

Ref: 1	Project title: Capacity Building and Internship Program for Gender Mainstreaming in Pacific DMCs							
Name of legal entity	Country	Overall project value (€)	Proportion carried out by legal entity	No. of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Centre for Employment Initiatives	Pacific wide	505,000	100	4	ADB	ADB	June 2025 – on-going	None
Detailed description of project				Type of services provided				
<p>The Capacity Building and Internship Program for Gender Mainstreaming aimed to address acute gender disparities in the energy, transport, and water sectors across Pacific Developing Member Countries (DMCs). The project designed and implemented a structured pathway to enhance the representation, skills, and empowerment of women, particularly those with disabilities, in these critical infrastructure sectors. Key activities included:</p> <ul style="list-style-type: none"> • Needs-Based Program Design: Implemented a comprehensive needs assessment across selected Pacific DMCs, combining policy analysis, stakeholder consultations, and targeted surveys to build an evidence-based, context-sensitive internship model for infrastructure • Inclusive Internship Model: Designed and executed a structured internship program that provided female graduates with hands-on professional experience in project agencies, supported by a robust mentorship framework and a confidential grievance redress mechanism. • Targeted Capacity Building: Utilized a 4-tier blended digital learning framework to deliver ongoing training, overcoming geographical and connectivity barriers. The curriculum focused on technical competencies, professional soft skills, leadership development, and gender and disability inclusion. • Sustainable Career Pathways: Established post-internship support, including personalized career development services and an alumni network, to ensure long-term impact and build a 				<ul style="list-style-type: none"> • Conducted a multi-method needs assessment to identify institutional gaps, skills need, and barriers to women's participation in technical sectors. • Designed a comprehensive and context-specific internship framework, including inclusive recruitment criteria, a structured mentorship model, and a detailed training curriculum. • Managed an end-to-end inclusive recruitment, selection, and matching process to identify a diverse cohort of interns and place them with suitable host organizations. • Delivered a phased capacity building program for interns and host institutions, featuring pre-internship orientation, ongoing digital training, and post-placement support. • Established post-internship support structures, including an employment tracking system and an alumni network, to foster long-term career development. • Developed and implemented a comprehensive project monitoring, evaluation, and communications strategy to track outcomes and share lessons learned. 				

sustainable community of women professionals in Pacific infrastructure

Ref: 2	Project title: Recruitment for Design and Implementation Consultant Services for Female Workforce Development and Job Placement in STEM Fields in Indonesia							
Name of legal entity	Country	Overall project value (€)	Proportion carried out by legal entity	No. of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Centre for Employment Initiatives	Indonesia	3,600,000	30%	17	MCC	MCC	November 2024	GFA
Detailed description of project				Type of services provided				
<p>The objective for the Consultant is to undertake the detailed design and implementation of the Women in STEM component of the ATLAS Project (hereafter called “The Project” or “the Assignment”). The goal of the Women in STEM component is to increase the number of women acquiring STEM education and securing employment in five selected provinces of Indonesia,</p> <p>Once the project is designed the following will be implemented:</p> <ul style="list-style-type: none"> • Awareness campaigns on STEM Studies and careers: Promote STEM fields to target audiences. • Scholarships for STEM learning programs: Provide financial assistance for STEM education. • Exposure visits and career fairs: Offer opportunities to learn about STEM careers and connect with professionals. • Industry-based apprenticeship and job placement programs: Facilitate hands-on experience and job opportunities. • Mentorship and networking: Support individuals in their STEM careers through guidance and connections. 				<p>Inclusive and Participatory Planning: Engage all relevant stakeholders (government, education institutions, private sector, NGOs, etc.) from the start, with a focus on gender-equal representation.</p> <p>Gender Mainstreaming: Integrate gender and inclusion principles throughout the entire project lifecycle, from design to evaluation.</p> <p>Pilot Programs and Iterative Expansion: Start with pilot programs in selected education and TVET institutions, then expand based on learnings and feedback. Collaborate with these institutions to assess the current status of women in STEM and develop strategies to attract and retain more female students.</p> <p>Awareness Raising and Advocacy: Work with government departments and other stakeholders to develop and implement awareness campaigns and programs to encourage women to pursue STEM education and careers.</p> <p>Private Sector Engagement: Involve private sector organizations (companies, industry associations, women's organizations) to raise awareness, create partnerships, and provide opportunities for women in STEM (e.g., apprenticeships, job placements).</p> <p>Knowledge Sharing and Capacity Building: Leverage existing resources and tools, such as the VET Toolbox, to support inclusive</p>				

- **Creation of Safe and inclusive workplaces for all:** Foster a positive and supportive environment in STEM workplaces. development and skills training. Share best practices and lessons learned from other relevant projects and initiatives.

