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# RELEVANT SKILLS FOR ALL

Promoting demand-driven and inclusive VET and skills development

Delegation Agreement: DCI-HUM/2017/387-071 Enabel Reference: BEL160611T

# ANNUAL REPORT Year 2

1.10.2018 - 30.09.2019











# **ABBREVIATIONS**

# **ABBREVIATIONS**

| AFD       | Agence Française de Développement  | PRAG | Procedures and practica   |
|-----------|--|------|---|
| BC        | British Council  | TVET | Technical and Vocationa   |
| BMZ       | Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung   | SC   | Steering Committee<br>The intervention is guided by             |
| CfP       | Call for Proposals   |      | agencies and DG-DEVCO and                                       |
| DEVCO     | Directorate-General for International Cooperation and Development  |      | the political and strategic bo<br>to guide and validate the ove |
|           | (European's Commission)  |      | and ensure an adequate co-                                      |
| DCI       | Development Cooperation Instrument   |      | meet twice a year, once in th<br>the participating bilateral ag |
| EAC       | Expert Advisory Committee  |      | Agency.   |
| EC        | European Commission  | VET  | Vocational Education an   |
| EU (D)    | European Union (Delegation)  |      |   |
| (EU) MS   | (EU) Member States   |      |   |
| Enabel    | Belgian Development Agency (former BTC)  |      |   |
| ETF       | European Training Foundation   |      |   |
| GIZ       | Deutsche Gesellschaft für Internationale Zusammenarbeit  |      |   |
| IDP's     | Internally displaced people (IDP's)  |      |   |
| ILO       | International Labour Organisation  |      |   |
| KEN       | Knowledge Exchange Network   |      |   |
| LuxDev    | Luxembourg Development Cooperation Agency  |      |   |
| N/A       | Not applicable   |      |   |
| NEETS     | Not in Education, Employment or Training   |      |   |
| ОМС       | Operational Management Committee<br>Composed of the Liaison Officers and Coordination Hub members  |      |   |
| PEFOP     | Plateforme d'Expertise en Formation Professionnelle  |      |   |
| PAGoDA-Co | Pillar Assessed Grant or Delegation Agreement-Codelegation   |      |   |
| ΡΜυ       | Project Management Unit<br>In the contract documents the coordinating team, hosted at Enabel is called Project<br>Management Unit (PMU). On the first Steering Committee in December 2017, it was<br>decided to rename the PMU into Coordination Hub.  |      |   |
| ΡΟΜ       | Project Operational Manual<br>This manual compiles the standard operational procedures intended at providing the<br>Coordination Hub and all implementing partners with guidance and regulation for<br>implementation of the VET Toolbox project. The POM translates contractual documents<br>into more detailed guidelines. It fills gaps and defines responsibilities. |      |   |
| РРР       | Public Private Partnership   |      |   |
|           |  |      |   |

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# ical guide (from the European Commission) anal Education and Training (see also VET)

I by a Steering Committee composed of the four delegated and AFD as non-voting partner. The Steering Committee is body of the project. A Steering Committee (SC) shall be set up overall direction and policy of the Project in all its components co-ordination between all organisations involved. The SC shall the premises of DG DEVCO and once at the premises of one of agencies. The EU will co-chair the SC together with the Lead

and Training

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#### 1.1. Intervention form

| Title of              | the action                               | VET Toolbox, a facility promoting inclusive demand driven<br>VET & skills development   | Overall objective global<br>(impact) | To improve the effecti<br>demand-driven and re<br>increased access to (se                         |
|-----------------------|--|---|--------------------------------------|---|
| Code of               | the action                               | DCI-HUM/2017/387-071  |                                      | groups.   |
| Locatio               | n  | Multi-country   | Specific objective (outcome)         | Providing partner cour  |
| Total bu              | udget                                    | EU: 15.000.000 EUR<br>BMZ: 500.000 EUR (will be used by GIZ only)<br>Others : /<br><u>Total</u> : 15.500.000 EUR  |                                      | programmes with kno<br>the labour market res<br>action plans, thereby a<br>inclusion of disadvant |
| Donor                 |  | European Union (DCI) and BMZ  | Results (outputs)<br>4 result areas  | R1: Tools and advice for<br>are provided to assist<br>VET programming and                         |
|                       | of the Financing<br>lent (if applicable) | N/A   |                                      | sions in response to d<br>labour market needs.  |
| Type of               | Contract (ref.)                          | Co-Delegation Agreement (PAGoDA-Co - 2016)  |                                      | R2: Tools and advice n<br>nisms of consultation   |
| Partner               | S  | Enabel, British Council, GIZ, LuxDev and AFD  |                                      | in VET are developed  |
| Signatu               | re Date                                  | 22/09/2017  |                                      | R3: Local stakeholders training for the formal  |
| Duration<br>of the a  | n of implementation<br>ction             | 60 months   |                                      | R4: Methodologies an  |
| Period of the a       | of implementation                        | 23/09/2017– 22/09/2022<br>(GIZ will end its implementation by 31/12/2020)   |                                      | disadvantaged groups are piloted.   |
| Target g<br>(direct b | groups<br>beneficiaries)                 | <ul> <li>Government, public interest expressed by ministerial departments, national vocational training authorities and funds, quality assurance organisations responsible for learner assessment and examination, public VET organisations and VET centres;</li> <li>Employers/business interest expressed by national, regional and sectorial business and professional associations, national and international enterprises, private VET organisations and VET centres;</li> <li>Social partners (such as trade unions and other relevant civil society organizations) representing target groups of VET such as VET trainees, school leavers and drop outs, Youth not in employment, education or training (NEETS), job seekers, under employed, poorly skilled workers.</li> </ul> | Period covered by the report         | 01.10.2018 – 30.09.20   |

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ectiveness of VET reforms so that they are more d responsive to labour market needs and provide o (self-) employment, including for disadvantaged

countries with EU (EC or EU member state) VET know-how, tools and advice in order to improve responsiveness of VET reforms, strategies and by also enabling the orientation towards the antaged groups and most vulnerable people.

te for VET system- and labour market analysis ist local stakeholders to improve evidence-based and serve as basis for informed strategic deci o demographics, economic development and ds.

e necessary to put in place sustainable mecha on and active participation of the private sector ed and delivered.

ers are capacitated in promoting inclusive VET mal and informal sector.

and approaches to support the integration of ups into VET learning and into the labour market

.2019

#### 1.2. Report structure and flow

This report covers VET Toolbox's year 2: October 1st 2018 till September 30th 2019. It provides an overview of the progress in year 2 as well as the planning for year 3.

#### Core processes



#### **1. EXPERTISE**

- Targeted short-term demand-driven technical expertise
- Expertise covers all interventions developed under result areas 1, 2 and 3. These actions all follow a similar workflow.

#### 2. GRANTS

- Grant funding for initiatives that promote inclusion of vulnerable groups in the formal and informal labour market through VET
- The grants are all projects developed under result area 4 (call for proposals).



### 3. KNOWLEDGE

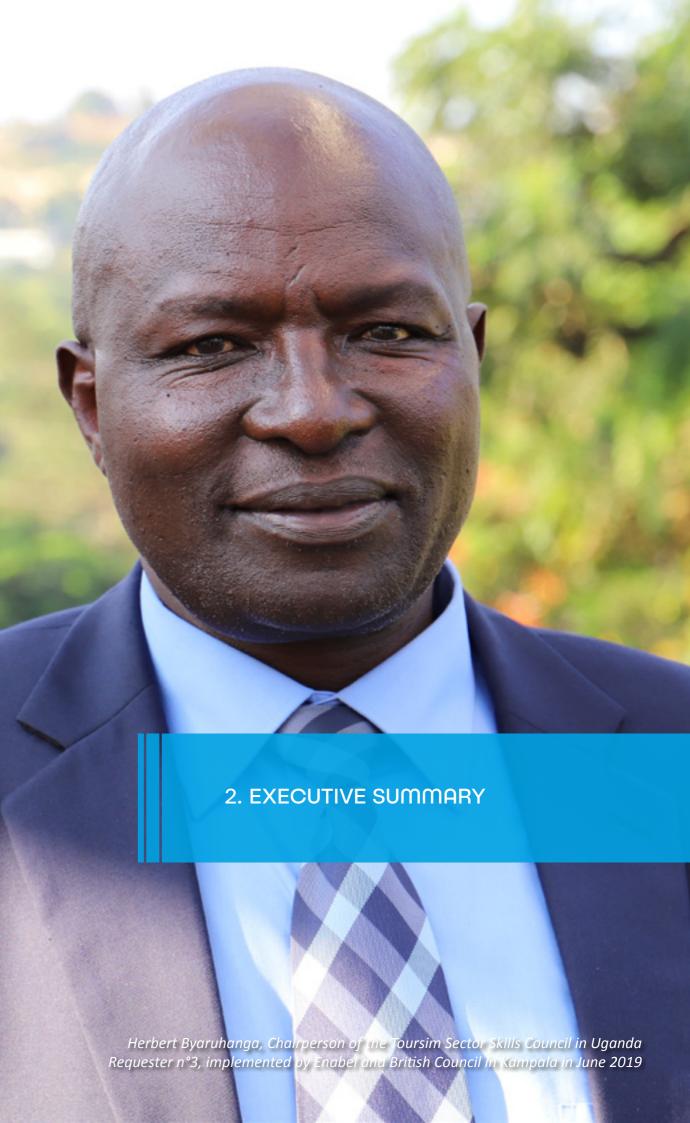
- Sharing knowledge and tools through networking, dialogue and offering a digital platform
- The actions covering knowledge (including tools) development and sharing are a horizontal line of action, under result areas 1, 2 and 3.

#### **Result areas 1-4**

Result area 1: 'Tools and advice for VET system and labour market analysis are provided to assist local stakeholders to improve evidence-based VET programming and serve as basis for informed strategic decisions in response to demographics, economic development and labour market needs.' Result 2: 'Tools and advice necessary to put in place sustainable mechanisms of consultation and active participation of the private sector in VET are developed and delivered.'

Result 3: 'Local stakeholders are capacitated in promoting inclusive VET training for the formal and informal sector.'

Result 4: 'Methodologies and approaches to support the integration of disadvantaged groups into VET learning and into the labour market are piloted.'(through grants)



#### Status of the project: ongoing, no major concerns

While largest part of the first year of the VET Toolbox project was dedicated to laying solid foundations for the collaboration between the agencies, in year 2 the project could focus fully on the effective and efficient execution of its core tasks. Both with regard to reaching the specific objective and the objectives related to the result areas, no major concerns arise.

#### 2.1 Specific objective

'To provide partner countries with know-how, tools and advice in order to improve the labour market responsiveness of VET reforms, strategies and action plans, in particular the ones supported by the EU (EC and EU Member States), thereby also enabling the orientation towards an inclusion of disadvantaged groups.'

The indicator that was set to measure this desired impact lies in the beneficiary responses to the surveys<sup>1</sup>: '70% of activities show that on average 70% of the beneficiaries indicate results on this.' Survey results

- Survey 1 (immediately after the action):
  - o 91% of respondents was satisfied to very satisfied with the support provided.
  - o 99% felt the content of the activity is valuable/relevant for their job.
- Survey 2<sup>2</sup> (approximately 6 months after the action):

At organisational level:

- o To what extent has what you were provided with in the VET Toolbox activity led to changes in involvement of your organisation in VET and labour market activities? 91% indicates 'somewhat' (score 3/4) to 'quite some' (score 4/4).
- o To what extent have the changes in your organisations' involvement led to actual changes in the actions of your organisation? 91% indicates 'somewhat' to 'quite some'.
- o To what extent do you feel that what you learned through the VET Toolbox activity has be come part of the habits and routines of your organisation (i.e. sustainable changes)? 91% indicates 'somewhat' to 'quite some'.

At a personal level:

o I have seen an impact after applying what I learned through the Toolbox activity. 97% indicates 'somewhat' to 'quite some'.

The **survey 1** results (immediately after the intervention) indicate that with regard to relevance and satisfaction of the beneficiaries immediately after the intervention, VET Toolbox's technical support exceeds expectations. The results of survey 2 (approximately 6 months after the first survey) that are available at the moment are too limited to draw any conclusions. This situation will improve in year 3 when more data is available. For more detailed survey results and additional information on the surveys, please see footnote 1 and 2, annex 8.5 and the risk management section below.

#### Strategic decisions

The VET Toolbox has **contributed to strategic decisions** at different levels in different ways. Although it is difficult to know what ultimately influenced strategic decisions (as several factors are always at play), the project does sow seeds of change with strategic decision-makers through requiring support and ideally participation in the actions (including seminars) from the policy level.

For example<sup>3</sup>:

- In Uganda, following the further build-up of the Tourism & Hospitality sectors skills council with VET Toolbox support (Enabel-British Council joint implementation May-August 2019), a legislative act was supported to enhance skilled labour force in the tourism and hospitality sector.
- Education & Training Accreditation Agency:

o Through the evaluation results of the «external evaluation» team, the school sees more clearly the vision of the school's mission in the future. o Impact? The change in the perception of leaders and staff of the school.

#### **Evidence-based VET reform**

With regard to contributing to evidence-based VET reform, one support intervention in Tanzania stands out. From June to August 2019 British Council helped to build the capacity of the staff from the Tanzanian Ministry of Education and the Vocational Education and Training Authority with regard to Labour Market Analysis. Apart from this action that focussed specifically on capacity building in this regard, working in an evidence-based way runs like a thread through all of the interventions. E.g. to provide tailor made advice on Public Private Partnership in VET it is indispensable to first ensure reliable labour market info. This quote from one of the participants of the joint Uganda Enabel-British Council implementation on the Tourism Sector Skills Council in Uganda, also confirms this statement:

Travel Agents)

• Quotes from survey 2<sup>4</sup> after the Vietnam 007 request, British Council for the Vietnam Vocational

• This workshop has helped us to know which are the employable skills that we really need in the tourism sector. (Nicholas Kalyango, General Manager of the Uganda Association of

<sup>1</sup> Two surveys are conducted after a VET Toolbox intervention to get the beneficiaries' feedback. The first one is conducted on the last day of the intervention. The second one approximately 6 months after the first one and both are processed anonymously.

<sup>2</sup> Important to notice that - although the response rate for survey 1 is high with 73% - the response rate for survey 2 is 10 rather low in comparison (36%). In addition, the results for only two support actions are available in year 2.

<sup>3</sup> For more examples please see chapter 3.

<sup>4</sup> For the surveys anonymity is guaranteed to create a safe environment for the respondents to be truly open in 11 | sharing their views.

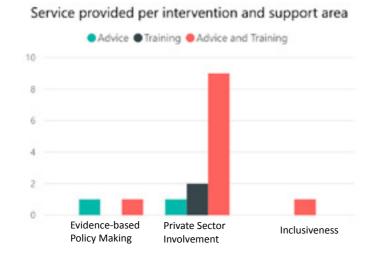
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#### **Capacity building**

VET Toolbox interventions provide both advice and training (often combined), thus raising the knowledge and building the capacity of the participants (see graph below).



These efforts were well received as several of the participants express in the following quotes.

- LuxDev workshop on management of VET institutions in Vietnam This training is so interesting and useful for managers. Especially, we were exposed to many different management styles. That provides us more knowledge for our current and future managerial work. (Nguyen Thi Tuyet Thanh, Director of Bac Community College)
  - Joint Enabel-British Council expert intervention in support of the Tourism Sector Skills Council in Uganda

It has been a very fantastic training because first of all we have learned how to make an action plan. (Lilian Kamusiime, Vice-chair of Uganda Safari Guides Association)

• British Council expert intervention in support of the Vietnam Vocational Education & Training Accreditation Agency

From the project we have learned many new knowledge, new ideas to apply effectively in VET.

#### 2.2 Actions and outcome

The actions related to results areas 1, 2, 3 and 4 are discussed under Expertise, Grants and Knowledge.

#### A. EXPERTISE

From 23 submitted requests 16 focus on active private sector involvement in VET (result area 2), 4 on labour market analysis (result area 1) and 3 requests are in result area 3 on inclusion in VET. VET Toolbox works in a demand-driven way, so these results clearly reflect Public-Private Partnership (PPP) is a priority interest for the requesters. Apart from the technical assistance on PPP following the incoming requests, the VET Toolbox has also provided support on PPPs through seminars, Knowledge Exchange Network activities, through free access tools, as well as through grant funding.

- Year 2 has been a very fruitful year in this area. The project has reached cruising speed, and implementation and collaboration are running smoothly. Some delays occurred in year 1 because the project execution processes and collaboration modalities took more time than anticipated to set up. The subsequent delay in reaching the set target for the technical assistance interventions has already been partially made up for in year 2 and the project strives to be on target by the end of year 3.
- The VET Toolbox project works in a demand-driven way. Most requests coming in are under Result area 2 (PPP) as anticipated.

#### **B. REGIONAL SEMINARS**

In year 2 (18-20th June 2019, Kenya) a regional seminar titled "Improving quality management in TVET systems for the successful training-to-employment transition of Africa's youth" was co-organised by LuxDev for the VET Toolbox, together with the Institut international de planification de l'éducation-Pôle de Dakar and the Institut de la Francophonie pour l'éducation et la formation. This second workshop of PEFOP-IFEF-LuxDev built upon the lessons learnt from the first regional exchange workshop of this kind, held in Dakar in March 2018, on public-private partnerships. Around 125 stakeholders - officials from public and private sectors (ministries of education, chambers) next to directors of public/private vocational training centres – participated from 31 African (both French and English speaking) countries. Cross-reflections and shared experiences were committed to a thematic report which will be added to the activity description on the website in the first half of year 3.

Quotes from participants:

• The last session on how to get feedback from students who leave the system: the app is very interesting concept and we will try to implement in Mauritius. (Dhirujsing Ramluggun, Head of training Business Mauritus)

• When we train people, we have to give them the capacity to start their own businesses. But it is also important that they have some experience before starting their businesses, and to do that they need jobs in existing compagnies, this is why we need to work with these compagnies. (Khadidia Sidibe N'Diaye, Ministry of education, Cote d'Ivoire)

Bringing the total to two VET Toolbox regional seminars, doubling the year 1+2 target of one regional seminar.

#### C. TWINNING

Our first twinning of institutions was set up in Year 2 by British Council between the UK and Vietnam, 13

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and will be executed in year 3. It focusses on quality assurance and participation of the private sector in VET. LuxDev is exploring a twinning in Senegal in year 3 focussing on Public Private Partnership in VET.

#### D. GRANTS

- The grants each target specific vulnerable groups (in total 4150 persons, below 35 years of age) i.a women at risk of exploitation, NEETs, persons with mental and/or physical disabilities, Internally displaced people (IDP's), youth from rural areas, youth exposed to criminality. 40% is affected by several of these circumstances at the same time.
- The focus for these grants is 'innovation in inclusion in VET'.
- The grant procedure has proven quite challenging in terms of administration and processing, but has been successful and correctly executed. The delay in the deliverance of the French version of the PRAG, the unexpectedly high number of over 400 proposals submitted (thanks to a very fruitful communication campaign and support strategy) and some issues with the contracted assessors were the main reasons that the Coordination Hub was not able to keep to the timing it had originally set itself.
- Four grants (out of 10 or potentially 11) were signed before the end of year 2 though and six are in the contractual process of signature. The follow-up steps (i.e. start-up support mission, monitoring missions, audits, back-office for on-going support) are well planned, so the overall timing of this part of the project is not in jeopardy, nor are there concerns on quality so far.

#### E. KNOWLEDGE: TOOLS

• At the end of year 2, four tools have been delivered to the Coordination Hub for lay-out (see overview in chapter 3). A further three tools are in the final stages, so no concerns in reaching the overall target (9) that has been set. The Hub takes up the role of external sounding board for the implementing partners, providing constructive feedback on the tools before they get finalized.

#### F. KNOWLEDGE: KEN ACTIVITIES

Since getting the interventions (including tool development) and grants started up was the first priority in year 1, starting up knowledge exchange activities had to take a back seat. In year 2 this delay was made up for. In setting up the Knowledge Exchange Network (KEN), the Operational Management

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Committee (OMC) members first focussed on defining what exactly the added value of the VET Toolbox KEN could be, not wanting to overlap with existing initiatives. This added value lies in strengthening the community, exchanging on existing tools and mutual learning. Subsequently several exchange initiatives were deployed in year 2 and are planned for year 3. This 3rd pillar is considered: ongoing without major concerns.

#### 2.3 Risk Management

In year 2<sup>5</sup> a follow-up risk analysis exercise was executed with input from the OMC and SC members. The full results of the exercise will only be available at the beginning of year 3, but the rescoring of the first risk analysis and information on the mitigating measures can already be shared. Of the 14 risks identified in the previous exercise (year 1), five reappeared as medium or high risks. The main results of the risk analysis exercise year 2 are clustered in medium and high inherent risks. For each of these risks, mitigating measures are already in place (and additional measures are under discussion) that lower the inherent risk to a residual risk that is acceptable to a degree for the Steering **Committee members to confidently continue with the project.** For an overview of the risks see 3.4 Risk Management.

#### 2.4 Finance

In the second activity year almost 2,4 million euro<sup>6</sup> was spend: 75% on activities and 25% on general means. Mainly due to the delays in the grant process, the execution rate has not been reached as planned. After 2 years the expenditure rate has reached 23%. For the third activity year (1st of October 2019-30th September 2020) around 3,5 million euro is planned, half of this amount being the first instalments for the grant contracts.

#### 2.5 Communication

Attractive, simple and clear communication is one of VET Toolbox's strong points. In year 2 the promotion of the Call for Proposals, the development of the website, GDPR compliance, communication on the finished interventions and the KEN events were the main focus. The communication officer safeguards - and supports the agencies in - the correct mention of the EU as co-financer of the VET Toolbox at all times.

#### 2.6 Lessons learnt year 2 🗸

**1.** The collaboration between the agencies is becoming smoother and faster. A movement is noticeable towards more joint implementation.

2. We are still not as quick as we originally thought we could be. Of course, quality is more important than speed and the satisfaction rate seems to confirm that position. Still, several mitigating measures have been put into place.

**3.** The set-up efforts for the interventions can seem out of balance with the short duration of the actual intervention. Some mitigating measures were put into practice.

4. The added value of the KEN has to be very clear to motivate both the implementing agencies and potential participants. The activities so far have been successful, mostly in light of building a strong community in the field of inclusive and demand-driven VET. Shared tool development is not a priority, sharing existing tools is.

#### 5.

- With regard to HR, dedicating 25% of their time to the VET Toolbox for the liaison officers was an underestimation of the workload.
- The Hub has a strong need for administrative support.

2.7 Orientations year 3 ( (see chapter 7 for more details)

1. Continue the provision of the VET Toolbox core services in an efficient and effective way.

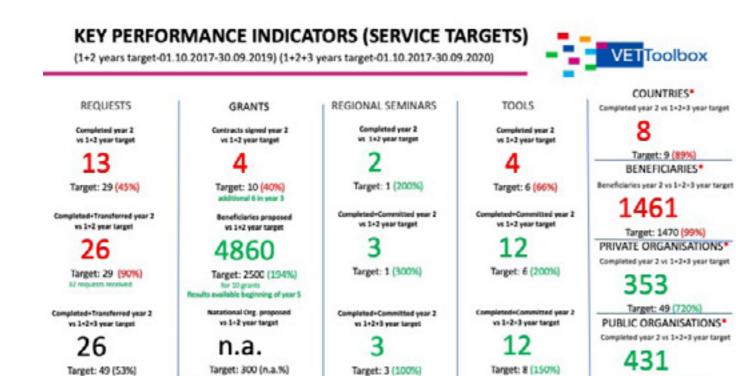
- 2. Continue promotional activities to secure the inflow of needs-based requests. Extra attention is needed for result area 3 (inclusion).
- 3. Start capitalizing on M&E efforts: now that more post-implementation data/lessons are becoming available, put the learning cycle fully in place. Focus more on measuring outcome and expected impact.
- 4. Ensure efficient implementation of the grant projects.
- 5. Continue KEN activities following the needs of the stakeholders. Focus on strengthening the community and exchanging on existing tools and mutual learning.
- 6. Further brand VET Toolbox as a qualitative, reliable and value-adding stakeholder in inclusive and demand-driven VET that is open to new opportunities.
- 7. Integrate possible VET Toolbox 2 in the existing intervention.



Target: 147 (293%)

excluding regional conferences

#### 3.1. Progress towards achieving objectives



### **A. SPECIFIC OBJECTIVE**

'To provide partner countries with know-how, tools and advice in order to improve the labour market responsiveness of VET reforms, strategies and action plans, in particular the ones supported by the EU (EC and EU Member States), thereby also enabling the orientation towards an inclusion of disadvantaged groups.'

**Target:** 70% of activities show that on average 70% of the beneficiaries indicate results on this. **Survey results** 

- Survey 1 (immediately after the action): needs.
  - o 91% was satisfied to very satisfied with the support provided.
- Survey 2<sup>7</sup> (approximately 6 months after the action): At organisational level:

  - to 'quite some'.
  - to 'quite some'.
  - At a personal level:

  - activity. 97% indicates 'somewhat' to 'quite some'.

