

Ref: 1	Project title:		Labour Market Policy and Development Cooperation: Concepts, issues and recommendations					
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	Rwanda and Indonesia	54,000	70%	3	GIZ	GIZ	January 2025 to July 2025	MfC
Detailed description of project				Type of services provided				
<p>The Labour Market Policy and Development Cooperation project aimed to analyse and provide recommendations for enhancing the effectiveness and efficiency of labour market policies (LMP) across diverse economic contexts. Key activities included:</p> <ul style="list-style-type: none"> • Contextual Analysis: Investigated how labour market policies and institutions operate in practice across different country types, from low-income to high-income economies, to understand their effectiveness. • Conceptual Framework Development: Established a comprehensive conceptual framework to define labour market policies, their objectives, key pillars (e.g., regulations, active/passive measures), and the roles of various stakeholders. • Evidence-Based Recommendations: Developed tailored and actionable recommendations for governments, development actors, and international institutions to improve LMP implementation based on a country's specific development stage and institutional capacity. • Focus on Transitions: Examined the crucial role of LMPs in supporting workers through significant economic shifts, including 				<ul style="list-style-type: none"> • Conducted comprehensive literature reviews to define the concepts, structures, and instruments of Labour Market Policy. • Analysed the practical implementation of LMPs in various development contexts (Low-Income, Lower-Middle-Income, Upper-Middle-Income, and High-Income Countries). • Developed a detailed analytical framework to assess the effectiveness, efficiency, and enforcement of labour market policies. • Formulated specific, context-aware recommendations for strengthening foundational institutions, enhancing service delivery, improving regulatory effectiveness, and optimizing social protection systems. • Performed in-depth case study analyses of national labour market policies to identify practical challenges and opportunities for improvement. • Provided guidance on the role of Labour Market Information Systems (LMIS) in shaping evidence-based policy and enhancing decision-making. 				

the digital and green transitions, by fostering skills development and providing social protection.

Ref: 2	Project title:		Preparation for the Youth Employment and Entrepreneurship Project in Eswatini					
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	Eswatini	40,000	45%	3	GIZ	GIZ	July 2025 to September 2025	Como
Detailed description of project				Type of services provided				
<p>The project involved a rapid assessment of Eswatini's Technical and Vocational Education and Training (TVET) system to accelerate the implementation of the "Skills for Youth Employment and Entrepreneurship in Eswatini" (S4YEEE) project.: Key activities included:</p> <ul style="list-style-type: none"> • Contextual Analysis: Conducted a rapid assessment of the TVET and employment landscape in Eswatini, identifying systemic constraints—such as fragmentation and poor funding—and identify strategic opportunities for reform. • Stakeholder Engagement: Facilitated extensive consultations with key stakeholders, including government ministries, private sector bodies, TVET institutions, and international development partners, to validate findings and build consensus • Strategic Recommendations: Formulated actionable "Quick Win" interventions and strategic priorities to address critical gaps in policy, institutional capacity, quality assurance, and funding for the TVET sector. • Project Mobilisation: Developed a foundational mobilisation plan and a unifying conceptual framework to guide the inception phase of the S4YEEE project, ensuring it could be fast-tracked for immediate impact. 				<ul style="list-style-type: none"> • Performed a comprehensive desk review of existing policies, research, and project documents related to Eswatini's skills and employment sector. • Executed an in-country mission involving stakeholder workshops and targeted bilateral consultations to gather primary data and expert insights • Analysed and synthesised findings to identify systemic constraints, including a fragmented governance system, lack of provider autonomy, and unsustainable funding models. • Developed and proposed evidence-based solutions, including the establishment of a National Training Authority (NTA) and a National Training Fund (NTF) • Designed a series of high-impact "Quick Win" activities, such as regional knowledge exchanges and public-private dialogues, to build early momentum. • Created a comprehensive debriefing report outlining a strategic vision, mobilisation plan, and actionable recommendations to fast-track project implementation. 				

