



## **TWINNING PROJECT FICHE**

### **Strengthening the Institutional Capacity of the Productivity and Vocational Training Department PVTD within the Vocational Training System in Egypt**

Prepared on behalf of the  
**EUROPEAN COMMISSION**

Under the

**Support to the EU-Egypt Association Agreement Programme (SAAP III)**

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## LIST OF ACRONYMS

AA	Association Agreement
AP	Action Plan
BC	Beneficiary Country
BI	Beneficiary Institution
CS	Civil Service
CAPMAS	Central Agency for Public Mobilisation and Statistics
EC	European Commission
ENP	European Neighbourhood Policy
ENPI	European Neighbourhood and Partnership Instrument
ETF	European Training Foundation
ETP	Enterprise TVET Partnership
EU	European Union
FEI	Federation of Egyptian Industries
GIZ	Gesellschaft für Internationale Zusammenarbeit
GM	General Manager
HR	Human Resources
HRD	Human Resource Development
HRM	Human Resource Management
ILO	International Labour Organisation
IT	Information Technology
ITC	Industrial Training Council
JICA	Japan International Cooperation Agency
KE	Key Expert
KOICA	Korea International Cooperation Agency
FIS	Financial Information System
MIS	Management Information System
MoIC	Ministry of International Cooperation
MoE	Ministry of Education
MoF	Ministry of Finance
MoIFT	Ministry of Industry & Foreign Trade
MoSAL	Ministry of Social Affairs and Labour
MIS	Management Information System
NDP	National Development Plan
NQF	National Qualification Framework
NSS	National Skills Standards

PL	Project Leader
PAO	Programme Administration Office
PMU	Programme Management Unit
PPP	Public Private Partnership
PSC	Project Steering Committee
PVTD	Productivity and Vocational Training Department
QoS	Quality of Service
RMG	Ready Made Garments
RTA	Resident Twinning Advisor
SAAP	Support to the Association Agreement Programme
SAP	Strategic Action Plan
STE	Short Term Expert
STI	Staff Training Institute
TCC	Technical Competency Centre
TNA	Training Needs Assessment
UfM	Union for the Mediterranean
VET	Vocational Education and Training
C-VET	Continuing - Vocational Education and Training
I-VET	Initial - Vocational Education and Training
VTC	Vocational Training Centre

## **1 BASIC INFORMATION**

**1.1 Programme:** Support to the Implementation of the Action Plan and Association Agreement

**1.2 Twinning Number:** EG12/ENP-AP/SO/18

**1.3 Title:** Strengthening the Institutional Capacity of the Productivity and Vocational Training Department (PVTD) within the vocational training system in Egypt.

**1.4 Sector:** Education and Social Affairs

**1.5 Beneficiary country:** Arab Republic of Egypt

## **2 OBJECTIVES**

### **2.1 Overall Objective**

To support PVTD's endeavours in managing to play an effective role to improve the quality of the Egyptian workforce in order to raise international competitiveness and to accomplish its role and mandate by enhancing its capacity and capabilities in the field of VET.

### **2.2 Project Purpose**

To contribute to the support of the PVTD in enhancing its capacities related to the management and marketing of vocational and educational training (VET), in line with the pertinent Egypt's national priorities, and in line with the EU Acquis and international best practices.

### **2.3 Contribution to the National Development Plan/ENP/Cooperation Agreement/Association Agreement/Action Plan**

EU-Egypt bilateral relations had been developed almost exclusively through the use of financial cooperation provided by the MEDA programme. The ENP, supported by the ENPI, is much more than MEDA, supporting the EU Southern partner countries and their Association Agreements (AA). Egypt is one of the major beneficiaries under the ENPI to support its reform process reflected in the priorities jointly agreed in the EU-Egypt ENP Action Plan. Within the framework of and relevant to the ENPI strategic objectives this project will focus its contribution on one of the four principle axes, institutional support.

With the entry into force of the AA on the 1st of June 2004, relations entered into a new and more intense phase, through which the Barcelona process, the multilateral forum of dialogue between the EU and its Mediterranean partners, whose work programme includes a wide range of action lines including "support market based reform of TVET, the involvement of commerce and industry and rationalisation of qualifications".

