

Co-funded by the European Union



**RELEVANT SKILLS FOR ALL**



**YEAR 1**

23.09.2017 – 30.09.2018



Decent work is key to development and inclusive growth. It leads to improved living conditions and reduces poverty. A main driver of decent work is skills development, especially through vocational education and training (VET).

However, many VET systems in developing economies are not fit for purpose as people do not acquire the right skills and competences to transition or to maintain them successfully in the formal labour market. This is due to several limiting factors, particularly the lack of private sector involvement in the training and missing linkages to formal and informal businesses. Furthermore, VET systems are often inaccessible to disadvantaged and vulnerable groups.

Addressing these challenges requires clear priorities and resources, which many countries do not have or are not capable of mobilising.

**As a response, the European Union launched the VET Toolbox**, operational in partner countries in Africa, Latin America, Asia and the Pacific. This new international facility provides these countries with additional and punctual support to enhance or monitor VET reform programmes.

The VET Toolbox aims to support partner countries in realising their ambitions in the areas of labour market intelligence, stimulating private sector engagement, and ensuring inclusiveness of disadvantaged and vulnerable groups in vocational education and training.

As leading European development agencies, we have joined in one partnership to promote demand-driven and inclusive vocational education and training and skills development.



# What we offer



## EXPERTISE

We offer quick fixes through experts on short-term assignments (up to 5 weeks).

We focus on:

- evidence-based VET and labour market analysis
- private sector involvement in VET and labour market activities
- inclusion of vulnerable groups in VET



## FUNDING FOR INNOVATIVE PROJECTS ON INCLUSION IN VET

We fund new and innovative inclusive initiatives and tools that contribute to facilitate access to the formal and informal labour market for disadvantaged and vulnerable groups through improved employability and vocational education and training.



## KNOWLEDGE AND TOOLS

We share knowledge, tools and good practices in VET through conferences, regional seminars, manuals, stories and videos.

More information on [www.vettoolbox.eu](http://www.vettoolbox.eu).



## EXPERT INTERVENTIONS

\* Status at 31.12.2018



## Request #1



<b>Status</b>	Implemented (lead agency: LuxDev)
<b>Continent</b>	Africa
<b>Country</b>	Senegal
<b>Requester</b>	Ministry of Vocational Education and Training, and Handicrafts (MFPAA)

### Brief description of request

Improving the management performance, methods and structure of trainings in public and private VET centres via the MFPAA to better meet the needs and demands of relevant labour market actors.

### Technical support

- Exchange on good management practices of Senegalese and Brazilian VET centres.
- Identification of governance needs of Senegalese VET centres and sharpened strategies.
- Proposal for detailed activities and action plans.
- Definition of a framework for a possible partnership between MFPAA and SENAI.

**Number of direct beneficiaries:** 28

**Public sector organisations involved:** 22

**Private sector organisations involved:** 2

## Request #2



<b>Status</b>	Implemented (lead agency: LuxDev)
<b>Continent</b>	Africa
<b>Country</b>	Mali
<b>Requester</b>	National Directorate for Professional Training of the Ministry of Employment and Vocational Training; National Directorate of Technical and Vocational Education of the Ministry of Education

### Brief description of request

Improving the functioning of the vocational training centres.

### Technical support

- Sharing of good management practices of VET centres.
- Identification of needs for improved governance structures of vocational centres.
- Adaptation of a strategy to improve the functioning of VET centres.
- Proposal for detailed activities and action plans.

**Number of beneficiaries:** 46

**Public sector organisations involved:** 34

**Private sector organisations involved:** 6

### Request #3



<b>Status</b>	Ongoing (lead agency: Enabel)
<b>Continent</b>	Africa
<b>Country</b>	Uganda
<b>Requester</b>	Tourism and Hospitality Sector Skills Council (T&HSSC)

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#### Brief description of request

Building the capacity of the tourism sector skills council.

#### Technical support

- Support to the organisational development, priorities, monitoring and evaluation framework and governance structures of the sector skills council.
  - Support to the development of action plans for the medium- and long run.
  - Support to strategic partnerships with industry members and the public sector.
- 

### Request #4



<b>Status</b>	Ongoing (lead agency: GIZ)
<b>Continent</b>	Africa
<b>Country</b>	Ghana
<b>Requester</b>	National Board for Professional and Technician Examinations (NABPTEx)

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#### Brief description of request

Support the curriculum development for competency based education and training (CBET).

#### Technical support

- Advice and coaching on the development of CBET curricula and performance based competency assessment instruments.
- Revision of curriculum in the area of Mechanical Engineering for Higher National Diploma (HND), level 5, in line with national and private sector needs seeking improved global competitiveness.
- Development of competency based curricula focusing on occupational standards and competency standards; improved the technical capacity of national staff and key stakeholders to develop CBT in VET.



