

Action Document for EU Trust Fund

1. IDENTIFICATION

Title	Reference: T05-EUTF-SAH-REG-15 ARCHIPELAGO: an African-European TVET initiative
Zone benefiting from the action / localisation	Sahel and Lake Chad Region ¹ : Burkina Faso, Cameroon, Chad, Ivory Coast, The Gambia, Ghana, Guinea, Mali, Mauritania, Niger, Nigeria, and Senegal.
Total costs	Total estimated cost 15 000 000 EUR Total amount drawn from the Trust Fund: 15 000 000 EUR *Possible contribution by sub-grant beneficiaries
Method of implementation	Direct management – Direct award of a grant to SEQUA gmbH in partnership with EUROCHAMBRES and CPCCAF
DAC Code	11330, 32130, 250
Sector of Intervention of the Valetta Action Plan	1. Development benefits of migration and addressing the root causes of irregular migration and forced displacement
Indicator(s) of the Valetta Action Plan	A8. Step up assistance to youth to acquire labour market-relevant skills through education, vocational training, access to digital technologies, while ensuring equal opportunities for young women and men
Sector of intervention of the TF	1. Greater Economic and Employment Opportunities
Objective(s) of the Operational framework	1.Preventing irregular migration and forced displacement and facilitating better migration management and returns
Sub-objective(s) of the Operational framework	1.1. Creating economic and employment opportunities, in regions with a high migration potential, to prevent irregular migration and facilitate returns
Length of implementation	48 months
Beneficiaries	<u>Direct beneficiaries</u> : approximately 10,500 including voluntary returnees migrants (total number): <ul style="list-style-type: none"> - approximately 6,760 trained young people (age range between 15 and 24) and entrepreneurs; - 1,600 new SMEs and start-ups in 12 Sahel countries. - 100 BMO (Business Membership Organizations) staff trained - 240 participants in public-private dialogue - 1,800 people trained/sensitised on VET <u>Indirect² beneficiaries</u> : Communities where the actions take place: 42,000

¹ Priority countries and regions will be established in close consultation with the EC and IOM services

SUMMARY OF THE ACTION AND ITS OBJECTIVES

ARCHIPELAGO is an inclusive economic development programme addressing youth and vulnerable groups' employability through increasing their professional skills as well as enhancing employment opportunities.

Specifically, Archipelago will increase local employment opportunities and employability by developing local training and vocational resources adapted to private sector needs.

The principle approach of the suggested action is the implementation of targeted partnership projects between European and African Business Membership Organisations (BMOs) with the objective to provide labour market relevant TVET training. In order to increase the employability of the young people it is imperative to have a fully private sector driven approach to TVET for the Youth. These TVET partnership projects will be **competitively selected through calls for proposals** and they need to include an analytical phase in order to identify the sectors with growth potential, which are also relevant for their members.

The partners SEQUA, CPCCAF and EUROCHAMBRES will mobilize their networks in Africa and Europe including in particular chambers, business associations, and public and private business support organisations as well as training centres. The awareness raising and communication activities in Phase I will mobilise those chambers, associations and training centres in Africa and in Europe whose members are interested in the region. The original assumption is that those chambers and associations whose member-companies have an interest in the region are not only easily and quickly mobilised, but they can best provide value for money and at the same time the best value added. The TVET project partners will contribute from an entrepreneurial and investment perspective to share critical information for the selection of key sectors for potential growth.

The chambers and associations in the Sahel and Lake Chad Region are already important service providers and legitimate representatives of the private sector and are fully knowledgeable on skills gaps on the labour market and matching these gaps to tailor-made vocational training schemes. They might not be the strongest organisations at the outset of the project but nonetheless, they are the key partners for private sector involvement and informed labour market orientation and key actors in the public private dialogue in order to strengthen a conducive business environment and address doing business issues through lobbying and policy advocacy activities.

A Technical Assistance (TA) coordination team based in Brussels will manage the calls for proposals, supervise the TVET partnership projects and coordinate the exchange of information and expertise among partners. The partners consider of high importance the establishment of strong coordination and communication mechanisms at European level, in particular with the European Commission and the IOM Office in Brussels but also with European private sector organisations and vocational training related institutions that will be mobilised and involved in the programme and the partnership projects. Furthermore, thanks to the extensive institutional network of CPCCAF in Africa and regular missions of the TA coordination team in the field, it will be possible to ensure presence and visibility in the target region. Also, a Brussels-based office will prevent contention between the target countries and avoid high travel costs.

² Indirect beneficiaries amounts to at least 4 times the number of direct beneficiaries

ARCHIPELAGO will aim both at **fostering workforce employability** and strengthening the **entrepreneurial skills** of managers of microenterprises, SMEs and future start-ups. These objectives will be clearly set in the guidelines of the calls of proposals to be organized within the framework of the project.

The supported local Business Membership Organisations (BMOs) will advocate for a more conducive business environment through public-private dialogue and offering relevant business services. In line with the 3rd pillar of the EIP on promoting a conducive investment climate, the EU supports its partner countries' efforts to prepare investments and improve the business environment and business climate; the ARCHIPELAGO programme is contributing to the same endeavours and will maximize the synergies with the relevant EIP activities in the region.

2. JUSTIFICATION AND CONTEXT

2.1. International context

Africa's working age population is expected to grow by 450 million by 2035. However, it is estimated that, in the meantime, the absorption capacity of the labour market will only be able to offer decent jobs to 250 million people.

In order to create more and decent jobs and boost inclusive growth, the international community is unanimous in highlighting the fundamental role of the private sector in accelerating progress to achieve the 2030 Agenda for sustainable development, in particular the Sustainable goal N° 8, as emphasized during the EU-Africa Business Forum and the AU-EU Summit of last year in Abidjan. Therefore, boosting job creation, TVET training, investment and competitiveness remain the key-priority for development.

The demographic grow at stake might also have an impact on the migration trends already observed. There is indeed a strong correlation between the lack of economic opportunities, high population growth, difficult access to land for the youth and the decision to migrate.

This might further increase the pressure on a vulnerable and fragile area where climatic volatility and ongoing conflicts are already severely impeding a wide range of promising economic opportunities. It might also put at risk more lives, as irregular migration often encompasses dangerous, unprotected and exploitative forms of migration.

Whether migration takes place within the African continent with intra-Africa migration via neighbouring countries (for instance, Niger is an important country of transit) or from West African coastal countries, or at extra-continental level (from Ivory Coast, Senegal / The Gambia, Nigeria, Ghana but also Burkina Faso or Mali towards mostly Europe, due to its geographical proximity and its historical background towards the African continent), it should happen out of aspiration not desperation.

The proposed programme is not designed to address circular migration as a main objective but pilot initiatives could be included as eligible initiatives in the guidelines for the calls for proposals.

With the right combination of investment and education policies and enhanced support to trade, industry and agriculture, Western Africa can transform its growing working-age population into a singular asset, therefore helping stem the flow of departures, preventing

unnecessary loss of life during the irregular migration journey and facilitate the return and reintegration of migrants in their country of origin.