Based on respect for democratic principles and fundamental human rights, the AA aims at furthering regional integration with a view towards the creation of an area of shared prosperity as well as providing a framework for political dialogue and closer economic, social and cultural relations between the two parties. Economic cooperation includes the liberalisation of trade in goods and services, as well as capital movement. It also proposes the completion of a Free Trade Area by 2015 (2018 for a very limited number of industrial goods). In addition, the AA aims at supporting Egypt's economic and political reform efforts through the approximation of laws, regulations and standards applied in Egypt to those of the EU..The Union for the Mediterranean (UfM), created at the Paris Summit of EU-Mediterranean Heads of State and Government on 13<sup>th</sup> July 2008, is the framework of multi-lateral relations between the EU and the Mediterranean non-EU countries which includes Egypt. The EC fully supports the UfM which complements bilateral relations, which will continue to develop under the ENP/ENPI. The UfM builds on the acquis and reinforces the achievements of the Barcelona Process, launched in 2005. While the Barcelona Declaration, its goals and its cooperation areas

remaining valid, the UfM gives a new impulse to the Barcelona Process by making the above relations more concrete and visible through additional regional and sub-regional projects, relevant to the citizens of the region. These projects are in the core of the UfM and should have visible impact on the life of the citizens of the whole region by promoting growth, employment, regional cohesion and socio-economic integration, by supporting the creation of infrastructure for interconnections and supporting businesses.

In the field of vocational and educational training, the relevant EU directives and best practices essential to ‘*acquis communautaire*’ in the field of VET relevant to the project are to be found in the following official EU documents:

- Directive 2005/36/EC of the European Parliament and of the Council of 7 September 2005 on the recognition of professional qualifications, as amended by Council Directive 2006/100/EC of 20 November 2006
- Recommendation of the European Parliament and of the Council of 18 December 2006 on key competences for lifelong learning (2006/962/EC)
- Recommendation of the European Parliament and of the Council (June 2009) Establishment of the European Credit System for Vocational Education and Training (ECVET)
- Recommendation of the European Parliament and of the Council (June 2009) on the Establishment of a European Quality Assurance Reference Framework for Vocational Education and Training
- Council conclusions of 12 May 2009 on a strategic framework for European cooperation in education and training (‘Education & Training - ET 2020’) (2009/C 119/02)
- Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions (COM(2010) 296 final) “A new impetus for European cooperation in Vocational Education and Training to support the Europe 2020 strategy”
- Communiqué of the European Ministers for VET, the European Social partners and the EC, to review the strategic approach and priorities of the Copenhagen process for 2011-2020; the Bruges Communiqué on enhanced European Cooperation in VET for the period 2011-2020, Bruges meeting, December 7<sup>th</sup> 2010.

The ENP (PEV) AP opens new avenues for Egypt to actively participate in the EU internal market, as well as sets priority areas for cooperation and includes the approximation of legislation and the adoption of measures aimed at increasing the export-readiness of Egyptian business.

Specifically Article 42 of the AA states: “*the parties shall cooperate with the objective of identifying and employing the most effective means to improve significantly education and vocational training, in particular with regard to public and private enterprises, trade-related services, public administrations and authorities, technical agencies, standardisation and certification bodies and other relevant organisations. In this context, the access of women to higher education and training will receive special attention. Cooperation shall also encourage the establishment of links between specialised bodies in the Community (sic EU) and in Egypt and shall promote the exchange of information and experience and the pooling of technical resources*”.

So this twinning project will contribute to the implementation of the ENP and Egypt’s AA by:

- promoting effective and targeted international co-operation between the EU MSs and Egypt in VET sector;
- developing key reform processes for support of PVTD’s SAP and its modernisation;
- providing support for Egypt’s existing community development programme through training;
- contributing to the development of the appropriate type of skills needed in the labour market.

Through the institutional twinning instrument, providing direct cooperation with a counterpart from an EU MS, this project will contribute to one of the EU cooperation objectives as laid down in the EU’s Country Strategy Paper (2007– 2013) namely “developing competitiveness and productivity of the Egyptian economy” where PVTD will be able to develop its vocational education and training as a key service for enterprises and the community as an effective instrument for inclusion in the labour market.