Ref: 3	Project title:		Rapid Assessment of The Office of the Ombudsman's Vocational Skill Enhancement Project for Youth					
Name of legal entity	Country	Overall project value (€)	Proportion carried out by legal entity	No. of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Centre for Employment Initiatives	Thailand	120,00	100	1	UNICEF	UNICEF	Mar 2023-Jul 2023	PROMAN
Detailed description of project				Type of services provided				
<p>The aim of this work was to evaluate Office of the Ombudsman's Vocational Skill Enhancement Project (VSEP) initiative, launched in 2020 and is currently being implemented in all 76 provinces of Thailand. Activities included:</p> <ul style="list-style-type: none"> - Project Relevance and Coherence Evaluation: Assessed the VSEP's alignment with labour market needs and its consistency with national youth development strategies. - Project Effectiveness and Efficiency Analysis: Examined the project's ability to achieve its objectives within allocated resources and timelines. - Project Impact and Sustainability Assessment: Evaluated the long-term effects of the VSEP on youth employment and the project's capacity for continued operation. - Lessons Learned Identification: Extracted key insights from the VSEP's implementation to inform the design of future vocational training initiatives in Thailand. - VSEP Future Recommendations Development: Formulated actionable recommendations for the strategic direction and improvement of the VSEP. - NEET Integrated Services Model Informing: Utilized assessment findings to shape the development of an integrated services model for NEET youth in Thailand. 				<p>Comprehensive Literature Review: Conducted a thorough literature review to identify and synthesize existing research, best practices, and lessons learned from vocational training programs</p> <p>Robust Research Methodology Development: Developed a rigorous and contextually appropriate research methodology for the assessment, ensuring the validity and reliability of the findings.</p> <p>Tailored Data Collection Tools Creation: Developed a suite of customized data collection tools, such as semi-structured interview guides, focus group discussion protocols, and observation checklists, designed to capture diverse perspectives and gather comprehensive data relevant to the assessment objectives.</p> <p>Diverse Data Collection from Stakeholders: Collected data from a wide range of sources, including project stakeholders (e.g., government officials, program managers), participants (e.g., out-of-school youth), and trainers.</p> <p>In-Depth Data Analysis and Recommendation Formulation: Analysed the collected data using appropriate qualitative and quantitative techniques to identify key findings, patterns, and trends, and formulated evidence-based recommendations</p> <p>NEET Integrated Services Model Informing Through Assessment Findings: Synthesized the assessment findings to inform the design and development of an integrated services model for NEET. Email : Hilde Cornelissen Hcornelissen@proman.lu</p>				

Ref: 4	Project title:		Skills training and education pathways upgradation project (STEP-UP) (G-0596): Development of new approaches to career guidance for better work					
Name of legal entity	Country	Overall project value (€)	Proportion carried out by legal entity	No. of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Centre for Employment Initiatives	Bhutan	160,000	100	5	Asian Development Bank	Asian Development Bank	September 2019 – January 2021	None
Detailed description of project				Type of services provided				
<p>This assignment delivered tangible resources and strategies to enhance career guidance and promote TVET in Bhutan. Key outputs included:</p> <ul style="list-style-type: none"> - Career Guidance Best Practice Report: Delivered a comprehensive report reviewing regional and international best practices in career guidance, outlining effective and adaptable strategies tailored to Bhutan's unique employment landscape. This report provided a foundational analysis of successful models, highlighting key components for implementation and adaptation within the Bhutanese context. - Developed and Piloted Career Guidance Resources: Designed, developed, and piloted new career guidance resources, including interactive tools, guides, and workshops, accompanied by targeted capacity-building support for TVET entry and youth employment. TVET Information Dissemination Strategy: Produced a comprehensive TVET Information Dissemination Strategy, designed to promote positive attitudes towards TVET careers and effectively disseminate information on diverse employment opportunities. Prototype Social Media Assets and Visuals: Designed and developed a suite of downloadable prototype social media assets and supporting visuals, including infographics, videos, 				<ul style="list-style-type: none"> ● Undertake a baseline. Assessment of current provision and mapping of existing career guidance and counselling for school leavers and youth across Bhutan. ● Conduct a literature review. A key part of the inception period involved identifying suitable approaches and models for career guidance in Bhutan. ● Capacity Building. A key on going part of the work involved developing the capacity of those working in the field of career guidance and counselling. This was achieved through a series of workshops and one-on-one mentoring. ● Development of products. In order to support career guidance a series of products were developed including: a careers education and guidance toolkit and handbooks for teachers and trainers working in this field. ● Technical advice. An on-going part of this assignment involved the provision of technical advice to senior officials working at the Ministry of Education and managers of TVET providers. <p>Contact details: Pema Wangchuk on: pemawangchuk@moe.gov.bt</p>				

and interactive content, to support career guidance and counselling efforts.