In this line, the European Union Emergency Trust Fund for stability and addressing root causes of irregular migration and displaced persons in Africa (the EUTF for Africa) was created at the Valletta Summit on Migration held in November 2015 as an implementing tool that provides a rapid, flexible and effective response to an emergency situation.

The EUTF for Africa helps to address current crises in the Sahel and Lake Chad. It helps to foster stability and contributes to better migration management. The EUTF for Africa also helps to address the root causes of destabilisation, forced displacement and irregular migration by promoting economic and equal opportunities, security and development.

In accordance with the Trust Fund's Strategic Orientation Document adopted in November 2015, the operational framework of the Sahel and Lake Chad region is underpinned by two objectives:

- Firstly, with complementary actions carried out to improve management of migration and stability, the EUTF for Africa continues to play a special role in the implementation of the new partnership agreement for migration in the region of Sahel and the Lake Chad basin. By supporting dialogues for progress and creating incentives through win-win partnerships, the Fund actively contributes to the incorporation of migration in political discussions between the EU and the main countries of origin and transit, particularly Senegal, Mali, Niger and Nigeria.
- Secondly, guaranteeing stability and security remains a challenge that is critical to the socioeconomic development of the region and to offering alternatives to irregular migration and forced displacement. Given the climatic volatility and ongoing conflicts that threaten the Sahel region, increasing the resilience of the most vulnerable communities and of refugees and displaced persons remains an important priority for the Sahel and Lake Chad window of the EU Trust Fund for Africa.

The ARCHIPELAGO programme is totally embedded in this integrated approach. By addressing youth and vulnerable groups' employability through increasing their professional skills as well as enhancing employment opportunities, the programme will contribute to build a long-term solution that will, in the light of the large current migration phenomenon and the related risks for irregular migrants, mutually benefit both Europe and Africa. The ARCHIPELAGO programme will support the creation of sustainable and decent job opportunities in Western Africa, contributing to tackle the grievances arising from economic and social exclusion, marginalisation and inequality, usually considered as the most significant drivers of violence, radicalisation, forced displacement and irregular migration.

2.2. Sectorial context

As highlighted during the EU-Africa Business Forum and the AU-EU Summit of last year in Abidjan, actions to support inclusive growth and job creation remain the key priority for development in Western Africa, notably to tackle the drivers of irregular migration as well as its root causes, as stressed in the 7th June 2016 report of the European Commission.

“Sub-Saharan Africa will need to create 18 million jobs each year until 2035 to accommodate young labour market entrants. The African population is expected to increase

substantially. In addition, many people are underemployed. The AU-EU Summit of November 2017 highlighted: this issue is a top priority, for Africa, and for development cooperation.” (ETTG 2018)

SMEs are the main drivers of economic development, in that they can create a truly inclusive growth dynamic (in particular through the transition from informal to formal which can/must be facilitated) by means of development investments and their ability to integrate youth (age range between 15 and 24) into the job market. SMEs provide a huge potential for sustainable economic growth in Africa. Furthermore, Africa has a dynamic business environment led by SMEs but which is mostly informal and, with this consideration, completely invisible at the global level. A specific focus will be on developing capacities in sectors where African SMEs are providing products and/or services to big international companies to foster synergies and enhance the supply chain. The partners in charge of the implementation of the ARCHIPELAGO programme will mobilize their stakeholders in order to facilitate and consolidate business linkages to enhance the productive capacity, efficiency and competitiveness of the domestic private sector by promoting durable and mutually beneficial business partnerships between affiliates of TNCs or large local/regional companies and Micro, Small and Medium-sized Enterprises (MSMEs).

Technical and vocational education and training is a prerequisite to be employed or to strive in the economy and generate income. Currently the main impediments are:

- Incomplete needs and demand assessment
- Limited offer of tailored business and vocational training, considering the local economic structure and growth potential as well as the actual needs and potentials
- Insufficient active and organised / structured participation of the private sector in TVET

Most ongoing initiatives correspond only to a basic education offer of the national scholar system or to some commercial offers that are not really connected to the labour market. If the youth experiences itself as not demanded or not sufficiently qualified to cater for basic needs through self-employment they will seek their chances elsewhere. Skills and expertise, which are defined in cooperation with the private sector, will increase employability and contribute to reduce the migration pressure.

There are currently two main approaches considered to work on improving VET systems to increase employability. The first approach focuses on developing initial training/education which implies to work strongly with national public institutions responsible for the formulation and validation of training curricula and programmes and develop a structured cooperation with other VET relevant stakeholders, including representatives of the private sector. This approach takes time, needs the involvement of all actors to improve the VET offer and its legal framework (systemic approach). The success of this approach depends also strongly on the existence of a shared national VET strategy.

The second approach is more pragmatic and aims at implementing complementary/additional VET courses within the existing institutional framework to achieve concrete results in a shorter period of time. These additional or complementary courses are developed in cooperation with public and private stakeholders to answer quickly to urgent needs (quick impact). These VET courses are linked to the existing VET system, including initial and further/advanced education, and synergies are fostered. The experiences of former VET projects show that complementary/additional VET courses often lead in the long term to an improvement of the initial VET offer as they contribute to the modernization

and adaptation of VET programmes and curricula with upgraded and actualized contents. This second approach focuses on flexible solutions which are implemented in the existing VET system in cooperation with the national relevant public and private stakeholders. The VET courses need to be somehow recognized by the national VET system so that trained people develop new skills that are acknowledged and valued on the labour market. In various projects, chambers of commerce or handicraft have been enabled to deliver trainings and to issue certificates in cooperation with VET schools. Participation of the private sector in the formulation of VET courses is of highest importance to match the needs and demands of enterprises and assure the quality and standards of the courses.

The ARCHIPELAGO programme will focus on the second approach, **strongly involving private sector** (business membership organizations and enterprises, including big multinationals) and **contributing to a sustainable improvement of VET systems** (actualized and needs-oriented programmes and curricula, well-trained human resources, coordination tools between public and private stakeholders).

3. LESSONS LEARNT AND COMPLEMENTARITY

3.1. Organisations' experience and lessons learnt

The partners forming the ARCHIPELAGO consortium developed the concept on the basis of their long-standing experience.

SEQUA gGmbH is a globally operating non-profit organisation that carries out development projects and programmes in international development cooperation in close collaboration with the German private sector since 1991. SEQUA has been implementing projects in sub-Saharan Africa since the beginning of the nineties and TVET projects in particular for more than 20 years. Since 2010 SEQUA implements the so-called “TVET-Partnership” Programme on behalf of the German Ministry for Economic Cooperation and Development BMZ, which also has the mechanisms of a sub-granting scheme.

SEQUA's labour-market oriented VET products centre on the transfer of know-how through the direct exchange of experience and the utilisation of the vocational education expertise of German business membership organisations (BMOs). On this basis, SEQUA at all times aims at the direct involvement of local enterprises as well as on-the-job learning and the promotion of public and private sector cooperation on all levels. The objective is to develop a vocational and training system that is as much demand- and practice-oriented as possible and not to simply copy paste the German dual VET system.