Ref: 3	Project title:		Assessing Digital HRM Platforms for Informal Workers in Rwanda					
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	Rwanda	36,000	100%	2	GIZ	GIZ		
Detailed description of project				Type of services provided				
<p>The research study assessed the potential of digital Human Resource Management (HRM) platforms to improve employability, working conditions, and access to social protection for informal workers in Rwanda. Key activities included:</p> <ul style="list-style-type: none"> • Country Assessment: Assessed the potential of digital HRM platforms to enhance job matching, worker visibility, and access to social protection for informal workers, with a focus on Rwanda's construction and garment sectors. • Hypothesis Testing: Investigated key hypotheses on how digital platforms can improve demand-oriented talent sourcing, formalise wage payments, and expand access to third-party services like finance and insurance. • Stakeholder Engagement: Engaged with stakeholders at macro (government), meso (platforms, unions), and micro (employers, workers) levels to understand challenges and opportunities related to digital formalisation • Policy and Strategy Development: Aimed to generate evidence to inform policy, identify scalable digital solutions, and recommend future interventions to support the progressive formalisation of informal work. 				<ul style="list-style-type: none"> • Conducted a comprehensive literature review of national and international digital HRM platforms, including case studies of best practices from Kenya (M-SHWASHA) and Southeast Asia (Grab). • Executed a multi-method data collection strategy, including interviews and Focus Group Discussions (FGDs) with government ministries, platform operators, and trade unions. • Analysed existing national platforms (e.g., Fixa) and their compliance with data protection standards like the EU's General Data Protection Regulations (GDPR). • Performed qualitative data analysis using thematic analysis and triangulation to synthesize findings and generate evidence-based responses to the core research questions. • Facilitated a stakeholder validation workshop and dialogue to present preliminary findings, gather feedback, and refine recommendations. Produced a final, validated study report with actionable recommendations and delivered a comprehensive presentation to raise awareness among stakeholders. 				
Ref: 4	Project title:		Deepening the delivery for Skills Development, Employment, Matching and inclusive Growth					

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	Rwanda	3,862,900	100	13	Rwanda Development Board	Master Card Foundation	November 2022-ongoing	
Detailed description of project				Type of services provided				
<p>The Mastercard Foundation project, in partnership with Rwanda Development Board (RDB), focuses on the National Skills Development and Employment Promotion Strategy (NSDEPS). Activities include:</p> <ul style="list-style-type: none"> - Strategic Alignment: Ensuring the project aligns with both the NSDEPS planning cycle and the Mastercard Foundation's country strategy. - Pillar-Based Interventions: Implementing specific interventions across the NSDEPS's three pillars: skills development, employment, and matching. - Systemic Reform: Deepening systemic reform within Rwanda's skills development and employment sectors, covering centre of excellence and sector skills councils. - Capacity Building: Enhancing the implementation capacity of the RDB and other key stakeholders. - Inclusive Strategies: Addressing cross-cutting themes, including women's empowerment, inclusivity, and support for NEETs (Not in Education, Employment, or Training). - Targeted Interventions: Supporting 17 distinct interventions across the skills, employment, and matching pillars. - Monitoring and Evaluation: Establishing a performance-based monitoring and evaluation system to track progress and impact, taking on board greening and digitalisation issues. 				<ul style="list-style-type: none"> • Labor Market Analysis: Conducting comprehensive studies on labour market dynamics, assessing skills and education provider responsiveness, with a focus on youth and marginalized populations. • Sector Skills Council Operationalization: Establishing and operationalizing Sector Skills Councils in priority industries, including manufacturing, tourism, and ICT, with robust quality assurance and funding frameworks. • National Skills Fund Development: Creating national skills funds, developing legal and administrative structures, and designing funding models to expand apprenticeships, internships, and skills programs. • Value Chain Impact Studies: Executing in-depth value chain analyses to evaluate employment impacts of interventions within strategic sectors. • Vocational Excellence Centre Support: Facilitating the establishment and operationalization of Centres of Vocational Excellence. • National Career Guidance Strategy: Formulating national career guidance strategies to promote youth access to vocational training and employment pathways • Contact : Elodie Rusera elodie.rusera@rdb.rw 				