Ref: 5	Project title:		An Impact Study of the ASEAN Labour Ministers' Work Programme 2016 to 2020 using its M&E results framework and key performance indicators					
Name of legal entity	Country	Overall project value (€)	Proportion carried out by legal entity	No. of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Centre for Employment Initiatives	ASEAN region (10 countries)	58,000	100	2	ASEAN Secretariat	ASEAN Secretariat	September 2020 to February, 2021	None
Detailed description of project				Type of services provided				
<p>The ALM Programme aimed to enhance ASEAN workforce development, competitiveness, and social protection. This evaluation involved the following activities:</p> <ul style="list-style-type: none"> - ALM Programme Performance Data Report: Compiled comprehensive data on the ALM Programme 2016-2020 results, utilizing the M&E framework and KPIs. - Achievement, Gap, and Impact Analysis: Provided an analytical report detailing the ALM Programme's achievements, identified gaps, and assessed its overall impact, with recommendations for the 2021-2025 Programme. - Best Practices and Innovation Documentation: Produced a document outlining lessons learned, best practices, and innovative approaches employed during the 2016-2020 Programme. - Strategic Recommendations for Future Programme: Delivered a report with strategic recommendations for areas requiring focused attention in the ALM Work Programme 2021-2025. 				<ul style="list-style-type: none"> ● Research Service. Research was undertaken on skills, employment and social protection in the ASEAN region to analyse and compare trends amongst member state countries including gender mainstreaming. ● Monitoring and Evaluation service. As outlined on the opposite page an M&E framework was put together and tracking progress, as well as the development of a theory of change to help support improved linkages between inputs, activities, outputs and outcomes. ● On-line workshops: A number of workshops were held with representatives from each ASEAN member state to support data collection and dissemination of analysis, including 10 major focus group discussions with coordinator and stakeholders in each of the AMS. ● Data collection activities: A variety of different tools were developed to support data collection activities, including the implementation of a survey to gather responses from member states and focus discussion groups. ● Writing of a final report: As a result of the M&E activities an impact evaluation report was written, with policy recommendations that fed into the next ASEAN Ministers Labour Ministers Work Programme for 2021 to 2025 <p>Contact details: Mega Irena on megairena@asean.org</p>				

Ref: 6	Project title:		Preparation of UK skills and employment programme for the Republic of China (Foreign & Commonwealth Office)					
Name of legal entity	Country	Overall project value (€)	Proportion carried out by legal entity	No. of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Centre for Employment Initiatives	China	45,000	100	2	FCDO	UK government	Feb 2019 to Sept 2019	
Detailed description of project				Type of services provided				
<p>China is one of the UK's key overseas markets for education and training, and they needed to identify how linkages between the two countries could be strengthened, especially in the areas of skills and employment. Against this background CEI was commissioned by the Foreign, Commonwealth and Development Offices to develop the UK-China's overseas programme for skills and decent work. This involved the following activities:</p> <ul style="list-style-type: none"> - Managing a team of experts to develop the business case for the UK's aid programme for the Republic of China based on the concepts of inclusivity, trade and decent work. This was a 25 million pounds programme that would be implemented over a four-year programme. - Determine a suitable sector to support that could facilitate trade between the UK and China, based on areas that the UK had a competitive advantage and China need support. Eventually the sectors of automotive, green technology and child-care were identified - Analyse the nature and extent of the skills and employment gap facing China over the next 10 years. An extensive assessment was undertaken of priority sectors to the China's economy and what is likely to be the key occupational areas in demand, and the corresponding gaps. 				<ul style="list-style-type: none"> - Comprehensive UK-China Skills and Employment Program Development: Developed a detailed program framework for the UK's China aid initiative focusing on skills and employment. This involved: a) identifying key intervention activities aligned with strategic objectives; b) constructing a rigorous business case justifying the program's value and impact; c) defining appropriate delivery modalities for effective implementation; and d) establishing an indicative budget and realistic timeframe for program execution, - In-Depth Research and Analysis: Conducted extensive research to inform program design and strategy. This included: a) a thorough analysis of China's evolving skill needs across key sectors; and b) research on critical trade issues impacting UK-China relations. - Strategic Stakeholder Engagement: Facilitated continuous and meaningful engagement with government representatives and key stakeholders throughout the assignment. This involved: a) presenting and discussing recommendations for the upcoming EU youth employment program; and b) gathering feedback and insights to ensure program alignment with local needs and priorities. This collaborative approach fostered buy-in and ensured program relevance. - Extensive FCDO Consultation and Collaboration: Engaged in ongoing consultations and dialogue with FCDO officials in both China and the UK to: a) accurately determine their specific needs and priorities; and b) provide comprehensive support in the program development process. This collaborative approach ensured that the program met FCDO's strategic objectives and facilitated seamless implementation. 				

- **Make recommendations for tackling the employment gap**, including modalities of the programme for implementation