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o 99% felt the support intervention addressed current national/regional/local

o 99% felt the content of the activity is valuable/relevant for their job.

o To what extent has what you were provided with in the VET Toolbox activity led to changes in involvement of your organisation in VET and labour market activities? 91% indicates 'somewhat' (score 3/4) to 'quite some' (score 4/4). o To what extent have the changes in your organisations' involvement led to actual changes in the actions of your organisation? 91% indicates 'somewhat'

o To what extent has what you were provided with in the VET Toolbox activity led to improved performance of your organisation? 94% indicates 'somewhat'

o To what extent do you feel that what you learned through the VET Toolbox activity has become part of the habits and routines of your organisation (i.e. sustainable changes)? 91% indicates 'somewhat' to 'quite some'.

o To what extent have you been able to apply what you learned through the VET Toolbox activity in your job? 87% applies it already. 13 % plans to use it later on. o I have seen an impact after applying what I learned through the Toolbox

7 Important to notice that - although the response rate for survey 1 is high with 73% - the response rate for survey 2

is low. In addition, the results for only two support actions are available in year 2. For more on this issue, please, see the section on risk management.

o Which impact on your work? Especially:

- Better organisation in my work
- Stronger relationships with my colleagues within the same organisation or other organisations
- Increased personal confidence
- More effective cooperation in my network (related to VET)
- o Have you become more strongly involved with improving/developing VET? 94% indicates 'somewhat' to 'quite some'.

The survey 1 results indicate that with regard to relevance and satisfaction of the beneficiaries immediately after the intervention VET Toolbox's technical support exceeds expectations. The results of survey 2 that are available at the moment are, on the other hand, too limited to draw any conclusions. They can be an indication that the beneficiaries' perception of the impact and change brought about by the VET Toolbox's support will also be satisfactory. In year 3, we should have a clearer view on the latter. The conclusion can also be that we cannot reach a large enough response rate through the current data collection method of an online survey after 6 months (with follow-up communication) and that we need to change to a different methodology e.g. a structured interview. For more detailed survey results and additional information on the surveys, please see footnote 1, annex 8.5 and the risk management section in 3.4).

#### Strategic decisions

The VET Toolbox has **contributed to strategic decisions** at different levels in different ways. Although it is difficult to know what ultimately influenced strategic decisions (as several factors are always at play), the project does sow seeds of change with strategic decision-makers through requiring support and ideally policy level participation in the VET Toolbox actions (including seminars).

#### Some examples:

• In Uganda, following the further build-up of the sectors skills council with VET Toolbox support (Enabel-British Council joint implementation May-August 2019), a legislative act was supported to enhance skilled labour force in the tourism and hospitality sector.

• For a long time, the school has not focused on training associated with businesses. After studying from the project, the school has invited enterprises to participate in formulate and assess the vocational training programs; invite enterprises to participate in the graduation and closing ceremonies and recruit immediately. Therefore, the training program is improved, students have jobs after graduation. (Quote from survey 2 after the Vietnam 007 request, British Council for the Vietnam Vocational Education & Training Accreditation Agency)

 In Vietnam, following the Bac Kan management of VTC training (LuxDev-ILO joint implementation November 2018), a uniform virtual tool established through Skolkovo and supported by MOLISA is now nationally used in all Vietnamese Vocational Colleges.

• In Pakistan VET Toolbox helped with the practical translation of the new Apprenticeship Law into concrete actions. (British Council implementation, October 2018 to January 2019) In Ghana, the Government signed an MoU with Volkswagen and Toyota and decided to establish VET for Car-Mechatronics. To support that government decision VET Toolbox provided assistance to develop the curriculum for Car-Mechatronics. (GIZ implementation September to November 2018)

#### **Evidence-based VET reform**

With regard to contributing to evidence-based VET reform, one support intervention stands out: from June to August 2019 British Council helped to build the capacity of the staff from the Tanzanian Ministry of Education and the Vocational Education and Training Authority with regard to Labour Market Analysis. Apart from this action that focussed specifically on capacity building in this regard, working in an evidence-based way runs like a thread through all of the interventions. E.g. to provide tailor made advice on Public Private Partnership in VET first ensuring reliable labour market info is indispensable. This quote from one of the participants of the joint Uganda Enabel-British Council implementation on the Tourism Sector Skills Council in Uganda, confirms this statement:

Travel Agents)

#### **Capacity building**

VET Toolbox interventions provide both advice and training (often combined), thus raising the knowledge and building the capacity of the participants (see graph below).

# Service provided per intervention and support area



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 This workshop has helped us to know which are the employable skills that we really need in the tourism sector. (Nicholas Kalyango, General Manager of the Uganda Association of

#### **B. RESULTS 1-4: OUTPUT/ACTIVITIES**

#### Expertise

Several of the key performance indicators relating to the requests exceeded expectations and could have been more ambitious. E.g. the number of countries 133% (8 against the target of 6), the number of beneficiaries 168% (1461 against the target of 870), the number of public organisations 495% (431 against the target of 87) and the number of private organisations 1217% (353 against the target of 29).

Regarding the implementation of the requests some delays incurred in year 1 though, since the focus was on the set-up of the project (e.g. project execution processes and collaboration modalities) which has taken more time than anticipated. The delay in reaching the set target for the technical assistance interventions has already been partially made up for in year 2 (number of completed and transferred requests stand at 90%), being on full schedule to reach all its targets by the end of year three. For additional information related to the target year 5 see 8.3 Results versus result areas.

With regard to the spread of the number of requests completed over the three support areas, we notice an imbalance that is – for now – larger than anticipated <sup>8</sup>.

- The targets of support area 1 and 2 are achieved regarding the number of requests received and transferred but with minor delays in implementation.
- However, for support area 3 (inclusion in VET), the targeted results are partly unachieved<sup>9</sup>. This is because the requests operate in a demand-driven way. For area three, the VET Toolbox has received a shortage of requests by 50%. This situation should be observed and considered in year 3. Some extra promotion can be made for requests in this area. If still no additional requests come in, the budget on this can be reallocated following the demand. Additionally for this area 3, the unachieved targets of expert days, number of beneficiaries and number of private organisations do not represent a problem in themselves, because they are directly linked to the number of requests received and will very likely be reached as soon as the number of requests increases.
- With regard to the geographical spread in year 2: o Asia: 3 interventions (1 in Pakistan and 2 in Vietnam) and 1 in Tanzania)

9 The 5 year target for completed requests is 79, of which 17 in result area 1, 45 in result area 2 and area 17 in result area 3. At the end of year 2 we have 2 in result area 1, 10 in area 2 and 1 in area 3. 23

Some quotes from beneficiaries:

Joint Enabel-British Council expert intervention in support of the Tourism Sector Skills Council in Uganda

• It has been a very fantastic training because first of all we have learned how to make an action plan. (Lilian Kamusiime, Vice-chair of Uganda Safari Guides Association)

• For the last past three years, we failed to start up our Sector Skills Council because we did not have the expertise in managing it. With the new VET Toolbox that you brought we hope we can be able to establish our Tourism Sector Skills Council. (Kiiza Harriet, Tourism Officer - Ministry of Tourism in Uganda)

#### LuxDev workshop on management of VET institutions in Vietnam

• This training is so interesting and useful for managers. Especially, we were exposed to many different management styles. That provides us more knowledge for our current and future managerial work. (Nguyen Thi Tuyet Thanh, Director of Bac Community College)

### GIZ expert intervention on building capacities in VET in Ghana.

• This workshop allowed me to interact with the industry and to understand what are their needs, which is very important so I can give practical examples to my trainees. (Sed Theodore Kwazi Dzokoto, Head of Department of Mechanical Engineering from the Ho University in Ghana)

o Africa: 10 interventions (1 in Senegal, 1 in Mali, 2 in Uganda, 4 in Ghana, 1 in Botswana

<sup>8</sup> VET Toolbox's 3 result areas: area 1 - VET system and labour market analysis; area 2 - Sustainable mechanisms of consultation and active participation of the private sector in VET; area 3 - Promoting inclusive VET for the formal and informal sector.

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 As far as the spread of the implementation over the agencies is concerned in year 2:3 implementations were done by LucDev, 4 by British Council, 4 by GIZ and 2 were joint intervention Enabel & British Council and British Council & GIZ.

Some examples of feedback from survey 2 from the British Council expert intervention in support of the Vietnam Vocational Education & Training Accreditation Agency:

• Through the project, I realized the importance of Quality Assurance. Since then, I have advis(ed) the School-board to make plans to overcome the limitations as well as promote the existing strengths of the school.

- The school has built some processes and tools about quality assurance.
- The project has contributed positively on private enterprise in vocational education and training activities: vocational guidance, training, enrolment, recruitment ....

#### Analysis of the expertise requests

The matrix on requests below gives an overview of all interventions spread over the result areas: (1) VET system and labour market analysis (LMA), (2) active participation of the private sector in VET and (3) inclusive VET for the formal and informal sector.

From 23 submitted requests, 16 focus on active private sector involvement in VET. This in comparison to 4 submitted requests in area one on labour market analysis and 3 requests in area three on inclusion in VET. These results - that reflect the demand-driven nature of the VET Toolbox- clearly show that Public-Private Partnership (PPP) in the broad sense is a priority interest for the requesters. They signal that action is required from their perspective to better match the supply with the demand side, while avoiding missing linkages to the world of work. VET Toolbox support in this field is filling a gap and responding to a clear need. Apart from the technical assistance on PPP, the VET Toolbox has also provided support on PPPs through seminars (at the regional and local level in Sub-Saharan Africa and Southeast Asia), organising VET Toolbox Knowledge Exchange Network (KEN) activities (e.g. expert PPP-KEN meeting), through tools that are freely available to all through the website, as well as through grant funding of development projects on VET and inclusiveness with a strong focus on private sector engagement and school-to-work transition.

When focussing on the **16 requests in private sector involvement**, a closer look reveals that:

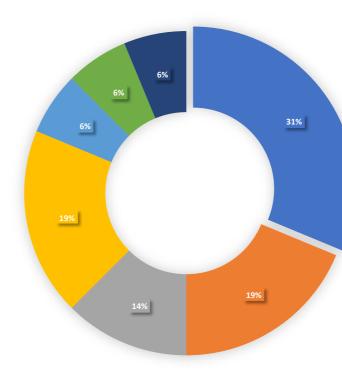
• 5 incoming requests from Senegal, Mali, Vietnam (2x) and Colombia seeked advice on the management of training centres. Here, support was requested towards sharing good management practices, recommending evaluation tools and benchmarking strategies, working on diagnose of governance needs, proving recommendations on smooth school-to-work transition of graduates and on autonomy of VET colleges, as well as on how to improve the effective participation

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of the private sector in all training steps and the transformation to competency-based training. • The same number of requests (5) from Togo, Burundi, Senegal and Uganda (2x) revolved around strengthening public-private partnerships. For instance, issues were tackled on improving social dialogue, operationalisation, skills qualifications, sectoral approaches, reform processes to achieve a higher and better involvement of the private sector as well as refining organisational

- structures of sector skills councils.
- In addition, 3 countries requested support in specific areas related to PPPs, which are legal framework support on apprenticeships in Pakistan, an accreditation process in Uganda, as well as occupational profiles and skills needs anticipation from the private sector perspective in DR Congo.
- Another field for which 3 incoming requests were processed was based on curriculum development and career guidance in Ghana (3x) to build capacity in revising and developing competency-based curricula, presenting assessment tools in line with the labour market requirements, sharing successful career guidance tools, building capacities for career counsellors on effective

#### **16 REQUESTS IN PRIVATE SECTOR INVOLVEMENT**



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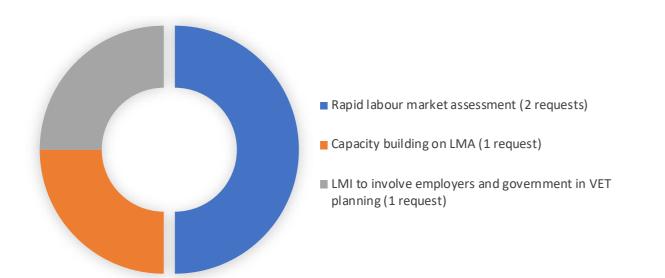
#### DCI-HUM/2017/387-071

tools and instruments of career counselling and how-to best reach out to the private sector.



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#### **VET SYSTEM AND LABOUR MARKET ANALYSES**



• The 4 submitted requests for the first support area (LMA) focussed on a rapid labour market assessment in Botswana and Sudan. In this regard, two value-chains (tourism and livestock) were assessed, guidance given on strengthening VET sub-sectors, identifying and analysing emerging trades in the local market which are not yet covered and recognized by the existing curricula and training services. In Tanzania training was provided to build capacities on the analysis and application of labour market analysis and to develop a sector planning tool. Whereas in Nigeria the VET Toolbox facilitated the involvement of employers and education authorities in VET planning and resourcing using labour market information (LMI).

- - -
- As for the third support area on inclusion in VET, 3 requests focused on improving VET for vulnerable groups in Ghana, Nigeria and Tanzania. Here, advice was given on how to contextualize international best practices to the local case with the objective to achieve greater gender equality and inclusion of persons with disabilities, to develop a training manual on gender and disability mainstreaming for TVET Institutions and providing training to VET staff. Two targeted both gender and disability issues. One focussed specifically on gender.

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#### INCLUSION IN VET



Inclusion in VET through gender equality and disability (2 requests)

Inclusion in VET through gender equality (1 request)

| Country  | Requester  | Status                            | Support Area 1<br>VET system and labour market analyses  | Support Area 2<br>Active participation of<br>the private sector in VET   | Support Area 3<br>Inclusive VET for the formal<br>and informal sector |
|----------|--|-----------------------------------|--|--|---|
| Botswana | EU Delegation to<br>Botswana   | implemented                       | Rapid labour market assessment<br>- assess two value-chains (tourism and<br>livestock)<br>- provide advice and guidance, on which<br>approach or mechanism should be put in<br>place to oversee, guide and strengthen the<br>TVET sub-sectors  |  |   |
| Sudan    | Supreme Council for<br>Vocational Training and<br>Apprenticeship (SCVTA)   | transferred for implementation    | Rapid labour market assessment<br>- identify and analyse emerging trades in<br>the local market which are not yet covered<br>and recognized by the existing curricula<br>and training services<br>- develop an action plan to integrate the<br>new identified trades into the TVET reform<br>process |  |   |
| Tanzania | Ministry of Education,<br>Science and Technology<br>(MoEST)  | implemented                       | LMA (Labour Market Analysis) capacity<br>building<br>- build capacity on the analysis and<br>application of LMA<br>- develop a sector TVET planning tool using<br>LMA  |  |   |
| Nigeria  | National Board for<br>Technical Education  | transferred for<br>implementation | LMIS (Labour Market Information<br>Systems)<br>- facilitate the involvement of employers<br>and education authorities in VET planning<br>and resourcing through LMI to make sure<br>high quality training is matched to the<br>needs of the labour market  |  |   |
| Senegal  | Ministère de la Formation<br>Professionnelle, de<br>l'Apprentissage et de<br>l'Artisanat (MFPAA)   | implemented                       |  | Management of training centres<br>- share good management practices<br>- diagnose of governance needs<br>- develop a strategy adapted to the context<br>of the local VET centres   |   |
| Mali     | Direction National de la<br>Formation Professionnell<br>du Ministère de l'Emploi<br>et de la Formation<br>Professionnelle et la<br>Direction National de<br>l'Enseignement Technique | implemented                       |  | Management of training centres<br>- share good management practices<br>- diagnose of governance needs<br>- develop a strategy adapted to the context<br>of the local VET centres   |   |
| Vietnam  | Vietnam Vocational<br>Education & Training<br>Accreditation Agency<br>(VETA)   | implemented                       |  | Management of training centres<br>- build capacity on quality evaluation<br>regimes and frameworks used for<br>evaluation<br>- share good practices as a result of the<br>findings from the evaluation<br>- give feedback and recommendations to<br>vocational colleges benchmarked to more<br>advanced countries' standards   |   |
| Vietnam  | Bac Kan Vocational<br>College and other VET<br>Centres   | implemented                       |  | Management of training centres<br>- improve an effective participation of the<br>private sector in all training steps: from<br>curriculum to training and certification;<br>- improve the teaching methodology and<br>quality of training materials;<br>- evaluate training outcomes, training<br>material and equipment,<br>- provide advice of successful school-to-<br>work transition of graduates, efficient<br>collaboration with different TVET schools<br>and help them become more autonomous |   |

| Country  | Requester   | Status                            | Support Area 1<br>VET system and labour market analyses | Support Area 2<br>Active participation of<br>the private sector in VET  | Support Area 3<br>Inclusive VET for the formal<br>and informal sector |
|----------|---|-----------------------------------|---|---|---|
| Colombia | Corporación de Educación<br>Tecnológica Colsubsidio –<br>Airbus Group   | transferred for<br>implementation |   | Management of training centers<br>- develop a strategic plan for the<br>transformation of the training programmes<br>to the dual model/competency-based<br>training<br>- build capacity of the academic team on<br>dual VET   |   |
| Tago     | Direction de la Formation<br>Professionnelle et de<br>l'Apprentissage   | transferred for implementation    |   | Public Private Partnerships<br>- facilitate the social dialogue to define<br>expectations and declare responsibilities of<br>relevant stakeholders from the private and<br>public sector involved in the VET reform<br>process with the aim to increase private<br>sector participation in VET and labour<br>market services                            |   |
| Burundi  | Consortium de Cinq<br>Chambres Sectorielles de<br>la Chambre Fédérale de<br>Commerce et d'Industrie<br>du Burundi | transferred for<br>implementation |   | Public Private Partnerships<br>- operationalize a Public-Private<br>Partnership Platform (PPP-P) for training-<br>employment<br>- explore a Skill Qualification and<br>Certification Sector Framework   |   |
| Senegal  | Ministère de la Formation<br>Professionnelle, de<br>l'Apprentissage et de<br>l'Artisanat (MFPAA)                  | transferred for<br>implementation |   | Public Private Partnerships<br>- build capacity during a national seminar<br>in public-private partnerships for the<br>Ministry of Employment, employers'<br>associations, chambers, companies and VET<br>providers for a better understanding of<br>PPPs,  |   |
| Uganda   | Uganda Association of<br>Private Vocational<br>Institutions (UGAPRIVI)  | implementation in progress        |   | Organisational development<br>- develop a strategic plan for the following<br>5 years<br>- provide training and material on teaching<br>methods and techniques (thematically and<br>pedagogically) in alignment with labour<br>market needs to master trainers  |   |
| Uganda   | Tourism and Hospitality<br>Sector Skills Council (T&H<br>SSC)   | implemented                       |   | Organisational development<br>- support the development of governance<br>structures, action plans, M&E system and<br>partnerships with industry and public VET<br>providers   |   |
| Ghana    | National Board for<br>Professional and<br>Technician Examinations<br>(NABPTEX)                                    | implemented                       |   | Curriculum development<br>- build capacity to develop and revise<br>competency-based curricula and<br>assessment tools using a concrete example   |   |
| Ghana    | National Vocational<br>Training Institute (NVTI)  | implementation in<br>progress     |   | Curriculum development<br>- build capacity to develop and revise<br>competency-based curricula and<br>assessment tools using cases  |   |
| Ghana    | Fair River International<br>Association for<br>Development (FARIAD)   | implemented                       |   | Curriculum development and career<br>guidance<br>- build capacity for career counsellors by<br>advising them on effective tools and<br>instruments of career counselling and how-<br>to best reach out to the private sector,<br>- develop and revise competency-based<br>curricula and assessment tools in line with<br>the labour market requirements |   |

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| Country  | Requester  | Status                            | Support Area 1<br>VET system and labour market analyses | Support Area 2<br>Active participation of<br>the private sector in VET   | Support Area 3<br>Inclusive VET for the formal<br>and informal sector   |
|----------|--|-----------------------------------|---|--|---|
| Pakistan | National Vocational &<br>Technical Training<br>Commission (NAVITIC)            | implemented                       |   | Legal framework<br>- develop a tailor-made apprenticeship<br>handbook for the TVET sector to engage<br>more employers with regards to a new<br>Apprenticeship legal Act<br>- build capacity of local TVET officials for<br>the effective implementation of<br>apprenticeship laws.   |   |
| Uganda   | Uganda Petroleum<br>Institute at Kigumba<br>(UPIK)                             | implemented                       |   | Accreditation<br>- facilitate accreditation of training<br>programmes  |   |
| DR Congo | Federation des<br>enterprises du Conco,<br>Groupement provincial du<br>Katanga | transferred for<br>implementation |   | Occupational profiles and skills needs<br>anticipation from private sector<br>perspective<br>- Use tools for skills needs anticipation to<br>assess the needs for skills and jobs.<br>- Support the development of a strategic<br>plan based on a new roadmap focusing on<br>an informal Observatory for Employment<br>and Training<br>- Establish a parity-based training fund in<br>VET to share costs, obligations and rights by<br>delivering a workshop while featuring<br>financial inclusion.<br>- Develop a directory of three occupations<br>in the mining sector |   |
| Ghana    | Council for Technical and<br>Vocational Education and<br>Training (COTVET)     | implemented                       |   |  | Improving VET regarding vulnerable<br>groups<br>- advise on how to contextualize<br>international best practices to the local<br>case with the objective to achieve<br>greater gender equality and inclusion<br>of persons with disabilities<br>- develop a training manual on gender<br>and disability mainstreaming for TVET<br>Institutions and providing training to<br>VET staff |
| Nigeria  | ACCI 8EST Centre   | transferred for<br>implementation |   |  | Improving VET regarding vulnerable<br>groups<br>- advise on how to contextualize<br>international best practices to the local<br>case with the objective to achieve<br>greater gender equality and inclusion<br>of persons with disabilities<br>- develop a training manual on gender<br>and disability mainstreaming for TVET<br>Institutions and providing training to<br>VET staff |
| Tanzania | National College of<br>Tourism (NCT)   | transferred for<br>implementation |   |  | Improving VET regarding vulnerable<br>groups<br>- advise on how to contextualize<br>international best practices to the local<br>case with the objective to achieve<br>greater gender equality<br>- develop a training manual on gender<br>mainstreaming for TVET institutions<br>and providing training to VET staff   |

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#### **Regional Seminars**

The VET Toolbox regional seminars contribute to the learning agenda of the VET Toolbox and allow showcasing of good practices and tools.

In year 2 (18-20th June 2019, Kenya) a regional seminar titled "Improving quality management in TVET systems for the successful training-to-employment transition of Africa's youth" was organised by LuxDev for the VET Toolbox, together with the *Institut international de planification de l'éducation-Pôle de Dakar and the Institut de la Francophonie pour l'éducation et la formation*. This second workshop of PEFOP-IFEF-LuxDev built upon the lessons learnt from the first regional exchange workshop of this kind, held in Dakar in March 2018, on public-private partnerships. Around 125 stakeholders - officials from public and private sectors (ministries of education, chambers) next to directors of public/private vocational training centres – participated from 31 African (both French and English speaking) countries. Cross-reflections and shared experiences were committed to a thematic report which will be added to the activity description on the website at the beginning of year 3.

The Nairobi regional workshop focused on the quality of management and the management of quality in TVET systems for the successful training-to-employment transition of Africa's youth. It was organized during 3 days around three crucial thematic areas for which the continent continues to seek out the best strategies:

- certification mechanisms that cater for all forms of vocational training and skills acquisition
- enhancing the performance of vocational training centers (VTCs), specifically measured against learners' workplace integration and the improvement of corporate competitivity
- monitoring the training-to-work transition of youth to make the provision of training more relevant.

Quotes from participants:

• The last session on how to get feedback from students who leave the system: the app is very interesting concept and we will try to implement in Mauritius. (Dhirujsing Ramluggun, Head of training Business Mauritus)

• When we train people, we have to give them the capacity to start their own businesses. But it is also important that they have some experience before starting their businesses, and to do that they need jobs in existing compagnies, this is why we need to work with these compagnies. (Khadidia Sidibe N'Diaye, Ministry of education, Cote d'Ivoire)

Bringing the total to two VET Toolbox regional seminars, doubling the year 1+2 target of one regional seminar.

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of vocational training and skills acquisition g centers (VTCs), specifically measured against ment of corporate competitivity uth to make the provision of training more

#### Overall and specific objectives of the grants

The overall objective of all VET Toolbox grants is to:

- promote the inclusion of vulnerable groups in the formal and informal labour market through VET and to support innovation;
- have upscaling potential, provide value for mo-ney, be sustainable and based on local ownership.

# **Vulnerable groups**

In total at least 4.510 youth and mid-age persons (younger than 35 year) with a vulnerable and disadvantaged background will directly benefit from this grant.

The largest group of targeted youth with about 40% (1500 beneficiaries) has a background that combines several types and features of exclusion. For example, female NEETs (youth Not in Education, Employment or Training) that are part of the poorest quintile and live in neglected and marginalised areas. So, the grants target specifically those affected by a high level of fragility, informality and social and economic inequalities.

From the overall target group, around 25 per cent are girls and young women (990 females) who are at risk of various forms of exploitation including sexual violence and forced and hazardous labour who face large challenges in benefiting from VET.

Another major target group of 900 youth (almost 20 per cent) are those with mental and/ or physical disabilities, of which at least one third have complex disabilities. This means they experience two or more constraints such as deaf blindness, which is a combination of hearing and visual impairment, or a single sensory impairment combined with additional learning and physical disabilities or autism.

There are around 300 youth who are returnees and internally displaced, often suffering from conflicts and post-conflict situations. In addition, 600 youth come from rural areas making it difficult to access and complete VET programs. Around 225 youth targeted are exposed to violence, prostitution, drug addictions and criminality.