In most partner countries consideration and responsibility of the private sector in the respective national VET systems is too small. SEQUA works towards an acknowledgement of the key role of the private sector and concentrates on the micro- and meso-level. Accordingly, companies, vocational schools, chambers, associations, certification authorities and educational agencies are SEQUA's main addressees.

EUROCHAMBRES, the Association of European Chambers of Commerce and Industry, represents over 20 million businesses in Europe through 46 members (42 national associations of chambers of commerce and industry and two transnational chamber organisations) and a European network of 1700 regional and local chambers. More than 93% of these businesses are small and medium sized enterprises (SMEs). Chambers' member businesses employ over 120 million persons.

CPCCAF, *Conférence Permanente des Chambres Consulaires Africaines et Francophones*, is an association of African and French-speaking chambers (commerce, industry, crafts, agriculture...). Created in 1973, it is the largest structured network of economic operators in francophone Africa, comprising 600 chambers from 30 countries (25 African countries classified according to their geographic situation: North Africa - West Africa - Central Africa - Eastern Africa and the Indian Ocean). The purpose of CPCCAF in regards to development issues is to contribute to the expansion and growth of the African private sector, to develop trade relations between the North and the South, and to build a stronger South-South cooperation.

Impact and lesson learned: Labour-market oriented vocational education and training generates the preconditions for economic growth. Every individual improves their chances of gaining employment and income. Companies become more competitive, productive and innovative. For the poor or the disadvantaged in particular, vocational education and training creates the opportunity for economic and social participation. Especially in the informal sector, it is therefore an effective tool to fight poverty and achieve inclusive growth.

In tandem with strengthening entrepreneurial skills and improving the business environment through local economic development, SEQUA made the experience that this can lead to actual creation of employment opportunities, for example in Tunisia and Nepal, where SEQUA was engaged for a long time.

Since its foundation in 1991 SEQUA has been implementing large grant schemes on behalf of the BMZ. ARCHIPELAGO includes a large sub-granting scheme, which will be managed professionally by the Project Management Unit (PMU) and guided by the long experience of EUROCHAMBRES and SEQUA in programme and grant management and accounting. Under this scheme, sub-granting will follow the principles and objectives established in the framework of the main grant. A table summarising the **consortiums relevant experience** and current ongoing projects in the region and as well as some selected other TVET projects in Africa can be found in annex 3.

3.2. Complementary actions

The ARCHIPELAGO programme will foster synergies with existing programmes and projects, especially in the countries where consortium's partners are already active and in complementarity with the EIP (EU External Investment Plan).

Ultimately, current TVET projects and (local) private sector development projects funded by the EC will be taken into consideration as well as links and in particular, coordination and cooperation sought where useful. Similar, EU Trust Fund (EUTF) projects already operational or planned will be consulted.

The 'VET Toolbox' project is funded by the European Union and aims at supporting EU partner countries in Africa, Latin America, Asia and the Pacific in the design of national employment and VET strategies as well as in enhancing their VET service delivery systems. The VET Toolbox is implemented jointly with a consortium of Member States Agencies (Belgian Technical Cooperation – lead, GIZ, British Council, LuxDev) which delivers on demand quality expertise and capacity building to public and private stakeholders with a view to enhance labour market intelligence, enhance the involvement of the private sector in VET as well as to foster inclusion of women and of vulnerable groups in VET programmes.

In the Sahel and Lake Chad region, TVET and employability programmes continue to be implemented and developed in all eligible countries (except Ghana and Ivory Coast); however, in line with the numbers of voluntary returnees expected to arrive at short and

medium term, some countries might be considered as priority.. Assessment of priority countries and regions will be established in close consultation with the EC and IOM services and listed in the guidelines of the calls for proposals.

Together with the German Ministry for International Cooperation and Development (BMZ), SEQUA currently develops a programme on addressing **circular migration**. In this Programme for Qualified Migration (PQM), as in other SEQUA VET partnership projects, German Business Membership Organisations and other organisations of the business sector in the partner country are to support VET institutions in expanding the quality and quantity of their training capacities in selected occupations. The occupations to be selected will be characterised by the fact that there is demand for them both on the labour market of the partner country and in Germany. PQM would target northern African countries but also other countries experiencing migration pressure e.g. in West Africa. Once implemented, ARCHIPELAGO will be able to create valuable synergies with PQM.

3.3. Synergy and coordination of actors in the zone of intervention

During the first phase, not only the local labour market demands and economic potentials will be analysed, but also important stakeholders and European (not only) donors will be identified. If a specific trade /craft is or has been already catered for by another donor in a specific country, ARCHIPELAGO will coordinate very closely with the donor and its project in order to create synergies. Existing networks and programmes will be utilised for outreach to raise awareness about the upcoming call and sensitise on the topic of TVET. Of particular importance is the Enterprise Europe Network (EEN). The suggested action will seek their experience and coordinate closely especially with the EEN Business Cooperation Centres in Cameroon and Nigeria.

Strengthening relations with the International Organisation for Migration (IOM) on the issue and challenge of working with voluntary returnees will be established in all countries of intervention and the programme shall be taking part within the **reintegration referral mechanisms (RRM)** in close cooperation with the IOM regional office in Brussels, the regional office in Dakar and the national offices of the African target countries. ARCHIPELAGO will feed regularly the relevant national EU Delegations with information so that donor coordination is optimised. The IOM and the EU Delegations will be crucial in the selection of the priority geographical areas for the project activities (by providing data and mapping of migrant's outflows from their origin countries/regions and the flows of returnees to their home countries either in the capital cities or regions). Also, the programme will optimize all the synergies with the existing DG Grow/EASME Europe Enterprise Network in Sub-Saharan Africa especially with the Business Cooperation Centres set up in Nigeria, Cameroun and Ghana. EUROCHAMBRES in this respect is an associate member of the EEN and CPCCAF works closely with the EEN unit of the Chamber of Commerce of Paris where it is based.

4. DETAILED DESCRIPTION

The ARCHIPELAGO programme aims to reduce the asymmetry in the job market, not only in zones of departure but also in transit countries, by creating a local, stable and efficient network of vocational training courses. To this end, local economic potential that can generate sustainable and potentially profitable activity as well as the workforce available to develop this activity must first be identified. Considering the expectations and needs of the companies/MSMEs identified, suitable, locally accessible training opportunities and resources must be inventoried and capacitated.

4.1. Objectives

The overall objective of the action is to better match the offer of labour (skills available on the labour market) to the demand of labour (generated by the local private sector and productive economic growth).