In compliance with twinning principles the PVTD should be capable of working with an EU MS counterpart and must be able to adapt and take on board change.

Furthermore the twinning project will provide sustainable benefits to Egypt's long-term programme set out in its National Plan (1997-2017) for increasing employment opportunities and reducing unemployment, enhancing human resources and building up institutional capacity.

### **3 DESCRIPTION**

#### **3.1 Background and Justification**

To support the Egyptian administrations in implementing the AA and the ENP, the European Commission launched the "Support to the EU-Egypt AA Programme" (SAAP) with the aim of contributing to Egypt's efforts for upgrading the overall capacity of public administrations. The programme focuses on three core areas: (i) trade and economic liberalisation; (ii) improvement of the legislative and regulatory framework; and (iii) institutional strengthening and reform.

The SAAP makes available to the Egyptian Government institutions the expertise of the European Member States so as to harmonize their institutional and administrative framework and to create a competitive climate for economic growth, with the help of the EU Acquis. The institutional twinning instrument is given particular importance as it is perceived to be an efficient and appropriate vehicle for technical expertise and knowledge transfer for the achievement of institutional strengthening and legislative harmonization.

This project will contribute to all three of the core areas mentioned above: trade and economic liberalisation will be addressed by securing compatibility of PVTD provision to international markets, including compliance with standards and its value on the market; the legislative and regulatory basis will be improved by linking Egyptian VET guidelines and qualifications framework in line with international best practice and the *acquis communautaire* and institutional strengthening and reform measures will be proposed for PVTD to enable it to carry out its remit more effectively.

##### **3.1.1 Specific background**

The Productivity and Vocational Training Department PVTD was established in 1954 under the Ministry of Social Affairs and Labour. On July 1st 1956 the republican decree no. (2) was issued to establish the Ministry of Industry, and the Productivity Centre was added as one of its departments. On 15 August 1956 a ministerial decree was issued to define the activities of the Productivity Centre and changed its name to Productivity and Vocational Training Department (P.V.T.D) with the following aims:

- Participation and contribution in provisioning of the industrial labour market with a qualified technical workforce.
- Participation and contribution to improving the productivity and quality of the of the supply of skilled workers to Egyptian industry;
- Participating and contributing to national training projects.
- Fulfilling the technical training needs of the industry.
- Providing practical instructions and training for university graduates to prepare them for practical careers.
- Improving job seekers & the unemployed with job opportunities by providing refreshment training sessions.

There are more than 20 ministries and institutions involved in TVET in Egypt. PVTD is one of the key actors in TVET focusing on the industrial sector and offers great potential for contributing to the reform of TVET in Egypt. Its goal is to become a 'centre of excellence' based on a corporate leadership driving it towards its vision of "Community Development through Training". It aspires to be the central body for people and businesses seeking the provision of good quality training products

and services in the needed skills of the labour market. It also can become a flagship example of best practice in how to link the industrial labour market needs with training provision.

**The institutional capacity of PVTD is outdated**, formerly aligned to the past industrial organisation specific to a centralised economy and is therefore inadequate to current challenges of reforms and industrial and labour market needs. **Its organisation structures and financial and administrative systems are weak or out of date and it is isolated from the other segments of the national TVET system.** It needs to undergo a programme of modernisation and develop links with these other segments including new enterprises, businesses and the community.

**In order to achieve these reforms the PVTD needs to strengthen its institutional capacity with the full support of Government.** It must create a position to drive forward its development and capacity building initiatives with the full support of the appropriate institutional bodies in its sector. It must also have the necessary administrative and financial autonomy to create an effective, efficient and productive organisation and also develop and build the capacity of its own human resources and support systems.

