




UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION



Learning and Knowledge Development Facility (LKDF)

- 
1. UNIDO
 2. LKDF
 3. PPDPs for Vocational Training
 4. Developing a PPDP
 5. Market Systems Development

01

UNIDO.

UNIDO

UNIDO is the specialized agency of the [United Nations](#) that promotes industrial development for poverty reduction, inclusive globalization and environmental sustainability



UNIDO

The mission of the United Nations Industrial Development Organization is to promote and accelerate inclusive and sustainable industrial development [\(ISID\)](#).

EU and UNIDO have [37 ongoing projects](#) at a volume of [EURO 284,000,000](#)



LKDF.

<https://lkdfacility.org>



The LKDF is a facility that promotes industrial **skills development** among young people in developing economies.

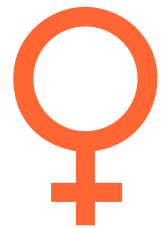
The LKDF supports the establishment and upgrading of **industrial training academies** to help meet the labour market's increasing **demand** for skilled employees.

Skills mismatch is the main challenge

Skills mismatch affects 1.3 billion people worldwide (BCG)



The faster the economy and labor market change, the greater the challenge



More common among women



Climate change can further widen the gap



The Learning and Knowledge Development Facility



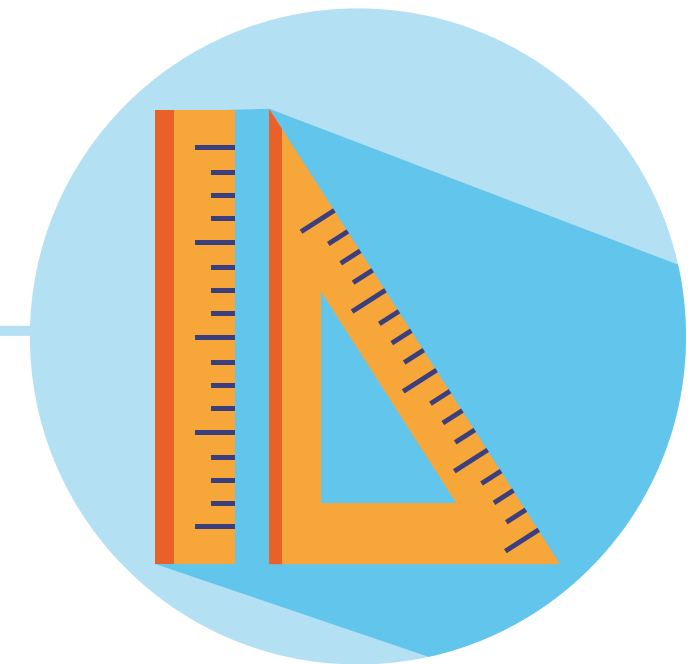
Global partnerships

Private and public sector, and development partners



Project development to support new PPDPs

Management training to support and guide training managers and decision makers within the host country's educational training system



Monitoring and Evaluation

System to capture best practices and summarize and share lessons learned from PPDPs