Ref: 5	Project title: Design implement and analyse LMIS							
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	Sierra Leone	39,543	100	2	British Council	British Council	April 2021- November 2021	
Detailed description of project				Type of services provided				
<p>British Council contracted CEI to design, implement and support the development of the country's first LMIS. The work included the following features: ,</p> <ul style="list-style-type: none"> - Empowering Informed Decisions: Designing a robust Labour Market Information System (LMIS) to equip career advisors and government/TVET managers with data-driven insights for strategic labour market decisions. - Building Sustainable LMIS Capacity: Delivering comprehensive LMIS development through design, implementation, workshops, training, mentoring, and a practical guidebook, ensuring long-term national ownership. - Transforming Data Accessibility: Moving from ad-hoc data collection to a structured LMIS, providing the Ministry of Labour and Social Security with timely, reliable labour market intelligence. - Tailored LMIS Design: Collaborating with the Ministry and stakeholders to create a context-specific LMIS architecture, addressing resource constraints and prioritizing essential data needs. 				<ul style="list-style-type: none"> • Provide tailored international guidance on LMIS design for Sierra Leone's MLSS. • Review data arrangements, identify gaps, and propose data collection strategies. • Facilitate a stakeholder workshop for collaborative LMIS development. • Conduct training needs analysis for MLSS staff and beneficiaries. • Design an LMIS implementation training package for a pilot group. • Offer ongoing coaching and mentoring to MLSS leads during implementation. • Deliver a user guidebook on LMIS use for distribution at the validation meeting. • Develop a 12-month sustainability plan for the LMIS. • Contact: Caroline Doidge at Caroline.Doidge@britishcouncil.org 				

Ref: 6	Project title:		Support the National Skills Development and Employment Promotion Strategy					
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	Rwanda	1,485,983	100	3	Rwanda Development Board	Master Card Foundation	May 2021 to June 2022	None
Detailed description of project				Type of services provided				
<p>CEI supported the government of Rwanda to implement the country's National Skills Development and Employment Promotion strategy, covering the following:</p> <ul style="list-style-type: none"> - Collaborated with the Rwanda Development Board (RDB) to execute interventions across Skills Development, Employment Promotion, and Labour Market Matching pillars. - Developed a theory of change to guide implementation of the National Skills Development and Employment Promotion strategy. - Determined key interventions needed to achieve the strategy's intended outcomes and impacts. - Worked with RDB to develop a Monitoring and Evaluation framework, identifying suitable indicators. - Confirmed with stakeholders' data collection and utilization methods for the Monitoring and Evaluation framework. - Supported the development of interventions for skills development, employment growth, and improved labour market responsiveness. - Helped improve access to digital finance and business development services. 				<ul style="list-style-type: none"> • Enhance the implementation of national skills and employment promotion strategies by strengthening the country's Labour Market Information Systems (LMIS) through targeted capacity building. • Establish robust mechanisms and standardized processes for the systematic collection, rigorous analysis, and timely dissemination of relevant labour market data. This will create a reliable foundation for informed decision-making and strategic planning. • Facilitate the transition to a performance-based monitoring and evaluation framework, leveraging LMIS outputs to generate insightful analytical reports on labour market dynamics. • Design and implement effective structures for Monitoring, Evaluation, and Learning (MEL) of the National Skills Development and Employment Promotion Strategy (NSDEPS) implementation. • Strengthen the capacity of the Chief Skills Office (CSOs) to conduct relevant and frequent research on labour market and skills analytics, fostering a culture of data-driven dialogue and informed advocacy. <p>Contact : Elodie Rusera at elodie.rusera@rdb.rw</p>				

- Contributed to the development of a functioning labour market information system.