## Request #5



<b>Status</b>	Ongoing (lead agency: British Council)
<b>Continent</b>	Asia
<b>Country</b>	Pakistan
<b>Requester</b>	National Vocational & Technical Training Commission (NAVTTTC)

### Brief description of request

Improve the effective implementation of apprenticeship laws.

### Technical support

- Publication of an apprenticeship handbook for the TVET sector in Pakistan.
- Engagement of more employers to contribute to the apprenticeship act 2018 by involving them in the design and implementation of apprenticeship schemes.
- Offer for capacity building of Pakistani TVET officials for the effective implementation of apprenticeship laws.
- Increase of linkages between the industry and TVET centres.

## Request #6



<b>Status</b>	Ongoing (lead agency: GIZ)
<b>Continent</b>	Africa
<b>Country</b>	Botswana
<b>Requester</b>	EU Delegation to Botswana and the Southern African Development Community (SADC)

### Brief description of request

Strengthening the ongoing EU VET and labour market reform.

### Technical support

- Analyse of the labour market (rapid labour market assessment) on the tourism and livestock value-chains targeted by the programme.
- Advise and guidance on approaches or mechanisms to be put in place in order to oversee, direct and strengthen TVET sub-sectors.
- Advise and guidance on effective mechanisms for consultation and participation of the private sector, including the draft of a roadmap to achieve its implementation.

## Request #7



<b>Status</b>	Ongoing (lead agency: British Council)
<b>Continent</b>	Asia
<b>Country</b>	Vietnam
<b>Requester</b>	Vietnam Vocational Education & Training Accreditation Agency (VETA)

### Brief description of request

Quality evaluation regimes and frameworks used for vocational colleges as benchmarking for advancing countries' standards

### Technical support

- Evaluation of four selected colleges, including the provision of feedback in line with advanced countries' regimes and frameworks.
- Production of a report for VETA providing an overview of the evaluation of the colleges and recommendations to enhance VETA's improvement strategy, along with detailed individual assessment reports for the selected colleges reviewed, which included feedback and actions for improvement.
- Participation in a technical meeting in Vietnam and delivered presentations to relevant policy makers on quality evaluation regimes and frameworks used for evaluation and good practices, including a summary of the findings from the evaluation and an overall feedback and recommendations for vocational colleges in Vietnam benchmarked to advanced countries' standards.
- Production of a self-assessment tool to be used by colleges in Vietnam and other countries at similar stages of development to help them benchmark their college's performance against international

## Request #8



<b>Status</b>	Ongoing (lead agency: British Council/ co-lead: GIZ)
<b>Continent</b>	Africa
<b>Country</b>	Ghana
<b>Requester</b>	Fair River International Association for Development (FARIAD) (Nkwanta Youth Skills Acquisition Centre)

### Brief description of request

Career Guidance, Curriculum Development, PPPs, Promotion on methodologies for special needs, including the focus on women and girls.

### Technical support

- Improvement of partnership with the private sector through enhanced public-private partnerships.
- Training and building capacities for career counsellors.
- Improvement of curriculum in line with labour market requirements.
- Support to partnerships with industry and public providers.



**Request #9**

<b>Status</b>	Ineligible due to thematic scope
<b>Continent</b>	Africa
<b>Country</b>	Ivory Coast

**Request #10**

<b>Status</b>	Transferred (lead agency: British Council)
<b>Continent</b>	Africa
<b>Country</b>	Uganda
<b>Requester</b>	Uganda Petroleum Institute at Kigumba (UPIK)

**Brief description of request**

Accreditation of training programmes.

**Technical support**

An Engineering Construction Industry Training Board (ECITB) Approved Training Provider in Uganda for the delivery of:

- ECITB International Health and Safety Passport scheme and associated H&S courses.
- ECITB Technical Testing.
- ECITB International Competency Scheme Engineering-Construction (ICE) in electrical installation, non-critical welding, mechanical fitting, pipefitting, machining and scaffolding.
- Fully qualified ECITB/ UPIK Approved Examiners and introduce necessary training materials.
- Fully functioning ECITB Technical Testing/ ICE Competency Centre.

### Request #11



<b>Status</b>	Implemented (lead agency: LuxDev)
<b>Continent</b>	Asia
<b>Country</b>	Vietnam
<b>Requester</b>	Bac Kan Vocational College and other VET Centres

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#### Brief description of request

Training of management of vocational training centres and vocational colleges.