Contact Details Johathan Ledger , jonathan.ledger@trade.gov.uk

Ref: 7	Project title:		Identification and Formulation of Support Programme for Young People's Transition from Skills Development to Jobs					
Name of legal entity	Country	Overall project value (€)	Proportion carried out by legal entity	No. of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Centre for Employment Initiatives	Bangladesh	65,220	100	1	EC through Rambol EU Lot 2 FWC	EC	June 2019 – December 2019	
Detailed description of project				Type of services provided				
<p>The assignment is set against a global objective for SDG 8 namely, to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. The EU has supported supply side measures for the past 15 years and developed the foundation for skills development.</p> <p>Now the EU wanted to develop a new programme focused more demand and employment generation for young people. Under this programme the following activities took place:</p> <ul style="list-style-type: none"> - Identify the most suitable strategies and measures for tackling youth unemployment in the region and what are their applicability to conditions in Bangladesh. - Undertaken extensive field work in Bangladesh to identify what measures are already in place to tackle youth unemployment and help young people obtain decent work. - Develop a draft programme of support for youth employment and discuss with stakeholders and government partners over the suitability of the approach for Bangladesh - Confirm with EU representatives about a draft programme of support for youth employment, including key partners, interventions for tackling youth unemployment and modalities for implementation, including a detailed budget 				<ul style="list-style-type: none"> • Research and data analysis. conducted a literature review of regional strategies for supporting youth employment and determining their suitability for Bangladesh. • Stakeholders engagement. During the assignment there was continual engagement with representatives from government and key stakeholders around recommendations for the upcoming EU youth employment programme. • Capacity building and advocacy. Employment generation is relatively new to Bangladesh and a lot of emphasis was given to explaining to government counterparts about the different approaches for youth employment. • Workshops and seminars. A series of validation workshops were held during the assignment to confirm the approach and recommendations • Programme development. One of the outcomes of this work was the finalisation of a project identification dossier and logical framework, covering the type of interventions to be supported, the implementation framework and the draft budget. This would enable the EU Delegation to finalise the action document, the, logical framework and budget which constitute the formal Project Formulation dossier. <p>Contact details Funda.CELIKEL-ESSER@eeas.europa.eu</p>				

Ref: 8	Project title:		Study on Labour Market Information systems in Colombo Process Member States: Indonesia, Nepal, the Philippines and Sri Lanka					
Name of legal entity	Country	Overall project value (€)	Proportion carried out by legal entity	No. of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Centre for Employment Initiatives	Indonesia, Nepal, the Philippines and Sri Lanka	55,000	100	1	IOM	IOM	Sep 2018 – Mar 2019	
Detailed description of project				Type of services provided				
<p>The purpose of this study is to investigate how Labour Market Information Systems (LMIS) operate in four selected Colombo Process countries, with a view to identifying how data is collected, collated, analysed, disseminated and used to inform decisions around employment and skills development for migration. Key activities included:</p> <ul style="list-style-type: none"> - Targeted Country Selection Report: Identified countries with varying LMIS capacities for comparative analysis of labour market data collection and use. - Research Tool Development: Produced data collection tools to guide desk reviews and field work, identifying data gaps and informing subsequent analysis. - Country Case Study Reports: Delivered four country case studies analysing LMIS strengths and weaknesses, highlighting effective practices and challenges. - Regional Cooperation Strategy Report: Provided a draft report outlining how countries can improve regional LMIS, skills, and migration cooperation. - LMIS Reform Recommendations: Developed recommendations, including rapid responses and broader reforms, to enhance LMIS effectiveness. 				<p>Services provided</p> <ul style="list-style-type: none"> • Literature review. Undertook an extensive literature review covering publications from the IOM and the ILO, as well as other information or cases studies based on the experience other countries. • Development of research tools. In order to ensure that a common approach was used in each of the four countries a template was developed to guide data collection. • Field work. Research was undertaken in the four country member and involved extensive consultation with government counterparts and stakeholders • Consultation and capacity building. A number of on-line workshops took place with representatives from the IOM members states to provide feed-back on findings and to ensure that agreements were reached on issues. • Development of guides. In order to support the dissemination of the findings and ensure sustainability a guide was produced about how government and partners could reform their management information system to support improve collection of data for decision making processes. • On-line workshops. A series of workshops were held to present evidence and gather feed-back during the assignment with government officials and stakeholders <p>Contact Details: IOM Dovelyn Mendoza:dmendoza@migrationpolicyanalysis.org</p>				



Ref: 9	Project title: Skills for Inclusive Growth Sri-Lanka							
Name of legal entity	Country	Overall project value (€)	Proportion carried out by legal entity	No. of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Centre for Employment Initiatives	Sri-Lanka	360,000	5%	2	DFAT	Australia government	October 2016-February 2020	SCOPE GLOBAL
Detailed description of project				Type of services provided				
<p>The Skills for Inclusive Growth program aimed to enhance economic opportunities for the poor in Sri Lanka's Eastern Province tourism sector by improving TVET responsiveness. Key outputs delivered included:</p> <ul style="list-style-type: none"> - Integrated Planning Framework: Developed a planning framework to establish vertical linkages between national, provincial, and district government levels for skills development and tourism. - Provincial Five-Year Strategic Plan: Produced a five-year strategic plan for the Eastern Province, aligned with national policy frameworks, to guide skills development in the tourism sector. - District-Level Implementation Plans: Created detailed implementation plans for each of the three districts in the Eastern Province, outlining specific actions for skills development and tourism growth. - Established Collaborative Planning Structures: Set up collaborative structures to facilitate ongoing planning and coordination between government levels, ensuring sustainable implementation. 				<p>Services provided</p> <ul style="list-style-type: none"> ● A Rapid Assessment: In order to start the project the consultants undertook a rapid assessment of the tourism sector and to identify key needs and constraints facing the sector. ● A national enterprise survey. Within the East of Sri-Lanka there is a limited understanding of . Therefore, it was necessary to undertake a survey of enterprises operating in the East of Sri-Lanka. ● Research support. Other studies were supported to help understanding the sector, including a number of case studies to explore the skills development in the informal sector and identify how it could be more effectively supported for productivity. ● Building of partnerships. The East of Sri-Lanka has been characterised by conflict and lack of trust. ● Development of a 5 year skills plan for the Eastern Province. In order to provide guidance for skills development in the tourism sector a five year plan was developed to guide investments in this area by the government, stakeholders and donors. ● Support the setting-up of a training fund. To target funds at areas of needs a training has to be established. This needs to be based on identified needs and defined criteria. <p>Contact Details: Simon Barnes SCOPE Global: simon.barnes@scopeglobal.com</p>				