Ref: 7	Project title: Rapid Labour Market Information (LMI) Assessment - To inform potential post-COVID-19 support to South Africa on addressing youth unemployment							
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	South Africa	120,000	100	5	FCDO Pretoria	British Government	January 2021-August 2021	None
Detailed description of project				Type of services provided				
<p>This research project analysed the South African labour market and economy with a view to recommend interventions improving youth skill levels, employment, and productivity especially for women, low-income youth, previously disadvantaged groups and people with disabilities.. More specifically the project:</p> <ul style="list-style-type: none"> - Produced a detailed analysis of the specific skills required for the identified growth sectors, clearly outlining areas of unmet demand and assessing the current labour and skills supply landscape. This analysis highlighted critical gaps and informed recommendations for targeted training and education initiatives. - Generated a comprehensive inventory of potential and existing labour market gaps for employment generation, with a particular focus on the significant disruptions and anticipated challenges to sustainable economic growth caused by the COVID-19 pandemic. This inventory served as a critical tool for developing responsive employment strategies. - Formulated a set of actionable, strategic recommendations for improving overall labour market responsiveness, encompassing both short-term interventions and medium-term policy reforms, with a strong emphasis on addressing inclusivity and equity for vulnerable populations. These recommendations aimed to create a more resilient and equitable labour market. 				<ul style="list-style-type: none"> • Provide technical advisory services to the embassy and more specifically the skills for prosperity team based in Pretoria South Africa and the UK based London office • Undertake a literature review and desk study on current research on the green building and sustainable energy sectors in South Africa, including opportunities for employment growth • Conduct analysis of statistical data on the current growth scenario for key sectors in the South African economy, including prospects for future growth • Implement an enterprise survey in the green building and sustainable energy sectors to identify key occupational and soft skills in demand. • Implement a provider survey of TVET colleges to determine constraints to supply key skills for the green building and sustainable energy sectors • Undertake qualitative interviews with government planners to understand constraints to planning and responding to skill needs in the priority sectors • Provide FCDO with recommendations for interventions in the skills for prosperity fund in South Africa <p>Contact Tom Liebenberg on: tom.liebenberg@fcdo.gov.uk</p>				

Ref: 8	Project title:		Mid-term review of the capacity building program for employment promotion (CBPEP)					
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	South Africa	27,750	100	2	EU Lot 2 FWC through Rambol	EC	September 2020-January 2021	None
Detailed description of project				Type of services provided				
<p>The Capacity Building Programme for Employment Promotion (CBPEP), a four-and-a-half-year, EU-funded initiative, aimed to reduce South African unemployment by strengthening state and institutional capacity in three result areas: active labour market policies, SME development (including the informal sector), and further education and skills development. This assignment delivered the following outputs:</p> <ul style="list-style-type: none"> - A comprehensive evaluation report that meticulously details the project's overall performance, providing in-depth assessments of its relevance to national priorities, the efficiency of resource utilization, the effectiveness of implemented strategies, and the tangible progress made towards stated objectives, with a particular emphasis on evaluating the management's capacity to adapt to evolving circumstances and challenges. - An analytical report that examines the project's delivery against the established May 2019 log-frame, offering projections of potential impact at the project's conclusion, and a clear identification of key lessons learned throughout the implementation process, highlighting both successes and areas for improvement. - A strategic document containing a set of actionable and practical recommendations designed to optimize the remaining years of the CBPEP project, alongside well-defined proposals for creating synergistic collaborations with the Eco-system Development for Small Enterprises (EDSE) and Education for Employability (E4E) initiatives, enhancing effectiveness. 				<ul style="list-style-type: none"> • Evaluation service. A methodology was put together to evaluate the capacity building programme for employment. • 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. • Interviews: A series of one-on-one interviews was conducted with government officials and stakeholders involved in implementing the programme. • Data analysis. Data was analysed to assess the extent to which the programme was achieving pre-defined objectives and outputs, as well as identify factors which were impeding progress • 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 EU employment programme <p>Contact: Laura Maria Neacsu on: LNEACSU@ramboll.com</p>				