#### Technical support

- Improvement of the effective and concrete participation of enterprises and employers in all training steps: designing of training programmes, taking part of trainers' team, development of the teaching methodology, evaluation of the training results, training material and equipment recruitment of graduates, efficient collaboration with colleges to help them become autonomous.
  - Generation of new expertise and know-how on market-oriented training programmes.
  - Increased management competencies of VET institutions as well as improved technical capacity/knowledge of teachers, using the VET Toolbox tool "management of education and vocational training institutions".
  - Discussion with the private sector investment in VET training.
- 

### Request #12



<b>Status</b>	Ongoing (lead agency: GIZ)
<b>Continent</b>	Africa
<b>Country</b>	Ghana
<b>Requester</b>	National Vocational Training Institute (NVTI)

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#### Brief description of request

Curriculum development for competency based education and training (CBET).

#### Technical support

- Improvement of partnership with the private sector through direct involvement in CBT curricula development
- Generation of newly built capacities for NVTI staff to develop and review CBT curriculum and assessment and examination tools.
- Development of one CBT curriculum in close collaboration with the local partners (level 3 and 4 of the NTVETQF) according to labour market needs.

A photograph of two women in a sewing workshop. The woman on the left is wearing a vibrant green and yellow patterned headwrap and a matching top with gold beaded trim. She is looking towards the right. The woman on the right is wearing a black headwrap with gold accents and a yellow and black striped top with a bird pattern. She is smiling and looking towards the camera. In the background, another woman is visible working at a sewing machine. A blue banner with white text and a white shield icon with a blue Euro symbol is overlaid on the image.

FUNDING OF INNOVATIVE  
PROJECTS ON INCLUSION





# Innovative strategies and approaches to improve employment opportunities for disadvantaged and vulnerable groups through VET

## CALL FOR PROPOSALS BACKGROUND



The VET Toolbox call for proposals will fund new and innovative inclusive initiatives and tools that contribute to facilitate access to the formal and informal labour market for disadvantaged and vulnerable groups through improved employability and vocational education and training. Enabel was selected as the Contracting Authority for the implementation of this call, which was launched on 4 December 2018.

## WHOM DO WE FUND?

**Lead applicant + co-applicant(s) and (if any) affiliated entities.**

Lead applicants must be a legal person, non-state and non-profit making actor. Examples are institutions such as non-governmental non-profit organisations, community-based organisations, private sector non-profit agencies and networks thereof at local, national, regional and international level.

**The lead applicant must act with at least one co-applicant.**

**One of the applicants (lead applicant and/or co-applicant(s)) must be legally established and registered in the country in which the actions take place.**

**Co-applicants must satisfy the eligibility criteria as applicable to the lead applicant.**

In addition, the following co-applicants are however also eligible:

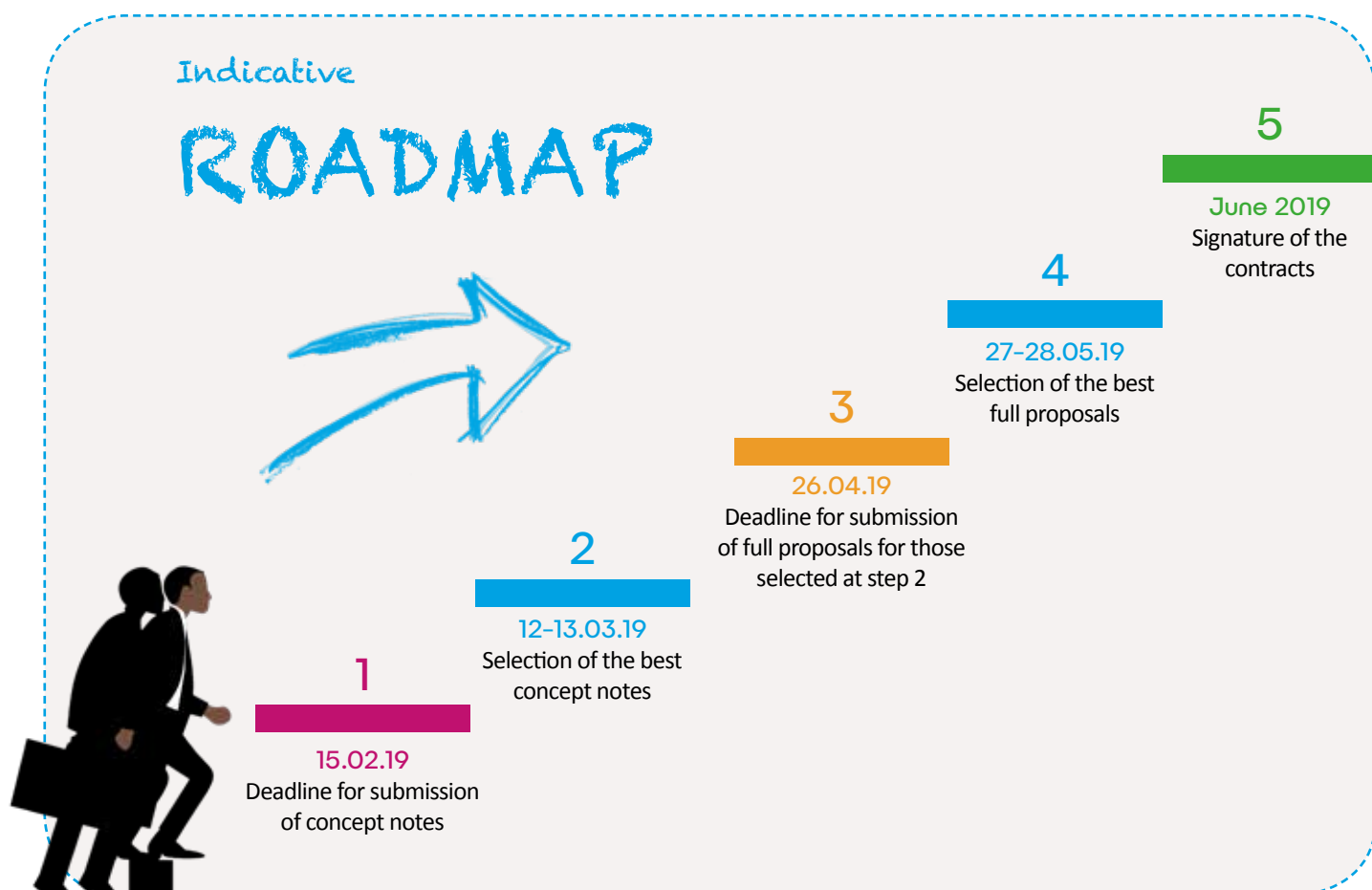
- for-profit institutions and organisations (however not allowed to raise profit with grant)
- public sector institutions and organisations or public sector authorities.