Ref: 10	Project title: Workforce Development Program Timor Leste (WDPTL)							
Name of legal entity	Country	Overall project value (€)	Proportion carried out by legal entity	No. of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Centre for Employment Initiatives	Timor Leste	114,861	100%	1	Palladium	DFAT	May 2016-December 2018	
Detailed description of project				Type of services provided				
<p>This project enhanced the country's employment and skills system's labour market responsiveness over three years. Key outputs delivered included:</p> <ul style="list-style-type: none"> - Comprehensive LMIS Data Audit Report: Produced a detailed data audit report that rigorously assessed the validity, reliability, and suitability of existing data sources for integration into the country's Labour Market Information System (LMIS). T - Robust LMIS Architecture and Annual Labor Market Status Report: Established a robust and scalable LMIS architecture, designed to efficiently collect, store, and analyse labour market data. - LMIS Data Population and Visualization: Prepared comprehensive and well-structured data tables and accompanying narratives for seamless upload onto the LMIS. This involved ensuring data accuracy, consistency, and accessibility. Furthermore, created visually compelling graphs, charts, and interactive links to enhance data visualization and easy interpretation of labour by users, - Strategic Research and Actionable Policy Reports: Developed and implemented a strategic research framework tailored to the country's labour market needs, encompassing enterprise and remittance surveys, and other relevant research activities. Produced a series of policy-oriented reports that translated research findings into actionable recommendations for policymakers. 				<p>Services provided</p> <ul style="list-style-type: none"> ● Institutional building of the Directorate for labour market information. Specifically, this consisted of undertaking a functional analysis of the Directorate to determine future functions and capacity gaps. Building the capacity human resource capacity in targeted areas; and ● Analysis of data sets. In order to develop the annual report on the status of the labour market analysis was undertaken of the supply and demand for skills. Additional research was conducted on understanding the key skills gaps and shortages ● The implementation of two surveys. The team developed the questionnaires and sampling frameworks for an enterprise and remittance survey. Support was also provided for the implementation of the survey and the production of policy orientated advice. ● High level policy advice was provided to the DG on issues related to employment and seasonal workers. For instance, advice was provided about the need for migrant's labour to be included in any trade deals with the UK, following Brexit. ● Undertake qualitative research. As part of the picture for understanding the labour market qualitative research was undertaken. This primarily involved working with groups of employers to understand key constraints affecting productivity. <p>Contact details: Debbie Wong: Debbie.Wong@dfat.gov.au</p>				

Ref: 11	Project title: <i>The development of a TVET Blue Print for Bhutan</i>							
Name of legal entity	Country	Overall project value (€)	Proportion carried out by legal entity	No. of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Centre for Employment Initiatives	Bhutan	60,262	100%	1	ADB	ADB	December 2015 to March 2016	
Detailed description of project				Type of services provided				
<p>This project delivered a comprehensive 10-year national blueprint for Bhutan's TVET sector, addressing key constraints and outlining strategic reforms. Key outputs included:</p> <ul style="list-style-type: none"> - Comprehensive TVET Sector Constraint Analysis Report: Produced a detailed report identifying and analysing the main constraints hindering the effectiveness and growth of Bhutan's TVET sector. - Occupational Skills and Informal Activity Forecast: Delivered a 5-year forecast of key occupational skills areas and informal activities, aligned with Bhutan's national development plan, and covering both urban and rural sectors. - TVET System Improvement Strategy Document: Developed a strategic document outlining actionable strategies for improving the effectiveness, responsiveness, efficiency, and equity of the TVET system. - Optimal Management and Governance Framework: Presented a report detailing the most suitable management and governance arrangements for the successful implementation of the TVET blueprint. - 5-Year TVET Implementation Plan: Created a detailed 5-year implementation plan, encompassing both quick-win initiatives and long-term reform strategies, designed to be supported by the ADB. This plan included timelines, budgets, and performance indicators to guide implementation and monitor progress 				<p>Service provided:</p> <ul style="list-style-type: none"> ● Conduct research on the primarily constraints facing the TVET systems and also the key skill needs. This involved extensive field work across the country on the main constraints facing the TVET sector, with a view to identifying how they removed. ● Development of policy orientated recommendations. In order to tackle the constraints and move the country towards a more demand orientated system a number of recommendations were made for reforms. ● Deliver of workshops. A total of 4 national level workshops were delivered under this project. These workshops helped ensure that there was buy-in for the proposed TVET blue print. ● Dissemination of TVET blue print Besides the workshops a plan was made to disseminate the TVET blue print. This consisted of developing information sheets about the blue print and also the implementation of a media plan. ● Build capacity of the planning unit for TVET. Staff at the TVET planning unit played a key role in the above activities, ensuring that capacity building occurred. ● Providing advisory services. A final service involved the delivery of advisory services to senior managers at DG on issues surrounding planning and strategy for future TVET in Bhutan. <p>Contact Karina Veal: kveal@adb.org</p>				