#### Twinning

The VET Toolbox twinnings are a form of longer term mentoring between one or more organisations with extensive experience, with one or more organisations that are less experienced in some topics related to inclusive and demand-driven VET. The Toolbox can offer a maximum of 9 months (in addition to the set-up time) of support to solidify the special partnership that has no end date in itself. Our first twinning was set up in Year 2 between the UK and Vietnam, and will be executed in year 3. It focusses on guality assurance and participation of the private sector in VET.

#### Grants

The VET Toolbox launched a call for proposals on innovative, inclusive initiatives and tools that contribute to facilitating access to the formal and informal labour market for disadvantaged and vulnerable groups through improved employability and vocational education and training. To ensure national ownership and sustainability of the action, the lead applicant had to act with at least one co-applicant and at least 1 applicant (lead applicant and/or co-applicant(s)) had to be legally established and registered in the country in which the action takes place. Lead applicants had to be a non-state actor and non-profit making actor. This included institutions such as nongovernmental non-profit organisations, community-based organisations, private-sector nonprofit agencies and networks thereof at local, national, regional and international level. Four priorities were put forward: Access, Completion, Transition and Continuous learning at the workplace.

To ensure maximum participation of interesting potential beneficiaries, a low-threshold attractive communication campaign was set up in both French and English including a short animation film. The campaign was complemented with webinars and updated Q&A in both languages. Thanks to these efforts no less than 426 proposals were sent to us.

Subsequently, a pre-selection round to assess these 426 received concept notes took place, of which 48 applicants were invited to submit a full proposal. 45 submitted a full proposal. As a result, a shortlist of 10 was selected. The status of the grants on 30th of September 2019: four projects were signed (see list below), while another six are still in the contractual process. Currently, the possibility is explored to award an 11th grant, subject to available funds.

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See list of selected projects below.

| COUNTRY                            | LEAD APPLICANT  | ACTION TITLE   | DURATION  | GR          |
|------------------------------------|---|--|-----------|-------------|
| Kenya                              | Kenya Red Cross Society<br>SIGNED IN<br>YEAR 2                                  | Improving access to Vocational Training and<br>Employability among the marginalized and<br>vulnerable youth in Mandera County  | 24 months | € 356.173   |
| South Sudan                        | Support for Peace and Education<br>Development Programme<br>SIGNED IN<br>YEAR 2 | Enhancing vocational education and training service provision for women, youths and vulnerable groups in South Sudan   | 24 months | € 400       |
| Tanzania                           | Plan international Belgium<br>SIGNED IN<br>YEAR 2                               | Innovative approach to inclusion of disadva-<br>taged and vulnerable youth, particularly young<br>women, into employment opportunities<br>through VET outreach program in Tanzania | 20 months | € 400 (     |
| Pakistan                           | ACTED<br>SIGNED IN<br>YEAR 2  | Increased employment opportunities for<br>vulnerable and disadvantaged youth groups in<br>Pakistan   | 21 months | € 400 00    |
| Zimbabwe                           | Aid from People to People   | TVET for all through public-private<br>Partnerships in Zimbabwe  | 24 months | € 399.999,  |
| Kenya/Tanzania/<br>Uganda<br>🏹 ≷ 🌽 | Sense International   | Inclusion in VET - Innovative strategies<br>and approaches to improve employment<br>opportunities for disadvantaged and<br>vulnerable groups through VET                           | 24 months | € 396.00    |
| Philippines                        | Asia Society for Social<br>Improvement and Sustainable<br>Transformation        | Future Movers Programme: an innovative<br>VET ecosystem promoting increased and<br>certain employability among youth IDPs<br>in post-conflict Marawi                               | 20 months | €361.093,43 |
| Malawi                             | Samaritan Trust   | Jobs for Youth: Bridging the gap between<br>VET and Employment for street children<br>and disadvantaged youth  | 24 months | €308.441,79 |
| Somalia                            | African Educational Trust   | Inspiring Somaliland and Puntland Youth<br>through skills training and creation of<br>employment opportunities   | 24 months | €400000     |
| République<br>du Congo             | GRET  | Projet d'appui au renforcement de l'em-<br>ployabilité et à l'insertion professionnelle<br>des jeunes vulnérables à Pointe-Noire   | 24 months | €400000     |
| Mozambique<br>Guinée Bissau        | ESSOR   | Promotion de l'employabilité des jeunes<br>vulnérables de l'EFP et inclusion de ser-   | 18 months | €400000     |

#### CATEGORIES OF VULNERBALE GROUPS

#### FIGURES

#### 990

Women at risk of exploitation

### 300

Returnees and internally displaced people

1500 Groups with serious disadvantaged and vulnerable

background and NEETS

# 225

Criminal records, drug addicts, violence

895 Mental and physical

disabilities

600

Rural

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The specific objectives of each awarded grant are listed below:

# KENYA

- Increase employability of disadvantaged and vulnerable individuals in Mandera County through introduction of an innovative VET and Job Placement Model that is appropriate for the most marginalized youth as a way of engaging youth in economic opportunities.
- Address the key gaps that limit access of formal and informal labour market for the marginalized and hard to reach youth in Mandera County.
- Test and refine an Enterprise Based Vocational Education and Training (EBVET) model
- Increase access to market driven vocational Education courses by marginalized and vulnerable youth and women.

#### Vulnerable and disadvantaged features of target group: 600 youth

- vulnerable and marginalize youth who are hardly reached by other organizations and interventions due to insecurity and poor infrastructure among other factors.
- neglected and marginalized areas.
- youth who are politically marginalized; frustrated, unemployed and affected by high levels of poverty.
- youth who are susceptible to violent message and could end up using violence at some day: Such are youth who shows willingness to act on frustrations; Attracted to messages of violence and violence pull factors.

**KENYA, TANZANIA AND UGANDA** 

- Strengthen capacities of six public Technical and Vocational Education and Training Centers in Kenya, Uganda and Tanzania to provide inclusive, quality and market responsive vocational training to Youth with Complex Disabilities (YWCD).
- Increase enrolment and completion of vocational education and training for 300 YWCD in Kenya (140), Uganda (100) and Tanzania (60) with support from their families and communities.
- Improve integration to formal and informal labour markets for 300 YWCD completing vocational training in Kenya, Uganda and Tanzania through public-private partnerships.

 Increase understanding and commitment by Government officials in Kenya, Tanzania and Uganda on providing inclusive, quality and sustainable vocational training to YWCD.

# Vulnerable and disadvantaged features of target group: 300 youth

 with complex disabilities with two or more disabilities, such as deaf blindness which is a with additional learning and physical disabilities or autism.

### MALAWI

- Increase and sustain enrolment for street children and disadvantaged youth into demanddriven VET training which will be supported by the creation of environment.
- Bridge the gap between skills training and employability through a combination of digital innovation and application of tried and tested marketing of skills for street connected youth and other disadvantaged groups targeted for the action.
- Offer practical and demand-driven skills responding to labour market needs.
- Enhance employability of target groups by facilitated private sector engagement.

# Vulnerable and disadvantaged features of target group: 360 youth

- Street Connected Children and Youth (youth living or working on the streets).
- NEETS: youth not in education, employment or training, girls at risk and youth in conflict with the law.
- Youth in conflict with the law comprising of young people offenders that require rehabilitation and youth that are at risk of conflicting with the law.
- youth living in lowest quintile households, low-income areas or urban slums, and households with no social support structures.
- Young women at risk of various forms of exploitation including sexual, violence and forced/ hazardous labour.

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combination of hearing and visual impairment and single sensory impairment combined

# PAKISTAN

- Pilot an integrated, demand-led and innovative TVET model in Sindh and assess the feasibility for its replication within the Pakistani labour market.
- Grant access to 300 disadvantaged and vulnerable youth to four VET centers in their near location.
- Enroll youth to learn skills in four VET centers and ensure they successfully graduate.
- Ensure that youth are ready to transition and have improved opportunities to integrate the formal and informal labour market.

Vulnerable and disadvantaged features of target group: 360 youth

- falling prey to violent extremist groups.
- follow anti-social activities .
- resort to adopting negative coping mechanism due to poverty and unemployment.

# PHILIPPINES

- Increase employability and encouraging empowerment among internally displaced persons, primarily the youth, in post-conflict Marawi area in the Philippines through improved access to an inclusive and market-driven VET ecosystem.
- Create an Industry Placement Committee comprised of multi-stakeholder representatives from the academe, industry, government as well as the private sector who will co-lead in the design and development of a "bundled" skills learning curricula, and identification of government-accredited vocational training courses.

#### Vulnerable and disadvantaged features of target group: 500 youth

 Internally displaced people in post conflict region who are in-school and out-of-school youth.

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#### **REPUBLIC OF CONGO**

- Improve access for vulnerable groups in the 3 Tié-Tié districts and offer quality training
- Enable vulnerable young people enrolled in training pathways to complete training and acquire practical skills in a sustainable manner.
- Support young people after the training courses in the labour market integration through employment and/or self-employment.

Vulnerable and disadvantaged features of target group: 250 youth

- 150 young women.
- Youth who dropped out of qualifying training centers.
- Youth who have registered but need support to maintain and complete the training.

# SOMALILAND

- Increase access for disadvantaged youth to vocational training, relevant to market needs, through equipping young people with foundational skills.
- Enhance transition from vocational training to work through entrepreneurship skills, mentorship and access to microfinance.
- Integrate entrepreneurship and financial literacy training into VET courses to sustain provision.

Vulnerable and disadvantaged features of target group: 400 youth

- NEETS: outside of education, training and employment.
- 250 young people with disabilities and internally displaced people due to conflict or drought to urban areas.
- At least 200 places will be allocated to young women.



- Promote inclusiveness in VET by developing the new and innovative VET provisions and job insertion services.
- Support life-long learning and equitable quality and job-oriented education, with a special

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opportunities adapted to their situation by strengthening the social action constituency.

attention to education and training opportunities for girls and women.

- Enhance South Sudan's VET sector to deter South Sudan's population especially youth, which represent almost 70% population in South Sudan – in becoming involved in the nation's conflict and to provide meaningful economic productive engagement for all.
- Aligning action to the national priorities determined by the South Sudan Development Plan and the Interim Constitution of South Sudan.
- Use VET as a peacebuilding and economic mechanism to promote resilience and the peaceful and sustainable development of South Sudan.

Vulnerable and disadvantaged features of target group: 1000 youth

- 300 young mothers.
- 200 youths.
- 300 returnees and internally displaced people.
- 200 rural poor households.

### TANZANIA

- Contribute to increased employability of disadvantaged and vulnerable groups i.e. 400 youth (age 15-24), particularly young women, from most particularly marginalised wards in Ilemela and Nyamagana districts in the Mwanza region of Tanzania.
- Pilot the transferability of gender transformative and inclusive innovative strategies e.g. outreach VET centers, child care, digital saving tools - to support 1) equal access, 2) completion of VET for disadvantaged and vulnerable youth, particularly young women, 3) transition into the formal and non-formal labour market, and 4) female and male VET graduates' continuous learning at the workplace, and through apprenticeship for the most marginalized.
- Contribute to an enabling environment for disadvantaged and vulnerable youth, particularly young women, towards improved employability and inclusive access to labour market.

Vulnerable and disadvantaged features of target group: 400 youth

- 20 youth with disability.
- 220 young women.
- live far away from VET centers, face high level of youth unemployment and vulnerability and 0

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with high level of teen pregnancy as well as out of school youth.

## 귥 ZIMBABWE

- Improve completion of vocational education and training and transition into the labour market among disadvantaged and vulnerable youth in the Shamva and Bindura Districts of Zimbabwe.
- Address relevance and quality of learning content by providing targeted support for graduates, and increasing community awareness of youth capacity, particularly capacity of young women and youth with disability contribute to increased access to quality TVET.
- Contribute to increased access to quality TVET.
- Strengthen private sector participation in TVET training and increase support to graduates for successful transition into the formal and informal labour force posttraining as well as increased employability of disadvantaged and vulnerable groups.

Vulnerable and disadvantaged features of target group: 400 youth

- 200 young women face challenges in accessing and benefitting VET.
- 25 youth with disabilities, which face neurological and physical disabilities.
- Youth who are street vendors, drug addicts and those struggling with poverty.

# ┮ MOZAMBIQUE AND GUINEE-BISSAU

- Contribuer à l'amélioration de l'employabilité des jeunes défavorisés des centres urbains du Mozambique et de Guinée-Bissau par un travail de renforcement des capacités des acteurs de la formation professionnelle et l'implémentation de dispositifs d'orientation et d'insertion au sein des quartiers vulnérables.
- Capitaliser les méthodologies innovantes développées par le projet et diffuser les apprentissages en vue d'une réplication au niveau international.

Vulnerable and disadvantaged features of target group: 300 youth

- 150 women.
- Youth with a highly vulnerable and disadvantaged background.

#### DCI-HUM/2017/387-07

#### **Knowledge: Tools**

The following tools were developed in year 2 (see table below)..

• The first four tools, with titles to be found in the list, have been completed, which means they were drafted, quality assured, designed and publishing or are in the process of being published on the VET Toolbox website.

• Another three tools have been submitted and finalised by the implementing agency and are now being designed by the Hub. After the design fase, they will be published on the site and promoted.

• The last tools in the list have been drafted and are now undergoing a feedback round (Hub and other implementing partners) or are still in the draft stage with the implementing agency.

| Organisation   | ТооІ  | Status                          |
|--|---|---------------------------------|
|  | Training manual of management of VTC  | Completed                       |
| BRITISH<br>COUNCIL                                     | Guide to Developing and Implementing Qualifica-<br>tions that Meet Industry Needs         | Completed                       |
| giz Indext Tradicial<br>Tradicial<br>Description       | Transferable Skills   | Completed                       |
| giz Indexts Instituted<br>Conference of the Deleters   | Life Skills   | Completed                       |
| BRITISH<br>COUNCIL                                     | Refugee Inclusion Self-Assessment Tool for<br>Colleges                                    | Submitted                       |
| BRITISH<br>COUNCIL                                     | Quality Self-Assessment Tool for Colleges   | Submitted                       |
| Enabel   | How to set up a sector skills council (Tourism & Hospitality)                             | Submitted                       |
| BRITISH<br>COUNCIL                                     | Disability Inclusion Self-Assessment Tool for Colle-<br>ges                               | Pending                         |
| giz Indexts Instituted<br>Internetical INDExem         | LMA   | First draft end of<br>September |
|  | Inclusive VET   | First draft end of<br>October   |
| giz Indexte Semilariant<br>Department for Dis Distance | Career Guidance   | First draft end of<br>September |
|  | Tool/capitalisation note on (informal-renewed)<br>apprenticeship together with ILO-Geneva | Planned for 2020                |

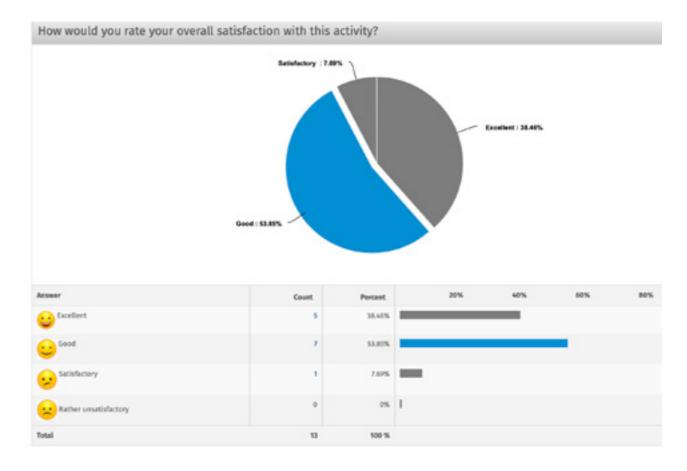
#### **Knowledge: KEN Activities**

Since getting the interventions (including tool development) and grants started up was the first priority in year 1, starting up knowledge exchange activities had to take a back seat. In year 2, this delay was made up for. First of all, the OMC members focussed on defining exactly what the added value of the VET Toolbox KEN could be, not wanting to overlap with existing initiatives. Which is strengthening the community, exchanging on existing tools and mutual learning. Subsequently, several exchange initiatives were deployed in year 2 and planned for year 3.

#### Launch of the KEN: HACKATHON

Focussing on networking, branding the VET Toolbox and mapping needs (both in PPP and inclusion in VET) the VET Toolbox launched the KEN through a 2-day Hackathon (May 2019). 64 international participants from mixed backgrounds (VET-experts, policy makers, private sector representatives...), of which most had never participated in a hackathon before, experienced this methodology for the first time.

Their overall satisfaction was for 12 out of 13 respondents (response rate of 24%) good to excellent. One found the event satisfactory<sup>10</sup>.



Most appreciated was the networking aspect, the unusual composition of the teams leading to fresh ideas and discovering the hackathon methodology. What some would have liked differently: for it to be a bi-lingual event, instead of only in English (2 respondents), for the event to last longer (3 respondents), for more support for the teams with regard to the methodology (3 respondents), for larger solutions (2 respondents). These last too remarks don't correspond with the concept of a hackathon, though.

**Results:** a tighter network, VET Toolbox better known with stakeholders, the decision on what the next activity of the KEN should be and in several joint tool development initiatives and other collaboration. E.g.:

- GIZ consulted several of the participants in light of the development of a tool on inclusion
- Enabel is collaborating with one of the participating organisations on an app on transferable skills to be used in the tourism sector in Uganda and is exploring providing a testing ground for a labour market matching app that supports closing the skills gap of the users.
- LuxDev continues working in a bilateral way (e.g. by executing joint trainings and workshops) with those multilateral organisations she brought to the KEN Meeting : LKDF-UNIDO, ILO, UNESCO/PEFOP when this corresponds to the demand of the demand of the local tripartite partner.
- The Hackathon exchanges have also inspired new requests coming in (e.g. from Columbia).

#### Targeted exchanges with similar initiatives

To work towards optimal alignment between the different initiatives focussing on demand-driven and inclusive vocational education and training especially at the European level, VET Toolbox has taken the initiative to exchange with the colleagues of several of these initiatives. This way knowledge exchange is facilitated, duplications are avoided as much as possible and forces can be joint for maximum effectiveness and efficiency. E.g. Socieux+ and Archipelago presented their organisations at the OMC, VET Toolbox is a standing member of the Archipelago Steering Committee and Archipelago participated in the VET Toolbox Hackathon, VET Toolbox shared knowledge with Educaid on Labour Market Analysis.

#### Thematical KEN-meetings

At the end of year 2 the Hub has been busy planning a targeted small-scale event on PPP in VET for a selection of top players on the topic. More under chapter 6 'Looking ahead at year 3'.

#### **3.2.** Status update activities year **2**

The large majority of the year 2 activities are ongoing activities. Some related to the set-up of the processes and to the grant procedure have been completed. Others related to the grant have not started yet, because of the general delay in the start-up of the grants as mentioned before. The launch of the call for proposals was initially scheduled for 31.08.2018 but had to be delayed to wait for the French version of the PRAG until 05.12.2018, thus delaying all subsequent steps.

| Activities  | Sub activities  | Not yet<br>started | Ongoing | Completed | Cancelled |
|---|---|--------------------|---------|-----------|-----------|
| A.1.1: PMU set-up and<br>functioning, development     | Start-up KEN  |                    |         |           |           |
| of Project Operational<br>Manual, visibility strategy | Promotion and outreach  |                    |         |           |           |
| and web-based portal                                  | Develop of first tools in key-<br>areas of support  |                    |         |           |           |
|   | Set-up internal arrangements for expert contracting   |                    |         |           |           |
|   | Website/portal regularly up-<br>dated   |                    |         |           |           |
|   | Regular meetings of Governance<br>Structures (Steering Committee,<br>Operational Monitoring Com-<br>mittee) |                    |         |           |           |
|   | Regular meetings of Knowledge<br>Exchange Network (KEN)   |                    |         |           |           |
|   | Mainstream M&E approach and<br>guidelines in core processes and<br>provide regular status updates           |                    |         |           |           |

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| Activities   | Sub activities                       | Not yet<br>started | Ongoing | Completed | Cancelled |
|--|--------------------------------------|--------------------|---------|-----------|-----------|
| A.1.2 : Provide targeted short-term technical  | Process incoming requests            |                    |         |           |           |
| expertise, showcasing successful methods and   | Implement support interven-<br>tions |                    |         |           |           |
| tools in the field of the<br>use of VET system and<br>labour-market analysis   | Develop tools                        |                    |         |           |           |
| to strengthen evidence-<br>based policy making and<br>programming  | Translate and share tools            |                    |         |           |           |
| A.2.1 : Provide targeted short-term technical  | Process incoming requests            |                    |         |           |           |
| expertise, showcasing<br>successful methods and  | Implement support interventions      |                    |         |           |           |
| tools in the field of private<br>sector involvement in   | Develop tools                        |                    |         |           |           |
| VET and labour market<br>activities  | Translate and share tools            |                    |         |           |           |
|  | Implement regional seminars          |                    |         |           |           |
| A.2.1 : Provide targeted short-term technical  | Develop tools                        |                    |         |           |           |
| expertise, showcasing<br>successful methods and<br>tools in the field of private<br>sector involvement in<br>VET and labour market<br>activities | Translate and share tools            |                    |         |           |           |
| A.3.1 : Provide targeted   | Process incoming requests            |                    |         |           |           |
| short-term technical<br>expertise, showcasing<br>successful methods  | Implement support interventions      |                    |         |           |           |
| and tools in the field of<br>strengthening the inclusion   | Develop tools                        |                    |         |           |           |
| of vulnerable groups in VET<br>and formal and informal<br>labour market activities   | Translate and share tools            |                    |         |           |           |
|  |                                      |                    |         |           |           |

| Activities  | Sub activities   | Not yet<br>started | Ongoing | Completed | Cancelled |
|---|--|--------------------|---------|-----------|-----------|
| A.3.2 : Develop and share<br>best practice methods                            | Develop tools  |                    |         |           |           |
| and tools to encourage<br>networking, dialogue and<br>exchange of experiences | Translate and share tools                              |                    |         |           |           |
| A.4.1 : Fund innovative<br>projects that promote                              | Develop call document                                  |                    |         |           |           |
| inclusion of vulnerable<br>groups in the formal and                           | Contract assessors                                     |                    |         |           |           |
| informal labour market  | Launch Call  |                    |         |           |           |
| through VET   | Receive and assess concept notes                       |                    |         |           |           |
|   | Background checks and invite to develop full proposals |                    |         |           |           |
|   | Receive and assess full proposals                      |                    |         |           |           |
|   | Grant signing  |                    |         |           |           |
|   | Implementation of grants                               |                    |         |           |           |
|   | Monitoring of grants                                   |                    |         |           |           |
|   | Financial closure                                      |                    |         |           |           |

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#### 3.3 Budget execution <sup>11</sup>

#### **Overall Budget (EURO)**

The total budget amounting to EUR 15.500.000 consists of a contribution from the EU amounting to EUR 15.000.000 and a contribution from the German BMZ amounting to EUR 500.000. These EUR 500.000 will be spent exclusively by GIZ.

|   |    |  | BUDGET TOTAL EU<br>+ German BMZ<br>contribution (€) | Expenditure<br>during the<br>reporting period<br>23/09/2017 -<br>30/9/2018 (€) | Expenditure<br>during the<br>reporting period<br>01/10/2018 -<br>30/9/2019 (€) | Commitments on<br>30/9/2019 (€) | Expenditure +<br>commitments (€) | Execution rate<br>(%) (€) | Balance<br>(€)     |
|---|----|--|---|--|--|---------------------------------|----------------------------------|---------------------------|--------------------|
|   |    |  | (A)   | (B)  | (C)  | (D)                             | (E) = (B) + (C) +<br>(D)         | (F) = (E) / (A)           | (G) = (A) -<br>(E) |
| Α |    | ACTIVITIES   | 11 132 315  | 347 151  | 1 802 812  | 1 919 278                       | 4 069 240                        | 37%                       | 7 063 075          |
| Α |    | Vet system analysis  | 2 824 328   | 213 851  | 206 569  | 309 994                         | 730 414                          | 26%                       | 2 093 914          |
| Α | 02 | Tools and advice necessary to put in place sustainable mechanisms of consultation and active                                     | 2 312 949   | 100 549  | 668 360  | 355 544                         | 1 124 453                        | 49%                       | 1 188 496          |
| A | 03 | National and sub-national stakeholders are capacitated in promoting inclusive VET training for the<br>formal and informal sector | 981 316   | 7 260  | 117 377  | 71 690                          | 196 326                          | 20%                       | 784 990            |
| Α | 04 | Methodologies and approaches to support the integration of disadvantaged groups into VET learning                                | 5 013 722   | 25 491   | 810 506  | 1 182 050                       | 2 018 047                        | 40%                       | 2 995 675          |
|   |    | audit of grantees  | 250 000   | 0  | 0  | 0                               | 0                                | 0%                        | 250 000            |
| Х |    | BUDGET RESERVE   | 51 102  | 0  | 0  | 0                               | 0                                | 0%                        | 51 102             |
| Х | 01 | budget reserve   | 51 102  | 0  | 0  | 0                               | 0                                | 0%                        | 51 102             |
| z |    | GENERAL MEANS  | 3 028 275   | 465 382  | 596 976  | 916 503                         | 1 978 861                        | 65%                       | 1 049 414          |
| Ζ | 01 | Staff  | 2 013 335   | 358 809  | 479 064  | 858 529                         | 1 696 401                        | 84%                       | 316 934            |
| Ζ | 02 | Investments  | 20 000  | 16 990   | 1 859  | 0                               | 18 848                           | 94%                       | 1 152              |
| Ζ | 03 | Running costs  | 674 940   | 85 216   | 101 885  | 17 893                          | 204 995                          | 30%                       | 469 945            |
| Ζ | 04 | Audit, monitoring and evaluation and support   | 320 000   | 4 367  | 14 168   | 40 081                          | 58 617                           | 18%                       | 261 383            |
|   |    | SUBTOTAL   | 14 211 692  | 812 533  | 2 399 788  | 2 835 781                       | 6 048 101                        | 43%                       | 8 163 591          |
|   |    | Remuneration 7%  | 981 308   | 56 028   | 165 610  | 196 850                         | 418 488                          | 42%                       | 562 820            |
|   |    | Overheads exceeding the remuneration/indirect cost (Art. 18.3 GC) [for the GIZ part only]  | 307 000   | 16 193   | 50 433   | 0                               | 66 626                           | 22%                       | 240 374            |
|   |    | Tax GIZ  |   | 97   | 1 416  | 0                               | 1 416                            |                           | -1 416             |
|   |    | TOTAL  | 15 500 000  | 884 851  | 2 617 247  | 3 032 630                       | 6 534 729                        | 42%                       | 8 965 271          |

In the first year on a total budget of 15,5 million euro, 884.851 EUR was actually spend. In year 2 expenditure rose to 2.617.247 euro, which was almost 3 times as high as in year 1. Expenditure under budget heading 'A. Activities' was even 5 times higher than the year before since the level of implemented requests was higher and the selection of the grants was finalized. Most requests were received under window 2 "Sustainable mechanisms of consultation and active participation of the private sector". The first instalments of 3 grants were paid under A04.