In the context of PVTD's market position in vocational training the concept of twinning is one of a long term experiential learning process with the sharing and exchange of knowledge and know-how through seamless collaborative partnerships of cooperation with exceptional organisations renowned in their respective fields. In this way the PVTD will achieve organisational and capacity building incorporating best practices for the effective and efficient delivery of its products and services to meet market demands of the Egyptian economy. In order to fully accomplish its vision the PVTD has recognised the need for twinning with similar European institutions focusing on the following issues:

- Administrative and financial systems;
- Setting up an effective marketing unit and policy;
- Raising awareness of the community and stakeholders of the importance of vocational training for providing good labour to the market;
- Improving the vocational training and educational curricula;
- Training and preparation of qualified trainers.

The EU preparatory assessment report (August 2011) identified significant indications of leadership capacity within PVTD, both at central headquarters and at zone levels. However there are significant human resource management issues to address concerning the general and effective management of the organisation at operational levels.

The PVTD 2010-2011 SAP adequately defines PVTD's strategic intent and the assessment has confirmed that PVTD definitely owns a strategic capability and is based on a realistic understanding by PVTD leadership of difficulties, mismatches, delays and setbacks in achieving it.

An improvement in its capacities in managing VET will be an important step in addressing the above concerns and furthermore will generate and sustain efficiencies with the added benefits of increasing motivation and commitment of all its staff.

The above mentioned report has identified rigorous internal people capacities, at technical, specialist and management levels, which with the appropriate expert support would be able of elucidating deficiencies and identifying solutions to meet on-going and future needs. The criteria of effectiveness and efficiency represent the guiding principles of PVTD leadership and the pragmatic grounds of measuring the achieved progress.

In providing its training services, the above mentioned report has also identified a broad and complex spectrum of managers and administrators, teachers and trainers evidenced by the range of profiles and attributes, technical and academic specialties, ages and, experiences from former backgrounds.

For managers and administrative staff there is a clear need for capacity building. Concerning internal efforts for upgrading management competence of staff, the preparatory assessment report indicates that developing management competences is mainly acquired through learning-by-doing and that there is no evidence of regular internal management development programmes and for strengthening the capacity for business administration linked to career development. The existing system is based on a



classical civil service establishment of posts based on existing administrative processes. Competences appropriate to market demand and managing services aligned to customer interfacing and business orientation is highly needed for effective marketing of services and client handling.

A recent (mid 2010) internal technical audit of PVTD's capacities represents a firm basis for initiating improvement measures at the management level as well as providing a reliable basis for future benchmarking and affirm the relevance of training subjects to needs and the marketing of services.

A good example of approximation with EU best practice, and marketing of products, is where the specifications for developing the curricula for the 43 trades/occupations are defined in accordance with the NSS developed with ITC support and endorsed by the Egyptian Ministry of Manpower. This ensures a solid ground for quality assurance of curricula development, training delivery to meet needs.

### **3.1.2 Justification**

PVTD's corporate policy is intended to ensure it is the major player in the community targeted at the knowledge and skills development of Egypt's younger generations and mature job seekers in the labour market - its corporate responsibility. It intends to develop and expand its institutional role from purely VTCs into targeted community development by providing a portfolio of specific and relevant quality services and products at affordable prices for the majority of the country's citizens in those communities which are within easy reach its centres.

Its core business is being a training provider, it has commendable embryonic HR strategies, but needs assistance to improve leadership capacity and its HRM/D and internal communications systems. It needs to develop an entrepreneurial attitude combined with upgraded leadership techniques with management competences and financial management skills with a more supportive regulatory environment.

The steps required for developing the personnel, organisation and its administration are clearly documented in the PVTD SAP. It is recognised that PVTD does not have the internal professional resources or competences to undertake the key tasks and it requires EU expertise through the twinning project to carry out an in-depth study of its current situation, modify organisational structures in tune with its current endeavours, reviewing job descriptions and the re-patterning of staff. This will also require the development of a HRD / staff training plan from a rigorous training needs analysis to build sustainable competences in its management and staff.

The need for improvement of the existing organisational structure, especially with respect to HRM, is recognised in view of the overlaps and/or parallel work processes that have been inherited from the original systematisation. There needs to be an overarching responsibility for HRM aligned with its organisational development with an appropriate structure. Modernised HR systems are needed suited to its day-to-day operations and distributed network of operations throughout Egypt.