The specific objectives of the action are:

SO1 Increase and upgrade local employment opportunities through the strengthening of the entrepreneurial skills, SMEs and future start-ups employment creation;

SO2 Develop local training and vocational (TVET) resources adapted to private sector needs to strengthen youth employability;

4.2. Expected results and main activities

The following results are expected to be achieved:

1. Private Sector and youth are aware of the chances offered by TVET
2. Youth is trained and has skills according to private sector needs and identified economic potentials
3. Local economic development and entrepreneurship is enhanced
4. Performance and service provision of business membership /service organisations in the Sahel region and Lake Chad is improved

Main clusters of activities:

- Awareness raising and communication
- Mobilisation of European and African entrepreneurial potentials/or business interests
- Identification of and coordination with other relevant actors and actions.
- Analysis of economic potentials, sectors and labour market needs
- Management of calls for proposals, sub-granting and coaching
- Design of Skills assessment and validation framework
- Development of trainings concepts and curricula for young people
- Development of adapted entrepreneurship and business trainings
- Training of Trainers/Assessors (in company and in centre)
- Implementation of trainings, assessment and skills validation as well as certification, follow-up and monitoring
- Identification of good practices, evaluation, upscaling
- Strengthening of BMOs and development of relevant business service provision
- Facilitation of local economic development and value chain enhancement

The **training strategy** aims at learning a trade/mastering a skill and must motivate young workers to stay in their country, by:

- Offering needs orientated dual training in schools, educational centres and private companies (work-based learning)
- Perpetuating and strengthening existing activities (small industries, services and agriculture, etc.). For instance, SMEs specialized in mechanics or foresting, agro-processing...
- Focusing on new, complementary activities that are not currently provided sufficiently on a local level (with, for example, a special focus on digital technology, the development of renewable energies, entrepreneurship training etc.)

As already outlined above, the partners of **ARCHIPELAGO** choose a **pragmatic approach allowing, on the one hand, to achieve concrete results on the short term with regard to training and employability, and on the other hand contributing to improve the VET system of each country where an action takes place.** Following this strategy, there are many opportunities to improve the offer of advanced and further training through specific additional/complementary courses thanks to the involvement and participation of the private sector. This work will have an impact on the initial training system benefiting from better trained human resources (i.e. trainers), upgraded programmes and contents oriented towards the needs of the local/national market. The market-oriented courses will lead to the delivery of a certificate acknowledging the skills acquired. This certificate can be for instance issued by a chamber together with a VET school involved in the training. It is important that the competences transferred through the training are acknowledged by the private sector as well as by the local public VET institutions, and in the medium to long term, by the national official VET system.

A tentative schedule of training activities would be:

- ➔ Training in a training centre (2-3 months), which requires the preliminary training of training providers to bridge the gap between the needs expressed and the skills on offer.
- ➔ Training in-house at a company (2-3 months), which requires the preliminary training of company directors/in company training advisors (if in place) to bridge the gap between the skills on offer and the technical and educational skill base required.
- ➔ A validation of the skills then mastered with a private sector issued certificate

The implementation of training activities will take into account the specificities of each country, regions and the capacities of the institutional partners.

The ARCHIPELAGO programme will be implemented and advised by a TA coordination team comprising staff from SEQUA, CPCCAF and EUROCHAMBRES. They will not only handle the contracting, accounting and reporting but will also provide expertise, experience, guidance, facilitate exchange and networking as well as coaching to the sub-granted TVET partnership projects. Sub-granting will follow the principles and objectives established in the framework of the main grant.

Implementation phases

Phase 1 Communication, assessment, awareness raising and preparation

6-8 months

- Awareness raising and communication also in the context of the CPCCAF General Assembly in December 2018 in Dakar and before that, a pre-

information phase could be organised during the “*Ateliers de la coopération consulaire CPCCAF*”, taking place in Marseille at the end of June 2018

- Mobilisation of European and African entrepreneurial potentials/or business interests
- Analysis and identification of economic potentials, sectors and labour market needs conducted by PMU for each country
- Identification of and coordination with other relevant actors and actions
- Operational analysis
- Management set-up
- Design of Skills assessment and validation framework at programme level as orientation for all TVET partnership projects
- Development of generic trainings concepts and curricula for young people at programme level as starting points for national adaptation by the TVET partnership projects
- Development of generic entrepreneurship and business trainings as starting points for national adaptation by the TVET partnership projects
- Management of call for proposals, sub-granting and coaching
- Call for proposals at the end of the first phase

Careful thought is required and professional organisations as well as clusters must be integrated into the framework for discussion (institutional and educational engineering) which will have been defined to understand and identify:

- The needs of companies in terms of personnel to recruit (with a forward-thinking vision)
- The needs of the market (with an economic vision of market evolutions)
- The initial skill level of the personnel that requires training (with an audit/diagnosis)
- The profile of existing training centres (with measurement of the discrepancy between the existing supply of training and the type of training required)
- The economic model of the training activity (with a view to ensuring the sustainability of the system after the end of the funded project).
- A clear understanding of the needs and expectations of companies as well as the definition of tangible solutions that can be provided are thus the very basis of the ARCHIPELAGO programme that uses the development of small and medium enterprises to strengthen local economies, through “enabling” training modules for:
 - Counselling youth towards priority trades for which the employability of young people must be ensured
 - Strengthening the desire to set up a new business as well as the abilities of professionals

Phase 2 Operational implementation

34 months

- Evaluation of Call for Proposal; Selection of TVET partnership projects
- Opening Conference for all projects and stakeholders
- Capacity building on project management and accounting for the selected projects
- National / project wise adaptation of the generic material and curricula
- Training of Trainers/Assessors (in company and in centre)
- Implementation of trainings

- Assessment and skills validation / certification
- TVET in training centres and in-company training
- Capacity Building of BMOs for business service provision
- Public private dialogue and advocacy by BMOs for conducive business environment
- Facilitation of local economic development, value chain enhancement and job creation
- Identification and replication of best practices
- Accompanying PR, networking and exchange
- Follow-up and monitoring
- Coaching and provision of expertise

The vocational training system offered by ARCHIPELAGO consists of setting up full training courses that are composed of several short modules; the main objective being to offer training that is both operational and immediately adaptable to the needs of companies. ARCHIPELAGO does not intend to provide a full initial vocational education and training according to European standards but to offer different courses and modules that either complement already completed training courses or provide some skills to young people without any formal education.

It is currently assumed, that the targeted fields of training will be:

- Specialised trades (for example, in the agri-food, textile, construction, automotive, craft industries, ICT etc.). Selection (by country targeted by the programme and from a list of trades defined by the Consortium) of 3 trades deemed to be priority, taking into account the market opportunities and the economic and potential analysis but also the prospects they offer in terms of the inclusion of young people and women in the job market, as well as in the field of sustainable development
- The skills necessary for entrepreneurship (administration, accounting, communication, business management, etc.)

Phase 3 Handing over

6 months

- Implementation of exit strategy
- Facilitation of more formal/official acknowledgement of the validation system and its certificates
- Facilitation of formalisation of the system established
- Evaluation by the local and European actors of the TVET partnership projects and the whole approach
- Identification of good practice
- Deepening/ upscaling of the program
- Final EU-Africa seminar
- Documentation and communication

4.3. Targeted groups and final beneficiaries

Target groups: Direct beneficiaries

- Unemployed and employed young people and women
- Voluntary returnees
- Companies/MSMEs (managers, in company trainers) formal and informal

- BMOs
- TVET centers (managers and trainers)
- Employment services

Final Indirect beneficiaries

- Communities where the actions take place
- Trainers and trainees
- Targets: key results in the logical framework

- **At least 1,200 trained formal and informal entrepreneurs and managers on entrepreneurial business skills** (on average at least 7 trainings per country) – total for 12 countries: 80. As we have approximately 15 participants per course, we will have 1.200 trained entrepreneurs and managers in total.