Ref: 12	Project title:		Pilot Project regarding Dualized Vocational Education and Training in the context of the “K to 12 Reform” in the Philippines					
Name of legal entity	Country	Overall project value (€)	Proportion carried out by legal entity	No. of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Centre for Employment Initiatives	Philippines	17,000	100%	2	PCCI HRD Foundation	GIZ	March-April 2016	Sequa
Detailed description of project				Type of services provided				
<p>This assignment delivered key outputs to support the pilot implementation of a dual VET model in the Philippines through the establishment of sector skills councils:</p> <ul style="list-style-type: none"> - Piloting of Sector Skills Approaches: Implemented pilot sector skills approaches in Metro Manila (including Laguna) and Cebu/Central Visayas, demonstrating the practical application of this model in targeted regions. - Industry Engagement Models: Developed and documented models for effective industry engagement, outlining collaborative frameworks for Chambers, Associations, Companies, Senior High Schools, and TVIs in priority sectors, in close consultation with DepED and TESDA local administrations. - Dual VET Pilot Implementation: Facilitated and supported the delivery of a dual vocational education and training pilot in targeted industries, under a sector-based framework, in collaboration with selected German and Filipino businesses. - Partner Capacity Building and Incentive Mechanism Development: Conducted capacity-building programs for all partners involved in the sector-based approach and designed appropriate mechanisms and incentives to ensure effective implementation and sustainable expansion of the pilot programs. This included training on dual training model implementation and management 				<ul style="list-style-type: none"> ● Research Services. Research was undertaken of models of international best practice around what works for sector skills development in middle income countries and how this can be modified for the context of the Philippines. A review was undertaken of how middle-income countries develop sector skill structures and a number of implications for the Philippines were identified ● Develop guides and tools to undertaking sector skills planning and identified key priority occupation needs over the short to medium term. The guide tackle planning and institutional issues around sector skills development. The planning guide documented the stages to undertaking planning and the institutional guide identified how to develop structure from scratch (and what this would involve). ● Working with partners undertake skills mapping and help building the capacity of relevant chambers to undertake regular assessment of their sectors. ● Write-up of skills mapping exercise and determine how the results can be utilised to inform future decisions on what occupations should be developed over the short to medium term. ● Working with the private sector partners and government to develop a roll out plan for the implementation of the pilots across the Philippines. <p>Contact: andreas.meyn@giz.de</p>				

Ref: 13	Project title: BRAC Diversification and sustainability for skills and employment							
Name of legal entity	Country	Overall project value (€)	Proportion carried out by legal entity	No. of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Centre for Employment Initiatives	Bangladesh	25,792	100%	1	BRAC	DFID	July 2015-August 2015	None
Detailed description of project				Type of services provided				
<p>This assignment delivered actionable outputs to enhance BRAC's sustainability in skills development and employment support:</p> <ul style="list-style-type: none"> - Five-Year Training Services and Costing Report: Produced a detailed report outlining BRAC's intended training services for the next five years, including comprehensive cost projections for each service. - Five-Year Funding Gap Analysis: Delivered a financial analysis report quantifying the funding gap BRAC will face over the next five years due to reduced donor funding. - Service Diversification Strategy: Developed a strategy document recommending diversified service offerings, with a focus on higher-level skills programs, to generate sustainable revenue streams. - Revenue Generation Potential Analysis: Created a market analysis report assessing the demand for fee-based services and estimating potential revenue generation. - BRAC SDP Institutional Strengthening Plan: Developed and delivered an institutional strengthening plan, including training modules, to prepare BRAC SDP staff for evolving roles and responsibilities 				<ul style="list-style-type: none"> ● Development of a methodology. This was an innovative piece of work that required a methodology suited to the circumstances, Amongst the key issues covered were how to calculate the budget that was required for future sustainability. ● Undertake field work. In order to collect evidence on issues around funding and future strategies extensive field work and interviews took place with those working in the TVET sector. ● Development of strategy. In order to support a framework for diversification and raising revenue it was necessary to develop a strategy for future implementation, as well as an implementation plan. ● Monitoring activities. In order to track progress a monitoring framework was developed to support performance-based planning and also understand changes in the labour market ● Workshops. A series of workshop were delivered to present plan and obtain feed-back from colleagues and stakeholders 				