LKDF Main Achievements

14

**PPDP
PROJECTS**

15

**PRIVATE SECTOR
PARTNERS**

10

COUNTRIES

11

SECTORS

\$80 mln

TOTAL VOLUME

3

GLOBAL FORA

15

CURRICULA

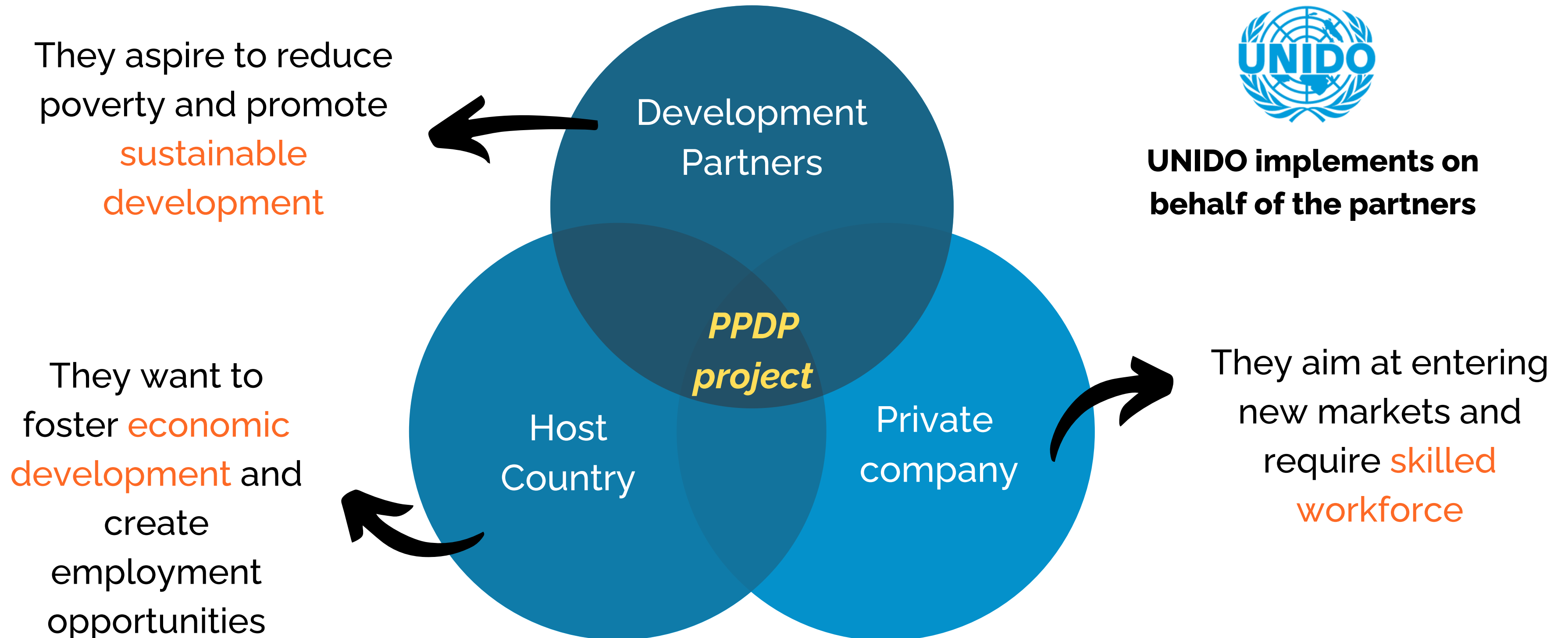
95%

STUDENT SATISFACTION RATE



**PPDPs for
Vocational
Training.**

Our Partnership Model



10 Benefits of PPDPs to VET

1 **Supply matches demand**

The business actor helps to shape the curriculum at the VTC

2 **Sustainability**

Inclusion of private partners can help ensure a longer-term commitment

3 **Risks, costs and benefits**

Multiple actors share the risks, costs and benefits.
Each actor brings expertise that others might not have

4 **Innovation**

Opportunities for learning for all partners

5 **Replication opportunity**

Focus on creating reusable learning in terms of best processes, learning methods and knowledge products

10 Benefits of PPDPs to VET

6

Opening doors

Partnership opens doors for the VTC at national and local level

7

Value of UN intermediary

The UN partner in the PPDP provides a natural entry into the government

8

Value of private sector partner

The private sector makes the vocational training more demand driven and market appropriate

9

Value of the local public partner

Ensures that local knowledge is applied in the PPDP

10

Building on experience

The more experience you have and the more PPDP projects you successfully undertake, the more you know what works and what does not work

What to watch out for



Time.

PPDPs take more time than traditional projects.



Resource intensive.

PPDPs need more time, financing and human resources for coordination and testing approaches.



Coordination.

The more parties that are involved, the more challenging coordination becomes.



Market distortions.

Development partners want to make sure that businesses do not get an unfair advantage or gain too much influence in the new marketplace.



Confidentiality and anti-trust issues.

Because of competition regulations, it is challenging to share information amongst the businesses.



Lack of experience.

As traditionally these partners do not work together, experience has to be built and that takes time and effort and additional resources.

PPDP Partners: Maintaining Engagement



The Business Perspective

To get the business engaged

Business case, access to new markets, learning opportunities, access to a skilled labor pool

Once business gets engaged

Learning from others, KPIs, exposed to different perspectives and drivers

To stay engaged

Tracking and M&E, innovative projects, best practices, sustainability and replicability



The Donor's Perspective

For the donor to get engaged and remain engaged

Alignment with national development policies. Shared learning about policy-making by drawing comparisons from different regions, and global communication of the PPDP learning in the public domain. The donor's ultimate objective is to achieve as much systemic change as possible.

