Uganda’s formal VET system.

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Implementation progress 2022

AGEVEC Senegal – Academy Heavy Vehicles and Commercial Vehicles

Country: Senegal

Agency: LuxDev

Implementation period: 05/2022 – 09/2024

Sector: Machinery and agriculture

Training: Maintenance of construction machinery and commercial vehicles, loader/shovel operator

Introduction

In many sectors of activity, companies in Senegal rely on services and supply chains that use heavy machinery such as transport and delivery logistics services. In addition, some sectors of activity (mining, construction and public works) are based on the use of motorized equipment.

The availability of a skilled labour force for the operation and maintenance of heavy machinery is therefore an important issue to support economic development

opportunities and investments. However, the supply of training in these areas is still insufficient to meet the needs of the companies. The aim of this VET Toolbox project is therefore to bring together the vocational training actors and Senegalese companies to strengthen the skills of the human resources of the sector according to the needs of the companies.

Approach

Opportunity driven

This opportunity was pre-existing to VET Toolbox, with partners being in contact and having reflections on the initiative already before the start of VET Toolbox. This made it possible to seize this opportunity and materialise it together with the partners.

Partnerships

The public-private partnership between SMT Africa and two public vocational training centres (VTC) is based on their contact even before being in touch with VET Toolbox. They meet periodically to refine the construction of the action together. Furthermore, the action was built after consulting companies from the sector that will rely on the developed training courses.

VET reform

The VET reform lies in the collaboration of the two VTCs to build the same training offer and therefore rely on the specificities of the two VET centres. The partnership with SMT Africa will allow them to benefit from training of trainers, to upgrade their technical platform and to produce a training offer entirely connected to companies' needs.

Job creation

After their training in maintenance and heavy machinery operation, the trainees will be employed by private companies that are clients of VTCs, including SMT.

Results

State of affairs of implementation

After the kick-off meeting in May 2022 with private and public actors, the curricula development began in October 2022. Several consultation sessions between private companies and VTCs took place to identify the needs of the companies and draw up guidelines for the trainings in four professions. Hence, four curricula for driving and maintenance of heavy machinery and commercial vehicles were developed. At this stage, the implementing partners are finetuning the project planning and working on improving the existing VET training model by introducing new occupations and competences in their trainings.

Key lessons learned

- There is a cascading effect in the relationship between VET centres and companies which attracts companies other than SMT to the trainings that will be developed within the project.
- The mobilisation of the national vocational training fund (3FPT) consolidates the action and improves the chance of sustainability of the training activities developed by the AGEVEC project of VET Toolbox.

Key results

1
PP dialogue

1
action plan

2
VET providers
capacitated

-
people trained
(target: 480)

Next steps

The next steps in the implementation will be the setting up of training-insertion projects, the start of short-term trainings, and the training of trainers.

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Implementation progress 2022

Digital room for electronics and telecom training in Senegal

Introduction

Several economic sectors in Senegal are in need of technical skills in electronics and telecom. This is the case for the cell phone sector but also for electricity, energy, industry, and even the automobile industry. The major companies in these sectors, particularly in the energy and telephony sectors, resort to subcontracting SMEs for the installation and maintenance of services throughout the country.

Country: Senegal

Agency: LuxDev

Implementation period: 10/2022 – 09/2024

Sector: Digitalisation and telecommunications

Training: Electronics, telephony

Technical training in electronics and telecom requires an adequate combination of theoretical and practical training, which is not easy to implement in public training centers. The necessary curricula already exist in Senegal but the training modules are lacking digitalized training versions and VET Toolbox contributes to strengthening these training modules through digitalization and innovative technology.

Approach

Opportunity driven

After identifying six opportunities and letting them mature during several months, the project proposal by CEFAM Louga and Lucas Nülle was identified as one of the most dynamic ones and was therefore selected as VET Toolbox project.

Partnerships

The partnership facilitated by VET Toolbox is between a Senegalese public vocational training centre (VTC), CEFAM Louga, and the German company, Lucas Nülle. It was formalised through a partnership agreement leading Lucas Nülle to provide expertise, equipment, and regular exchanges on the deployment of the training offer. Furthermore, the partnership is a multiplier for the VTC's existing network of partnerships with companies.

VET reform

The partnership will lead to the introduction of new technical and digital tools for vocational education and training in the fields of telecommunications and electronics. The Senegalese Ministry of Vocational Training, Apprenticeship and Inclusion (MFPAI) will test this training module and extend it afterwards to other VTCs or branches if successful.

Job creation

During the trainings, the trainees will be placed in the partner companies of the VTC and in other large Senegalese telecom and electricity companies providing the trainees with the practical experience that will enhance their chances of securing a job later on.

Results

State of affairs of implementation

After the contractualisation between VET Toolbox and the involved stakeholders, CEFAM Louga and Lucas Nülle, the partners have taken the lead on the action. In April 2022, a prospecting visit of the CEFAM Louga took place in Germany at the site of the partner company. As a next step, the VTC started the construction of the room that will be necessary for the installation of the multifunctional digital equipment. In the meantime, both partners have worked together on the development of the training model and the company produced the equipment and software for the digital room. The equipment is now ready for shipment from the company's site in Germany.

Key lessons learned

- The existence of opportunities does not guarantee the rapid implementation of a project or the realisation of projects. Opportunities still need to be accompanied in order to transform them into actions.
- Public-private partnerships are complex for public VTCs in Senegal, especially with European companies because of the difficulties that arise with banking systems when making payments between entities.

Key results

1
PP dialogue

1
action plan

1
VET provider
capacitated

-
people trained
(target: 250)

Next steps

- The next steps will consist in the delivery and installation of the equipment at the VTC in Senegal.
- Afterwards, the training of trainers of the CEFAM Louga by Lucas Nülle will take place which will allow the launch of the activities and implementation of the services of the multimedia room.

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The logo for VETToolbox features a cluster of white squares of varying sizes on the left, with a white rectangular box containing the text "VETToolbox" in a bold, sans-serif font to its right.

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