- **At least 5,560 trained young people and women in total** - We calculate 2-3 trades/sub-sectors per country and 8 courses per trade: a total of approximately 20 courses per country. This times 12 countries means 240 courses. Since per course we have 23/24 participants in average we end up with 5,560 trained young people in total.

- **At least 1,600 new SMEs and start-ups** in 12 Sahel countries.

-**at least 100 training providers and BMOs mobilised and strengthened** in the ecosystem, then made operational (objective: 9-10 per country) – total for 12 countries: 100 training providers

- **At least 240 participants in public-private dialogue in 60 local public private dialogues held** - at least 30 strengthened BMOs will also be strengthened with regard to public private dialogue representing interests of private sector regarding a more conducive local business environment and local economic development (at least 240 participants)

- **At least 1,800 company directors trained/sensitised** (employers) on work-based learning. The company directors / general managers will be trained on trade-specific skills development and the handling and arrival of young people into the company

The number of voluntary returnees and TVET centres cannot be specified at this stage yet.

The programme ARCHIPELAGO will place young trainees in both formal and informal companies, since these are both typical employment situations and represent the real co-existence of formal and informal practical learning. The outreach to both, formal and informal sector aims at mobilising the entire private sector amid its legal form. In addition, training of informal enterprises on business knowledge and entrepreneurial skills can lead to more formalisation.

4.4. Stakeholders analysis

Chambers and other BMOs are at the centre of national economic systems comprising public and private stakeholders in the field of TVET. Chambers can develop training facilities and bridge the gap between the informal and formal African private sector on the one hand (their members) and national authorities on the other hand (the relevant Ministries). Through the regional chambers, formal or informal MSMEs can be reached all over the territory. Besides

the chambers, sectoral associations, business organizations and other BMOs shape a wide private sector network in each country. As service providers to private operators, chambers and other BMOs are well-connected to both TVET operators, be they private (schools, consulting groups) or public (department for professional training, or even NGOs) at local (municipal/regional) or international level (UN and bilateral agencies, financial institutions etc.).

		Mentor organizations: African and European consular chambers, training centres		
TVET offer	Private TVET operators		Training centres (affiliated to consular chambers)	International organizations' support: UNIDO, AfDB, AFD, Proparco, GIZ, ITC...
		NGOs, decentralized cooperation	Consular chambers/ BMOs	Technical divisions in other departments: SMEs, crafts, agriculture, industry
Representation	Business organizations, professional associations, sector federations, private sector networks			State departments: professional training, education
			Regional delegations	Local authorities (town, region)
	Private			Public

4.5. Risks and assumptions

Risk	Level (H/M/L)	Mitigation measure
Political instability in cities, regions, countries where actions take place	M/H	Encourage partnerships between various countries/regions in order to have a broader field of action and not depend on one region/country (repartition of geographical risks, criteria in the calls for proposals)
Difficult access to information on labour market and economic profile of the targeted countries/regions	L	CPCCAF network will provide relevant information (documentation already available, access to information sources on site)
Insufficient infrastructures to deliver VET courses	M	Partnerships to be sought with institutions allowing the access to relevant infrastructures (criteria in the calls for proposals, promote cooperation networks)
Insufficient human resources available to be trained as trainers and multipliers	L	Identify institutions and companies with enough capacities and room for improvement, adequate selection of partners thanks to information provided by CPCCAF network and accurate fact-finding missions during the inception phase
Insufficient participation and involvement of African and European BMOs to develop and implement VET projects/actions	L	Mobilisation of partner's network in Europe through existing channels and cooperation. SEQUA, EUROCHAMBRES and CPCCAF have a consolidated network of partner BMOs in Europe and Africa and are used to work with them. Synergies with past and current projects among European and African BMOs to be fostered.
Insufficient cooperation between public and private stakeholders in the target countries	M	Different situations in each target country. The organization of information and awareness raising events as well as workshops are of high importance to gather all partners and reinforce the dialogue and cooperation. European and African best practices to be shared and disseminated.

Low mobilisation of enterprises to invest resources in VET courses	M	Private sector in Africa is mostly informal. Partner BMOs will mobilize their affiliated companies and will keep a door open to informal companies in order to make them understand the importance of qualification. Information and awareness raising events towards enterprises to be organized (VET is an investment in the future and not a cost in the present)
Low interest of public opinion towards VET	M	Awareness raising events and publications to draw the interest of the population on the prospects opened by VET

The assumptions for the success of this project and its implementation are: key stakeholders and existing networks are willing to participate in the structure and the implementation phase.

Close coordination at country level between the EU Delegation, the different stakeholders and the programme plus the complementarities should ensure that the stakeholders actively participate. The project strategy builds on the African and EU BMOs structures (chambers, business associations etc.) and their respective networks of public and private training centres. The programme approach based on TVET partnership projects between African and European BMOs and training centres is expected to make the project sustainable as it will reinforce the internal capacity of the African BMOs and training centres in their training services provision and policy activities in partnership with their regional (in West and Central Africa) and European counterparts.

4.6. Cross-cutting issues

ARCHIPELAGO will address women in particular, since youth and women are the main target group. It is envisaged to encourage young women specifically to enhance their skills level. Training on entrepreneurial skills will mobilise specifically women led business and female business owners.

It can be assumed that green skills will be very prominent amongst those to be trained in the context of ARCHIPELAGO. Trades with high economic potential are those in sustainability business. Thus, e.g. training youth on installing and maintaining solar power (PV) equipment and appliances is a contribution to mitigating climate change.

When evaluating the TVET partnership proposals due consideration is given to these important cross-cutting aspects.

Rio Markers

Rio Markers	Not targeted	Important objective ³	Principal objective ⁴
Biodiversity	x	<input type="checkbox"/>	<input type="checkbox"/>
Fight against desertification	x	<input type="checkbox"/>	<input type="checkbox"/>
Climate change mitigation	<input type="checkbox"/>	x	<input type="checkbox"/>
Adaptation to climate change	x	<input type="checkbox"/>	<input type="checkbox"/>

5. IMPLEMENTATION ISSUES

5.1. Implementation modality(ies)

A grant contract is foreseen with the leader of the Consortium SEQUA. Subsequently selected contracts shall be awarded for so called ‘TVET partnership projects’ (African-European) projects and financed at 95%-100% under the project budget (for an approximate total of 11 million euro) based on a selection /competitive process: call for proposals.

5.2. Indicative operational implementation period

The implementation period is 48 months.

The delay for the operational start of field activities will be of 3 months starting from the signature of contract(s).

5.3. Implementation components and modules

The following implementing modality is foreseen: grant contract to SEQUA and partners of the consortium. The direct award is justified on the ground of the operators' experience in the area and capacity to manage sub-granting (see point 3.1).