04

**Developing a
PPDP.**

How to Develop the PPDP Concept and Project Document

General considerations

1. Anchor PPDPs in the **region** and the **political** context
2. Concept and project document development **takes time**
3. Keep some **flexibility** in early stages
4. Devote time to **internal work** in the partners' own organizations
5. Support the **local VTCs**





Steps to set up the PPDP and create the Project Document

Concept Development and Project Idea Generation



- The PPDP project idea can emerge in a number of ways. It can come at the country-level from the business and the Embassy of the donor, or UNIDO takes the initiative, lobbies the government and identifies the business partner.
- Further scoping should be undertaken as needed. A joint mission of partners can be an effective way to solidify the project idea and understand the opportunities and parameters of the potential project.

Steps to set up the PPDP and create the Project Document

Writing the ProDoc and Approvals



- **All partners** should be involved in developing and writing the ProDoc with UNIDO taking the lead in the writing, collecting inputs and revisions.
- **Build in time for iterations.** All partners provide input along the way.
- **Keep the ProDoc short**, as particularly the business partner will value a short and concise document.
- **Create templates.** They can be used to make the process of writing the ProDoc more efficient.





Steps to set up the PPDP and create the Project Document

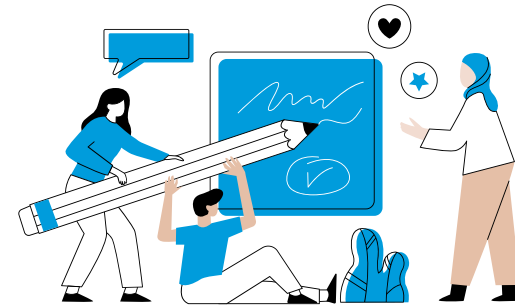
Schedule Face-to-Face Meetings



- Plan for at least one or two Face-to-Face meetings that gather key actors at an early stage of project development. This helps to make sure that everyone has the same understanding of the project development process and helps build experience and trust for those with less experience in collaborating with a multi-stakeholder group.

Steps to set up the PPDP and create the Project Document

Clarify Roles and Manage Expectations



- The management of the project needs to be understood by the partners.
- **Document the roles and responsibilities.** Assure that a document between UNIDO and partners has the roles, responsibilities and contributions clearly articulated.
- At this stage, it is important to **tackle any challenging areas** in a straight forward manner and not put off difficult decisions to a later stage.





Steps to set up the PPDP and create the Project Document

Identify the Right Representatives within the Partners



- Help the partners identify the right person to **participate**. For example, within the company, it might take someone who understands what the company is looking for in terms of opportunities and training, or it might be the country manager.

Steps to set up the PPDP and create the Project Document

Satisfy Information Needs



- At this stage many of the partners will need information and data. Good financial information and data and country-level statistics will be important, including information such as beneficiaries, potential beneficiaries, how to reach out to them and an understanding of other companies in the country.
- **Collect data in a reliable storage place.** This stage will generate quite a bit of data that will be important for PPDP set up and implementation. This data should be stored in a database and properly documented.



A significant amount of very specific **internal work** is going on within the partners' organizations at the project development stage.



VTC

Need for support



Donor

Internal approval processes; internal capacity and support



Business

Legal aspects; roles; country rules; engaging management



UNIDO

Due Diligence; PPDP leadership; Internal buy-in

Q5

**Market
Systems
Development.**

The way forward

Development projects often cure the symptoms but not the cause.

What can we do?

MSD approach

- 🎯 Poverty reduction by transforming markets
- 🎯 Long-term impact
- 🎯 Identifying causes for market failures
- 🎯 Replication & crowding-in for impact





How can we tweak the PPDP model to increase impact?