The VET Toolbox Call for Proposals provides grant funding of **EUR 250.000 to EUR 400.000 to at least 10 projects implemented in Africa and/or Asia**. A project must last between **18 months and 24 months**.

## WHAT DO WE FUND?

Our **four priorities** are to develop, test and/or implement innovative strategies and approaches, benefiting disadvantaged and vulnerable groups, and which are conducive towards improving:

- **ACCESS:** Access and continuous enrolment of disadvantaged and vulnerable groups to the VET system.
- **COMPLETION:** Improved teaching/training and learning focussing on the needs of disadvantaged and vulnerable groups and preventing them from dropping out of the VET system or ensuring their reintegration.
- **TRANSITION** Transition from formal and non-formal vocational education and training to work, and increased integration into the formal and informal labour market.
- **CONTINUOUS LEARNING AT THE WORKPLACE:** Work-based learning through on-the-job-training, the recognition of prior learning and demand-driven programmes.



KNOWLEDGE AND TOOLS



# KNOWLEDGE SHARING

The VET Toolbox facilitates and drives the flow of knowledge between its stakeholders . Sharing 'lessons learned' and expertise, exchanging innovative solutions and facilitating co-creation provides a clear win to all involved.

## VET Toolbox as a knowledge broker

- Through quality checks and the generation of new tools, VET Toolbox offers up-to-date information on inclusive and demand-driven VET.
- Knowledge is offered through different channels, catering for different learning demands and styles.
- By capturing user needs directly, VET Toolbox generates relevant information and tools.
- The access to data and information is improved to facilitate the development of evidence-based policy and practice advice.

## VET Toolbox as a knowledge exchange facilitator



- By stimulating joined research for innovative solutions in the VET sector.
- By facilitating the piloting of new ideas, the VET Toolbox helps to reinforce the evidence base for future policy and practice decisions on inclusive and demand-driven VET.
- Through the set-up of a Knowledge Exchange Network (KEN) which shall be composed of experts from international organisations, research groups and key players in VET, the VET Toolbox discusses and shares qualitative and relevant information on inclusive and demand-driven VET. In 2018, the outlines of this network were sketched. In 2019, this network will come into full operation.



## FIRST REGIONAL SEMINAR

In March 2018, the VET Toolbox participated in a regional seminar to exchange on how to better strengthen public-private partnerships (PPP) in vocational education in Africa. The lead agency for this seminar was LuxDev.

Over three days, participants worked on:

- enabling key players in VET from 18 African countries to share their experiences to strengthen the quality and performance of the public-private partnership in their sector
- strengthening the dialogue between public and private sector actors to discover mutual wins
- stimulating discussion and exchange of good practical and successful country cases deepening crucial aspects of PPP development through sessions focused on subcountry-specific needs and sub-themes for African countries engaged in the improvement of their vocational training system
- producing a summary document.