Commitments include committed personnel cost, all payments for the 4 grants that were signed before end of September 2019, some running costs for the uses of offices and audit costs.

Taking into account both expenditure and commitments, the execution rate at the end of year 2 reaches 42%.

The table below reports on the financial situation of GIZ only, according to the agreed reporting scheme in the contract. <sup>12</sup>

|  | Budget<br>of the Action<br>(as per contract) | Total Costs of<br>the Action<br>(reporting period 1<br>from 23/09/2017<br>to 30/09/2018) | Total Costs of<br>the Action<br>(reporting<br>period 2 from<br>01/10/2018 to<br>30/09/2019) | Legal   | Total Costs +<br>legal<br>Commitments<br>(period from<br>23/09/2017 to<br>30/09/2019) | Total costs | Remaining<br>Budget |
|--|--|--|---|---------|---|-------------|---------------------|
|  | Plan   | Year 1   | Year 2  |         |   | all periods |                     |
| 1 Experts *) 1)  | 2 888 550                                    | 184 669  | 520 843   | 488 769 | 1 194 281   | 705 513     | 2 183 037           |
| 2 Travel expenses *)   | 114 140                                      | 8 973  | 33 824  | 0       | 42 797  | 42 797      | 71 343              |
| 3 Procurement of materials and equipment incl. Construction *) | 20 000                                       | 537  | 8 975   | 0       | 9 512   | 9 512       | 10 488              |
| 4 Financing *)   | 0  | 0  | 0   | 0       | 0   | 0           | 0                   |
| 5 Training of partners *)                                      | 0  | 0  | 0   | 0       | 0   | 0           | 0                   |
| 6 Other direct costs *)  | 423 500                                      | 9 697  | 103 663   | 1 109   | 114 469   | 113 360     | 310 140             |
| 7 Total direct costs of the action *)                          | 3 446 190                                    | 203 876  | 667 305   | 489 878 | 1 361 059   | 871 181     | 2 575 008           |
| Total administrative overheads <sup>2</sup> ) <sup>3</sup> )   | 534 723                                      | 29 615   | 94 770  | 32 637  | 157 021   | 124 385     | 410 338             |
| Total amount of the reporting period                           | 3 980 913                                    | 233 491  | 762 075   | 522 514 | 1 518 080   | 995 566     | 2 985 347           |
| VAT  |  | 97   | 1 416   | 0       | 1 416   | 1 416       | -1 416              |
| Total amount of the reporting period incl. VAT                 | 3 980 913                                    | 233 588  | 763 491   | 522 514 | 1 519 496   | 996 982     | 2 983 931           |
|  | Budget                                       | Total Costs of   | Total Costs of the Action   | Logal   | Total Costs +<br>legal  | Total Costa |                     |

|   | Budget<br>of the Action<br>(as per contract) | Total Costs of<br>the Action<br>(reporting period 1<br>from 23/09/2017<br>to 30/09/2018) | Total Costs of<br>the Action<br>(reporting<br>period 2 from<br>01/10/2018 to<br>30/09/2019) | Legal<br>Commitments<br>on 30/09/2019 | Total Costs +<br>legal<br>Commitments<br>(period<br>23/09/2017 to<br>30/09/2019) | Total Costs<br>all reporting<br>periods | Remaining<br>Budget |
|---|--|--|---|---------------------------------------|--|---|---------------------|
| Total eligible costs by the EU                | 3 253 190                                    | 191 739  | 633 379   | 466 236                               | 1 291 355  | 825 119                                 | 2 428 071           |
| 7% overheads as per GC Art. 18.3              | 227 723                                      | 13 422   | 44 337  | 32 637                                | 90 395   | 57 758                                  | 169 965             |
| Total eligible cost by the EU                 | 3 480 913                                    | 205 161  | 677 716   | 498 872                               | 1 381 750  | 882 877                                 | 2 598 036           |
|   |  |  |   |                                       |  |   |                     |
| Total eligible costs by the BMZ               | 193 000                                      | 12 136   | 33 926  | 23 642                                | 69 704   | 46 062                                  | 146 938             |
| Remaining overheads financed by BMZ incl. VAT | 307 000                                      | 16 290   | 51 849  | 0                                     | 68 042   | 68 042                                  | 238 957             |
| Total cost financed by BMZ                    | 500 000                                      | 28 427   | 85 775  | 23 642                                | 137 747  | 114 105                                 | 385 895             |

#### 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. 1) Including audit opinion and/ior performance audit costs amounting to 5.422 Euro.

2) Overheads correspond to the EU term "Remuneration".

3) Including remuneration/indirect cost (Art. 18.3 GC), which is limited to 7% of the total eligable direct costs PLEASE NOTE: Communication and visibility costs are included in various budget lines. The reported costs that were not considered eligible for the Contracting Authority have been covered by other donors' contributions under which such costs were considered eligible

12 Exclusive base of reference for GIZ's accounts 49

<sup>11</sup> Consolidated figures of the 4 co-delegatees, reporting done according to each partners pillar assessed procedures. Figures of Enabel are audited and final. At the time of reporting GIZ does not have audited figures yet so their input might change. LuxDev and BC opt for a yearly audit on all EU project instead of a project related audit. Their audit covers a calendar year. As a consequence the reported figures are not fully audited yet and thus not necessarily final figures.

#### 3.4 Risk management year 1

In year 2 a follow-up risk analysis exercise was executed with input from the OMC and SC members using an even more collaborative approach in the assessment. This approach consists of the following steps:

• Risk identification by OMC-members individually, taking the risks year 1 as a starting point.

• (Re)scoring all identified risks (year 1 and year 2) on impact, probability and changeability by OMC-members.

• Due to some larger differences in scoring, a control exercise was organised with the OMC-members to verify the first scoring, thus partly replicating the previous exercise ending up confirming the scoring.

The rescoring of the year 1 inherent risks made gave us the following result:

Year 1: 5 low risks, 9 medium and 0 high.

Year 2: 10 low risks, 2 medium and 2 high.

#### VET Toolbox RISK MANAGEMENT

| RISKS IDENTIFIED IN YEAR 1  | SCORE<br>YEAR 1 | SCORE<br>YEAR 2 |
|---|-----------------|-----------------|
| <b>1.</b> Effective VET reforms are not supported by other factors in the countries such as employment creation, sufficient funding for VET, real cooperation between governments and the private sector. | •               | •               |
| <b>2.</b> Capacity built through the support is not being used.   |                 |                 |
| 3. Limited amount of requests.  |                 |                 |
| <b>4.</b> Demand for the VET Toolbox is higher than the resources available.  |                 |                 |
| 5. Mismatch service design – needs.   |                 |                 |
| 6. Duplication of support.  | •               | •               |



#### **RISKS IDENTIFIED IN YEAR 1**

7. Low relevance for national stakeholders / reform.

8. Duration of process from request to implementation

9. Too much demand from a limited group of countries.

**10.** Not enough proposals.

**11.** Bad management of the grant by the beneficiary.

12. No co-creation of tools by the implementing partner

13. Limited interest in Knowledge Expert Network.

**14.** Distributive set-up of VET Toolbox does not allow for p (such as synergy, win-win and cooperation between par

The follow-up of the mitigating actions year 1 can be found in annex.

Below the shortlist of low and medium risks based on the risk analysis year 2 which contains a total of 35 risks<sup>13</sup>+ 2 additional risks identified by the OMC.:

#### DCI-HUM/2017/387-071

|  | SCORE<br>YEAR 1 | SCORE<br>YEAR 2 |
|--|-----------------|-----------------|
|  |                 |                 |
| too long.                                    |                 |                 |
|  |                 |                 |
|  |                 |                 |
|  |                 |                 |
| rs.  |                 |                 |
|  |                 |                 |
| ootential benefits of partnering<br>rtners). |                 |                 |
|  |                 |                 |

| Results   | Risk   | Score | Mitigating measures   | ] | Results  | Risk  |
|---|--|-------|---|---|--|---|
| Result 1.   |  |       |   |   | Result 3.  | <b>5.Expertise:</b> The large majority of requests are  |
| Tools and advice for VET<br>system and labour market<br>analysis are provided to<br>assist local stakeholders<br>to improve <b>evidence-</b><br><b>based VET</b> programming<br>and serve as basis for<br>informed strategic<br>decisions in response to<br>demographics, economic<br>development and labour<br>market needs. | <ul> <li>will continue to put in requests if no limitations are agreed upon, possibly exhausting resources in an uneven way.</li> <li>2.Tools: VET Toolbox members are far from</li> </ul> | •     | <ul> <li>Decision SC 5 (19-9-19): A requester may only put in a next request after the previous one has had a positive 6-month evaluation (exact criteria to be determined).</li> <li>This decision can still be reviewed by OMC/SC if need be.</li> <li>Extensive desk research</li> <li>Consultation rounds in broad VET Toolbox network (OMC members and their agencies, EU, KEN)</li> </ul>   |   | Local stakeholders are<br>capacitated in promoting<br><b>inclusive VET</b> training for<br>the formal and informal<br>sector | majority of requests are<br>coming in under result<br>area 2 (PPP). The tar-<br>geted results are partly<br>unachieved as an rela-<br>tively smaller number<br>of requests came in for<br>result area 3 (inclusion)<br>than anticipated. ( <i>This</i><br><i>risk was detected by the</i><br><i>OMC-members separate</i><br><i>from the risk manage-</i><br><i>ment exercise.</i> ) |
|   | tools.   |       | ,   |   | Result 1-3.  | 6.Expertise: The inter-   |
| &<br>Result 2.<br>Tools and advice<br>necessary to put in place<br>sustainable mechanisms<br>of consultation and<br>active participation of<br>the private sector in<br>VET are developed and<br>delivered.   | <b>3.KEN:</b> VET Toolbox might not attract enough interesting participants to create added-value.   |       | <ul> <li>Starting point is the stakeholder consultation:<br/>ask possible participants about their needs and<br/>constraints</li> <li>Conscious branding of the KEN as a niche<br/>network only for experts and knowledge-seekers<br/>with a specific profile. The related communication<br/>focusses on being personal, transparent and<br/>attractive targeting exactly those needs and<br/>constraints expressed by the stakeholders.</li> <li>Deliver services/activities with high satisfaction<br/>rates to continue interest</li> <li>Use network and personal touch to extend<br/>network further</li> <li>Offer simultaneous diverse knowledge<br/>exchange initiatives to cater to different needs and<br/>preferences: website, newsletter, hackathon, PPP-<br/>KEN, Lunch&amp;Learn, informal inter-organisational</li> </ul> |   |  | <ul> <li>ventions (incl. activities KEN) might not be leading to the expected reform changes.</li> <li><b>7.Expertise:</b> It remains uncertain whether the year 1 delay, can be fully made up for by year 3. (This risk was detected by the OMC-members</li> </ul>   |
|   | <b>4.KEN:</b> VET Toolbox<br>might not be the<br>knowledge Hub it sets<br>out to be.   | •     | <ul> <li>exchanges</li> <li>Decision to focus on providing added value and subsequently be responsive with the goals we set ourselves: VET Toolbox has reset the focus on the networking and exchanging on tools, less on being a classic advisory board.</li> <li>See also measures of risk 3.</li> </ul>  |   |  | separate from the risk<br>management exercise.)   |



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| Score | Mitigating measures  |
|-------|--|
|       | <ul> <li>Decision SC 5 (19-9-19): the result areas will get some extra attention during promotional activity, so it is certainly not overlooked by the requesters.</li> <li>If this is not enough to reach the targets, this risk is accepted as the project works in a demand-driven way. The budget will then be reallocated to follow the demand.</li> </ul>  |
|       | <ul> <li>Working in a demand-driven way</li> <li>National/regional/local patronage and<br/>contribution. E.g. the request procedure re-<br/>quires proof of alignment with governmen-<br/>tal and other ongoing reforms/initiatives.</li> <li>(e.g. support letters, partners to be listed)</li> <li>Coordination and alignment with exis-<br/>ting initiatives through consultations with<br/>different local stakeholders. E.g. check<br/>with EU(D), implementing agencies look<br/>for opportunities for linkages with ongoing<br/>initiatives while performing the assistance.</li> </ul> |
|       | <ul> <li>Reaching the year 3 target (nl. finish implementation of 13 transferred interventions of year 2 + completion of an additional 26 interventions) is possible despite the delay that occurred in year 1, but it will be challenging.</li> <li>Acceptance: even if the targeted number of actions is not reached, the potential remaining mini-delay, will be made up for by the end of year 4.</li> </ul>   |

| Results   | Risk  | Score | Mitigating measures  |
|---|---|-------|--|
| <b>Result 4.</b> Methodolo-<br>gies and approaches to<br>support <b>the integration</b><br><b>of disadvantaged groups</b><br>into VET learning and<br>into the labour market<br>are piloted | <b>8.Grants:</b> Though ade-<br>quate monitoring and<br>evaluation are in place<br>there is still a residual<br>risk that this might not<br>be effective enough to<br>prevent large issues. |       | <ul> <li>Very thorough set-up and clear communication on M&amp;E rationale and expectations</li> <li>Detailed preparatory discussions</li> <li>Start-up capacity building (backstopping)</li> <li>Use of templates e.g. detailed guidelines and contract</li> <li>2-3 Monitoring missions per project and supplementary mid-term audit</li> <li>End-term audit planned in with the grantees before signing the contract</li> <li>Trying to establish involvement local offices of the 4 agencies + EUD is informed</li> <li>Low threshold support (incl. emergency backstopping possible if needed)</li> </ul> |
|   | <b>9.Grants:</b> The Hub might not be able to adhere to the timing that was set out.  |       | <ul> <li>Delays have already happened through causes beyond our control (so these have been accepted and dealt with) and have been -as much as possible- made up for by extra efforts of the team members involved.</li> <li>Detailed agreements (contract)</li> <li>Thorough M&amp;E</li> <li>Low threshold backstopping to support to stay on or get back on track/time</li> <li>Tight follow-up of the timing</li> </ul>  |
|   | <b>10.Grants:</b> The projects might not deliver what they aim for.   |       | <ul> <li>Clear communication before, during and after implementation.</li> <li>Thorough analysis and fine-tuning of the final proposal by the team with the grantees before the start.</li> <li>Low threshold support in case of issues is offered.</li> </ul>   |

| Results  | Risk  | Score | Mitigating measures   |
|--|---|-------|---|
| Specific objective:  | <b>11.General:</b><br>Effective VET reforms are   |       | <ul> <li>Political support of the request required</li> <li>Stimulating policy dialogue</li> </ul>  |
| SO To provide partner<br>countries with know-<br>how, tools and advice in<br>order to improve the la-<br>bour market responsive-<br>ness of VET reforms,<br>strategies and action<br>plans, in particular the<br>ones supported by the | not supported by other<br>factors in the countries<br>such as employment<br>creation, sufficient fun-<br>ding for VET, real coope-<br>ration between govern-<br>ments and the private<br>sector.  |       | • Onboarding of political and private sectors stakeholders: i.a. through their active part cipation in VET Toolbox events   |
| EU (EC and EU Member<br>States), thereby also<br>enabling the orientation<br>towards an inclusion of<br>disadvantaged groups.  | <b>12.General:</b> Collecting<br>the necessary data to<br>put the M&E framework<br>into practice might not<br>be proportionate to the<br>cost involved in acqui-<br>ring them. (This risk was<br>detected by the OMC-<br>members separate from<br>the risk management<br>exercise.) |       | <ul> <li>These proposed mitigating measures still have to be discussed at the OMC:</li> <li>Survey 2: send the survey to all participants also those that did not respond to survey 1.</li> <li>Survey 2: follow-up personally e.g. telephone call for them to fill it out or give feedback on the phone.</li> <li>Consider reviewing the M&amp;E framework</li> <li>Consider change from online survey 2 to e.g. structured interviews.</li> </ul> |
|  | <b>13.General:</b> Specific<br>form and location 2nd<br>pillar VET Toolbox ser-<br>vices are unclear so far.  | •     | • Normal step in the process: accept and mitigate through clear and open communication.   |
|  | <b>14.General:</b> Possible<br>overlap of EC initiatives<br>on VET.   |       | • VET Toolbox has successfully contacted colleagues from similar initiatives (e.g. Archipelago, Socieux+, ETF) to find syner gies, reinforce each other and avoid duplication.  |

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#### DCI-HUM/2017/387-071

Although the final results of the exercise (including a full listing of mitigating measures) will only be available at the beginning of year 3, the discussion of these results at the OMC and SC has underlined that this scoring is to be considered a scoring of inherent risk rather than residual risk. For each of these risks mitigating measures are already in place (see table above) - and some will be added (see also risk management step year 3), that lower the inherent risk to a residual risk that is acceptable for both SC and OMC members to a degree to confidently continue with the project. Raising risk awareness and putting risk mitigation regularly on the agenda of the OMC and SC for discussion are a very valuable way of increasing the chances of successful execution of the VET Toolbox project.

#### 3.5 Communication year 2

Below an overview of the main communication activities in year 2.

#### Q4 2018

• Launch of the VET Toolbox Call for Proposals (CfP). Initially, promoting this call as widely as possible and popularizing the rules were the main challenges identified in terms of communication to ensure sufficient and qualitative participation. To do this, the communication created a series of animations in English and French that we hosted on vettoolbox.eu and shared with the target audiences of the CfP (these animations are always available on the YouTube channel of the VET Toolbox).

• Selection of effective webinar software available in English and French to organize information sessions for candidates of the CfP (English session/French session

- Writing the General Data Protection Regulation (GDPR) for the VET Toolbox website.
- Exploring the possibilities for publishing a newsletter.
- The video the Bac Kan Management of VTC training in Bac Kan, Vietnam (implementation by LuxDev) is made available. This video is made by a local team.
- 2nd regional workshop PEFOP-IFEF-LuxDev in Nairobi, Kenya Q2 2019.

#### Q1 2019

• Promoting the key results of the first year of VET Toolbox activities. An executive summary and an animation were created and published on the website.

• Regular updating of Q&A related to the CfP.

• Editing of the first video of an intervention of experts of the VET Toolbox. Thanks to video footage shared by the agency of implementation of this intervention (in this case the GIZ). This method saved the cost of sending a team to the field and allowed us to work with a local supplier. The main challenge was to give a faithful version of the intervention and correct the technical errors of the local video maker. The first tool respecting the visual identity of the VET Toolbox was also designed in March 2019.

#### Q2 2019

• The first edition of the VET Toolbox newsletter was sent to a small group of 48 contacts in order to respect the new European rules on data protection. A tab allowing the subscription to the newsletter was also created on the homepage of the website.

• Preparation and follow-up communication of the VET Toolbox Hackathon. The challenges for communication were to encourage participation through clear and well-designed information while respecting the exclusive aspect of the event (non-public event, by invitation only). An after movie was produced and was shared on the VET Toolbox website/Youtube channel and through social media.

• The video of the 2nd regional seminar PEFOP-IFEF-LuxDev in Nairobi, Kenya is made available. This video was made by a local team with guidance from the VET Toolbox communications' officer.

• Communication advice to Enabel and British Council for the planned tourism expertise mission to Uganda. A series of speakers are identified in collaboration with Enabel and the British Council in order to carry out face-to-face interviews and produce a short film about this intervention. The communication officer took part in the mission and took this opportunity to write the first VET Toolbox story (article + video). This story is now available on the VET Toolbox website and has been shared with the DEVCO communication department for publication in the DEVCO newsletter planned for the last quarter of 2019.

• Preparation, participation and the follow-up of the European Development Days 2019 (EDD's) where the VET Toolbox hosted a stand presenting its activities to different stakeholders in the sector. More than 50 people subscribed to the VET Toolbox newsletter during this event and a special edition of the Newsletter was produced for the EDDs as well as an article for the website.

#### Q3 2019

Updating the action facts sheets (accessible on the database of the website) and the design of the British Council tool on the needs of the industry (accessible in the E-Library).
2nd newsletter of the VET Toolbox was sent to 206 subscribers (48 subscribers for the first

• 2nd newsletter of the VET Toolbox was sent to 2 edition).

• Short animation film on the offer of expertise of the VET Toolbox was prepared in both English and French on demand of the members of the OMC. The English version is now available on vettoolbox.eu (the French is in preparation and will be published in November 2019).

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# 4. MANAGEMENT, COORDINATION AND CONTROL

Alex Abel, Member of the Steering Committee of the VET Toolbox for British Council, during the official launch of the VET Toolbox in April 2018

#### Management and coordination arrangements

The **management and coordination arrangements** are similar to last year. No large modifications in this regard. The Steering Committee decisions can be found in annex.

The flow for the requests was finetuned. Together with DEVCO it was decided to first approach DEVCO with a summary of expected outcomes and in a next step to involve the EUD and the Donor Coordination Board and seek their advice as well as verifying that there is no duplication of expected results. This improved flow led to a more timely and efficient proceeding and transfer of requests.
A flow for the regional seminars is about to be finalised. This flow will be very similar to the one for the requests.

#### Internal control, monitoring and audit measures

#### Enabel

In November 2019 a finance audit will be performed on the Enabel expenditure for year 2 and on the listed commitments on 30/09/2019, including expenditure and commitments of the Coordination Hub. The scope of the audit is set out in Article 3 of the Annex II to the Delegation Agreement. The management declaration and the audit report are sent to the EU together with the annual report.

The audit will also take follow-up on the recommendations of the year 1 financial audit.

#### GIZ

The management declaration will be handed in with the annual report. One month after that GIZ will hand in the results of the audit.

#### British Council / LuxDev

British Council provides a single management declaration and audit opinion covering all EU contribution of External Actions, on an annual basis, independently from the progress or final report according to article 1.8 of the Framework Arrangement between the European Commission and the delegates.

LuxDev opts for the same arrangement. This was formally communicated to DEVCO. Both co-delegatees will send their management declaration and audit opinion straight to DEVCO.

### Other control, monitoring and audit measures

| Results or logical framework indicators changed in the last 12 months? | No   |
|--|--|
| Mid-term evaluation planning   | 03/2020 (estimation), to be aligned with possible ROM.   |
| Planning of the final evaluation                                       | 08/2022 (estimation)   |
| Backstopping missions realized since the start of the action.          | No backstopping missions were carried out<br>in year 2. Backstopping is planned in year 3<br>for the grant projects.             |
| Audit missions performed (dates, summary, analysis)                    | No audit missions were carried out in year2.   |
| Planned audit missions (dates)   | No audit missions are planned yet. Audit<br>missions related to the call for proposals<br>are foreseen for first half of year 4. |
| EU missions (ROM type) carried out / planned                           | No EU missions were carried out in year 2.<br>ROM might be organised for year 3.   |



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Reflecting on a regular basis on quality and sustainability (e.g. OMC and risk management) and remaining self-vigilant about these issues, are very important to each of the implementing agencies who all have a reputation to uphold. The concern in this regard is one of the aspects that unites the VET Toolbox partners.

#### Quality

The interventions are evaluated by assessing the relevant indicators of the log frame:

- Overall number of expert days implemented
- Overall number of beneficiaries
- Overall number of private partners are reached and engaged
- Overall number of national organisations involved and
- The extent to which beneficiaries are satisfied with the service provided.

To measure the satisfaction, a beneficiary survey was developed and designed in French, English and Vietnamese and is being used from November 2018 onwards.

The indicative target is 80% of the activities show that on average 80% of the beneficiaries are satisfied with the service provided. The satisfaction rate of all interventions in year 1 and 2 is 81% or higher.

The beneficiary survey provides additional relevant information related to the interventions such as:

- To what degree will you be able to apply what you learned at the VET Toolbox activity in your job?

- My knowledge about topic addressed by the activity has improved due to the activity.
- Which VET-related topics do you expect your organisation to get involved/ get more strongly involved in as a result of being involved in the VET Toolbox activity.
- Different aspects of the intervention (e.g. organisation, duration, material, performance).