Ref: 9	Project title: Support for the Human Resources Development Strategy and Information Systems							
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	Seychelles	401,382	48%	3	AfDB	AfDB	October 2016-February 2017	Proman
Detailed description of project				Type of services provided				
<p>Seychelles is a small island developing state and following a comprehensive reform program began in 2008, the Seychelles has experienced positive GDP growth rates, accompanied by severe skills shortages and increasing dependence on foreign workers. Against this background the Agency National HRD commission a project to build capacity of human resources. This consisted of the following activities:</p> <ul style="list-style-type: none"> - HR Information System: Deployed a comprehensive, centralized information system capable of tracking workforce data across both public and private sectors - 5-Year HRD Strategy & Plan: Delivered a strategic document outlining key human resource development constraints in Seychelles, proposing mitigation strategies, and accompanied by a detailed 5-year implementation plan with a clearly defined budget. - Public Sector HR Plan: Produced a detailed 5-year human resource plan for the public sector, analysing current capacity, identifying future development goals, - Postgraduate HR Module: Developed a specialized postgraduate degree module in human resources, designed to be integrated into the University of Seychelles curriculum, aiming to significantly enhance the capacity of HR planners. - Train-the-Trainer Module: Created a comprehensive training module designed to equip individuals with the skills and knowledge necessary to effectively train others. 				<ul style="list-style-type: none"> • The setting-up of an information. A key part of the work involved in the setting-up of an information system across the public and private sector. This involved workflows to establish how to the collect, collate and use the data. • Capacity Building. Another important part of the work involved developing the capacity of those workign in the planning unit. This wa achieved throug active participation in all tasks, including the reesarch and the devleompent of the strtegyies • A national enteprrise survey. There is a limited data and on consensus on which tyep of ocupational are in high demand. Therefore, it was necessary to undertake national level enterprise survye. • ICT support. One of the key issues facing the department was the need to integrate d adminsitrationve data with deicson making processes. In order to support this process the the ANHRD received a grant to purchase equipment. • Advisory Services. Part of the process to reforming the HRD systems involves making deicson about part of the HRD system to reform. The team advised the ANHRD and also the Minister on key areas for reform. • Workshops. The development of new strategies involves contiual feed-back and presentations to government counterparts and stakeholders. <p>Contact Details: Hilde Cornelissen Hcornelissen@proman.lu</p>				

Ref: 10	Project title:		Skills for Employment: Research on Implementing the Private Sector Elements of the new Mozambican TVET Law.					
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	Mozambique	48,614	100%	11	DFID	DFID	March-April 2016	
Detailed description of project				Type of services provided				
<p>The main objective of this project is to support the government of Mozambique to implement the private sector elements of the new TVET law. There were two parts of this work. The first one focused upon the setting-up of a levy grant and the second on how to reform the sector skills councils (STACs). In tackling these two areas the project focused upon the following:</p> <ul style="list-style-type: none"> - National Training Funds: Analysed international models to adapt effective funding and governance to Mozambique. - Employer Involvement: Established mechanisms for employer participation in SSC management, aligning training with industry needs. - Funding Assessment: Evaluated current funding and estimated future needs for sustainable TVET development. - 1% Levy Impact: Modelled revenue potential of a 1% payroll levy to support the levy grant system, and identify how this could meet the current funding gap - Governance Structures: Developed a framework for transparent and accountable TVET management, taking on board that employers and stakeholders could play 				<p>Services provided:</p> <ul style="list-style-type: none"> ● Consultation, interviews and workshops. A number of presentations were made on the initial findings and the final draft. The helped validate the findings and recommendations. ● Documenting the broad context in which TVET operates. This involved investigating the economic environment in which skills formation took place, as well as the organisational structures and policy frameworks for guiding skills development. ● Provide an overview of the current funding and planning system. This was performed using average wage data multiplied by the number of eligible workers required to pay the levy. ● Determine how the two areas of reform related to each other. Under this component there a consideration of how the levy grant and sector skills reformed related to each other. ● Moving forward with the implementation. A number of recommendations and options were presented for implementation <p>Contact DFID Martin Johnson: M-Johnston@dfid.gov.uk</p>				

Ref: 11	Project title:		Research on Constraints to skills and jobs opportunities for young women, adolescent girls and marginalized 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	Mozambique	70,806	100%	5	DFID	DFID	January - June 2015	
Detailed description of project				Type of services provided				
<p>The specific objective was to identify constraints to skills and jobs opportunities for young women, adolescent girls and marginalized youth. Activities undertaken on this assignment included the following:</p> <ul style="list-style-type: none"> - Socio-Economic Profiling: Conducted a detailed profiling of the economic and social conditions that disproportionately affect marginalized youth, including an analysis of systemic inequalities and vulnerabilities. This ensured a contextual understanding of the challenges faced. - Impact Analysis: Examined the specific ways these conditions impact the daily lives and overall well-being of marginalized youth, paying close attention to psychological and social ramifications. - Constraint Identification: Systematically identified and analysed the constraints and obstacles that significantly hinder young people's access to relevant training and sustainable employment, with a particular focus on the unique challenges faced by young women and girls. - National Survey Implementation: Designed and implemented a comprehensive national survey to investigate the coping mechanisms and survival strategies employed by youth in the face of unemployment <p>Strategic Recommendations: Developed evidence-based and actionable recommendations for DFID, aimed at informing the design and implementation of their upcoming project</p>				<p>Services provided:</p> <ul style="list-style-type: none"> ● Literature review and stakeholder consultation: The outcome of Literature review identified the current research on the constraints and opportunities to skills development and employment faced by young. The review covered all relevant policies orientated on young people's transition to the labour market, document what works and what does not work in particular context (considering the different experiences of young men and women). ● Field research. A methodology for consulting groups of young people took place Undertook focal group consultations involving group interviews and of semi-structured face-to-face interviews, drawing on the pre-designed formats. These instruments were piloted in around 40 to 48 semi-structured in-depth interviews per location will be undertaken. This captured insight from each segment of the projected youth groups. The group discussions involved a survey of between 30 to 45 participants ● Policy orientated recommendations. Finally, data analysis took place with a view to identifying how the barriers and constraints could be removed. Specific interventions were developed, and the corresponding resources were identified for effective implementation <p>Contact DFID Martin Johnson: M-Johnston@dfid.gov.uk</p>				