Ref: 14	Project title:			<i>Comprehensive sector review of the education and training system</i>				
Name of legal entity	Country	Overall project value (€)	Proportion carried out by legal entity	No. of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Centre for Employment Initiatives	Myanmar	80,738	100%	1	Asian Development Bank	Asian Development Bank	October 2013 to August 2016	
Detailed description of project				Type of services provided				
<p>To support Myanmar's democratic reforms and global economic competitiveness through enhanced human resource development, this assignment delivered the following key outputs:</p> <ul style="list-style-type: none"> - Comprehensive Education and Training System Analysis Report: Produced a detailed report analysing the structure, regulatory framework, and current state of Myanmar's education and training system. This included an evaluation of strengths, weaknesses, and areas for improvement. - Employment Opportunity Forecast Report: Developed a report identifying medium and long-term employment opportunities, including those driven by foreign investment, to inform strategic skills development initiatives. - Employer-Led TVET System Structure Recommendations: Delivered a set of recommendations outlining the most appropriate structures for transitioning towards an employer-led TVET system, ensuring alignment with industry needs. - Employer Engagement Strategy: Created a strategy document detailing how employers can play a greater role in the TVET reform process. - Market-Oriented Funding Mechanism Recommendations: Provided a report recommending appropriate funding mechanisms to facilitate a market and demand-oriented TVET system, including the feasibility and design of a national training fund. - Legislative Framework Recommendations: Developed a legislative framework proposal to support the transition towards a coordinated and responsive TVET system, ensuring legal clarity and effective implementation 				<ul style="list-style-type: none"> • The provision of high-level advice. In order to support the reform process extensive consultants took place with the DG over the nature and extent reform. Once key area involved looking at the setting-up of a training fund and how that would be implemented • Analytical research. A key part of the work involved field work to providers and employers. This helped build a picture of what the TVET system looked like, major constraints and needs • Drafting of new legislation. One of the key services involved the development of draft legislation for their TVET system. Prior to reform TVET was the responsibility of a number of ministries. Therefore, new legislation was required to support this reform process. • Development of a pilot program. In order to move the reform process forward it was necessary to develop a pilot program. This provided the government with a number of incremental reform areas, prior to implementation a national wide reform program for skills development. • Support for capacity building. As part of the process to delivering reform it was necessary to build capacity of government officials and also stakeholders. The former does not normally work together, and attempts were to implement a number of consultative workshops. 				

Ref: 15	Project title: <i>Development of Employment and Skills Program</i>							
Name of legal entity	Country	Overall project value (€)	Proportion carried out by legal entity	No. of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Centre for Employment Initiatives	Timor Leste	135,149	100%	1	Secretariat for Skills and Employment		October 2011 to January 2012	DFAT
Detailed description of project				Type of services provided				
<p>To support Timor-Leste's transition to a modern, labour market-responsive employment and skills development system, the following activities and outputs were delivered:</p> <ul style="list-style-type: none"> • Youth Employment Strategy Report: Developed a comprehensive report outlining strategies for improving youth employment outcomes, encompassing both domestic and international opportunities, with a specific focus on facilitating Timorese access to the Australian labour market. • Capacity Development Needs Assessment and Plan: Produced a detailed capacity development needs assessment and plan, identifying critical areas for improvement within the employment system, with a strong emphasis on enhancing service delivery at Employment Centres. • Competitive Fund Delivery Mechanism and Operational Guide: Designed and implemented a delivery mechanism for the reform program, establishing a new competitive fund to improve access to resources and ensure cost-effective utilization. This was accompanied by a comprehensive operational guide to facilitate the fund's effective management and implementation 				<p>Services provided:</p> <ul style="list-style-type: none"> • Higher Level Technical Advice. Emphasis was given to technical advice and consultation with the government of Timor-Leste over the nature of the support for future skills and employment, particularly in rural areas. Under this process it was important that extensive consultation took place on the nature of the program and to obtain feed-back from the government and stakeholders over what was being proposed. • Statistical Analysis. The identification of key sector and occupations involved analysis of national data sets. This helped focus the project around the area of tourism and middle level occupations. • The development of project document. A key service provided under this contract was the development of a project document that was approved by the government and also passed through DFAT quality assurance processes. This involved the production of a number of drafts and modified budgets in response to changes in government policy/funding availability. 				