More than 100 participants from 18 African countries were involved. Other partners in this regional seminar were the Platform of Expertise in Vocational Training (PEFOP) and the Institut de la Francophonie pour l'Education et la Formation (IFEFF).

## FIRST VET Toolbox TOOL



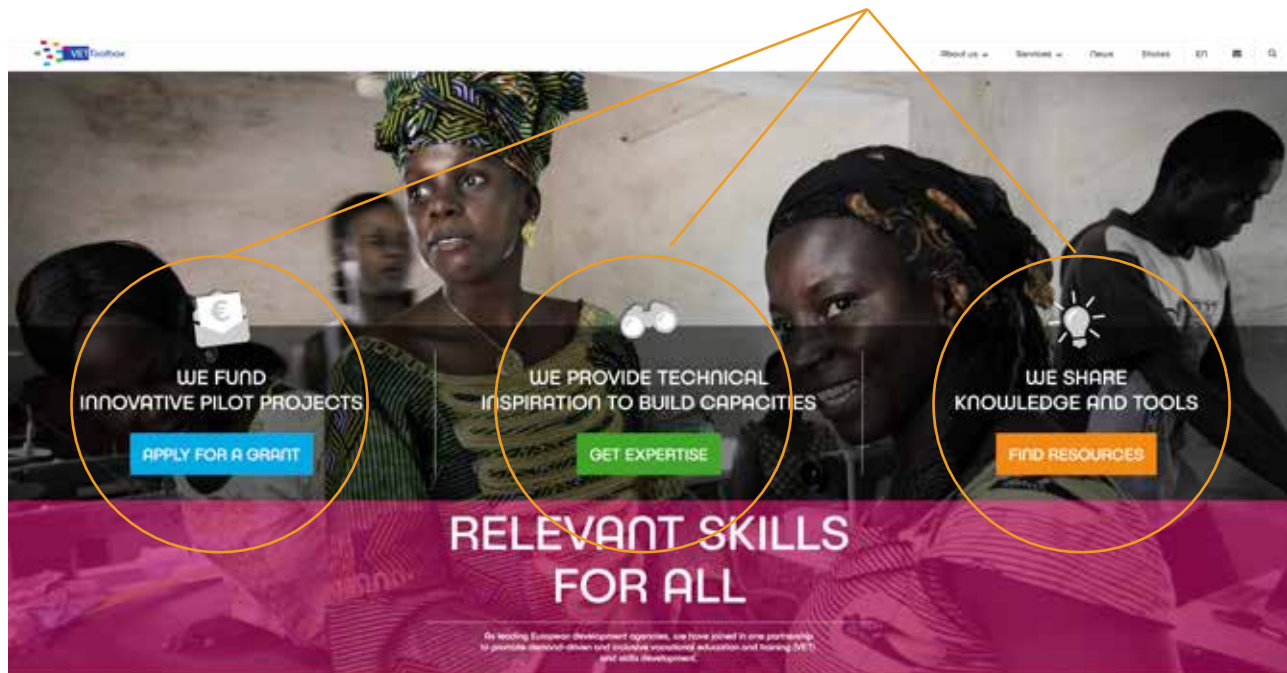
LuxDev took the lead in the development of the first VET Toolbox tool in the form of a training manual. This manual forms the backbone of a training course for those involved in the management of public and private vocational training institutions. So not only for institutes' management, but the course is also relevant to representatives of the government and ministries responsible for the professional training of society individuals, as well as representatives of workers organizations.

The tool helps to identify opportunities for improving the management of VET training institutions. In this way, it helps institutions to become more efficient and effective in reaching their objectives with regard to inclusive and demand-driven VET.

The methodology is based on the Management Excellence Model of the Brazilian National Quality Foundation and illustrates theory with practical examples.


Focusing on relevant skills for all, vettoolbox.eu shares good practices and tools, tells you how to benefit from our expertise and how to apply to our grants.

**APPLY FOR A GRANT | GET EXPERTISE | FIND RESOURCES IN ONLY ONE CLICK!**



**READ OUR STORIES, WATCH OUR VIDEOS AND FIND TOOLS ON VET**

## INTERVIEWS

1st batch of interviews made in VET Toolbox 

They work all over the world. They are directors of training centres, they run ministerial departments, they are VET experts, they work in the private sector ... They all share their experiences with the VET Toolbox.