#### **Sustainability**

As the VET Toolbox offers support that lasts a very short amount of time, we have to be modest about the expectations regarding the long-term effects of these actions as such. Whether the results of our activities are being sustained as such, it is difficult to assess at this point as we do not have many 6-month satisfaction surveys back yet. The surveys submitted to the Toolbox for survey 1, which come into place right after an intervention is completed, have shown that a total of all applicants was highly or very highly satisfied with the execution of the requests even after 6 months. None of the 6-month satisfaction surveys has shown a lower satisfaction level than 80 percent so far. In addition, the Mid-term and End-term reviews will also address this issue. The sustainability of the VET Toolbox efforts also lies in the fact that VET Toolbox actions are never stand-alone, nor are they imposed upon the stakeholders. On the contrary, from their conception onwards they are responding to a demand in the partner country, are aligned with and are reinforcing existing reform processes and partners (government, social partners, bilateral agencies and other private and public stakeholders). Seeds of change are sown with every exchange with the beneficiaries.

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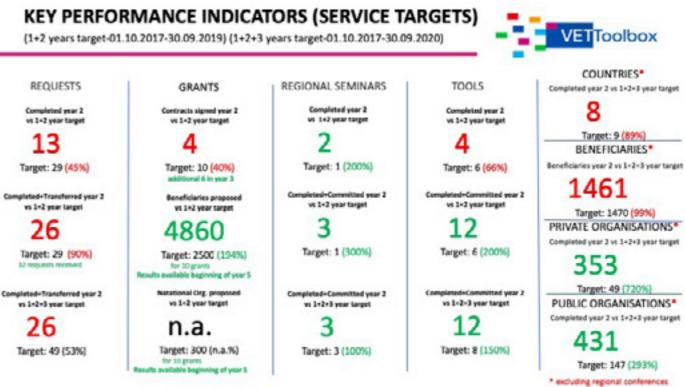
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# 6. LOOKING AHEAD AT YEAR 3

Daniel Musango, Project Manager for Sense International and grantee of the VET Toolbox Call for Proposals on inclusion in VET (start-up meeting in Tanzania, December 2019)

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# 6.1 Results to be delivered for year 3 (sum of targets years 1+2+3)

### **EXPERTISE**

With regards to the **expertise requests:** in the first two years 13 requests were completed and an additional 13 requests were transferred for implementation. To reach the target of 49 support interventions at the end of year 3, at least an additional 23 requests must be implemented before end of September 2020. Reaching a total of 49 completed interventions by the end of year 3 is an ambitious target, but the implementing partners are very keen to reach the set targets.

Countries and beneficiaries: For year 3 only 11% of the countries and only 1% of the beneficiaries remain to be attained to reach the target, so targets will be largely overachieved and could have been set higher.

Public and private organisations: At the end of year 2 the target of year 3 was already reached by 293% for public organisations and even by 720% for private organisations. Here it turns out the targets could have been set higher. The commitment of getting the private sector on board is being fulfilled.

#### DCI-HUM/2017/387-071

#### **Regional seminars**

In year 3, British Council will host their first regional seminar. It will take place in December 2019 in Nepal, with South-Asia as geographical focus. The topic is Private Sector Engagement in Skills Development.

LuxDev is looking into a demand from 3FPT (National Training Fund) in Dakar and RAFPRO (Network of African TVET authorities and Funds, composed of 11 French speaking African countries.) to co-organise a technical workshop on financing TVET with the RAFPRO. Possibly to be held in Q2 2020. SOCIEUX +, ETF and Archipelago - next to bilateral donors like AFD/EF and ENABEL - have expressed interest in supporting such a seminar.

So there won't be a problem reaching the year 3 target of three with regard to regional seminars as two of them have been already implemented.

#### Twinning

Twinning has been taken out of the request procedure. In year 3 British Council and LuxDev will each pilot a different form of twinning. The agencies hope to establish whether twinning can mean a valuable addition to the technical assistance provided, by increasing sustainability and mutual learning. Based on their experiences British Council, LuxDev and Enabel will then decide on the twinning they foresee for the following years.

British Council started preparations in year 2, for a swift start at the beginning of year 3. LuxDev has also started the exploratory phase in year 2 and will launch their pilot twinning in the coming year.

#### **GRANTS**

Concerning the grants, the goal was to sign 10 grant contracts at the end of year 2. By the end of September 2019, a total of 4 contracts were signed in time. The remaining contracts are being signed in the first months of year 3 due to the delayed start of the procedure.

#### **KNOWLEDGE**

#### Tools

As for tools, there will be at least 12 tools developed at the end of year 3 against the target of 8.

#### **KEN** activities

Targeted exchanges with similar initiatives and other interested parties.

 For year 3 follow-up exchanges with Socieux+ and Archipelago are planned. A possible collaboration with regard to knowledge exchange is being explored, as well as supporting each other with finding the best tailor-made solution should this be difficult to find in the own network.

• At the beginning of year 3 a meeting with ETF is planned, to explore how joining forces could create

 VET Toolbox will provide Educaid with one of their key speakers for their event on Labour Market Analysis (LMA) (26th November 2019).

 VET Toolbox continues to seize opportunities to present itself and its services to possible stakeholders. E. g. a presentation (incl. zooming in on a practical example of LMA) is planned at the invitation of DG Employment for the 26th of November 2019.

#### Thematical KEN-meetings

On the 23rd of October the Hub will host a targeted small-scale event on PPP in VET for a selection of top players on the topic i.a. BIBB, DECP, DEVCO, ETF, ILO, Worldbank, UNIDO have confirmed their participation. The objectives are to:

• Form a close community of experts on PPP in VET by getting to know each other/'s organisations better

- Share on top tools <sup>14</sup>
- Find out which tools (if any) are still missing on this topic

 Determine which of those (if any) participating organisations might develop together (re-using as much or as many of the existing tools as possible)

This approach will be piloted for the topic of PPP in VET. If successful, other areas of intervention can also be taken on.

#### VET Toolbox 'VET Talks' - lunch&learn meetings

To boost the knowledge exchange on demand-driven and exclusive VET, for year 3, the VET Toolbox will be hosting short lunch meetings providing a floor to a different speaker each time, sharing new insights on the topic followed by questions and answers. Frequency would be 2 to 3 meetings a year. The launch is currently planned for February 2020 at the DG DEVCO's info point.

<sup>14</sup> For VET Toolbox a tool is broadly defined as 'a transferable solution to an issue related to inclusive 67 and demand-driven VET'.

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# 6.2 Activity schedule for year 3

| Area                                  | Activities   | Start date | End date   | Lead responsi-<br>bility   |
|---------------------------------------|--|------------|--|----------------------------|
| Interventions                         | Process incoming requests  | Ongoing    | Till end of<br>project                           | Hub                        |
| Interventions                         | Implement support interventions  |            | Till end of<br>project                           | Liaison officers           |
| Interventions -<br>tools              | Develop tools  | Ongoing    | Till end of<br>project                           | Liaison officers           |
| Interventions -<br>tools              | Translate and share tools  | Ongoing    | Till end of<br>project                           | Hub                        |
| Interventions -re-<br>gional seminars | Implement regional seminars  |            | Till end of<br>project                           | Liaison officers           |
| Grants                                | Grant signing  | Ongoing    | Q4 2019  | Hub                        |
| Grants                                | Implementation of grants   | Ongoing    | Q4 2019 –<br>Q3 2021                             | Hub                        |
| Grants                                | Monitoring of grants   | Ongoing    | Q1 2020 -<br>Q3 2021                             | Hub / Liaison<br>officer s |
| Grants                                | Financial closure of grants  | Ongoing    | Q4 2021  | Hub                        |
| KEN                                   | Regular meetings KEN (2 or 3 per year cfr. need)   | Ongoing    | Till end of<br>project                           | Hub /Liaison<br>officers   |
| KEN                                   | VET Toolbox lunch&learn VET Talks (2-3 per year)   | May 2021   | Till end of<br>project                           | Hub / Liaison<br>officers  |
| KEN                                   | Promotion and outreach (incl. participation in<br>networking events e.g. EDD, European Skills<br>week)     | Ongoing    | Tbd -based<br>on the<br>planned at<br>activities | Hub                        |
| General                               | Operational Planning and Reporting, yearly updates   | Ongoing    | Till end of<br>project                           | Hub                        |
| General                               | VET Toolbox Coordination Hub - follow-up team functioning  | Ongoing    | Till end of<br>project                           | Hub                        |
| General                               | Arrange and update financial and logistical ar-<br>rangements  | Ongoing    | Till end of<br>project                           | Hub                        |
| General                               | Regular meetings of Governance Structures (2<br>Steering Committee, 3 Operational Monitoring<br>Committee) | Ongoing    | Till end of project                              | Hub /Liaison<br>officers   |
| General                               | Mainstream M&E approach and guidelines in core processes and provide regular status up-<br>dates           | Ongoing    | Till end of project                              | Hub                        |
| General                               | Fulfil administrative obligations  | Ongoing    | Till end of<br>project                           | Hub                        |
| Communication                         | Safeguarding visual ID   | Ongoing    | Till end of<br>project                           | Hub                        |

| Communication | Update content of the website  | Ongoing | Till end of project    | Hub                      |
|---------------|--|---------|------------------------|--------------------------|
| Communication | Develop new features on the knowledge page on the website  | Ongoing | Q1 2020                | Hub                      |
| Communication | Advise and support to implementing partners<br>(Regional Seminars, Expert interventions, exter-<br>nal events) | Ongoing | Till end of project    | Hub                      |
| Communication | Multimedia content production (stories, videos, press release, presentations)                                  | Q4 2019 | Till end of<br>project | Hub                      |
| Communication | Internal events (KEN, Lunch&Learn) co-organisa-<br>tion (before/during/after)                                  | Ongoing | Till end of<br>project | Hub                      |
| Communication | European Development Days 2020 participation   | Ongoing | Q2-3                   | Hub /Liaison<br>officers |
| Communication | Promotion of successful granted projects   | Ongoing | Till end of<br>project | Hub                      |
| Communication | Design, translate (EN-FR) and share tools  | Q2-3    | Till end of<br>project | Hub /Liaison<br>officers |
| Communication | Promotion of successful granted projects   | Q3      | Till end of<br>project | Hub                      |
| Communication | Design, translate (EN-FR) and share tools  | Ongoing | Till end of<br>project | Hub /Liaison<br>officers |

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Summary table of pre-financing payments

#### 6.3 Budget Programming Year 1/10/2018 – 30/09/2019<sup>15</sup>

The table shows the actual expenditures for the first 2 years, the balance at the end of year 2, the forecast for year 3, as well as the estimated budgetary balance at the end of year 3:

#### Overall Budget (EUR)

|    |     |  | BUDGET TOTAL EU<br>+ German BMZ<br>contribution (€) | Expenditure year 1<br>(23/09/2017-<br>30/09/2018) (€) | Expenditure<br>year 2<br>(01/10/2018 -<br>30/9/2019) (€) | Balance<br>30/09/2019 (€) | Financial planning<br>year 3 (01/10/2019-<br>30/09/2020) (€)<br>EU only | Estimated expenses<br>at the end of year 3<br>(€) | Estimated<br>budget<br>execution at the<br>end of year 3 (€) |
|----|-----|--|---|---|--|---------------------------|---|---|--|
|    |     |  | (A)   | (B)   | (C)  | (D) = (A) - (B) - (<br>C) | (E)   | (F) = (B) + (C) + ( E)                            | (F) = (E) / (A)  |
| Α  |     | ACTIVITIES   | 11 132 315  | 347 151   | 1 802 812  | 8 982 353                 | 3 137 278   | 5 287 240   | 47%  |
| Α  | 01  | Vet system analysis  | 2 824 328   | 213 851   | 206 569  | 2 403 908                 | 438 982   | 859 402   | 30%  |
| Α  | 02  | Tools and advice necessary to put in place sustainable mechanisms of   | 2 312 949   | 100 549   | 668 360  | 1 544 040                 | 805 890   | 1 574 800   | 68%  |
| A  | 03  | National and sub-national stakeholders are capacitated in promoting inclusive VET<br>training for the formal and informal sector | 981 316   | 7 260   | 117 377  | 856 679                   | 254 247   | 378 884   | 39%  |
| Α  | 04  | Methodologies and approaches to support the integration of disadvantaged groups  | 5 013 722   | 25 491  | 810 506  | 4 177 725                 | 1 638 158   | 2 474 155   | 49%  |
|    |     | audit of grantees  | 250 000   | 0   | 0  | 250 000                   | 0   | 0   | 0%   |
| х  |     | BUDGET RESERVE   | 51 102  | 0   | 0  | 51 102                    | 0   | 0   | 0%   |
| Х  | 01  | budget reserve   | 51 102  | 0   | 0  | 51 102                    | 0   | 0   | 0%   |
| Ζ  |     | GENERAL MEANS  | 3 028 275   | 465 382   | 596 976  | 1 965 917                 | 597 760   | 1 660 119   | 55%  |
| Ζ  | 01  | Staff  | 2 013 335   | 358 809   | 479 064  | 1 175 463                 | 399 377   | 1 237 249   | 61%  |
| Ζ  | 02  | Investments  | 20 000  | 16 990  | 1 859  | 1 152                     | 726   | 19 574  | 98%  |
| Ζ  | 03  | Running costs  | 674 940   | 85 216  | 101 885  | 487 838                   | 118 407   | 305 509   | 45%  |
| Ζ  | 04  | Audit, monitoring and evaluation and support   | 320 000   | 4 367   | 14 168   | 301 464                   | 79 251  | 97 786  | 31%  |
| то | TAL | TOTAL  | 14 211 692  | 812 533   | 2 399 788  | 10 999 371                | 3 735 038   | 6 947 359   | 49%  |
|    |     | Remuneration 7%  | 981 308   | 56 028  | 165 610  | 759 670                   | 261 453   | 483 091   | 49%  |
|    |     | Overheads exceeding the remuneration/indirect cost (Art. 18.3 GC) [for the GIZ part only]  | 307 000   | 16 193  | 50 433   | 240 374                   | not included  |   |  |
|    |     | Tax GIZ  |   | 97  | 1 416  | -1 416                    |   | 1 416   |  |
|    |     |  | 15 500 000  | 884 851   | 2 617 247  | 11 997 999                | 3 996 491   | 7 498 589   | 48%  |

In year 2 the activity level was expected to rise considerably. This was the case but to a lower extent than expected. The financial planning for year 2 (5.679.611 EUR) was not achieved. One of the main reasons was that due to a delay in the signature of the grants only 626.000 EUR (first instalments) instead of the foreseen 2.000.000 EUR was actually paid to the beneficiaries. The remaining payments are now forecasted under budget line A04 for year 3.

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

|  | Budget<br>of the Action<br>(as per contract) | Total Costs of<br>the Action<br>Year 1<br>(reporting period 1<br>from 23/09/2017<br>to 30/09/2018) | Total Costs of<br>the Action<br>Year 2<br>(reporting period 2<br>from 01/10/2018<br>to 30/09/2019) | Remaining<br>budget<br>30/09/2019 | Forecast for<br>Next<br>Implementation<br>Period |
|--|--|--|--|-----------------------------------|--|
| 1 Experts *)   | 2 888 550                                    | 184 669  | 520 843  | 2 183 037                         | 680 730  |
| 2 Travel expenses *)   | 114 140                                      | 8 973  | 33 824   | 71 343                            | 52 760   |
| 3 Procurement of materials and equipment incl. construction *) | 20 000                                       | 537  | 8 975  | 10 488                            | 1 000  |
| 4 Financing *)   | 0  | 0  | 0  | 0                                 | 0  |
| 5 Training of partners *)                                      | 0  | 0  | 0  | 0                                 | 0  |
| 6 Other direct costs *)  | 423 500                                      | 9 697  | 103 663  | 310 140                           | 144 110  |
| 7 Total direct costs of the action                             | 3 446 190                                    | 203 876  | 667 305  | 2 575 008                         | 878 600  |
| Total administrative overheads <sup>1</sup> )                  | 534 724                                      | 29 615   | 94 770   | 410 339                           | 126 151  |
| Estimated Budget   | 3 980 913                                    | 233 491  | 762 075  | 2 985 348                         | 1 004 751  |
| VAT  |  | 97   | 1 416  | -1 416                            | 40 456   |
| Estimated Budget - incl. VAT                                   | 3 980 913                                    | 233 588  | 763 491  | 2 983 932                         | 1 045 207  |

|                                     | Budget<br>of the Action<br>(as per contract) |         | Total Costs of<br>the Action<br>(reporting period 2<br>from 01/10/2018<br>to 30/09/2019) | Remaining<br>budget<br>30/9/2019 | Forecast for<br>Next<br>Implementation<br>Period |
|-------------------------------------|--|---------|--|----------------------------------|--|
| Total direct cost by the EU         | 3 253 190                                    | 191 739 | 633 379  | 2 428 071                        | 836 950  |
| 7% overheads as per GC Art. 18.3    | 227 723                                      | 13 422  | 44 337   | 169 965                          | 58 587   |
| Total Contribution by the EU        | 3 480 913                                    | 205 161 | 677 716  | 2 598 035                        | 895 537  |
|                                     |  |         |  |                                  |  |
| Total direct cost by the BMZ        | 193 000                                      | 12 136  | 33 926   | 146 938                          | 41 650   |
| remaining overheads financed by BMZ | 307 000                                      | 16 290  | 51 849   | 238 958                          | 108 020  |
| Total Contribution by BMZ           | 500 000                                      | 28 427  | 85 775   | 385 896                          | 149 670  |

15 The financial planning was approved by the Steering Committee in September 2019. Final figures presented in the table differ slightly from the approved figures since they were updated after the formal closing of year 2 and GIZ 70 included the BMZ part of their budget.

|                 | First tranche | Second tranche | Total     |
|-----------------|---------------|----------------|-----------|
| British Council | 372.685       | 778.348        | 1.151.033 |
| GIZ             | 650.333       | 1.343.655      | 1.994.989 |
| LuxDEV          | 174.378       | 281.562        | 455.941   |
| Enabel          | 1.605.029     | 3.178.375      | 4.783.404 |
|                 | 2.802.425     | 5.582.941      | 8.385.367 |

At the end of this reporting period 6.534.729 EUR<sup>16</sup> has been subject to a legal commitment with a third party<sup>17</sup>, representing 77% of the 2 received pre-financing payments. A request for the third pre-financing payment will be introduced.

### 6.4 Risk management steps year 3

Year 3 will start with finalizing the results related to the risk analysis exercise year 2, as well as writing the risk management action plan year 3. With the input of the Steering Committee the risk register can be further completed by the Hub. The Hub will also add possible additional mitigating measures. After feedback and confirmation of the OMC, the result will be shared with the SC for the approval.

Raising risk awareness and bringing risk mitigation regularly under the attention of the OMC and SC for discussion, evaluation and additional actions are a very valuable way of increasing the chances of successful execution of the VET Toolbox project. This is why risk management will be put on the agenda for the OMC and SC on a regular basis as of year 3.

By the end of year 3 a new risk analysis exercise will be done considering the necessary permanent update of the risk management system honouring the improvement cycle.

### 6.5 Communication year 3

Below an overview of the main communication activities planned for year 3.

#### Q4 2019

• Extension of the contract with web developers: develop new features on the knowledge sharing page on vettoolbox.eu to better reflect the new activities planned for 2020 (KEN, Lunch&Learn/VET Talks, E-Library).

<sup>16</sup> See table under 3.3 Budget execution - overall

<sup>17</sup> As meant in Art. 19.1 b) ii) of Annex II General Conditions. The term 'legal commitments' includes both historical 71 | costs and signed commitments.

### DCI-HUM/2017/387-071

• Communication support to British Council for the regional Seminar on PPP in Nepal: production of background visuals, video loop, invitations, fact sheets, articles.

• VET Toolbox Grants/regional start-up meeting: communication support to the back-stopping mission in Tanzania

- o Check with grantees how to implement contractual obligations in terms of communication.
- o Produce multimedia material (photo, video) reporting on the expertise provided by Enabel/VET Toolbox as well as the EU's support and funding to the projects.
- o Take advantage of the meeting (8 out of 10 projects confirmed that they will be present) to produce face-to-face interviews with project managers to report on their objectives.

### Q1 2020

- Promotion of the main achievements of year 2 (website + VET Toolbox newsletter 3).
- Design, share and translate (EN-FR) new tools.
  - o How to set up a Sector Skills Council (E-learning animation)
  - o Guide on Inclusion of refugees in VET
  - o Self-assessment toolkit for training institutions
- Support event organization: KEN, Lunch&Learns.

#### Q2 2020

- EDD 2020: preparation/set up/follow-up.
- Communication follow-up on VET Toolbox grants.
- VET Toolbox newsletter 4.

#### Q3 2020

• First promo missions to projects funded by the VET Toolbox (depending on the success of these projects).

- Collect material from implementing partners to produce success stories and videos.
- VET Toolbox newsletter 5.



# 7. LESSONS LEARNT YEAR 2 AND ORIENTATIONS YEAR 3

7.400



# Lessons learned year 2 🗸

#### 1. Collaboration

The investments made during the project's inception phase really pay off. The collaboration is becoming smoother and faster now that solid foundations have been put down through the clear and jointly developed procedures, and through the trust and appreciation that has grown.

#### 2. Request processing time

Processing of incoming request and execution of transferred requests takes more time than anticipated, due to the demand driven nature of the VET Toolbox. Different aspects play a role:

- Coming to a final, viable request with the requester (both with regard to content and the administrative process) can take more time than anticipated. This is partly due to the lowthreshold approach that was consciously chosen for the VET Toolbox request procedure.
- The limited availability of top consultants and also of the requester can both impact the speed of intervention.
- Joint implementation has been more time-consuming and cost-intensive than interventions executed by one single agency.

Of course, in the end, quality is more important to us than speed and the satisfaction rate seems to confirm this position. Still, several mitigating measures have been put into place:

- The Hub has finetuned and sped up the request procedure. Some of the steps cannot and should not be skipped though, e.g. the thorough exchange with the requesters and synchronisation with the EUD and donor coordination<sup>18</sup>.
- The Hub sets different steps of the request into motion in parallel where possible. For instance, the finalization of the administrative requirements of the request is taking place in parallel with the request notification process vis-à-vis the EU Delegation and the Donor Coordination Board in the respective country.

• The Hub has become a champion of timely 'kind reminders'.

#### 3. Joint implementation of technical assistance

• A movement is noticeable towards more joint implementation. It seems to slowly become a reflex to consider it for each demand coming in. Which does not mean that the majority of implementations are done by two (or more) of the implementing agencies together. All implementing agencies agree that joint implementation should really have added value, not just for the sake of doing joint implementation.

• There have been 3 joint implementations so far, of which two are implemented and one is in the implementation process, while more joint implementations are in the pipeline.

Lessons learned year 2 🗸

### 4. Set-up efforts /vs./ short duration of the actual intervention

• Setting up all the parameters for the provision of the requested technical assistance usually requires considerable resources. Especially when the intervention is the first in its kind. This has at some moments led to reflection with the implementing agencies on whether the return on investment of the resources spend would not be higher if the interventions could be a more extensive (now maximum 5 weeks). Changes to this duration would of course change the nicheconcept of the VET Toolbox.

• Some mitigating measures were put into practice :

o Two of the agencies (British Council and GIZ) have decided to work with a pool of consultants set up especially for the implementation of the VET Toolbox. Setting up the pool requires some time investment, but it does facilitate later implementation considerably. British Council's framework pool – that is already in place - has meant they have to date always been able to select appropriate consultants quickly, and have also been able to supply the necessary expertise for an intervention led by another agency (Uganda 003). o Execution of a similar type of support by the same agency/ies makes the process also quicker and less resource-intensive.

#### 5. Regional and local seminars

Apart from joint implementation of technical assistance and knowledge exchange activities, the participation and collaboration of the agencies in the regional and local seminars is also a very valuable way of sharing expertise and building the mutual relationship. The non-lead organising agencies and coordination hub are invited to join the seminar -themselves or their colleagues as a participant or possibly as a speaker or facilitator. The hub also supports with preparations and communication.

### 6. Grant-procedure: using the PRAG

The Hub has already provided feedback to the EC unit in charge of PRAG at DEVCO, pointing out some issues that could be further clarified as part of the PRAG. For instance, issues encountered on the eligibility of countries that are based outside of Europe, but that are at the same time a member of OECD while operating in least developed countries or further clarification on the eligibility of UK-based applicants. The Hub will prepare consolidated feedback to share with the relevant European Commission entities with the purpose to flag points for consideration when reviewing the PRAG. This will be passed on once all grants have been signed.

18 Where existent.

75 | 19 LuxDev has been able to reply swiftly to demands from the start thanks to her limited scope of interventions and existing network of collaboration of multilateral organisations, international consultants...

# Lessons learned year 2 🗸

#### 7. KEN: added value

In year 2 - after quite some discussions on the concrete form the KEN should take - a clear consensus among the implementing partners surfaced: we do not want to do knowledge exchange activities unless they have an added value to the existing initiatives. The original idea of the KEN being more an 'advisory board' proved to overlap too much with existing structures, which is why different approaches were tried out in year 2 (**mitigating measure**). So far, the networking component of those initiatives has been most appreciated by the participants.