The PVTD is looking for partners who understand the importance and use of marketing and human resources and to engage and support its endeavours in spreading the awareness of the needs to improve the quality of the Egyptian workforce in order to raise national and international competitiveness. It has become mandatory for PVTD to strengthen its relations to the industry and organizations in order to improve the quality of manpower and of high importance to improve the reputation of the 'blue collar' professions in Egyptian society in general and especially for pupils and students who will be Egypt's future workforce for economic sustainability and growth in the years to come.

The twinning project is considered to be a 'corner stone' of PVTD's modernisation, strengthening its capacities in operational and financial management, in improvements to training quality and be able to be better responsiveness to industry's needs in terms of skills and competencies. Based on the needs of the PVTD and in view of EU "best practices" the twinning project is expected to initiate and consolidate reforms which will involve strong governmental commitment and organisational and structural changes.

## 3.2 Linked Activities

### 3.2.1 National Strategic Plan for Pre-University Reform (2007-12)

The EU is supporting the implementation of the NSP and leading donors' efforts in secondary education. This strategic plan mirrors Egypt's commitment to ensuring an education for all so developing a knowledge society. Its key elements are: access and participation; teachers; pedagogy; curriculum and learning assessment; textbooks and learning materials; management and governance; and a quality improved secondary education

Secondary education consists of general and vocational/technical education. The general secondary stage includes 3 years of education, whereas the secondary vocational track could be for 3–5 years. To enter the secondary TVET level students must pass a national exam of the MoE which is given at end of the primary stage.

With the support of multilateral organizations efforts are being made to make the general and vocational secondary system less rigid and provide equal opportunities to students including the WB's secondary enhancement project.

### 3.2.2 Technical/Vocational Secondary Education

In 2002 the Government adopted a policy statement on TVET which impinge on PVTD's vision and mission

- **Establish a qualifications system to support lifelong learning.** A qualifications system would relate to introducing pathways among different levels of skills within the TVET system, as well as establishing partnerships among stakeholders.
- **Establish a TVET system responsive to labour market needs.** The TVET system has to undertake a transition from supply-driven to demand-driven. Establishing alternative financing mechanisms and incentives and monitoring and evaluation feedback systems for employers and providers will play an important role in this transition. To this end, capacity building is necessary for the private sector so that it can formulate its own skills and training needs.
- **Establish new legal, institutional and governance frameworks for TVET institutions.** The main objective under this heading would be to enlarge the autonomy of TVET institutions in their functioning and the delivery of their services.
- **Establish labour market policies that enhance the mobility of labour.** To improve the relevance of training policies through strategies pertaining to employment and counseling services, active labour market policies and relevant legislative issues.

Prior to recent developments in the country the former Government had undertaken some promising initiatives to strengthen the management and reform of the TVET system and the EU and other multilateral organizations are working towards improving the technical and vocational training system in Egypt as it was the case with issuing of the 2009 Government document on the Strategy for TVET Reform in Egypt.

PVTD is a beneficiary of the EU's TVET Reform Programme which through the TVET PMU has established and funded operational costs for twelve (12) Enterprise Training Partnerships in industrial sectors across Egypt. PVTD has received substantial funding, flagship examples being the contributions to RMG which enabled the acquisition of modern manufacturing equipments and engineering machinery for some PVTD training centres e.g. Alexandria.

The EU TVET Reform Programme has also supported the upgrading of curricula and trainers' training by providing funds to PVTD's Staff Training Institute in order to support international co-operations between international experts from both industry and training bodies.

The range of the current co-operation activities funded and endorsed by the Egyptian authorities supported by important international actors (e.g.s. GIZ, KOICA, JICA or ETF), but clearly grounded

by the professional commitment of PVTD staff, have generated a large variety of initiatives in PVTD VET industrial service provisions.

### **3.2.3 TVET Reform Programme**

A project co-founded by the EU and the Government of Egypt with the mission:

- development of national regulatory and support institutions for a decentralised and demand-driven TVET system;
- improve the quality of TVET delivery (capacity building);
- establishment of a network of decentralised demand-driven Enterprise-TVET Partnerships (ETPs) through a PPP mechanism.