WATCH THE VIDEO

**Amadou Adamou**

E.D. of the polytechnic Centre of Mazayaki,  
Niger

*It is about fighting against youth unemployment, immigration, banditry and religious fundamentalism, all of which are caused by the lack of training for young people.*



WATCH THE VIDEO

**Marie Dorléans**

Expert in Finance and Governance for the  
European Training Foundation, Italy

*The public-private partnership can only be achieved if it is already associated with a public-public partnership that works well.*



WATCH THE VIDEO

**Michel Faye**

E.D. of the VET Department of the Ministry of  
VET, Apprenticeship and Handicrafts, Senegal

*The first challenge is an equitable and inclusive access to VET.*

# Selected media coverage

April 2018

**Plan Int'l Belgique** @planbelgique · 18 avr.  
Vocational #Education and Training offer great opportunities for #girls empowerment. Check out how in our #study [planinternational.be/fr/blog/format...](https://planinternational.be/fr/blog/format...) #VETToolbox @matsas\_romeo @Educaid\_be

**Enabel** @Enabel\_Belgium · 18 avr.  
#VETToolbox: We support countries to move towards demand-driven quality vocational education and training that meets the labour market needs, says Carl Michiels, Enabel general manager @europeaid @BritishCouncil...

**Enabel** @Enabel\_Belgium · 18 avr.  
#VETToolbox: We support countries to move towards demand-driven quality vocational education and training that meets the labour market needs, says Carl Michiels, Enabel general manager @europeaid @BritishCouncil @giz\_gmbh @AFD\_France vettoolbox.eu

**LKDF** @LKDFacility · 18 avr.  
Today @UNDO's #LKDFacility is attending #VETToolbox and is invited to join the expert committee of this initiative to promote demand-driven inclusive vocational education and training

**Enabel** @Enabel\_Belgium · 18 avr.  
Now #VETToolbox launch in Brussels: new facility to promote demand-driven inclusive vocational education and training @Enabel\_Belgium partners up with @europeaid @britishcouncil @giz\_gmbh ...

## Launch of the VET Toolbox in Brussels: Perspectives through vocational education and training



Poverty alleviation, political stability and participation in social life – vocational education and training (VET) creates perspectives for the young generation. The VET Toolbox offers effective support to promote VET and labour market reforms in our partner countries. On April 18, 2018, the VET Toolbox project was officially launched in Brussels. The event was accompanied by keynotes, panel discussions and a workshop on VET.

[www.giz.de](http://www.giz.de)

## Launch of the VET-Toolbox

LUXDEV - LUXEMBOURG DEVELOPMENT COOPERATION AGENCY - VENDREDI 20 AVRIL 2018

On the 18-04-2018, the official launch of the VET-Toolbox, composed by AFD, GIZ, BC, LuxDev and ENABEL took place at Royal Flemish Academy of Belgium for Science and the Arts in Brussels.



Mr. Stefano Signore, Head of Unit for Migration, Employment and Inequality of the Directorate-General for International Cooperation and Development of the EC

Employment is a key factor for development and inclusive growth, connecting economic opportunities and poverty reduction. Closer links between Vocational Education and Training (VET) and the labour market are critical to enhance employment. Relevant VET offers on the one hand better opportunities for young people to find a job while on the other hand it provides the human capital private sector desperately needs. VET and private sector are therefore natural allies. However, VET provision is often not responsive to the demands and opportunities of the labour market due to a lack of relevant analysis of supply and demand on that market; and the underdeveloped or even absent relationships between vocational training institutes and the world of work.

May 2018



September 2018

**GhanaWeb** Facebook Live Twitter YouTube  
Sign up Log in

You are here: → → → Article 68966

Business News of Sunday, 30 September 2018

**GIZ, EU launch VET Toolbox initiative in Ghana**

The German Development Agency (GIZ) has launched the Vocational Education and Training (VET) Toolbox to train a highly skilled workforce able to support the development of local industries.

The VET Toolbox, funded jointly by the European Union (EU) and the German Government, aims to strengthen the Technical and Vocational Education Training (TVET) sector to ensure employability for all, which will contribute to the sustainable growth of the economy.

It also seeks to promote demand-driven, inclusive vocational education and training, while targeting short-term technical expertise, and finding initiatives that promote inclusion of vulnerable groups in the formal and informal labour market.

The project, which began in October 2017, would last for five years and would aid the fast growing youth population to develop their skills to ensure employability.

Through the VET Toolbox, actors from civil society, private and public sectors can apply for support through the address: info@vettoolbox.eu.

Mr. Rainer Cadee, the Deputy Head of Cooperation, German Embassy, at the launch, said youth unemployment remained a global problem and an agenda to be pursued as people considered it a time bomb.

He said the world was already feeling the effects with wide spread agitations, unrests and the mass migration of youth from developing countries through dangerous means to Europe in search of jobs.