#### 8. HR

• With only a quarter of their working time dedicated to the VET Toolbox, it is very challenging for the liaison officers to get all their VET Toolbox related tasks done in this time frame. The Coordination Hub therefore supports the liaison officers as much as possible e.g. by preparing drafts requiring only feedback and no own written input as much as possible.

• The coordination Hub would from their side really benefit from additional administrative help, since many practical and purely administrative tasks must be taken up by the Hub-members themselves at the expense of the tasks related specifically to their expertise.

# Orientations year 3 🧭

Based on the analysis of the current status of the VET Toolbox project the orientations will be important in the coming year in order to achieve the objectives of year 3:

1. Continue the provision of the VET Toolbox **core services** in an efficient and effective way. Focussing on providing the stakeholders in the partner countries with support on linking the private sector and VET with attention to inclusiveness.

2. Continue promotional activities (with a focus on Sub-Sahara Africa) to make the VET Toolbox services known to the potential target groups and beneficiaries. This should keep a **steady flow of requests** coming in. Extra attention shall be given to promote our offer of expertise on result area 3 (inclusion), because the amount of requests in this area have been lagging behind a bit. We are a demand-driven project, so we will not of course force the demands in a specific direction.

3. Start **capitalizing on M&E** efforts of the previous year in function of setting the learning cycle (Deming cycle: Plan-Do-Check-Act) of the project fully in motion. I.e. through the information acquired through the surveys (end of intervention and 6 months after intervention), audits, ROM, Mid Term Review, exchanges on lessons learnt post-implementation (e.g. OMC, fact sheets). Focus more on measuring outcome and expected impact.

4. Ensure efficient **implementation** of the selected **grant projects** to make sure all take a good start leading to attaining the objectives set.

5. **Continue** various efforts with regard to **knowledge exchange** on the topic of inclusive and demand-driven VET which answer to needs of the stakeholders, using the knowledge exchange network built in year 1 and 2, as well as continue efforts to strengthen this network.

6. Safeguard and further brand VET Toolbox as a qualitative, reliable and value-adding stakeholder in the field of inclusive and demand-driven VET that is **open to new opportunities**. We do this through the effective and efficient execution of our services, by continuing to build a strong collaborative network and by making smart and contemporary communication choices.

7. Integrate possible VET Toolbox II in the existing structure.

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# 8. ANNEXES

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# 8.1 Policy and programme context, including linkage to other ongoing operations/activities

#### General context

The VET Toolbox works with a wide variety of partner countries and partner organisation. No country specific contextual changes have affected the general functioning of the project so far. Only the Brexit has caused some uncertainty about the grant procedure.

#### Institutional context

The institutional context of the VET Toolbox is defined by the nature of the PAGoDA-Co and the institutional arrangements agreed between the partners (in the partnership agreement, project operational manual, communication and visibility strategy).

The current governance set-up is:

- Steering Committee overseeing the project management to ensure that objectives are met
- Coordination Hub responsible for the operationalisation
- Operational Monitoring Committee to coordinate and agree on decisions to be presented to the Steering Committee

• A Partnership Meeting was introduced to deal with issues that could not be solved at OMC level and/or to prepare for the Steering Committee meetings. The partnership meeting consists of members of the steering committee except for the European Commission and can also include all OMC members and/or the Hub Team.

The partnership facilitates cooperation between European development agencies and gives like-minded agencies a unique opportunity to implement and learn together. The location of the coordination hub in Brussels has proven to facilitate interactions with the EU.

#### Management context: execution modalities

Execution modalities follow agencies' respective pillar-assessed procedures. In addition, they follow PAGoDA-Co provisions and conditions and internal agreements made between the partners relating to the partnership agreement, project operational manual, communication and visibility strategy.

#### Synergy with other actions

• The VET Toolbox deliberately seeks alignment and complementarity with existing programmes financed by the EU, bilateral agencies or other relevant international partners. Donor coordination and EU delegations' consultations avoid overlap and prevent duplication of efforts. This consultation provides EU delegations, donor coordination platforms and bilateral offices of

agement to ensure that objectives are met Ilisation e and agree on decisions to be presented to

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the implementing partners with the opportunity to provide feedback on harmonization potential.

• If one of the partners implements an intervention in a country in which they have country representation, synergies are created using joint resources (infrastructure), partner structure, knowledge and experiences. This is the case for all the interventions in year 1 and 2.

• The VET Toolbox aims at sharing on good and less successful practice methods and tools through networking, dialogue and exchange of experiences with all relevant stakeholders. This is done through the establishment of a Knowledge Exchange Network (KEN). See earlier.

# 8.2 Logical framework matrix

No changes were made to the framework in year 2.

|                           | Results chain   | Indicative Indicators  | Baseline<br>values  | Indicative<br>Targets  | Sources and<br>means of<br>verification  | Assumptions   |
|---------------------------|---|--|---|--|--|---|
| Overall objective: impact | OO By<br>providing<br>know-how,<br>tools and<br>advice, the<br>VET Toolbox<br>contributes<br>to improving<br>the<br>effectiveness<br>of VET<br>reforms so<br>that they are<br>more<br>demand-<br>driven and<br>responsive to<br>labour<br>market<br>needs and | The extent to which<br>capacity building<br>activities led to:<br>• change of actions <sup>16</sup><br>of organisations<br>• improved<br>performance of<br>organisations   | No<br>baseline  | 60% of activities<br>show that on<br>average 60% of<br>the<br>beneficiaries<br>indicate an<br>impact on this   | <ul> <li>Measure at<br/>activity level<br/>by means of<br/>final<br/>beneficiary<br/>survey (6<br/>months after<br/>the activity),<br/>aggregate for<br/>overall<br/>project.</li> <li>Case studies<br/>(document<br/>analysis and<br/>interviews)<br/>implemented<br/>in final<br/>evaluation to<br/>understand<br/>the story-line</li> </ul> | <ul> <li>Economic<br/>development<br/>t leads to<br/>employment<br/>creation in<br/>the target<br/>countries.</li> <li>Government<br/>s continue to<br/>fund VET</li> </ul> |
| Overall of                | provide<br>increased<br>access to<br>(self-)<br>employment,<br>including for<br>disadvantage<br>d groups.   | The number of<br>countries where the<br>capacity building<br>activities led to<br>developments (within<br>a level of the maturity<br>index or increased on<br>the maturity index)<br>related to:<br>• Evidence-based<br>TVET<br>• Private sector<br>involvement TVET<br>• More inclusive<br>TVET | Baseline<br>level<br>agreed in<br>the<br>preparatio<br>n phase of<br>activities | At least 15<br>countries show<br>developments<br>within a level of<br>the maturity<br>index or show<br>an increase on<br>the maturity<br>index (5<br>countries per<br>result area) | <ul> <li>Measure at<br/>activity level<br/>by means of<br/>analysing<br/>post-<br/>implementati<br/>on reports,<br/>aggregate for<br/>overall<br/>project.</li> <li>Further<br/>evidence<br/>provided by<br/>final<br/>beneficiary<br/>survey (6<br/>months after<br/>the activity),</li> </ul>  |   |

|                           | Results chain                            | Indicative Indicators  | Baseline<br>values | Indicative<br>Targets   | Sources and<br>means of<br>verification  | Assumptions   |
|---------------------------|--|--|--------------------|---|--|---|
| act                       |  |  |                    |   | aggregate for<br>overall<br>project.<br>• Further<br>evidence by<br>national-level<br>stakeholder<br>survey during<br>evaluation<br>• Case studies<br>(document<br>analysis and<br>interviews)<br>implemented<br>in final<br>evaluation to<br>understand<br>the story-line   |   |
| Overall objective: impact |  | The (involved)<br>development partners<br>apply a more demand-<br>driven approach<br>towards TVET<br>development | No<br>baseline     | <ul> <li>For all<br/>involved<br/>development<br/>partners<br/>there is an<br/>increased<br/>focus in their<br/>activities on<br/>engagement<br/>with the<br/>labour<br/>market and<br/>ensuring that<br/>TVET is<br/>delivering to<br/>the demand<br/>of the labour<br/>market.</li> <li>Other<br/>development<br/>partners<br/>acknowledge<br/>that there is<br/>an increased<br/>focus in their<br/>activities on<br/>engagement<br/>with the<br/>labour<br/>market and<br/>ensuring that<br/>TVET is<br/>delivering to<br/>the demand<br/>of the labour<br/>market and<br/>ensuring that<br/>TVET is<br/>delivering to<br/>the demand<br/>of the labour<br/>market and<br/>ensuring that<br/>TVET is<br/>delivering to<br/>the demand<br/>of the labour<br/>market</li> </ul> | <ul> <li>Measure at<br/>project level<br/>via an<br/>internal<br/>survey<br/>amongst the<br/>staff of<br/>development<br/>partners<br/>involved and<br/>an external<br/>survey<br/>amongst<br/>other<br/>development<br/>partners in<br/>the final<br/>evaluation</li> <li>Further<br/>evidence<br/>provided by<br/>interviews<br/>with staff of<br/>the involved<br/>development<br/>partners and<br/>other<br/>development<br/>partners and<br/>other</li> </ul> |   |
| Specific                  | SO To<br>provide<br>partner<br>countries | The extent to which<br>capacity building<br>activities led to:   | No<br>baseline     | 70% of activities<br>show that on<br>average 70% of<br>the  | <ul> <li>Measure at<br/>activity level<br/>by means of<br/>final</li> </ul>  | <ul> <li>Government<br/>s and the<br/>private<br/>sector are</li> </ul> |

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|                        | Results chain  | Indicative Indicators   | Baseline<br>values | Indicative<br>Targets   | Sources and<br>means of<br>verification  | Assumptions  |         | Results chain  | Indicative Indicators   | Baseline<br>values | Indicative<br>Targets   | Sources and<br>means of<br>verification  | Assumptions  |
|------------------------|--|---|--------------------|---|--|--|---------|--|---|--------------------|---|--|--|
| opecific objective(s). | with know-<br>how, tools<br>and advice in<br>order to<br>improve the<br>labour<br>market<br>responsivene<br>ss of VET<br>reforms,<br>strategies<br>and action<br>plans, in<br>particular the<br>ones<br>supported by<br>the EU (EC<br>and EU<br>Member<br>States),<br>thereby also<br>enabling the<br>orientation<br>towards an<br>inclusion of<br>disadvantage<br>d groups. | <ul> <li>change of<br/>behaviour<sup>17</sup> of<br/>beneficiaries</li> <li>change of<br/>behaviour of<br/>organisations</li> </ul> |                    | beneficiaries<br>indicate results<br>on this  |  | open for<br>cooperation<br>and sharing<br>of<br>responsibilit<br>y.<br>VET is<br>considered<br>an option for<br>the<br>population<br>including<br>disadvantag<br>ed groups<br>Factors<br>outside the<br>project<br>managemen<br>t's control<br>may impact<br>on the<br>outcome-<br>impact<br>linkage<br>Countries<br>feel<br>ownership<br>over results<br>and are<br>prepared to | Outputs | with know-<br>how, tools<br>and advice in<br>order to<br>improve the<br>labour<br>market<br>responsivene<br>ss of VET<br>reforms,<br>strategies<br>and action<br>plans, in<br>particular the<br>ones<br>supported by<br>the EU (EC<br>and EU<br>Member<br>States),<br>thereby also<br>enabling the<br>orientation<br>towards an<br>inclusion of<br>disadvantage<br>d groups. | <ul> <li>change of<br/>behaviour<sup>17</sup> of<br/>beneficiaries</li> <li>change of<br/>behaviour of<br/>organisations</li> </ul> |                    | beneficiaries<br>indicate results<br>on this  | verification<br>beneficiary<br>survey (6<br>months after<br>the activity),<br>aggregate per<br>result area/<br>overall<br>project.<br>• Case studies<br>(document<br>analysis and<br>interviews)<br>implemented<br>in final<br>evaluation to<br>understand<br>the story-line | open for<br>cooperati<br>and sharir<br>of<br>responsib<br>y.<br>• VET is<br>considere<br>an option<br>the<br>populatio<br>including<br>disadvant<br>ed groups<br>• Factors<br>outside th<br>project<br>managem<br>t's contro<br>may impa<br>on the<br>outcome-<br>impact<br>linkage<br>• Countries<br>feel<br>ownership<br>over resul<br>and are<br>prepared                             |
| Outputs                | Result 1.<br>Tools and<br>advice for<br>VET system<br>and labour<br>market<br>analysis are<br>provided to<br>assist local<br>stakeholders<br>to improve<br>evidence-<br>based VET<br>programming<br>and serve as<br>basis for<br>informed<br>strategic<br>decisions in<br>response to  | Overall number of<br>interventions<br>implemented (being<br>quality assured)  | No<br>baseline     | Total 79<br>interventions:<br>• Result 1: At<br>least 17<br>interventions<br>implemented<br>• Result 2: At<br>least 45<br>interventions<br>implemented<br>• Result 3: At<br>least 17<br>interventions<br>implemented<br>Interventions<br>consist of 1 up<br>to 3 support<br>actions.<br>Minimal<br>amount of<br>support actions<br>to be provided | <ul> <li>Intervention<br/>Formulation<br/>Report</li> <li>Post-<br/>implementati<br/>on reports<br/>and<br/>beneficiary<br/>survey</li> <li>Annual report<br/>Project<br/>dashboard</li> </ul> | translate<br>findings into<br>policy<br>Target<br>countries<br>and<br>stakeholders<br>are<br>sufficiently<br>interested to<br>analyse<br>labour<br>market and<br>VET systems<br>The private<br>sector is<br>sufficiently<br>organised so<br>as to be<br>informed<br>and<br>representati<br>ve when<br>participating<br>in VET<br>governance.                                     | Outputs | Result 1.<br>Tools and<br>advice for<br>VET system<br>and labour<br>market<br>analysis are<br>provided to<br>assist local<br>stakeholders<br>to improve<br>evidence-<br>based VET<br>programming<br>and serve as<br>basis for<br>informed<br>strategic<br>decisions in<br>response to  | Overall number of<br>interventions<br>implemented (being<br>quality assured)  | No<br>baseline     | Total 79<br>interventions:<br>Result 1: At<br>least 17<br>interventions<br>implemented<br>Result 2: At<br>least 45<br>interventions<br>implemented<br>Result 3: At<br>least 17<br>interventions<br>implemented<br>Interventions<br>consist of 1 up<br>to 3 support<br>actions.<br>Minimal<br>amount of<br>support actions<br>to be provided | <ul> <li>Intervention<br/>Formulation<br/>Report</li> <li>Post-<br/>implementati<br/>on reports<br/>and<br/>beneficiary<br/>survey</li> <li>Annual report<br/>Project<br/>dashboard</li> </ul>   | <ul> <li>prepared translate<br/>findings in<br/>policy</li> <li>Target<br/>countries<br/>and<br/>stakeholde<br/>are<br/>sufficienth<br/>interested<br/>analyse<br/>labour<br/>market an<br/>VET syster</li> <li>The privat<br/>sector is<br/>sufficienth<br/>organised<br/>as to be<br/>informed<br/>and<br/>representa<br/>ve when<br/>participati<br/>in VET<br/>governance</li> </ul> |

Outputs

#### DCI-HUM/2017/387-071

| Results chain   | Indicative Indicators  | Baseline<br>values | Indicative<br>Targets  | Sources and<br>means of<br>verification  | Assumptions  |
|---|--|--------------------|--|--|--|
| demographic<br>s, economic<br>development   |  |                    | is: 56 advice<br>(missions), 15<br>trainings and 8<br>twinning   |  | <ul> <li>Stakeholders<br/>are able to<br/>access,<br/>develop and</li> </ul>   |
| and labour<br>narket<br>needs.  | Overall number of<br>received requests for<br>interventions  | No<br>baseline     | No indicative<br>target  | Annual report /<br>project<br>dashboard  | utilise the<br>tools and<br>support<br>mechanisms  |
| Result 2.<br>Tools and<br>advice<br>necessary to<br>put in place<br>sustainable<br>mechanisms   | Overall number of<br>expert days<br>implemented  | No<br>baseline     | Total 1,200<br>expert days<br>• Result 1: 258<br>• Result 2: 684<br>Result 3: 258  | Post-<br>implementation<br>reports<br>Annual report /<br>project<br>dashboard  | The<br>government<br>s in the<br>target<br>countries<br>recognise<br>their   |
| of<br>consultation<br>and active<br>participation<br>of the private<br>sector in VET<br>are<br>developed<br>and<br>delivered.<br>Result 3.<br>cocal<br>takeholders<br>are | <ul> <li>Overall number of<br/>beneficiaries</li> <li>Overall number of<br/>VET students from<br/>disadvantaged<br/>groups are reached<br/>and engaged<br/>(women,<br/>minorities, learners<br/>with (learning)<br/>disabilities/difficulti<br/>es, remote areas)</li> <li>Overall number of<br/>private partners are<br/>reached and<br/>engaged and<br/>satisfied</li> </ul> | No<br>baseline     | <ul> <li>Average 30<br/>beneficiaries<br/>per<br/>intervention</li> <li>No target<br/>related to<br/>disadvantage<br/>d VET<br/>students</li> <li>No target<br/>related to<br/>private<br/>partners</li> </ul> | Post-<br>implementation<br>reports<br>Annual report /<br>project<br>dashboard  | responsibilit<br>y for an<br>inclusive VET<br>system and<br>the<br>importance<br>of the<br>informal<br>sector as an<br>important<br>source of<br>employment<br>and business<br>opportunitie<br>s |
| apacitated<br>in promoting<br>inclusive VET<br>raining for<br>the formal<br>and informal<br>ector   | The extent to which<br>beneficiaries are<br>satisfied with the<br>services provided  | No<br>baseline     | 80% of activities<br>show that on<br>average 80% of<br>the<br>beneficiaries<br>indicate results<br>on this   | <ul> <li>Post-<br/>implementati<br/>on reports<br/>and<br/>beneficiary<br/>surveys</li> <li>Measure at<br/>activity level<br/>by means of<br/>final<br/>beneficiary<br/>survey (6<br/>months after<br/>the<br/>intervention),<br/>aggregate per<br/>result area.</li> <li>Case studies<br/>(document<br/>analysis and<br/>interviews)<br/>implemented<br/>in final<br/>evaluation to<br/>understand</li> </ul> |  |

#### VET Toolbox - Annual Report 2

|         | Results chain | Indicative Indicators   | Baseline<br>values | Indicative<br>Targets                                 | Sources and<br>means of<br>verification  | Assumptions |
|---------|---------------|---|--------------------|---|--|-------------|
| Outputs |               |   |                    |   | <ul> <li>Case studies<br/>(document<br/>analysis and<br/>interviews)<br/>implemented<br/>in final<br/>evaluation to<br/>understand<br/>the story-line</li> </ul> |             |
|         |               | Overall number of<br>national organisations<br>involved in projects | No<br>baseline     | Average 3<br>national<br>organisations<br>per project | Post-<br>implementation<br>reports<br>Annual report /<br>project<br>dashboard  |             |

# 8.3 Results versus result areas

### Performance outcome

#### **Progress of indicators**

The results of the indicators related to the outcome are measured by the beneficiary survey 2 conducted 6 to 12 months after the VET Toolbox support interventions are finished. It is too early at this point to provide reliable information because only limited data is available yet.

Outcome: To provide partner countries with know-how, tools and advice in order to improve the labour market responsiveness of VET reforms, strategies and action plans, in particular the ones supported by the EU (EC and EU Member States), thereby also enabling the orientation towards an inclusion of disadvantaged groups.

| Indicators  | Baseline<br>value | Value<br>year<br>1 | Value year 2                      | Target<br>year 1+2 | End Target<br>year 5  |
|---|-------------------|--------------------|-----------------------------------|--------------------|---|
| The extent to which<br>capacity building<br>activities led to: (1)<br>change of behaviour of<br>beneficiaries, and (2)<br>change of behaviour of<br>organisations |                   | N/A                | N/A<br>Results survey<br>2 needed | N/A                | 70% of activities show<br>that on average 70% of<br>the beneficiaries indicate<br>results on this |

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the story-line

#### VET Toolbox - Annual Report 2

| Overall number of public organisations involved in interventions | 0 | 16 | 37 | 53 | 51 |
|--|---|----|----|----|----|
| Overall number of private partners are reached and engaged       | 0 | 12 | 8  | 20 | 17 |
| Overall number of tools developed                                | 0 | 0  | 0  | 0  | 3  |

### Progress of activities on tools and advice for VET system and labour market analysis

| Received requests:               | 100% of the  |
|----------------------------------|--------------|
| Transferred requests:            | 66% of the t |
| Implemented requests:            | 33% of the t |
| Expert days implemented:         | 82% of the t |
| Number of beneficiaries:         | 24% of the t |
| Number of public organisations:  | 279% of the  |
| Number of private organisations: | 333% of the  |
| Tools developed:                 | 0% of the    |
|                                  | developmen   |

100% of the target, no corrective measures are required
66% of the target, but no corrective measures are required
33% of the target, activities have to be observed
82% of the target, but no corrective measures are required
24% of the target, but no corrective measures are required
279% of the target, no corrective measures are required
ans:
333% of the target, no corrective measures are required
0% of the target, no corrective measures are required, development in progress

Performance output RESULT AREA 2 on tools and advice for consultation and active participation of the private sector in VET

#### **Progress of indicators**

The results of the indicators related to the output 2 are all achieved. There is just a short delay regarding the implementation and should be observed and considered in year 3.

Output 2: Tools and advice necessary to put in place sustainable mechanisms of consultation and active participation of the private sector in VET are developed and delivered.

| Indicators   | Baseline<br>value | Value<br>year 1 | Value<br>year 2 | Target<br>year 1+2 | End Target<br>year 5 |
|--|-------------------|-----------------|-----------------|--------------------|----------------------|
| Overall number of received requests for interventions *                  | 0                 | 11              | 12              | 23                 | 45                   |
| Overall number of interventions transferred<br>(being quality assured) * | 0                 | 7               | 10              | 17                 | 45                   |
| Overall number of interventions implemented<br>(being quality assured) * | 0                 | 2               | 8               | 10                 | 45                   |
| Overall number of expert days implemented *                              | 0                 | 59              | 486             | 545                | 684                  |
| Overall number of beneficiaries *  | 0                 | 74              | 1210            | 1284               | 1350                 |

| Performance output RESULT AREA 1 on tools and advice for VET system and labour marl | cet analysis |
|---|--------------|
|---|--------------|

#### **Progress of indicators**

The results of the indicators related to the output 1 are generally achieved. There is a short delay regarding the implementation and should be observed and considered in year 3. The not achieved targets of expert days and number of beneficiaries do not represent a problem because they are directly linked to the delay of the implementation and will very likely be reached after implementation.