The principle approach of the ARCHIPELAGO programme is the implementation of targeted partnership projects between European and African Business Membership Organisations (BMOs) with the objective to provide labour market relevant TVET training, in order to increase the employability of the young people particularly i.e. fully private sector driven approach to TVET for the Youth. These TVET partnership projects will be **competitively selected through calls for proposals** and they need to include an analytical phase in order to identify the sectors with growth potential, which are also relevant for their members.

A **TA coordination team based in Brussels** will manage the calls for proposals, supervise the TVET partnership projects and coordinate the exchange of information and expertise among partners. The TA team will be contracted under the main grant.

Approach for sub-granting of TVET partnership projects (financial support to third parties)

³ When one/some of the Rio markers is/are important but not essential for the action

⁴ When one/some of the Rio markers is/are essential for the action

For ARCHIPELAGO financial support to third parties is a key pillar. Whereas the main grant will set up the ground for subsequent sub-granting, the latter mechanism will allow widening the impact of the project, enlarge its outreach and enable the involvement of more stakeholders (ownership at local level) increased. Thus, the funding and coaching of actually participatory planned local integrated projects increases relevance and ownership of measures, enlarges outreach and at the same time institutionalises a bottom-up planning culture by giving a key role to the local business organisations and training providers. This approach is not a theoretical exercise but the first step to achieve impact and produce relevant results at local level.

All TVET partnership projects are integral part of the main programme (coherence – no isolated actions) - all local projects will work in the same framework targeting the same objectives. A full set of documents i.e. guidelines (incl. procurement rules), criteria and templates will be drafted for the **call for proposals** according to EU standards and approved by the project steering committee. The latter shall be involved in the approval of guidelines, evaluation and award decisions for the sub-grants.

The first step will be awareness raising and communication on the call and the importance of private sector driven TVET. This goes hand in hand with the analytical phase, where problems and potentials will be analysed and discussed. Subsequently trainings/info sessions will be offered on project development in order to equip the local stakeholders with some basic tools to ensure quality of project proposals. The projects selected will benefit from a training on technical and financial project management to ensure quality of implementation and accounting. Technical support, training and certification concepts, coaching and monitoring will be provided by the ARCHIPELAGO PMU to project holders to assure the smooth implementation of each project and promote exchanges among them (networking, exchange of experiences). In addition, a handbook for financial management will be developed to provide easy orientation and ensure proper accounting.

5.4. Indicative budget

The grant contract between the European Commission and SEQUA and partners will be signed for the total amount of the programme. The total budget will be divided as following:

Component	Amount EUR	Contribution by TVET project partners EUR
Main grant, including:		tbc
- Sub-grants for TVET partnership Projects	14 500 000	
- Subcontracting of TA		
Communication and visibility	200 000	
Evaluation and audits	300 000	
Total of the action	15 000 000	tbc

5.5. Organisational structure and governance of the action

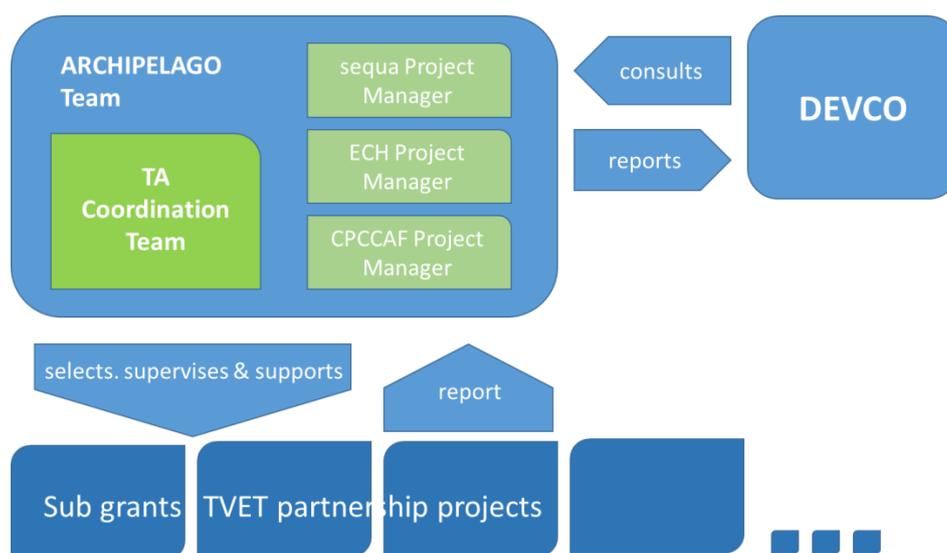
The ARCHIPELAGO programme has been developed by the partners: SEQUA, CPCCAF and EUROCHAMBRES. SEQUA leads the consortium and will mobilize the German private sector, CPCCAF represents both the African and EU francophone Chambers of Commerce, Industry and Handicraft while EUROCHAMBRES will ensure the pan-European dimension of the project through its network of local Chambers and TVET related actors and will host the TA coordination team in Brussels, whereby all three partners mobilise their European and African network and their partners' in-house and external expertise.

A TA coordination team will do the day-to-day management of the programme, comprising the necessary professionals including a team leader. External short-term consultants will be mobilised when needed e.g. for the analytical phase or the material development.

The three partners will each dedicate a project manager in charge and meet bi-monthly with the TA coordination team and monitor progress as well as plan activities and deliverables.

A project steering committee shall comprise all three partners (head of unit level), the leader of the TA coordination team as well as DEVCO representatives. The steering committee shall meet bi-annually consult the project and approve its work plans.

At sub-granting level the TVET partnership projects shall establish their own governance whereby a representative of the ARCHIPELAGO team and if interested a representative of the national EU Delegation shall be invited to their steering committees. The TVET partnership projects will feed into the programme's monitoring system.



5.6. Performance monitoring

The technical and financial monitoring of the implementation of the ARCHIPELAGO programme is a continuous process and an integral part of the organisation's responsibilities. To this end, it must establish a permanent internal monitoring system, both technical and financial.

Participatory and result-based monitoring is crucial to ensure the achievement and ownership of set results. Bi-monthly meetings of the consortiums members and regular meetings with DEVCO will ensure a constant look at performance and results at Brussels level. A monitoring system at PMU level will allow a continuous swift assessment of status and achievement of milestones.

In the meetings with the local partners the status and progress of the project will be discussed. The steering committee meetings at both levels will be the platform for an annual wrap up and revision of the annual work plan as well as for networking. All partners will develop respective annual action and budget plans and deliver quarterly technical and financial reports of activities and progress in achieving results. Herewith, programme and project activities are regularly monitored with regard to the results achieved, which gives room for adapting activities accordingly.

Experience shows that regular exchange is a strong need and a useful instrument for all TVET partnership projects. Since they will apply similar curricular, concepts and certification frameworks application experience must be shared and lessons learnt documented. Therefore, also monitoring of application of tools, concepts and instruments is an integral part of programme monitoring.

5.7. Evaluation and audit

5.7.1. Evaluation and audit by the European Commission

The Commission may decide to undertake a final evaluation of ARCHIPELAGO and, if deemed relevant, a mid-term evaluation for one or more of its components. Evaluations will be carried out via independent consultants. The mid-term evaluation will be carried out for problem solving in the concerned components.