The programme has the following objectives:

- an overall objective for contributing towards the improvement of the competitiveness of Egyptian enterprises in domestic and international markets;
- the specific objective of supporting the formulation and implementation of a national TVET reform policy;
- and a proposed vision for TVET structure.

The programme achievements are 37,000 students, workers and job seekers trained and certified; 8,385 trainers trained; 1,789 audits and training needs assessments of private sector enterprises and TVET service providers; 160 skills standards for skill levels 1 to 3 developed; and 517 training packages developed.

## **3.3 Results**

### **3.3.1 Component 1: Legal and Regulatory**

- The position of PVTD is clearly mapped according to its actual and future legal mandate;
- Legal implications for employment in PVTD at all levels are defined;
- Legal framework provisions/arguments are formulated.

### **3.3.2 Component 2: Organisation and Management**

- Strategic Action Plan is upgraded;
- Organisation structure designed to meet the needs of PVTD's vision/mission defining functions and activities is updated;
- Budget planning process incorporating revenue/fund raising opportunities is improved;
- A monitoring and evaluation system is established by which progress in introducing the identified change (according to EU *acquis*) can be observed and analysed.

### **3.3.3 Component 3: Capacity Building**

- PVTD's contribution in the NQF progress in Egypt is consolidated;
- HRD strategy and action plan are developed and implemented;
- Capacity to build and deliver I-VET and C-VET in compliance with EU *acquis* is achieved;
- A mechanism for the identification of new training trends is set up;
- Image and reputation of PVTD, TCC, STI and VTCs are enhanced.

### **3.3.4 Component 4: Marketing and Community Awareness & Partnership with Private Sector**

- Partnerships with social partners, industrial enterprises, other education and training providers, local public administration and other relevant stakeholders are built;
- Competitive advantage in the supply of quality VET programmes to improve the quality of the labour market through HRD is achieved;
- The Egyptian VET market (TNA – customers – beneficiaries – prescribers – funding bodies – etc) are qualified;
- Marketing capacity and capabilities are improved through increased demand by the market of PVTD's training services;
- Targeted promotions to create and sustain revenue earning business are developed.

### **3.4 Activities**

The main principle governing the twinning is the approximation with the relevant EU directives and best practices including the most appropriate framework for the PVTD in the assimilation of best European management and operational practice in the field avoiding duplication of activities in recent, current and future projects in the field of VET reforms.

The sections below describe the activities for each of the project components. All components will include knowhow transfer and training of relevant staff to ensure the effectiveness of the twinning partnership and to reinforce the capacity building and sustainability.

In addition, the Organisation and Management, Capacity Building and Marketing and Community Awareness components will include study tours to EU MSs to give PVTD officials and staff first-hand experience, broaden understanding and the opportunity for exchange of know-how through international co-operation. Beneficiary staff will be able to assess best practices and practical solutions for the achieving the objectives and results of this twinning project.

#### **3.4.0 Kick off -and final meetings**

The following general activities are envisaged to be implemented, in addition to project components:

- a kick-off meeting at the beginning of the project inviting all stakeholders to provide them with background information on the project components; this activity takes place with the aim of increasing project visibility.
- a final meeting to ensure that the results achieved by the end of the project are made available to all stakeholders; this activity will be held to ensure awareness and visibility in addition to wrapping-up of project activities.

#### **3.4.1 Component 1: Legal and Regulatory:**

The activities in this component focus on the following priority areas for improving the institutional and legal efficiency to build on strengths and address weaknesses in the legal and regulatory framework:

##### **Comprehensive examination of the existing institutional legal framework governing the organisation (PVTD) status and its human resources:**

1. assessing the current legal framework for the CS;
2. assessing labour regulations concerning staff employment in PVTD;
3. assessing the compliance of PVTD's internal regulations, the current structure and qualifications of the training and management staff and their career paths with the aim of inducing equal opportunities as well as gender empowerment in line with its modernisation aims;

4. formulating the legal provisions/arguments to enable PVTD to be more flexible to adapt and respond to the future demands of Egypt's business sectors.