Output 1: Tools and advice for VET system and labour market analysis are provided to assist local stakeholders to improve evidence-based VET programming and serve as basis for informed strategic decisions in response to demographics, economic development and labour market needs.

| Indicators  | Baseline<br>value | Value<br>year 1 | Value<br>year 2 | Target<br>year 1+2 | End Target<br>year 5   |
|---|-------------------|-----------------|-----------------|--------------------|--|
| Overall number of received requests for interventions                           | 0                 | 1               | 5               | 6                  | 17   |
| Overall number of interventions transferred (being quality assured)             | 0                 | 1               | 3               | 4                  | 17   |
| Overall number of interventions imple-<br>mented (being quality assured)        | 0                 | 1               | 1               | 2                  | 17   |
| Overall number of expert days imple-<br>mented                                  | 0                 | 46              | 32.5            | 78.5               | 258  |
| Overall number of beneficiaries   | 0                 | 2               | 45              | 47                 | 510  |
| The extent to which beneficiaries are satis-<br>fied with the services provided | N/A               | No<br>Data      | 100%            | 100%               | 80% of<br>activities<br>show that<br>on average<br>80% of the<br>beneficia-<br>ries indicate<br>results on<br>this |

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| very likely be reached | as soon as | s the number | of requ |
|------------------------|------------|--------------|---------|
|------------------------|------------|--------------|---------|

| Indicators   | Baseline<br>value | Value<br>year 1 | Value<br>year 2 | Target<br>year 1+2 | End Target<br>year 5   |
|--|-------------------|-----------------|-----------------|--------------------|--|
| Overall number of received requests for interventions                      | 0                 | 1               | 2               | 3                  | 17   |
| Overall number of interventions transferred (being quality assured)        | 0                 | 0               | 3               | 3                  | 17   |
| Overall number of interventions implemented (being quality assured)        | 0                 | 0               | 1               | 1                  | 17   |
| Overall number of expert days implemented                                  | 0                 | 0               | 64              | 64                 | 258  |
| Overall number of beneficiaries  | 0                 | 0               | 98              | 98                 | 510  |
| The extent to which beneficiaries are satisfied with the services provided | N/A               | N/A             | 100%            | 100%               | 80% of<br>activities<br>show that<br>on averag<br>80% of<br>the bene-<br>ficiaries<br>indicate<br>results on<br>this |
| Overall number of public organisations invol-<br>ved in interventions      | 0                 | 0               | 63              | 63                 | 51   |
| Overall number of private partners are reached and engaged                 | 0                 | 0               | 0               | 0                  | 17   |
| Overall number of tools developed  | 0                 | 0               | 0               | 0                  | 3  |

Progress of activities on tools and advice to promote inclusive VET training for the formal and informal sector

| Received requests:               | 50% of the ta         |
|----------------------------------|-----------------------|
| Transferred requests:            | 50% of the ta         |
| Implemented requests:            | 17% of the ta         |
| Expert days implemented:         | 66% of the ta         |
| Number of beneficiaries:         | 51% of the ta         |
| Number of public organisations:  | 332% of the t         |
| Number of private organisations: | 0% of the targ        |
| Tools developed:                 | 0% of the targ        |
|                                  | + م م م م م ا م ، م ا |

| The extent to which beneficiaries are satisfied with the services provided | N/A | 100% | 100% | 100% | 80% of<br>activities<br>show that<br>on average<br>80% of the<br>beneficia-<br>ries indi-<br>cate results<br>on this |
|--|-----|------|------|------|--|
| Overall number of public organisations invol-<br>ved in interventions *    | 0   | 56   | 253  | 309  | 135  |
| Overall number of private partners are reached and engaged *               | 0   | 8    | 317  | 325  | 45   |
| Overall number of tools developed  | 0   | 1    | 3    | 4    | 3  |
| Overall number of regional conferences                                     | 0   | 1    | 1    | 2    | 5  |
| * excluding regional conferences   |     |      |      |      |  |

Progress of activities on tools and advice for consultation and active participation of the private sector in VET

| Received requests:               | 135% of the target, no corrective measures are required    |
|----------------------------------|--|
| Transferred requests:            | 100% of the target, no corrective measures are required    |
| Implemented requests:            | 59% of the target, but no corrective measures are required |
| Expert days implemented:         | 224% of the target, no corrective measures are required    |
| Number of beneficiaries:         | 254% of the target, no corrective measures are required    |
| Number of public organisations:  | 618% of the target, no corrective measures are required    |
| Number of private organisations: | 1912% of the target, no corrective measures are required   |
| Tools developed:                 | 400% of the target, no corrective measures are required,   |
|                                  | development in progress                                    |
| Regional conferences:            | 200% of the target, no corrective measures are required    |

Performance output RESULT AREA 3 on tools and advice to promote inclusive VET training for the formal and informal sector

#### **Progress of indicators**

The targets related to the output 3 are only partly achieved. There is a shortage of received requests related to the support area 3 and a delay regarding the implementation. This situation should be observed and considered in year 3. Some extra promotion shall be made in this regard. The not achieved targets for expert days, number of beneficiaries and number of private organisations do not represent a problem in themselves because they are directly linked to the number of requests received and will

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uests increases.

arget, activities must be observed

- arget, activities must be observed
- arget, activities must be observed

arget, but no corrective measures are required arget, but no corrective measures are required target, no corrective measures are required get, but no corrective measures are required rget, no corrective measures are required, development in progress

#### VET Toolbox - Annual Report 2

#### 8.4 Details interventions for year 1 and 2

Request #1

Continent Country Requester

Status

Implemented (by LuxDev) Africa Senegal Ministère de la Formation Professionnelle, de l'Apprentissage et de l'Artisanat (MFPAA)

#### Support window

Sustainable mechanisms of consultation and active participation of the private sector

#### Services delivered

- Good management practices of Senegalese and Brazilian VET centres are shared
- Current governance needs of Senegalese centres are diagnosed
- A strategy adapted to the context of Senegalese VET centres is proposed
- Detailed activities and action plans are proposed
- A framework for a possible MFPAA-SENAI partnership is defined.

Number of beneficiaries: 28 National organisations involved: 22 Private sector organisations involved: 2

# Request #2 Status Country

Continent Africa Mali Requester

#### Support window

Sustainable mechanisms of consultation and active participation of the private sector

#### Services delivered

- Good management practices of VET centres are shared
- The current governance needs of the centres are diagnosed
- A strategy adapted to the context of VET centres is proposed
- Detailed activities and action plan are proposed

#### Number of beneficiaries: 46

National organisations involved: 34 Private sector organisations involved: 6

Africa Uganda

#### Support window

Sustainable mechanisms of consultation and active participation of the private sector

#### Services delivered

- Support governance structures
- Support action plans
- Support M&E
- Support partnerships with industry and public providers

Number of beneficiaries: 38 National organisations involved: 6 Private sector organisations involved: 32

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Request #3 Status

Continent Country Requester

# DCI-HUM/2017/387-071

Implemented (by LuxDev)

Direction Nationale de la Formation Professionnel du Ministère de l'Emploi et de la Formation Professionnelle et la Direction National de l'Enseignement Technique et Professionnel du Ministère de l'Education National

Implemented (by Enabel and British Council)

Tourism and Hospitality Sector Skills Council (T&H SSC)

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Request #4

Implemented (by GIZ) Status Continent Africa Country Ghana Requester

National Board for Professional and Technician Examinations (NABPTEX)

#### Support window

Sustainable mechanisms of consultation and active participation of the private sector

#### Services delivered

- Revised Curriculum for Higher National Diploma (HND) which is responsive to national needs and globally competitive.
- Developed competency-based curricula and assessment tools, and built capacity of staff and key stakeholders to undertake competency-based training in TVET
- Built capacity to support the implementation of the revised curricula

#### Number of beneficiaries: 94

National organisations involved: 20 Private sector organisations involved: 4

Status

Continent

Country Requester

#### Request #5

Implamented (by British Council) Asia Pakistan National Vocational & Technical Training Commission (NAVTTC)

#### Support window

Sustainable mechanisms of consultation and active participation of the private sector

#### Services delivered

• An Apprenticeship Handbook for TVET sector of Pakistan

• Engaging more employers with regards to the Apprenticeship Act 2018 and involving them in designing and implementation of the Apprenticeship schemes.

- Capacity building of Pakistani TVET officials for the effective implementation of apprenticeship laws.
- Increasing the Industry- Institute linkages

Number of beneficiaries: 528 National organisations involved: 135 Private sector organisations involved: 262



Implemented (by GIZ) Africa Botswana EU Delegation to Botswana and SADC

#### Support window

VET system and labour market analysis

#### Services delivered

- Strengthening the ongoing (and envisaged) VET and labour market reform programme
- Labour market analysis (rapid labour market assessment) on the two value-chains targeted by the programme (tourism and livestock)
- Advice and guidance, on which approach or mechanism should be put in place to oversee, guide and strengthen the TVET sub-sector
- Advice and guidance, on which mechanisms of consultation and participation of the private sector are most likely to be effective in Botswana and a roadmap to achieve its implementation

Number of beneficiaries: 1 National organisations involved: 16 Private sector organisations involved: 12

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# Request #7

Status

Continent

Requester

Country

Implemented (by British Council) Asia Vietnam Vietnam Vocational Education & Training Accreditation Agency (VETA)

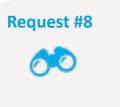
#### Support window

Sustainable mechanisms of consultation and active participation of the private sector

#### Services delivered

- Quality evaluation regimes and frameworks used for vocational colleges as benchmarking for advancing countries' standards
- Conduction of an evaluation of four selected colleges, including the provision of feedback in line with advanced countries' regimes and frameworks
- Production of a report for each of the selected colleges reviewed which includes feedback and actions for improvement
- Participation in a technical meeting in Vietnam and delivery of presentations to the relevant policy makers on quality evaluation regimes and frameworks used for evaluation and good practices, a summary of the findings from the evaluation and an overall feedback and recommendations for vocational colleges in Vietnam benchmarked to advanced countries' standards

Number of beneficiaries: 432 National organisations involved: 44 Private sector organisations involved: 8



Status Continent Africa Country Ghana Requester

#### Support window

Sustainable mechanisms of consultation and active participation of the private sector

#### Services delivered

- Career guidance, curriculum development, PPPs, promotion on methodologies for special needs, including the focus on women and girls
- Improved partnership with the private sector through enhanced public-private partnerships
- Generation of newly built capacities for Career Counsellors.
- Improved curriculum in the field of meat and fish processing which aligns with labour market needs

#### Number of beneficiaries: 51

National organisations involved: 17 Private sector organisations involved: 9

# Request #9

# Status

Continent Country Requester

Africa Ivory Coast Institut National de Formation de Agents de Santé(INFAS)

#### Support window

Sustainable mechanisms of consultation and active participation of the private sector

#### Services requested to be delivered

- E-learning for teaching and learning: request to buy licenses and extend an existing e-learning platform infrastructure for 6 school sites
- Technical assistance was to deploy the existing e-learning platform in remaining four training sites while developing the content of the e-courses.

# DCI-HUM/2017/387-071

Implemeted (by Bristish Council and GIZ)

Fair River International Association for Development (FARIAD)(Nkwanta Youth Skills Acquisition Centre)

Ineligible (thematic scope not aligned)

#### DCI-HUM/2017/387-071

#### VET Toolbox - Annual Report 2

# Request #10

Implemented (by British Council) Status Continent Africa Country Uganda Requester Uganda Petroleum Institute at Kigumba (UPIK)

#### Support window

Sustainable mechanisms of consultation and active participation of the private sector

#### Services delivered

Accreditation of training programmes

- ECITB (Engineering Construction Industry Training Board) International Health and Safety Passport scheme and associated H&S courses
- ECITB Technical Testing
- ECITB International Competency Scheme Engineering-Construction (ICE) in the following trades: Electrical Installation, Non-Critical Welding, Mechanical Fitting, Pipefitting and Machining.
- Fully qualified ECITB/ UPIK Approved Examiners
- All necessary training materials are provided
- Fully functioning ECITB Technical Testing/ ICE Competency Centre

Number of beneficiaries: 22 National organisations involved: 1 Private sector organisations involved: 0



Implemented (by LuxDev) Asia Vietnam Bac Kan Vocational College and other VET Centres

#### Support window

Sustainable mechanisms of consultation and active participation of the private sector

#### Services delivered

- 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,
- Increasement of management competencies of VET institutions as well as technical capacity/knowledge of teachers are improved;
- Involvement of the private sector investment in VET training

#### Number of beneficiaries: 45

National organisations involved: 30 Private sector organisations involved: 2



#### Support window

Sustainable mechanisms of consultation and active participation of the private sector

#### Services requested to be delivered

- Development of a CBT curriculum "Mechatronic" level 3&4 of the NTVETQF
- Inform NVTI on international best practice skills forecasting methods and provide a recommendation on relevant skills forecasting method (s)to be applied
- Advice NVTI on the necessary steps for a CBET programme update, including standards and assessment tools
- Update one curriculum according to the CBET methodology following effective consultation meetings with the private sector

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National Vocational Training Institute (NVTI)

DCI-HUM/2017/387-071

Education and

| Request #13 | Status    | Implemented (by GIZ)                 |
|-------------|-----------|--------------------------------------|
|             | Continent | Africa                               |
|             | Country   | Ghana                                |
| 0-          | Requester | Council for Technical and Vocational |
|             |           | Training (COTVET)                    |

#### Support window

Promoting inclusive VET for the formal and informal sector

#### Services delivered

- Gender and disability mainstreaming for TVET Institutions
- Advice on how to contextualize international best practices to the Ghanaian case with the objective to achieve greater gender equality and inclusion of persons with disabilities
- Developed a training manual on gender and disability mainstreaming for TVET Institutions
- Trained staff of COTVET, including TVET institutions and private sector on a gender and disability mainstreaming strategy in TVET

Number of beneficiaries: 98 National organisations involved: 63 Private sector organisations involved: 0

#### Request #14

Continent Country

Status

Requester

Implemented (by British Council) Africa Tanzania Ministry of Education, Science and Technology (MoEST)

#### Support window

VET system and labour market analysis

#### Services requested to be delivered

- Built up capacity on the analysis and application of LMA
- Developed a sector TVET planning tool using LMA

Number of beneficiaries: 45 National organisations involved: 37 Private sector organisations involved: 8



#### Support window

VET System and labour market analysis

#### Services requested to be delivered

- Identification of new occupational profiles
- Identify emerging occupational profiles in the local market which are not covered and standardized by the SCVTA
- Analyse the emerging occupational profiles and identify the necessary skills demanded by the labour marked in consultation with the private sector
- Analyse the existing vocational training services provided by the SCVTA with focus on similarities in skills development as required for the new not standardised occupational profiles
- Recommend the framework for the training programmes of the emerging trades in terms of content and training period
- Develop an action plan to integrate the new identified trades into the TVET reform process

#### Request #16 Status Continent Africa Country DR Congo Requester provincial du Katanga

#### Support window

VET system and labour market analysis

#### Services requested to be delivered

- Establishment of a training-employment consultation framework
- Establishment of a business observatory within the Congolese Federation of Entreprises
- Establishment of a public-private co-management system of the Resource Centre
- Introduction of new training modules

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# DCI-HUM/2017/387-071

Supreme Council for Vocational Training and Apprenticeship (SCVTA)

**Transferred** (to Enabel)

Federation des enterprises du Congo, Groupement

#### DCI-HUM/2017/387-071

#### VET Toolbox - Annual Report 2

# Request #17



Transferred (to British Council and GIZ) Continent Africa Country Tanzania National College of Tourism (NCT) Requester

#### Support window

Promoting inclusive VET for the formal and informal sector

Status

#### Services requested to be delivered

- Support public private dialogue on gender equality in TVET/labour market and training of TVET staff on gender mainstream in TVET/labour market.
- Advice and capacity building on contextualising international best practice to achieve greater gender equality in TVET and the labour market in Tanzania
- Development of training material on gender mainstream in TVET/labour market for **TVET** Institutions
- Training of NCT staff and relevant stakeholders from the public and private sector on gender mainstream in TVET/labour market

| Request #18 | Status    |
|-------------|-----------|
|             | Continent |
| 60          | Country   |
| 00          | Requester |
|             |           |
|             |           |

Africa Togo l'Apprentissage

#### Support window

Sustainable mechanisms of consultation and active participation of the private sector

#### Services requested to be delivered

- Fostering the partnership between the public and private sector with the aim to increase private sector participation in VET and labour market services
- Facilitate a social dialogue to define expectations and declare responsibilities of relevant stakeholders from the private and public sector involved in the VET reform process
- Assess the current situation of the independent private sector involvement in VET and labour market services on one hand and of cooperation with the public sector on the other hand
- Analyse the gap between the demand of a skilled workforce and vocational education and training provided to make recommendations for further actions
- Develop an action plan for the VET reform process according to priorities and agreements reached between the private and public sector based on the fact findings and results of the social dialogue

#### Status In progress (by GIZ) Request #19 Continent Africa Country Uganda Requester (UGAPRIVI)

Support window

Sustainable mechanisms of consultation and active participation of the private sector

#### Services requested to be delivered

- Development of a Strategic Plan for UGAPRIVI for the following 5 years
- Capacity building for 20 master trainers
- Provide training and material in CBT teaching methods and techniques (thematically and pedagogically) in alignment with labour market needs
- To cascade Training of Trainers to VET institutions

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# DCI-HUM/2017/387-071

### Transferred (to GIZ)

Direction de la Formation Professionnelle et de

Uganda Association of Private Vocational Institutions

DCI-HUM/2017/387-071



Status Continent Country Requester

Africa Kenya Ekerubo Gietai Technical Training Institute

**Ineligible** (false information provided)

### Support window

Sustainable mechanisms of consultation and active participation of the private sector

#### Services requested to be delivered

Curriculum development/e-learning



Transfered (to Enabel) Status Continent Africa Country Burundi Consortium de Cinq Chambres Sectorielles de la Requester Chambre Fédérale de Commerce et d'Industrie du Burundi

#### Support window

Sustainable mechanisms of consultation and active participation of the private sector

#### Services requested to be delivered

- Operationalization of a Public-Private Partnership Platform (PPP-P) for trainingemployment
- Capacity building of economic operators (active members of chambers) and TVET institutions
- Proactive explorations of the construction of a Skill Qualification and Certification Sector Framework



Status Continent Africa Country Nigeria Requester

#### Support window

Promoting inclusive VET for the formal and informal sector

#### Services requested to be delivered

- Provide advice on how to contextualize international best practices to the Nigerian case with the objective to achieve greater gender equality and inclusion of persons with disabilities in TVET/labour market
- Develop a training manual on gender and disability mainstreaming for TVET Institutions with the ACCI BEST Centre and relevant stakeholders from the public and private sector to compile the knowledge of different players in the labour market and TVET system
- Train master trainers of ACCI BEST Centre and relevant stakeholders from the public and private sector on gender and disability mainstream in TVET to ensure the transition to the labour market



#### Support window

Sustainable mechanisms of consultation and active participation of the private sector

#### Services requested to be delivered

• Capacity building for staff in career counselling and facilitating the dialogue with the private sector to improve the matching situation

# DCI-HUM/2017/387-071

# Transfered (to GIZ)

ACCI BEST Centre

Foundation for Skills Development

DCI-HUM/2017/387-071

#### VET Toolbox - Annual Report 2

Request #24

Continent Country Requester

Status

Received Latin America Peru Instituto Tecnológico de la Producción - CITEmadera

#### Support window

Sustainable mechanisms of consultation and active participation of the private sector

#### Services requested to be delivered

• Development of a Training of Trainers programme for woodworking trades

Received

Request #25

Status Continent Country

Africa Tanzania

Vocational Education and Training Authority (VETA) Requester

#### Support window

VET system and labour market analysis

#### Services requested to be delivered

- Development of a web based system through which industries, VET systems and other stakeholders can get easy access and share labour market information (e.g. job vacancies and demanded skills).
- The system should provide information to employers on available labour force (database of VET graduates) and means of contacting them.
- The system should enable to track VET graduates (accessing tracer study of VET graduates).
- The system should assist to improve the labour market surveys: planning, conducting, analysis and report writing.
- Capacity building for the labour market monitoring team



#### Support window

Sustainable mechanisms of consultation and active participation of the private sector

Africa

Senegal

#### Services requested to be delivered

- Facilitate/moderate the national workshop on Public Private Development Partnerships (PPDP) in the vocational education sector
- Provide training on industry 4.0 in close cooperation with the private sector (e.g. HP, FESTO Didactic, EON Reality)
- •Building capacity in public-private partnerships for Ministère de l'Emploi, de la Formation professionnelle et de l'Artisanat and Ministère du Développement Industriel et des Petites et Moyennes Industries, employers' associations, chambers and companies for a better understanding of PPPs

#### Status Request #27

Continent Country Requester

Africa Nigeria

#### Support window

VET system and labour market analysis

#### Services requested to be delivered

• Facilitate the involvement of employers and education authorities in VET planning and resourcing through LMI to make sure high training is matched to the needs of the labour market

# DCI-HUM/2017/387-071

### Transferred (to LuxDev)

Ministère de la Formation Professionnelle, de l'Apprentissage et de l'Artisanat (MFPAA)

Transferred (to British Council)

National Board for Technical Education

DCI-HUM/2017/387-071



Received Africa Continent

The Gambia Requester Ministry of Basic and Secondary Education (MoBSE)

#### Support window

VET system and labour market analysis

Status

Country

#### Services requested to be delivered

• Capacity building of relevant stakeholders on how to prepare a national survey on labour market analysis and how to use labour market information for evidence-based policy making in the TVET sector

#### Request #29

Status

Continent

Requester

Country

Transfered (to GIZ) Latin America Colombia Corporación de Educación Tecnológica Colsubsidio -Airbus Group)

#### Support window

Sustainable mechanisms of consultation and active participation of the private sector

#### Services requested to be delivered

- Development of a strategic plan for the transformation of the training programmes to the dual model/competency-based training
- Capacity building of the academic team on dual VET



# Services requested to be delivered

- Capacity building on the development of occupational standards
- Development of occupational standards for two trades in different sectors

#### Request #31 Status Received Africa Continent Country Cap Verde Requester

#### Support window

Sustainable mechanisms of consultation and active participation of the private sector

#### Services requested to be delivered

- Facilitate the public private dialogue on financing VET
- Development of a strategic plan to ensure private sector engagement

# DCI-HUM/2017/387-071

# Confédération Générale des Entreprises de Côte d'Ivoire

Sustainable mechanisms of consultation and active participation of the private sector

Direction Générale Emploi, Formation Professionnelle et **Stages Professionnelles** 

DCI-HUM/2017/387-071

#### VET Toolbox - Annual Report 2



Received Continent

Latin America

Colombia Servicio Nacional de Aprendizaje SENA

#### Support window

Sustainable mechanisms of consultation and active participation of the private sector

#### Services requested to be delivered

Status

Country

Requester

- Capacity building of key SENA staff and partners to improve the quality of work of the "Sectoral Roundtables" regarding the implementation, development, monitoring and evaluation of vocational training and labour market services
- Capacity building of key SENA staff and partners in the area of articulation strategies and alignment of qualifications with the labour market

The following table shows the status and process duration in year 1+2:

| Request<br># | Country        | Budget<br>line(s)<br>activity | Date<br>request | Date transfer to<br>Implementing<br>agency | Date start<br>implementation | Date end of<br>implementation | Duration receive<br>request to start<br>implementation |
|--------------|----------------|-------------------------------|-----------------|--|------------------------------|-------------------------------|--|
| 1            | Senegal        | A02                           | 11/10/2017      | N/A  | 13/11/2017                   | 17/11/2017                    | 33 days  |
| 2            | Mali           | A02                           | 11/10/2017      | N/A  | 20/11/2017                   | 24/11/2017                    | 40 days  |
| 3            | Uganda         | A02                           | 05/09/2018      | 19/10/2018                                 | 06/05/2019                   | 16/08/2019                    | 243 days   |
| 4            | Ghana          | A02                           | 12/03/2018      | 19/04/2018                                 | 10/09/2018                   | 01/11/2018                    | 182 days   |
| 5            | Pakistan       | A02                           | 26/03/2018      | 08/05/2018                                 | 29/09/2018                   | 31/01/2019                    | 187 days   |
| 6            | Botswana       | A02                           | 30/03/2018      | 3/05/2018                                  | 30/07/2018                   | 16/08/2018                    | 123 days   |
| 7            | Vietnam        | A02                           | 17/04/2018      | 23/07/2018                                 | 22/10/2018                   | 10/11/2018                    | 188 days   |
| 8            | Ghana          | A02                           | 03/06/2018      | 20/09/2018                                 | 21/01/2019                   | 12/04/2019                    | 232 days   |
| 9            | lvory<br>Coast | A02                           | 04/06/2018      | /  | /                            | /                             | /  |
| 10           | Uganda         | A02                           | 05/06/2018      | 28/08/2018                                 | 22/01/2019                   | 09/02/2019                    | 231 days   |
| 11           | Vietnam        | A02                           | 29/06/2018      | 20/09/2018                                 | 26/11/2018                   | 30/11/2018                    | 150 days   |
| 12           | Ghana          | A02                           | 27/08/2018      | 12/11/2018                                 | 26/05/2019                   | 04/10/2019                    | 195 days   |

| Request<br># | Country     | Budget<br>line(s)<br>activity | Date<br>request                        | Date transfer to<br>Implementing<br>agency | Date start<br>implementation | Date end of implementation | Due date<br>post-evaluation |
|--------------|-------------|-------------------------------|--|--|------------------------------|----------------------------|-----------------------------|
| 13           | Ghana       | A03                           | 28/08/2018                             | 31/10/2018                                 | 08/04/2019                   | 08/07/2019                 | 223                         |
| 14           | Tanzania    | A01                           | 23/10/2018                             | 03/12/2018                                 | 10/06/2019                   | 09/08/2019                 | 230                         |
| 15           | Sudan       | A01                           | 25/10/2018                             | 15/04/2019                                 |                              |                            |                             |
| 16           | DR Congo    | A02                           | 14/11/2018                             | 19/03/2019                                 |                              |                            |                             |
| 17           | Tanzania    | A03                           | 27/11/2018                             | 07/05/2019                                 |                              |                            |                             |
| 18           | Togo        | A02                           | 03/12/2018                             | 04/06/2019                                 |                              |                            |                             |
| 19           | Uganda      | A02                           | 12/12/2018                             | 20/02/2019                                 |                              |                            |                             |
| 20           | Kenya       | A02                           | 19/12/2018                             |  |                              |                            |                             |
| 21           | Burundi     | A02                           | 28/01/2019                             | 28/03/2019                                 |                              |                            |                             |
| 22           | Nigeria     | A03                           | 29/01/2019                             | 31/05/2019                                 |                              |                            |                             |
| 23           | Nigeria     | A02                           | 12/02/2019                             |  |                              |                            |                             |
| 24           | Peru        | A02                           | 15/02/2019                             |  |                              |                            |                             |
| 25           | Tanzania    | A01                           | 20/03/2019                             |  |                              |                            |                             |
| 26           | Senegal     | A02                           | 18/04/2019                             | 19/08/2019                                 |                              |                            |                             |
| 27           | Nigeria     | A01                           | 27/04/2019                             | 09/08/2019                                 |                              |                            |                             |
| 28           | Gambia      | A01                           | 09/05/2019                             |  |                              |                            |                             |
| 29           | Colombia    | A02                           | 18/05/2019                             | 04/09/2019                                 |                              |                            |                             |
| 30           | lvory Coast | A02                           | 22/05/2019                             |  |                              |                            |                             |
| 31           | Cape Verde  | A02                           | 21/06/2019                             |  |                              |                            |                             |
| 32           | Colombia    | A02                           | 22/08/2019                             | 12/11/2018                                 |                              |                            |                             |
|              | impleme     | entation i                    | completed<br>n progress<br>aplementati | on   |                              |                            |                             |

approval process

not eligible

#### Survey 2

#### Changes to your organisation

| Please assess the impact of the VET<br>Toolbox on your organisation  |     | Not at all |     | Not really |     | Somewat |     | Quite some |     | swer |
|--|-----|------------|-----|------------|-----|---------|-----|------------|-----|------|
|  | no. | %          | no. | %          | no. | %       | no. | %          | no. | %    |
| A. To what extent has what you were<br>provided with in the VET Toolbox<br>activity led to changes in involvement<br>of your organisation in VET and labour<br>market activities after the VET Toolbox<br>support? | 0   | 0%         | 2   | 6%         | 11  | 31%     | 21  | 60%        | 1   | 3%   |
| B. To what extent have the changes in<br>your organisations' involvement led to<br>actual changes in the actions of your<br>organisation?  | 0   | 0%         | 2   | 6%         | 11  | 30%     | 22  | 61%        | 1   | 3%   |
| C. To what extent has what you were<br>provided with in the VET Toolbox<br>activity led to improved performance<br>of your organisation?   | 0   | 0%         | 0   | 0%         | 10  | 28%     | 23  | 66%        | 2   | 6%   |
| D. To what extent do you feel that<br>what you learned through the VET<br>Toolbox activity has become part of the<br>habits and routines of your<br>organisation (i.e. sustainable changes)?                       | 0   | 0%         | 2   | 6%         | 12  | 33%     | 21  | 58%        | 1   | 3%   |

#### **Individual Changes**

| 33 | 87% |
|----|-----|
| 5  | 13% |
| 0  | 0%  |
|    | 5   |

| I have seen an impact after applying what I learned through the Toolbox activity | no. | %   |
|--|-----|-----|
| Not at all   | 0   | 0%  |
| Not really   | 0   | 0%  |
| Somewhat   | 8   | 21% |
| Quite some   | 28  | 76% |
| No answer  | 1   | 3%  |

# 8.5 Results survey 1 and 2

- 13 support missions were completed in year 1 and 2.
- For the first 2 support missions in Senegal and Mali implemented in November 2017 no "survey 1 and 2" were done as the surveys were not yet available.
- Request no. 5 (Botswana) was supporting the Delegation of the EU in the country. The contact per son at the Delegation was the only beneficiary. No response to the survey 1 was received, even after a reminder. Subsequently no "survey 2" was planned.
- Request no. 11 was a co-shared activity of the VET Toolbox (by LuxDev) and LuxDev (as an agency separate from the VET Toolbox) in Vietnam, where the questionnaire from the partner was used, that turned out not to be transferable enough to the VET Toolbox survey. No VET Toolbox survey 2 was planned because of the incompatibility with "survey 1".