focused on tackling youth unemployment, and promoting inclusive economic growth.

Ref:12	Project title:		<i>Recommendations for improved skills planning mechanism to support employment growth</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	South Africa	88,426	100%	1	Human Science and Research Council	Government of South Africa	October 2013 to August 2016	DHET
Detailed description of project				Type of services provided				
<p>South Africa's persistent skills shortages necessitate a robust and forward-thinking approach to skills planning. This assignment's overarching objective was to develop a comprehensive model and strategic framework for enhanced skills planning and information systems the following activities were undertaken:</p> <ul style="list-style-type: none"> - Methodological Documentation: Developed a detailed methodological approach for accurately determining skill needs, outlining practical and adaptable techniques suitable for implementation in South Africa. - LMIS Data Audit and Indicator Refinement: Supported the execution of a high-level data audit of existing Labour Market Information Systems (LMIS) and confirmed the essential indicators for inclusion, ensuring data accuracy and relevance. - Labour Market Intelligence Architecture: Determined and recommended an appropriate architectural design for a comprehensive labour market intelligence system, capable of providing reliable and timely data to support the reform process. - Policy Brief Development: Developed a series of targeted policy briefs addressing critical labour market issues in South Africa, providing evidence-based recommendations for policymakers and stakeholders. These briefs aimed to inform decision-making and promote dialogue on key labour market challenges. 				<ul style="list-style-type: none"> ● Advisory Services. Extensive advisory services were provided to the DG of the Ministry of Education and Higher Education, as well as the Executive Director of the Human Science, Research Council. ● Workshops. Over the period of three a series of workshops were delivered on key labour issues. This varied from approaches to skills planning and what models are used in other countries, to how the government can use foreign labour to solve their skills gaps. ● Analytical services. Extensive analytical work took place to develop indicators and populate the country's labour market information system. This consisted of working on national data sets and identifying how indicators could be produced to help policy makers inform their decision making processes. ● Research and report writing. Research was provided for the country's report on the labour market. This involved identifying the structure of the report and the key message for policy makers. An annual report on the status of the labour market was published. ● Capacity building activities. This was a continual part of the work and involved seminars, workshops, on-the-job training and also the development of new templates and guides to support planning processes. <p>Contact: HSRC Vijay Reedy VReddy@hsrc.ac.za</p>				