Source: ghanaeswagency.org

July 2018

« CONTRIBUER A L'EMPLOYABILITÉ POUR TOUS, C'EST NOTRE OBJECTIF »

5 questions à Wouter Van Damme

Responsable du projet VET Toolbox



[www.enabel.be](http://www.enabel.be)

**VET Toolbox Initiative Launched in Ghana**

Sept 30, 2018, Ghana

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# Media resources snapshots available on [www.vettoolbox.eu](http://www.vettoolbox.eu)

Request pitch presentation



1st batch of interviews made in VET Toolbox

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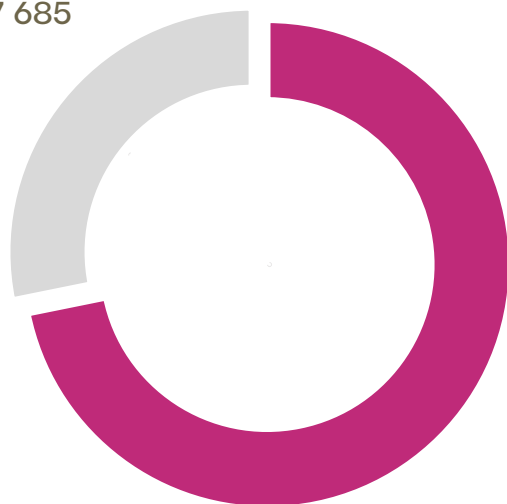
**Michel Faye**  
E.O. of the VET Department of the Ministry of VET, Apprenticeship and Handicrafts, Senegal  
The first challenge is an equitable and inclusive access to VET.



# BUDGET

• TOTAL BUDGET: € 15 500 000 (5 years)

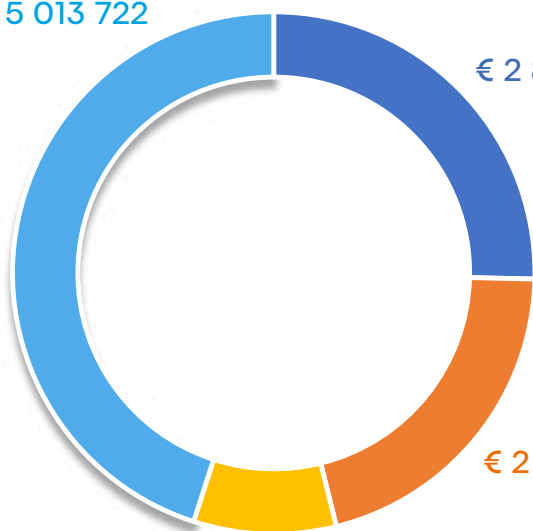
■ Operational costs  
€ 4 367 685



■ Activities:  
€ 11 132 315

• BUDGET PER ACTIVITY

€ 5 013 722



€ 2 824 328

€ 2 312 949

€ 981 316

■ VET system analysis

■ Tools and advice on private sector involvement in VET

■ Capacity building through national and sub-national stakeholders in promoting inclusive VET training for the formal and informal sector

■ Call for proposals on methodologies and approaches to support the inclusion of disadvantaged groups into VET learning and into the labour market



# Key performance indicators

Because laying the foundations of the collaboration took more time than estimated, we did not manage to reach all of our targets, yet we exceeded some.

The key performance indicators on the VET Toolbox service targets show that **3 interventions were implemented against the target of 9**. However, by the end of year 1, another 9 requests were ongoing bringing the total number of requests to 12.

**Operations took place in 3 different countries.**

With regards to the regional seminars, already **1 seminar has been organized and implemented** in the first year. Concerning tool development, **1 tool was developed** against the target of 3. Another 3 have been committed to, which means they are in the planning stage and will be realized during year two.

**75 direct beneficiaries and 92 different organisations benefitted from the VET Toolbox in year 1.**

## INTERVENTIONS

■ Goal: 9  
■ Realised: 3

33%

## INTERVENTION COUNTRIES

■ Goal: 3  
■ Realised: 3

100%

## TOOLS

■ Goal: 3  
■ Realised: 1

33%

## DIRECT BENEFICIARIES

■ Goal: 90  
■ Realised: 75

83%

## PUBLIC ORGANISATIONS

■ Goal: 6  
■ Realised: 72

1200%

## PRIVATE ORGANISATIONS

■ Goal: 3  
■ Realised: 20

666%

# Governance

The VET Toolbox is guided by a Steering Committee. This committee is the strategic body overseeing the project management to ensure that objectives are met in a measurable and verifiably manner and the services are implemented in accordance with sound, verifiable and transparent reporting and auditing standards.

## Members of the Steering Committee:

- Representative of DG DEVCO, co-chair
- Representative of Enabel, co-chair
- Representative of British Council
- Representative of GIZ
- Representative of LuxDev
- Representative of AFD, as a non-voting and a non-implementing member

## COORDINATION HUB

The Coordination Hub is responsible for the operationalisation of the VET Toolbox in line with the project agreements and decisions by the Steering Committee. The Coordination Hub holds the responsibility for the overall monitoring, information and communication, processing of incoming requests, transfer of incoming requests and management of the Call for Proposals. The Coordination Hub is located at the Enabel Headquarters in Brussels.