#### Survey 1

| Request<br>No. | Country  | Implementer                           | Survey<br>1 | content of the<br>valuable/rei<br>my job [[s<br>agree, a | levant for<br>trongly | overall sat<br>(very sat<br>satisfi | isfied, | in line<br>national/r<br>local/ pri<br>(strongly<br>agre | egional/<br>orities<br>agree, | addressed<br>national/reg<br>needs [_[stro<br>agre | ional/local<br>ngly agree, | netwo<br>expanded<br>agree, | (strongly |
|----------------|----------|---------------------------------------|-------------|--|-----------------------|-------------------------------------|---------|--|-------------------------------|--|----------------------------|-----------------------------|-----------|
|                |          |                                       |             | 80.  | 56                    | 80.                                 | %       | 80.  | 96                            | 80.  | %                          | 80.                         | %         |
| 1              | Senegal  | LunDev                                | 80          |  |                       |                                     |         |  |                               |  |                            |                             |           |
| 2              | Mali     | LanDev                                | 80          |  |                       |                                     |         |  |                               |  |                            |                             |           |
| 3              | Uganda   | Joint (Enabel and<br>British Council) | Yes         | 38   | 100%                  | 38                                  | 100%    | 38   | 100%                          | 37   | 100%                       | 37                          | 100%      |
| 4              | Ghana    | CIZ                                   | Yes         | 35   | 100%                  | 31                                  | 83%     | 35   | 100%                          | 34   | 97%                        | 33                          | 97%       |
| 5              | Pakistan | British Council                       | Yes         | 193  | 98%                   | 158                                 | 87%     | 194  | 98%                           | 186  | 97%                        | 178                         | 98%       |
| 6              | Botswana | GIZ                                   | 80          |  |                       |                                     |         |  |                               |  |                            |                             |           |
| 7              | Vietnam  | British Council                       | Yes         | 57   | 100%                  | 49                                  | 92%     | 57   | 100%                          | 57   | 100%                       | 52                          | 100%      |
| 8*             | Ghana    | Joint (British<br>Council and GIZ)    | Yes         | 59   | 100%                  | 51                                  | 92%     | 59   | 98%                           | 60   | 100%                       |                             | 100%      |
| 10**           | Uganda   | British Council                       | Yes         | 31   | 100%                  | 25                                  | 81%     | 32   | 100%                          | 31   | 100%                       | 26                          | 87%       |
| 11             | Vietnam  | LuxDev                                | 80          |  |                       |                                     |         |  |                               |  |                            |                             |           |
| 12***          | Ghana    | CIZ                                   | Yes         | 48   | 96%                   | 45                                  | 100%    | 49   | 98%                           | 43   | 96%                        | 46                          | 98%       |
| 13             | Ghana    | GIZ                                   | Yes         | 86   | 100%                  | 78                                  | 92%     | 87   | 100%                          | 86   | 98%                        | 80                          | 100%      |
| 14             | Tanzania | British Council                       | Yes         | 33   | 100%                  | 26                                  | 87%     | 33   | 100%                          | 33   | 100%                       | 33                          | 100%      |
|                |          |                                       | Average     |  | 99%                   |                                     | 91%     |  | 99%                           |  | 99%                        |                             | 98%       |
|                |          |                                       | Total       | 580  |                       | 502                                 |         | 584  |                               | 567  |                            | 485                         |           |

100% = all beneficiaries who answered the question (sometimes less than no. of beneficiaries who participated in the survey because not everybody answered all questions)

8\*) 2 different workshops = 2 surveys (some beneficiaries participated in both workshops, no. of answers may larger then no. of beneficiaries)

10\*\*) 2 different workshops = 2 surveys (some beneficiaries participated in both workshops, no. of answers may larger then no. of beneficiaries)

12\*\*\*) 3 different workshops = 3 surveys (some beneficiaries participated in 2 or 3 workshops, no. of answers may larger then no. of beneficiaries)

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| Please indicate in which areas personal impact is noticeable                                  | no. | %   |
|---|-----|-----|
| Increased personal confidence   | 26  | 66% |
| Stronger relationships with my colleagues within the same organisation or other organisations | 27  | 69% |
| More respect from my peers  | 15  | 38% |
| Better organisation in my work  | 34  | 87% |
| New responsibilities (different tasks to perform)   | 15  | 38% |
| Increased salary  | 0   | 0%  |
| Career advancement (i.e. promotion)   | 6   | 15% |
| More effective cooperation in my network (related to VET)                                     | 24  | 61% |
| No impact   | 0   | 0%  |
| Other (please write)  | 0   | 0%  |

| Have you become more strongly involved with<br>improving/developing VET | no. | %   |
|---|-----|-----|
| Not at all  | 1   | 0%  |
| Not really  | 1   | 3%  |
| Somewhat  | 12  | 32% |
| Quite some  | 24  | 62% |
| No answer   | 1   | 3%  |

#### **Response rate**

| improving/developing VET | no. | %   |
|--------------------------|-----|-----|
| Not at all               | 1   | 0%  |
| Not really               | 1   | 3%  |
| Somewhat                 | 12  | 32% |
| Quite some               | 24  | 62% |
| No answer                | 1   | 3%  |

#### **Response rate**

|             |           | Survey 1 Survey 2            |                  |           |                     |                                      |                  |    |
|-------------|-----------|------------------------------|------------------|-----------|---------------------|--------------------------------------|------------------|----|
| Request No. | conducted | response vs<br>beneficiaries | response<br>rate | conducted | due date / status   | response vs<br>responses<br>survey 1 | response<br>rate |    |
| 1           | no        |                              |                  | no        | not planned         |                                      |                  | L  |
| 2           | no        |                              |                  | no        | not planned         |                                      |                  | L  |
| 3           | Yes       | 38/38                        | 100%             |           | year 3              | 2                                    |                  | Jo |
| 4           | Yes       | 35/94                        | 37%              | Yes       | May 2019            | 3/35                                 | 9%               | G  |
| 5           | Yes       | 214/528                      | 41%              |           | August 2019 delayed |                                      |                  | Br |
| 6           | no        |                              |                  | no        | not planned         |                                      |                  | G  |
| 7           | Yes       | 58/432                       | 13%              | yes       | May 2019            | 36/58                                | 62%              | Br |

• For five missions the "survey 2" will be done in year 3.

• Two surveys 2 for requests no. 5 and no. 10 were due in Q3 of year 2, but not finished in time due to more pressing priorities at the hub.

• For requests no. 4 and no. 7 a survey 2 were conducted with a response rate of 9 and 62% (vs no. of participants survey 1).

- o Request no.7: The survey 2 was sent to the 58 participants who replied to the survey the support of local staff in the country.
- o Request no. 4: An online-link to the survey 2 was sent by email to the 35 only 3 participants completed the survey 2 fully. Mitigating measures are being discussed.

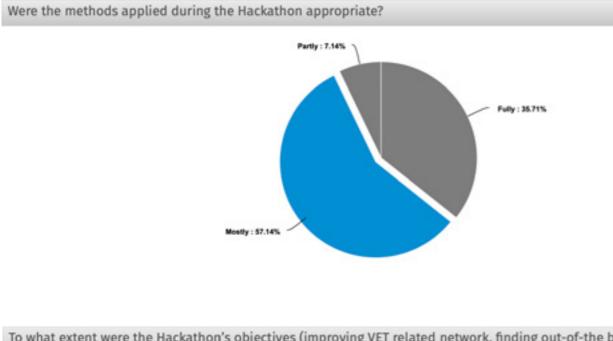
113

1 and 36 of them participated in the survey 2 (vs 432 beneficiaries of the intervention). The questionnaire was send to the beneficiaries by email and a follow up was done with

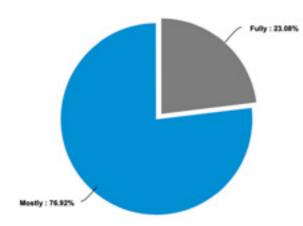
beneficiaries who replied to the survey 1. Even with the follow-up support in the country,

# 8.6. Hackathon survey

Below some more responses from the survey.



To what extent were the Hackathon's objectives (improving VET related network, finding out-of-the box concrete solutions, exchanging knowledge) achieved?



# 8.7. Decisions Steering Committee

Below the decisions of the Steering Committees held of September 2019.

| Hub will provide latest updates on<br>dashboard to DEVCO and to all SC<br>members on regular basis.  | 27/02/2019 | Committee             | Hub will send monthly<br>update to DEVCO and SC-<br>members.   | VAN DEN<br>BOOGERT<br>Bartelijne | NIA            | ongoing process  | Progress       |
|--|------------|-----------------------|--|----------------------------------|----------------|--|----------------|
| A decision needs to be made on<br>whether and how to limit requests.   | 27/02/2019 | Steering<br>Committee | Item discussed at OMC 7  | VAN DEN<br>BOOGERT<br>Bartelijne | 26/04/201<br>9 | OMC 7 24-25/4 - topic was discussed, new<br>proposal put to the SC 19/9/19   | d<br>d         |
|  |            |                       | New proposal formulated<br>by OMC ife SC   | VAN DEN<br>BOOGERT<br>Bartelijne | NIA            | Proposal put to SC 19/9/19   | Complet<br>d   |
| Action fact sheet: adjustments to be<br>made to the template based on<br>comments SC.  | 27/02/2019 | Steering<br>Committee | Adjustments to template to<br>be made - all new action<br>fact sheets will comply to<br>adjustments  | MONNIER<br>Thibaut               | NA             |  | Complet<br>d   |
| Communication flow from Hub to<br>DEVCO and EUD needs to be<br>reviewed.   | 27/02/2019 | Steering<br>Committee | Hub reviews<br>communication flow from<br>Hub to DEVCO and EUD<br>and contacts DEVCO with<br>new proposal.   | VAN DEN<br>BOOGERT<br>Bartelijne | NA             |  | d<br>d         |
| Expectation management with<br>regard to the annual report.  | 27/02/2019 | Steering<br>Committee | For the next annual report,<br>the Hub will informally<br>consult with DEVCO<br>before hancing in the<br>report in an official manner.   | VAN DEN<br>BOOGERT<br>Bartelijne | NA             | Ongoing as part of the preparation of each<br>annual report.   | In<br>Progress |
| DEVCO will forward the systems<br>audit report with the<br>recommendation 3 to the finance<br>unit and ask their view.   | 27/02/2019 | Steering<br>Committee | DEVCO to consult their<br>financial department.  | Heerschap<br>Jean-Paul           | NA             |  | Complet<br>d   |
| Decide how the fill the requirement<br>of DEVCO for 1 audit opinion for the<br>VET Toolbox.  | 27/02/2019 | Steering<br>Committee | Based on the feedback<br>from BC and LuxDev, a<br>proposition will be<br>prepared by the Hub,<br>based on the discussion<br>during the next CMC and<br>sent to the SC members by<br>e-mail for discussion and<br>validation. | VAN DEN<br>BOOGERT<br>Bartelijne | NiA            | Issue solved and presented and confirmed<br>at SC5   | Complet<br>d   |
|  |            |                       | Collect and consolidate<br>feedback SC in a new<br>proposal until an<br>acceptable solution is<br>agreed on. Have this<br>validated.   | VAN DEN<br>BOOGERT<br>Bartelijne | NA             | Issue solved and presented and confirmed<br>at SC5   | Complet<br>d   |
|  |            |                       | Make necessary<br>administrative adjustments<br>to project documents.  | VAN DEN<br>BOOGERT<br>Bartelijne | NA             | Issue solved and presented and confirmed<br>at SC5. Administrative update in the<br>relevant documents will be grouped with<br>other changes to be made. | In<br>Progress |
| Clarify the division of labour of AFD<br>and EF with regard to the VET<br>Toolbox in light of EF joining in VET<br>Toolbox 2.0.  | 27/02/2019 | Steering<br>Committee | The division of labour of<br>AFD and EF with regard to<br>the VET Toolbox in light of<br>EF joining in VET Toolbox<br>2.0 will be raised with<br>these agencies by the Hub.  | VAN DEN<br>BOOGERT<br>Bartelijne | N/A            | Done. Result presented at SC5 for approval.  | d Complet      |
| Find date for SC 4 (Brussels).   | 27/02/2019 | Steering<br>Committee | Launch new Doodle for SC<br>meeting 5 (September<br>2019) in Brussels.   | VAN DEN<br>BOOGERT<br>Bartelijne | N/A            |  | d Complet      |
| Hub to send proposal on more exact<br>definition of "Successfully completed"<br>with regard to second request by<br>same requester.  | 19/09/2019 | Steering<br>Committee | Hub to define proposal with<br>input experts and liaison<br>officers. Share with SC  | Hoth<br>Andreas                  | N/A            | First draft drawn up.  | In<br>Progress |
| To adjust the POM and partnership<br>agreement regarding the delegation<br>of AFD to EF.   | 19/09/2019 | Steering<br>Committee | These changes to be<br>collected with other<br>necessary changes in a<br>systematic way to be put<br>through collectively.   | GIELIS<br>Katrien                | N/A            | Document made per contract/doc to collect<br>necessary changes.  | In<br>Progress |
| Hub to to inform DEVCO in writing<br>about budget changes (even less<br>than 25%).   | 19/09/2019 | Steering<br>Committee | There are no Actions availa  | ble.                             |                |  |                |
| Hub to prepare a proposal to define<br>the preconditions and the<br>communication/approval process of<br>the regional seminars to be send by<br>email to the SC for non-objection. | 19/09/2019 | Steering<br>Committee | Hub to prepare a proposal,<br>double check with liaison<br>officers and send by email<br>to the SC for non-<br>objection.  | BOOGERT                          | N/A            | 2nd draft has been drawn up.   | In<br>Progress |
| Hub to prepare the 11th grant.   | 19/09/2019 | Steering<br>Committee | Hub to prepare 11th grant.   | GIELIS<br>Katrien                | NiA            | Waiting for the final grantee list.  | Planned        |
| Hub to prepare fact sheets of the<br>grant projects.   | 19/09/2019 | Steering              | Hub to prepare fact sheets of the grant projects.  |                                  | N/A            | Communication officer will take this up when he is back from paternity leave.  | Planned        |
| plant projects.<br>Hub to prepare the M&E framework<br>for the monitoring missions of the<br>grant projects.   | 19/09/2019 | Steering<br>Committee | Hub to prepare the M&E<br>framework for the<br>monitoring missions of the<br>grant projects with<br>feedback liaison officers.   | MAKHOUL<br>Marta                 | 17/11/201<br>9 | First draft has been drawn up.   | in<br>Progres  |
| Hub to prepare ToRs for MTR with<br>input liaison officers for SC approval<br>by mail.   | 19/09/2019 | Steering<br>Committee | Hub to prepare ToRs for<br>MTR with input liaison<br>officers for SC approval by   | VAN DEN<br>BOOGERT               | N/A            | <ul> <li>examples collected</li> <li>expertise mapped and contacted</li> <li>division of labour sketched</li> </ul>                                      | In<br>Progres  |

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# Below the decisions of the Steering Committees held on the 27th of February 2019 and on the 19th

# 8.8 Risk management

# Follow-up actions year 1

In blue the current state of the actions planned in year 1.

|  | ntification               | _             |         | Risk analysis       |        | Risk Treat   |            |            | Follow-up of risks   |                        |
|--|---------------------------|---------------|---------|---------------------|--------|--|------------|------------|--|------------------------|
| Description of<br>Risk   | Period of<br>identificati | Risk<br>categ | Probab  | Potential<br>Impact | Total  | Action(s)  | Resp.      | Deadline   | Progress (additions 30/3/2019 in blue)   | Status (3<br>sept 2001 |
| MPACT: Effective<br>vET reforms are<br>not supported by<br>other factors in<br>the countries<br>such as<br>employment<br>creation,<br>sufficient funding<br>for VET, real<br>cooperation<br>between<br>governments and | 09<br>23/09/2017          | DEV           | MEDIUM  | MEDIUM              | MEDIUM |  |            |            |  |                        |
| the private<br>sector.   |                           |               |         |                     |        |  |            |            |  |                        |
| OUTCOME:<br>Capacity built<br>through the<br>support is not  | 01/12/2017                | DEV           | MEDIUM  | MEDIUM              | MEDIUM | Integrate elements of<br>action planning to link<br>support to performance<br>Conduct post-support | N/A        | 30/06/2018 | Partnership meeting decided not to include<br>action planning in procedure<br>Planned in the M&E framework as a  | Cancelled              |
| being used   |                           |               | 2       | ~                   | ~      | monitoring   |            | 8          | beneficiary survey (6 months after a support<br>intervention).   |                        |
| OUTPUT<br>(REQUESTS):  |                           |               |         |                     | - 2    | Define operational<br>procedures / clarify issues  | N/A        | 30/06/2018 | Debated at all OMC meetings. Progress<br>recorded in POM. POM validated.   | Complete               |
| Limited amount<br>of requests  |                           |               | z       | ×                   | ×      | Development first set of<br>promotion materials.   | N/A        | 30/06/2018 | Banners, presentations, fact sheet, folders<br>and first videos developed  | Complete               |
|  | 23/09/2017                | OPS           | MEDELIM | MIDNUM              | MEDIUM | Promote VET Toolbox<br>services  | N/A        | N/A.       | continuous action  | Ongoing                |
|  |                           |               | s       | 5                   | s      | Light request form to ease<br>entry  | N/A        | N/A        | Clear explanations, explanatory film, easy<br>form, personal support through mail and<br>three   | Complete               |
| OUTPUT<br>(REQUESTS):<br>Demand for the<br>VET Toolbox is<br>higher than the<br>resources<br>available.  | 23/09/2017                | REP           | LOW     | LÜW                 | LOW    | Enhance eligibility and<br>quality criteria (when<br>situation appears)<br>/consider selection     | N/A        | N/A.       | phone<br>Will be done when needed.<br>Agreement to proceed in first phase with a<br>light entry process [to promote the services]<br>Planned. Decision 5C 19 09 2019: <u>sp</u> changes<br>necessary so far. | When<br>needed         |
| OUTPUT<br>(REQUESTS):<br>Mismatch service<br>design - needs  | 01/12/2017                | DEV           | LOW     | LOW                 | LOW    | Clarify services   | N/A        | N/A.       | Guidelines and formulation process /<br>instructional videos   | Completi               |
| OUTPUT<br>(REQUESTS):<br>Duplication of<br>support   | 23/09/2017                | DEV           | MEDHUM  | MEDELM              | MEDIUM | Verification EUD & Donor coordination  | N/A        | N/A.       | Continuous action  | Ongoing                |
| OUTPUT<br>(REQUESTS): Low<br>relevance for<br>national   | 23/09/2017                | DEV           | MEDIUM  | MEDIUM              | MEDIUM | Target specific national<br>stakeholders in promotion<br>and marketing<br>Ensure support           | N/A<br>N/A | N/A.       | Continuous action  | Ongoing                |
| stakeholders /<br>reform   |                           |               | ÚM.     | UM                  | - M    | documentation (signed by<br>NAD of line ministry)  |            |            |  |                        |
| OUTPUT<br>(REQUESTS):<br>Duration of<br>process from<br>request to<br>implementation<br>too loss   | 01/12/2017                | OPS           | MEDIUM  | LOW                 | MEDIUM | Follow-up workflow<br>performance, monitor<br>process duration, learn<br>and adapt                 | N/A.       | N/A.       | Continuous action  | Ongoing                |
| too long<br>OUTPUT<br>(REQUESTS): Too<br>much demand<br>from a limited<br>group of<br>countries  | 19/09/2018                | OPS           | MEDIUM  | MEDIUM              | MEDIUM | Monitor and if need be,<br>install maximum   | N/A        | N/A.       | Continuous action  | Ongoing                |
| OUTPUT<br>(GRANTS): Not<br>enough proposals  | 19/09/2018                | OPS           | LOW     | LOW                 | LOW    | Promotion and if needed second Call  | N/A.       | N/A        | Excellent low-threshold promotion both in<br>IDNG and in FR. Very great response.  | Complet                |
| OUTPUT<br>(GRANTS): Bad<br>management of   |                           |               | x       | *                   | N      | Monitoring missions by<br>bilateral country offices<br>and coordination Hub                        | N/A        | N/A        | Arrangements of monitoring by implementing<br>partners still pending   | Planned                |
| grants by<br>beneficiary   | 23/09/2017                | FIN           | MEDIUM  | MEDIUM              | MEDIUM | External Audit obligations<br>integrated in <u>CTP</u> .<br>conditions.                            | N/A        | N/A        |  | Planned                |
|  |                           |               |         |                     | 1      | General overall audit of the VET Toolbox   | N/A        | N/A.       |  | Planned                |

| Hub to prepare draft annual report<br>following proposed steps and timing.   | 19/09/2019 | Steering<br>Committee | Hub to prepare draft<br>annual report following<br>proposed steps and timing.   | VAN DEN<br>BOOGERT<br>Bartelijne | 22/12/201<br>9 | <ul> <li>division of labour defined</li> <li>first draft in the making</li> </ul> | In<br>Progress |
|--|------------|-----------------------|---|----------------------------------|----------------|---|----------------|
| Hub to reformulate risks, further<br>analyse with input liaison officers,<br>share end result with SC for non-<br>objection. | 19/09/2019 | Steering<br>Committee | Hub to reformulate risks,<br>further analyse with input<br>liaison officers, share end<br>result with SC for non-<br>objection. | VAN DEN<br>BOOGERT<br>Bartelijne | N/A            | Reformulation under discussion.   | In<br>Progress |

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#### VET Toolbox - Annual Report 2

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| OUTPUT<br>(KNOWLEDGE<br>DEVELOPMENT):<br>No co-creation of<br>tools by<br>implementing<br>partners  | 01/12/2017 | REP | MEDIUM | LOW | MEDIUM | Make inventory of existing<br>tools and best practises  | N/A. | 30/06/2018 | Inventory instrument developed, and<br>partnership members requested to fill in by<br>OMC meeting in <u>Exchoorn</u> (and March). Not all<br>agencies managed to comply.                         | Cancelled |
|---|------------|-----|--------|-----|--------|---|------|------------|--|-----------|
| OUTPUT<br>KNOWLEDGE<br>DEVELOPMENT):<br>Limited interest<br>in Knowledge<br>Expert Network  | 01/12/2017 | REP | LOW    | LOW | LOW    | Clarify terms of reference<br>for KEN and allow for<br>facilitation and an open<br>agenda to stimulate<br>participation   | N/A  | N/A        |  | Completed |
| PARTNERSHIP:<br>distributive set-<br>ap of VET<br>Toolbox does not<br>allow for<br>potential benefits<br>of partnering<br>(such as synengy,<br>win-win and<br>cooperation<br>between<br>partners) | 19/09/2019 | REP | tow    | LOW | LOW    | Expectations clarified,<br>spaces for collaboration<br>identified (XEN, tool<br>development, regional<br>seminars, and potential<br>joint implementation of<br>request (although this is on<br>demand). | N/A  | N/A        | Possibilities for joint implementation have<br>been clarified and are being put into practice.<br>Still opening for new innovative pilot<br>collaborations between the implementing<br>agencies. | Completed |

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