Ref: 13	Project title:		The Development of HRD sector Strategies for the agriculture and creative industry sectors					
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	Botswana	153,109	100%	3	HRDC	Government of Botswana	October 2014-March 2015	None
Detailed description of project				Type of services provided				
<p>To advance Botswana's HRD reform, following the establishment of the HRD Council and a macro policy framework, this assignment focused on developing actionable HRD sector plans. The objective was to produce concrete sector-specific strategies for the agriculture and creative industries. Activities included:</p> <ul style="list-style-type: none"> - Sector Trend and Issue Analysis: Produced comprehensive reports detailing key trends and challenges within each sector, informed by extensive stakeholder consultations, including industry-wide discussions and targeted interviews. - Aligned HRD Sector Frameworks: Developed sector-specific HRD frameworks that were meticulously aligned with existing macro-frameworks, incorporating robust reporting and feedback mechanisms for continuous improvement. These frameworks provided a structured approach to HRD development. - Evidence-Based Framework Population: Populated the HRD frameworks with detailed quantitative and qualitative evidence gathered from a wide range of stakeholders, ensuring that the plans were grounded in real-world data. - Costed Funding and Private Sector Engagement Strategy: Delivered detailed costing and funding strategies for each sector plan, outlining specific budget allocations and identifying potential funding sources. These strategies also defined the crucial role of the private sector in the 				<ul style="list-style-type: none"> • Undertake statistical analysis. A key part of developing the HRD sector plans involved understanding trends. In order to understand trend analysis took place of national data sets to help understand drivers of change and to also determine key skill needs. • Extensive consultation and interviews with stakeholders. In order to understand the finer details of trends in the sector and obtain agreements with stakeholders it was necessary to undertake extensive consultation. This occur across Botswana with key stakeholders and community groups. • Strategy development. At the heart of the work was the development of two HRD strategies. This involved following the templated developed and approved by the HRD Council. • Capacity Development. A key part of this project involved building the capacity of the planners. Within this assignment emphasis was given to mentoring and on-the-job training. The counterparts at the HRD Council were given roles on the consultancy. This helped ensure that they contributed towards the final outputs. <p>Contact Richard Neill HRDC: rneill@tec.org.bw</p>				

funding and implementation processes, ensuring sustainable and collaborative sector development.

Ref: 14	Project title:		Support for building the capacity of policy and planning for Human Resource Development					
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	Botswana	97,920	100%	2	HRDAC	Government of Botswana	November 2012 to March 2013	
Detailed description of project				Type of services provided				
<p>To support Botswana's education and training system transformation, focusing on a holistic HRD approach, CEI was commissioned to deliver the following key outputs:</p> <ul style="list-style-type: none"> - Youth National Internship Policy Draft: Produced a comprehensive draft of the Youth National Internship Policy, defining clear roles for various agencies and employers, and outlining the policy's content and implementation framework. This policy draft aimed to create a structured and effective national internship program. - Regulations for HRD Plan Formulation: Developed and delivered a set of detailed regulations for the formulation of national and sector-specific HRD plans, facilitating ministerial approval and providing a clear roadmap for sector-based planning. This provided the essential framework for the creation of the first sector-based plans in Botswana. - HRD Planning Methodologies and Tools: Created and provided a suite of processes, methodologies, and tools for national and sector HRD planning, integrating both top-down and bottom-up planning approaches to ensure comprehensive and inclusive strategy development. - Data Validation and Improvement Strategies: Delivered strategies for ensuring the validity and reliability of data used in the reform process, including recommendations for data collection, management, and analysis. 				<p>Service provided</p> <ul style="list-style-type: none"> ● Labour market analysis. In moving towards a sector based approach to Human Resource Development it was necessary to determine what are the key sector for employment growth. Therefore, extensive analysis took place to confirm priority growth areas for the Botswana economy that could be targeted for skills development. ● The Development of industry sector boards. In order to support the develop of sector based strategies it was necessary to establish institutional based structures. This involved the setting-up of industry based committees that reported to the HRD council. A draft mandate and terms of reference was developed for these committees ● Strategy development. One of the functions of the industry sector boards or committees was to oversee the development and implementation of HRD sector plans. Therefore, it was necessary to develop a template to help facilitate this process. The template determine the content and the processes for developing such plans. ● Capacity Development. A key part of this project involved building the capacity of the planners. This took place using two main vehicles. The first involved a series of workshops to stakeholders and government to inform them about the moves towards a sector based approach. The second approach consisted of on-the-job training for planners at the HRD council. 				