Ref: 16	Project title: Evaluation of the UNICEF 'Early Childhood Care and Development' and Basic Education components of the 7th UNICEF Country Programme 2012-2016							
Name of legal entity	Country	Overall project value (€)	Proportion carried out by legal entity	No. of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Centre for Employment Initiatives	Philippines	57,205	100%	3	UNICEF Philippines	UNICEF	August 2016 – March 2017	Oxford Policy Management
Detailed description of project				Type of services provided				
<p>Conduct a formative evaluation to assess the relevance, effectiveness, efficiency, impact, and sustainability of the Education component of UNICEF Philippines' 7th Country Programme, including the following:</p> <ul style="list-style-type: none"> - ECCD Objective Achievement Assessment: Produced a dedicated section within the evaluation report that specifically assessed the extent to which Early Childhood Care and Development (ECCD) objectives have been achieved. - Basic Education Objective Achievement Assessment: Included a comprehensive section in the evaluation report that evaluated the achievement of Basic Education objectives. - DFAT-Funded ECCD Program Contribution Analysis: Delivered a focused analysis within the evaluation report on the contribution of the UNICEF ECCD component to Output 1 of the Australia Department of Foreign Affairs and Trade (DFAT) funded program, - Actionable Recommendations for Program Improvement: Provided a set of actionable recommendations within the evaluation report, aimed at enhancing the relevance, effectiveness, efficiency, impact, and sustainability of the Education component. 				<p>Services Provided</p> <p>Technical Assistance: Fred Brooker, Team Leader; Jim Shoobridge: Data Analyst; Peter Buckland: Quality Assurance</p> <ul style="list-style-type: none"> ● Evaluation Report. The report met the requirements of the Terms of Reference by including key findings and recommendations for UNICEF and the Government of Philippines. The methodology included semi-structured interviews, data collection with high level officials; field visits to schools and documentary analysis. ● Qualitative and Quantitative Instruments. Instruments were developed for structured and semi-structured interviews and data collection carried out in the field. ● Data Analysis. Rigorous analysis was carried out of large data sets (government and separate UNICEF produced) against the agreed indicators. ● Quality Assurance. All products were internally quality assured to ensure that the highest international standards were met and aligned with the UNICEF requirements. 				

Ref: 17	Project title: <i>Toward Equality in the Kazakhstan Labour Market (IBPP Project)</i>							
Name of legal entity	Country	Overall project value (€)	Proportion carried out by legal entity	No. of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Centre for Employment Initiatives	Kazakhstan	630,585	100%	3	Social Partner in Kazakhstan	Westminster Foundation	July 2002 to July 2004	
Detailed description of project				Type of services provided				
<p>Within Kazakhstan the transition to a democracy required the labour markets to become more flexible and responsive to the needs of industry and learners. Within this project emphasis was given to the building the capacity of the country's trade unions in an attempt to support change in the workplace and ensure that independent unions became sustainable over the longer term. There were a number of different components to this the project. Under the first component emphasis was given to the building the capacity of those involved in training union officials. In this respect a cohort of 30 trainers of trainers were trained, ensuring that a core group of trainers could provide subsequent training to union and community leaders across Kazakhstan. The second component involved the development of curriculum to support the capacity building efforts. This involved the development of a series of booklets that were given to union officials and community leaders in the workplace. These focused on the following subject areas: new roles for unions in the market economy, working with social partners in the changing workplace, training in the workplace and women at work.</p>				<p>Services provided</p> <ul style="list-style-type: none"> • The project provided technical assistance, research, build capacity, and the delivery of workshops and the production of educational materials. • The key results of component 1 were the training of a cohort of 30 trainers of trainers • The key result of component 2 was the production of training work-books in the following areas: unions in the market economy, working with social partners, training in the workplace and women at work. The key result of component 3 was the delivery of workshops at the regional and plant level. 				

Ref: 18	Project title: <i>Building NGO Cooperation, Education, ICT Skills and Development Strategy to Promote Employment Opportunities</i>							
Name of legal entity	Country	Overall project value (€)	Proportion carried out by legal entity	No. of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Centre for Employment Initiatives	Kazakhstan	217,693	100%	3	Social Partner in Kazakhstan	European Commission	September 2001 to March 2002	
Detailed description of project				Type of services provided				
<p>The objective was to improve women's position in the workplace by building the capacity of women shop stewards. Following the collapse of the soviet planning system women were at a severe disadvantage in the labour. The project attempted to achieve this objective through knowledge transfer involving ICT and the formation of links with European institutions.</p> <p>This project attempted to redress the inequalities in the labour market by empowering a selection of women to act as master trainers. Three primary methods were used to achieve this goal. First, women were provided with access to international best practice for achieving gender parity. This was achieved through a study tour to the North West England to the visit the Equal Opportunities Commission, Employment Centres, Health Centres and a series of workplaces where equal opportunities policies have been successfully implemented. Secondly a national level workshop was held with the trainer to identify how the conditions of women could be improved in the workplace. This resulted in the identification of the following areas for workplace reform: assertive training, the need to tackle sexual harassment and training to improve management, organisational and ICT skills. Thirdly, training material was developed by the trainers to be delivered in the 13 major regions across Kazakhstan to reach as many women in the workplace as possible. Subsequently, this material was piloted and implemented across Kazakhstan, and finally a number of recommendations were made for future reform.</p>				<p>A number of services were provided to build capacity amongst:</p> <ul style="list-style-type: none"> • A services of study tours to the North West of England, covering the equal employment opportunities commission, health centres and a number of companies • Technical assistance to train women how to become training of trainers and develop training materials • A national level workshop to identify needs • A series of workshop to support the transfer of knowledge across Kazakhstan through ICT to building the skills and capacity of women 				