## OPERATIONAL MONITORING COMMITTEE

Each of the implementing agencies appointed a Liaison Officer to link the VET Toolbox with the respective development agency that participates in the VET Toolbox partnership. Liaison Officers are the Single Person Of Contact (SPOC) between the Coordination Hub and the four implementing agencies and are as such responsible for coordination with the Coordination Hub and the other partners in the VET Toolbox. They are also responsible for their agency's delivery and outputs. For the interventions they mobilise within their organisation the expertise needed for service delivery. They also coordinate tool development work within their agency and the organisation of regional seminars. Together with the Coordination Hub these Liaison Officers compose the Operational Monitoring Committee. This committee meets regularly to coordinate and agree on decisions to be presented to the Steering Committee.

During its first year in operation, the VET Toolbox has:

DEVELOPED...

**A FIVE  
YEAR**



**BUSINESS PLAN**

which prioritizes demand-driven VET in developing countries

ADVISED...



**9 organizations in  
7 COUNTRIES** in private  
sector involvement, inclusiveness and  
evidence-based policy making in VET

BUILT...

**A strong and  
innovative partnership**  
between 5 European leading Agencies



PRODUCED...

**Its first tool on  
management of  
training institutions**



LAUNCHED...

**A 4 million EUROS  
call for proposals**  
on inclusion in VET



DEVELOPED...

**A brand new website  
sharing knowledge,**  
stories and best practices in VET



OFFICIALLY LAUNCHED...

The VET Toolbox in **Belgium,  
Ghana, Senegal,  
Mali and Vietnam**



CO-ORGANIZED...

**A regional seminar  
involving more than  
100 participants from  
18 African countries**



# LESSONS LEARNED

As advocates for sharing knowledge and experiences, we would also like to share the lessons learned in year 1 of the VET Toolbox as they might inspire others.

## Foundations

The time, resources and trust needed for laying the foundations of a collaborative project with partners from four different EU member states in a new work setting, should not be underestimated. It takes a joint effort to align expectations, build confidence and to make formal and practical arrangements official. Organisations that have had their own way of working for decades have to now revise their ways and make compromises. That cannot be achieved overnight. Only when the foundations are in place, the project's actual activities and operations can flourish.

## Flexibility

When drawing up the outlines of the project and standardizing procedures in the partnership, make sure you leave enough flexibility for adjustments at later stages. Over time, experience will give more insight on what is the best way to manage the project. Stay flexible and allow for easy revisions based on lessons learned, e.g. adjusting the budget or reassessing the division of labour between partners.

## Communication

Open, honest and respectful communication among the partnership members is essential to make the project successful. Only this type of effective and efficient communication allows for real collaboration, mutual learning, constant improvement and achieving the joint wins of the project.

## Input from the users

Involving future users/clients/target audience should be done as early as possible in the development of your project and its actions. Ideally in the way of co-creation, but also as sounding board, the input of the users is extremely valuable. This way of proceeding allows you to work in a truly demand-driven way, avoids duplications of existing or similar initiatives and helps you limit the risk of your action/tool/project not reaching its goal.

## Knowledge management

Build-in knowledge management already when drawing the outlines of the project. This way the acquired insights can immediately feed into the project and increase its efficiency and effectiveness.

# PRIORITIES FOR 2019

## COLLABORATION



### EXTEND...

Collaboration with governments, private sector companies and civil society organisations in VET.



### ENSURE...

Increased private sector involvement in VET Toolbox actions.



### DETERMINE...

Best interagency collaboration modes and support collaborative excellence.

## PORTFOLIO



### FASTTRACK...

Processes of interventions and tool development.



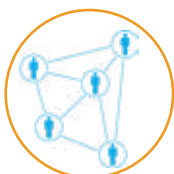
### FUND...

Innovative projects on inclusion through the Call for Proposals.



### OFFER...

Qualitative and relevant knowledge on inclusive and demand-driven VET.



### SET-UP...

Knowledge Exchange Network (KEN) to share and develop knowledge through exchange, tool development and regional seminars.

INNOVATE...



by exploring co-creation  
and opting for digital solutions.

DEVELOP...



vettoolbox.eu as the  
platform for knowledge  
sharing on inclusive and  
demand-driven VET.

HOW ?

COMMUNICATE...



on added value  
of the VET Toolbox  
by using more  
storytelling techniques.

PROMOTE...



the VET Toolbox services  
further to potential new target  
groups and beneficiaries.

MAKING USE...



of lessons learned by embedding  
insights into future actions.

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