Ref: 15	Project title: <i>Develop a National Human Capital and Skills Development Strategy for Rwanda</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	Rwanda	255,267	100%	4	Ministry of Public Service and Labour	World Bank	October 2011 to January 2012	
Detailed description of project				Type of services provided				
<p>The consultancy's core objective was to deliver a comprehensive Human Resources and Skills Development Strategy, along with a detailed Implementation Action Plan, for Rwanda. The strategy produced the following key outputs:</p> <ul style="list-style-type: none"> - Rapid Response Programme: Developed a targeted program that delivered: a) a precise identification of critical skills gaps hindering Rwanda's ability to achieve its EDPR goals, and b) a clear, actionable roadmap for immediate interventions to address these short-term skill shortages. This output provided immediate and tangible solutions. - Long-Term Human Resources and Skills Development Strategy: Produced a strategic document that addressed Rwanda's structural human skills deficit, as evidenced by national surveys and the 2009 National Skills Audit. This included: a) a thorough assessment of national education and training needs aligned with national priorities; b) a framework for robust private/public sector partnerships in skills and HR development; c) actionable workforce development approaches; d) strategies for adult learning and skills upgrading; e) initiatives to foster a culture of lifelong learning; and f) a comparative analysis of best practices in HR and skills development from Africa and globally. This output provided a sustainable and holistic long term plan. 				<p>Services provided</p> <ul style="list-style-type: none"> ● Research Support: A number of different research strategies were used to support the development of the two strategies. Extensive analysis took place of statistical data to understand what are the key needs of the economy and to understand the most significant gaps. Qualitative research was undertaken to identify the key constraints facing HRD at the different levels. ● Workshops and consultations: In order to ensure feed-back on the recommendations and to ensure that there was constant input from stakeholders a series of workshops were delivered. These occurred at the beginning of the project to inform about the methodology, the initial findings and the draft strategy. ● Policy Oriented Advice: The process of developing the draft strategy involved extensive consultation with the DG and Minister to ensure that this reflected the Minister's mandate. 				

Ref: 16	Project title:			<i>Strengthening of the Workforce Development Authority (WDA) and Support to the Establishment of an Integrated TVET System in Rwanda</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	Rwanda	258,861	100%	2	Rwanda Workforce Development Authority	Nuffic	August 2010 to December 2011	
Detailed description of project				Type of services provided				
<p>The project aimed to develop an efficient TVET system in Rwanda, strengthening the WDA, enhancing economic competitiveness, and promoting gender equality and poverty reduction. Key outputs include:</p> <p>WDA/IPRC Capacity Development:</p> <ul style="list-style-type: none"> - Delivered a 5-year operational plan addressing institutional and human resource needs. - Provided an assessment of the legislative framework and recommendations for necessary changes. - Established an improved Labour Market Information System (LMIS) to align training with labour demands. <p>Trainer Development Programme:</p> <ul style="list-style-type: none"> - Identified training needs for aspiring and current trainers. - Developed qualifications aligned with the national qualification framework. - Identified providers for delivering new qualifications. - Established a training resource centre for continual professional development. <ul style="list-style-type: none"> ● National Qualification Framework Implementation: <ul style="list-style-type: none"> - Developed and established a national qualification framework. 				<p>A number of services are being provided to assist the Workforce Development Authority build capacity for service provision. The main ones were</p> <ul style="list-style-type: none"> - Strengthened Organisational Structures and Management Systems: Developed, approved, and implemented enhanced organizational structures and management systems for the WDA and IPRCs, ensuring efficient operations and effective service delivery. This included the creation of clear roles and responsibilities, streamlined processes, and robust monitoring and evaluation mechanisms. - Enhanced Human Resource Capacity: Delivered comprehensive capacity building programs to strengthen the human resource capacity of WDA and IPRC staff, focusing on key areas such as strategic planning, financial management, quality assurance, and stakeholder engagement. This resulted in a more skilled and capable workforce, better equipped to drive TVET sector development. - Industry Mentor Training and Establishment: Established and trained a network of industry mentors to support industrial attachments and newly trained workers, facilitating a smooth transition from training to employment. This initiative bridged the gap between education and industry, enhancing the employability of TVET graduates. - Capacity Building of TVET Planners: Implemented targeted capacity building initiatives for TVET planners, empowering them with the skills and knowledge necessary to develop and implement effective TVET policies and programs. - Support for Research to Inform TVET Policy: Provided support for research initiatives aimed at generating evidence-based insights to inform TVET policy 				

- Conducted pilot implementation in construction, hospitality, tourism, and agriculture sectors.

development and implementation. This involved conducting studies on key labor market trends, skills gaps, and the effectiveness of TVET interventions, ensuring that policies are grounded in data and best practices