The evaluation reports shall be shared with the partner country and other key stakeholders. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the programme.

Without prejudice to the obligations applicable to contracts concluded for the implementation of the programme, the Commission may, on the basis of a risk assessment, contract independent audits or expenditure verification assignments for one or several contracts or agreements.

5.7.2. Evaluation and audit by the organisations

ARCHIPELAGO foresees a mid-term evaluation and a final external evaluation. A programme of this duration and complexity needs a mid-term evaluation to properly assess the status externally and apply corrective measures if needed. Findings of all evaluations will be discussed with DEVCO and all partners at both a mid-term and final conferences.

At the project outset all TVET partnership partners will participate in a workshop on financial and accounting issues and receive a handbook which will be developed by the partners. All project participants/beneficiaries will deliver quarterly financial reports based on a financial monitoring system run by the TA coordination team. The whole programme will be audited twice.

5.8. Communication and visibility

Visibility of the programme is of substantial importance for its success. The reasons are manifold. First, it is an integral part of the methodological approach to disseminate information about and to raise awareness for the relevance of private sector led TVET. It is imperative to make the action visible, to communicate with the target group. Thus, all

activities have, where applicable, visibility actions inbuilt. The programme will adopt 'social marketing' as a key strategic activity to achieve these objectives and reach all potential stakeholders. The production of information and awareness raising material and respective curricula, training and accreditation material as well as the spreading of information will be clearly reflected in the budget. In order to achieve a regional visibility, the development of a website and the promotion of TVET and innovative approaches for local economic development in social media are provided for. In all these activities to ensure the visibility of the programme, the key role of the EU funding for the programme will be highlighted prominently. The programme will design a clear communication and visibility strategy in line with the recently updated EU visibility manual.

Regional conferences with all relevant stakeholders will make sure in addition that communication internally runs smoothly and will ensure as well important public recognition of ARCHIPELAGO, its EU funding and its activities.

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU; in addition, specific channels of communication will be used to increase the visibility of EUTF funded activities (e.g. Akvo RSR platform and EUTF website).

ARCHIPELAGO shall contain communication and visibility measures, including monitoring measures, which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation and supported with the budget indicated in section 5.4 above.

In terms of legal obligations on communication and visibility, including monitoring, the measures shall be implemented by the Commission, the partner country, contractors, grant beneficiaries and/or entrusted entities. Appropriate contractual obligations shall be included in the contract.

The communication and visibility plan of the programme and the appropriate contractual obligations will be established on the basis of communication and visibility guidelines for external actions of the European Union and on the basis of any other instruction from the European Commission.

Without prejudice to the obligations applicable to contracts concluded for the implementation of this programme, the Commission reserves the right to publish the results, indicators and targets of the project.

List of acronyms

BMO	Business Membership Organisation (Chamber or Association)
CPCCAF	Conférence permanente des chambres consulaires africaines et francophones
EEN	European Enterprise Network
EU	European Union
EUTF	European Union Trust Fund
IOM	International Organisation for Migration
MSME	Micro Small and Medium Enterprises
PMU	Project Management Unit
SME	Small and Medium Enterprises
TVET	Technical Vocational Education and Training
VET	Vocational Education and Training
WBL	Work Based Learning

ANNEX 1. AREAS OF INTERVENTION OF THE TRUST FUND

Area of intervention 1: Greater economic and employment opportunities	Primary target	Secondary target
Support for entrepreneurship, SMEs and the informal sector, particularly for youth and women	<input type="checkbox"/>	X
Support for the development of economic growth areas	<input type="checkbox"/>	X
Strengthening the professional and technical skills and improving employability of girls and boys	X	<input type="checkbox"/>
Area of intervention 2: Strengthening Resilience	Primary target	Secondary target
Food and nutritional security	<input type="checkbox"/>	<input type="checkbox"/>
Production, productivity, valuation and marketing of Agricultural products	<input type="checkbox"/>	<input type="checkbox"/>
Local infrastructures (opening-up, water management for agricultural purposes etc.)	<input type="checkbox"/>	<input type="checkbox"/>
Sustainable management of natural resources and adaptation to climate change	<input type="checkbox"/>	<input type="checkbox"/>
Access to drinking water, hygiene and sanitation, living conditions and access to basic services (health, education etc.)	<input type="checkbox"/>	<input type="checkbox"/>
Area of intervention 3: Improving migration management	Primary target	Secondary target
Prevention of irregular migration and fight against human trafficking	X	<input type="checkbox"/>
Asylum, legal migration and mobility	<input type="checkbox"/>	X
Synergies between migration and development (supporting initiatives of diasporas)	<input type="checkbox"/>	<input type="checkbox"/>
Support for return and reintegration	<input type="checkbox"/>	X
Border management	<input type="checkbox"/>	<input type="checkbox"/>
Area of intervention 4: Improved governance and conflict prevention	Primary target	Secondary target
Strengthening the rule of law	<input type="checkbox"/>	<input type="checkbox"/>
Preventing conflicts and radicalisation	<input type="checkbox"/>	<input type="checkbox"/>
Capacity building to support security	<input type="checkbox"/>	<input type="checkbox"/>

ANNEX 2. LOGFRAME MATRIX OF THE PROJECT⁵

Activities, deliverables and all indicators with their targets and reference values contained in the logframe matrix are provided for information only and may be updated during the implementation of the Action without changing the funding decision. The logframe matrix should evolve during the project lifetime: new lines can be added for listing new activities as well as new columns for intermediary targets (milestones) when it is relevant and values will be regularly updated in the column foreseen for reporting purpose.

	Results chain	Indicators	Baseline (incl. reference year)	Targets (incl. reference year)
Overall objective Impact	To better match the offer of labour (skills available on the labour market) to the demand of labour (generated by the local private sector and productive economic growth)	Number of people who have benefited from VET/skills development and other active labour market programmes/ local economic development projects with EU support	Baseline year= 0	Reference year = 10,500 people
Specific objective(s) Direct outcome(s)	SO1 Increase and upgrade local employment opportunities through the strengthening of the entrepreneurial skills, SMEs and future start-ups employment creation	Number of people having completed vocational training opportunities offered through ARCHIPELAGO (disaggregated by sex and age)	Baseline = 0	Target = 6,760
	SO2 Develop local training and vocational (TVET) resources adapted to private sector needs to strengthen youth employability	Number of jobs created and improved (disaggregated by sex, age, sector, locality) through the support of ARCHIPELAGO	Baseline = 0	Target = 1,000
Results	<ol style="list-style-type: none"> 1. Private Sector and youth are aware of the chances offered by TVET 2. Youth is trained and has skills according to private sector needs and identified economic potentials 3. Local economic development and entrepreneurship is enhanced 4. Performance and service provision of business membership /service organisations in the Sahel region and Lake Chad is improved 	<ol style="list-style-type: none"> 1. Number of people reached directly through information and awareness raising activities 2.1 Number of youth trained (disaggregated by sex & age) 2.2 Number of skills/trades identified as needed by the private sector 3.1 Number of persons trained in entrepreneurship 3.2 Number of small enterprises involved by locality, sector (including numbers of them created by women, different age groups) 3.3 Number of local value chains enhanced 4.1 Number of services developed and offered by BMOs 4.2 Increase in membership of BMOs offering relevant services 	Baseline = 0	Target=10,500 people Target= 5,560 people between 15 and 28 out of which at least 40% female Target = 3 trades per country Target = 1,200 people trained in entrepreneurship 1,600 new SMEs in growth sectors (40% female run) Target = 2 value chains enhanced per country Target=1,800 company directors trained/sensitised (employers) on work-based

⁵ Please note that a final version of the logframe will be compiled prior to the signature of the grant contract.