Project in the DRC

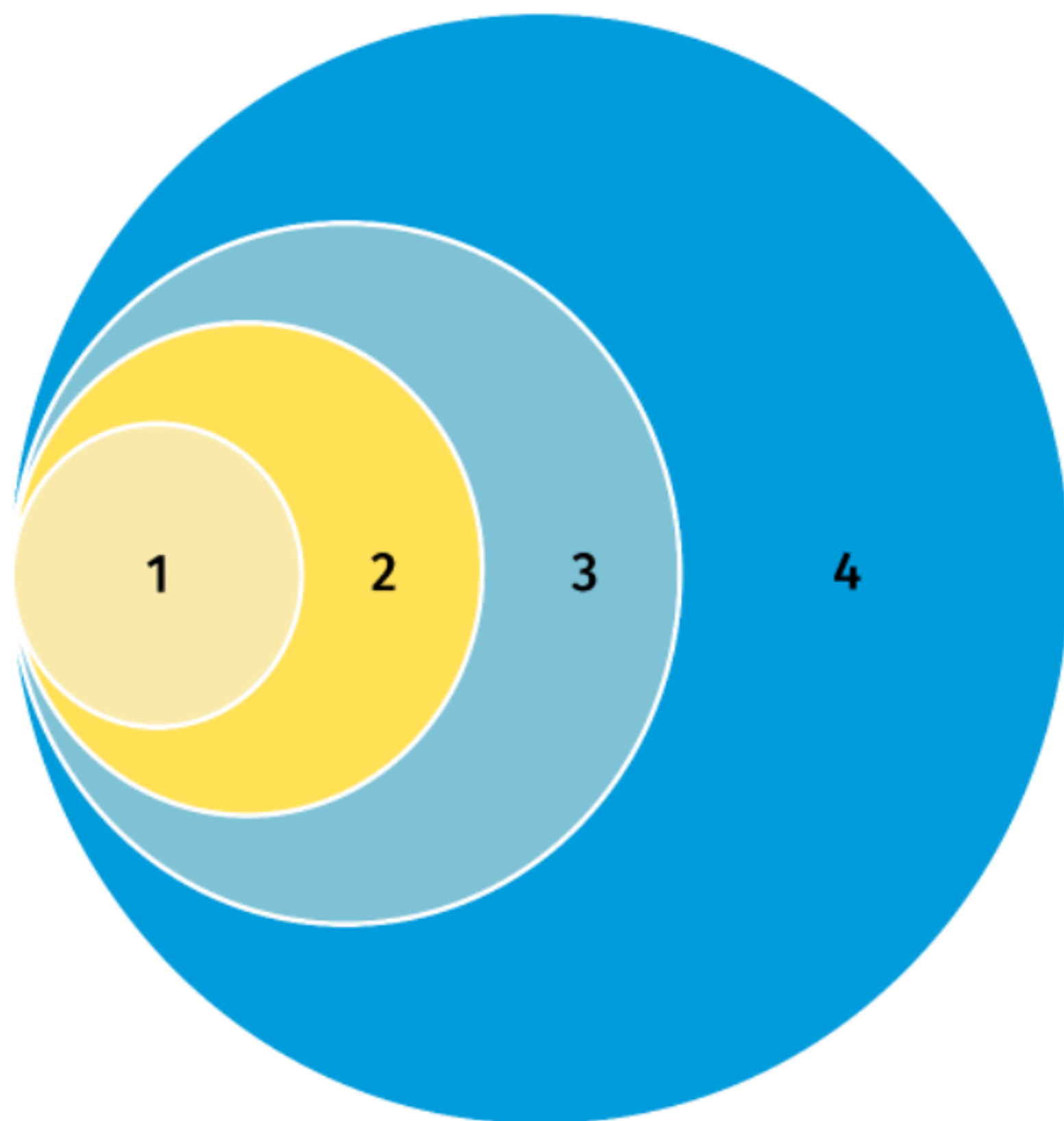
Volvo, Epiroc, UNIDO, Sida

- Increase supply of skilled labour in HDIECV sector
- Proof of concept of PPDP (2 Centers of Excellence)
- Evidence-based policy dialogue to encourage other actors (public and private) to roll-out innovations in other trades, schools, geographies...

Systemic change vision

Question:

**When our project closes,
what happens with the other
schools?**



1 PPDP-school level

2 Private sector engagement
at school level

3 Incentives /systems to
replicate PPDP model at
national level

4 Other geographic areas /
other trades adopt PPDP
model (innovation)



Traditional PPDP



PPDPxMSD

PPDP with 4 new key features

- 1 Market systems analysis
- 2 Facilitation
- 3 Adaptive management
- 4 Strategic communication for behavior change

Thank you



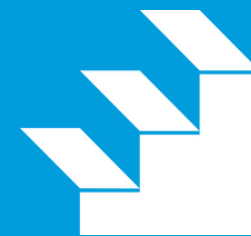
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