		<p>4.3 Number of local business issues taken up by BMOs in public private dialogue</p>	<p>learning Target: 100 training providers and 30 BMOs mobilised and strengthened in the ecosystem, then made operational (objective: 9-10 per country) – total for 12 countries: 100 training providers</p> <p>Target = 60 new relevant business services Target = 10% increase in membership per BMO Target = 240 participants for 60 issues raised and discussed in PPD</p> <p><u>Indirect beneficiaries:</u> Communities where the actions take place benefitting from the economic growth leading to job creation. If there are 10,500 direct beneficiaries, we could consider that there are 4 times more indirect beneficiaries at least i.e 42,000 people</p>
<p>Main Activities</p>	<ul style="list-style-type: none"> • Awareness raising and communication • Mobilisation of European and African entrepreneurial potentials/or business interests • Identification of and coordination with other relevant actors and actions. • Analysis of economic potentials, sectors and labour market needs • Management of calls for proposals, sub-granting and coaching • Design of Skills assessment and validation framework • Development of trainings concepts and curricula for young people and trainers • Development of adapted entrepreneurship and business trainings • Training of Trainers/Assessors (in company and in centre) • offering and marketing needs orientated dual training in schools, educational centres and private companies (work-based learning) 		

	<ul style="list-style-type: none"> • Implementation of youth trainings, assessment and skills validation as well as certification, follow-up and monitoring • Implementation of entrepreneurship training • Identification of good practices, evaluation, upscaling • Strengthening and capacity building of BMOs and development of relevant business service provision • Supporting BMOs in conducting public private dialogue for conducive business environment • Facilitation of local economic development and value chain enhancement • Perpetuating and strengthening existing growth potentials and value chains (e.g. SMEs specialized in mechanics or foresting, agro-processing...) • Focusing on new, complementary activities that are not currently provided sufficiently on a local level (with, for example, a special focus on digital technology, the development of renewable energies, entrepreneurship training etc.) 		
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ANNEX 3: CONSORTIUMS EXPERIENCE, CURRENT ONGOING PROJECTS IN THE REGION, AND SELECTED OTHER TVET PROJECTS IN AFRICA

Country	Years	EUR	Implementing Organisation	Project title or description
Burkina Faso	2010-2016	2 Mio	SEQUA	Capacity Building with Fédération Nationale des Artisans
Cameroon	2015 - 2018	1 Mio	SEQUA	Vocational Training Partnership between Electronics Training and Technology Centre Dresden and Vocational Training Center Mbouo-Bandjoun
Ivory Coast	1995 - 2005	3 Mio	SEQUA	Capacity Building of 5 regional chambers
Ghana	2015 - 2018	1 Mio	SEQUA	SEQUA partnership project with Sekondi Takoradi chamber and past project with the Association of Ghana Industries (AGI)
Mali	2003 - 2010	1.3 Mio	SEQUA	Chamber partnership project with Assemblée Permanente des Chambres de Métiers du Mali (APCMM) Fédération Nationale des Artisans du Mali (FNAM)
Nigeria	2012 - 2018	1.8 Mio	SEQUA	TVET project with ABUCCIMA – Abuja Chamber of Commerce, Mines, Industry and Agriculture, LCCI – Lagos Chamber of Commerce and Industry, OGUNCCIMA – Ogun State Chamber of Commerce, Mines, Industry and Agriculture and the MAN – Manufactures Association of Nigeria NGBA – Nigerian German Business Association
Senegal	1992 - 2002	2 Mio	SEQUA	TVET project (wood processing) with the Chambres de Métiers in Dakar and Thiès
Other relevant countries in Africa				
Benin	2014-2017	1 Mio	SEQUA	TVET Project Benin focussing on green skills;
Botswana	2016-2019	1 Mio	SEQUA	VET Partnership between the German Mechanical Engineering Industry Association (VDMA) and the Orapa Training Centre (OTC) as well as the Botswana

Country	Years	EUR	Implementing Organisation	Project title or description
				Chamber of Mines (BCM) in Botswana
Central African Republic (CAR)	2015-2018	0.1 Mio	CPCCAF	Programme for the reconstruction of the CAR's economy, by means of a strategic repositioning of its consular chambers within the socioeconomic environment and with TVET aspects.
Djibouti	2018-2020	0.6 Mio	CPCCAF	Twinning programme in line with the "compagnonnage consulaire" project: long-term support to training to SMEs and business services development at the Chambre de commerce de Djibouti, with CPCCAF and CCI Nantes support.
Djibouti	2011-2018	2.3 Mio	SEQUA	Vocational Training Partnership between the Chamber of Skilled Crafts Saarbrücken and the Chamber of Commerce Djibouti as well as the technical college LIC (Lycée Industriel et Commercial)
Ethiopia	2015-2018	2.5 Mio	SEQUA	Sustainable Training and Education Programme in Ethiopia STEP
Kenya	2011-2017	2.2 Mio	SEQUA	Partnership project between the Vocational Training Center of the Bavarian Employers Association and associations of the water sector in Kenya (SWAP)
Kenya	2013-2017	1.2 Mio	SEQUA	Vocational Training Partnership Kenya between public and private sector organisations
Malawi	2016 - 2019	1 Mio	SEQUA	Vocational Training Partnership Project between public and private sector organisations
Tanzania	2011-2018	2.4 Mio	SEQUA	TVET Partnership Project between the Hamburg Chamber of Skilled Crafts and Small Business and the Vocational Education and Training Authority
Togo	2016 - 2019	0.8 Mio	SEQUA	Partnership Project between the Cologne Chamber of Skilled Crafts and Business Membership Organisations in Togo

Country	Years	EUR	Implementing Organisation	Project title or description
Tunisia	2012 - 2015	11.1 Mio	SEQUA	The Project Employment Pact aimed at promoting employment in Tunisia through qualitatively improved vocational education
Multi Country Chamber mentoring/twinning program (7 projects in 6 countries): Cameroon, Ivory Coast, Togo, Guinea, Mauritania, Congo (compagnonnage consulaire)	2015-2017	2.5 Mio	CPCCAF	Long-term mentoring/ twinning between 7 French chambers and 7 African chambers in order to strengthen their capacities through transfer of practices and experience. The project aims at improving/ creating services that chambers offer to MSMEs and making them more efficient, in particular through support and training for companies/ TVET