#### **Increase the knowledge on the systems of VET in EU MSs:**

1. workshops are conducted with experts from different EU MSs concerning the VET EU *acquis*;
2. participation of selected PVTD staff in study tours to MS(s);
3. producing a collection of relevant regulatory documents at national level concerning the structure and the organisation of VET in MSs, aiming at providing sources of information about their best practice for consideration in drafting legal guides and drafting proposals.

#### **Capacity building regarding the further application of the NSS to VET curricula development through the training of PVTD staff:**

1. developing a framework agreement for businesses taking into consideration legal aspects especially concerning company confidentiality and industrial property (e.g. designs and commercial product specifications);
2. providing know how transfer respecting regulatory issues and the EU *acquis*, by coaching, mentoring and training addressed to PVTD's specialist staff.

### **3.4.2 Component 2: Organisation and Management:**

The activities in this component focus on the following priority areas for improving the institutional and efficiency to build on strengths and address weaknesses in organisation and management to:

1. identifying and proposing specific measures to enhance PVTD's status as a prominent VET provider to Egyptian and regional industries with the aim of legal approximation to the relevant EU *acquis* and best practices;
2. building PVTD's capacity and performance in the sustainable delivery of quality VET services in the Egyptian market.

#### **Institutional and organisational development to achieve PVTD's vision/mission:**

1. assessing the approximation of PVTD's structure, organisation and mandate with similar VET organisation in EU MSs;
2. facilitating a wide understanding and reach a prominent position which defines PVTD as the national and regional body in VET and community development;
3. conducting a functional analysis of organisation, work processes including finance;
4. upgrading strategic action plan.

#### **To improve the organisational and technical effectiveness and efficiency of the PVTD headquarters, zones and VTCs**

1. Analyzing PVTD's organizational structure and management practices in line with EU best practices and proposing necessary changes to the existing structure;
2. Assessing and analysing functions and work processes; and
3. Proposing necessary changes for improvement and assist in their implementation.

#### **To assist in the development of PVTD's financial stability and sustainability**

1. A study will be conducted in selected EU MSs on how VET is resourced, funded and sustained (public, private or both) to meet national strategies for developing human capital aimed at proposing to the MIFT possible sustainable solutions;
2. Providing expertise in PVTD departmental costing and budgeting to improve its financial systems;
3. Prepare a budgeted medium-term Action Plan for each subject PVTD has to deal with;
4. Providing expertise in budgetary aspects of HR planning.

### **3.4.3 Component 3: Capacity Building of PVTD:**

The Twinning Project will ensure that the PVTD objectives to develop the initial and continuing VET in Egypt will meet the aims to foster the employability and economic growth in Egypt, as well as VET to respond to future societal change.

Based on the identified strengths, taking into account the existing opportunities the activities in this component focus on the following priority areas:

#### **Upgrading the knowledge levels, technology and management competences of PVTD staff:**

1. Revising, preparing conducting and submitting a skills gap analysis and a new training needs assessment for PVTD, zones and VTCs staff, to include management, professional and technical training;
2. Assist in developing a comprehensive capacity building programme including HRD Plan and training for PVTD management.
3. Training PVTD staff by coaching and mentoring with regard to learning by doing to assess, train and upgrade their knowledge levels and management competences;
4. Implementing training activities (preparing materials, delivery and evaluating);
5. Reviewing the CS career development system and propose changes to meet PVTD's needs (legal issue probably conducted in component);
6. Designing and developing C-VET credits system for selected occupational areas.

#### **Quality through improving trainers' performance:**

1. Assessing and improving the current status of performance management system and compare with EU best practice.
2. Carry out an assessment of teachers and trainers capacity: qualifications, expertise, practical experience in industry;
3. Elaborating an integrated methodology of measuring trainers' performance;
4. Designing and supporting the implementation of a coaching and mentoring programme to ensure the sustainability of trainers' capacity to deliver trainings;
5. In liaison with industry arranging the provision of industrial experiential learning placements for increasing the knowledge of teachers and trainers.

#### **Design and elaborate a management development framework:**

1. Arranging study tours which include and contribute to the study of management development systems in similar organisations in the field of VET in EU MSs;
2. Designing and elaborating a management development framework for the organisation.
3. Initiating leadership development initiatives as internal pilot projects, conducted with support of the EU STE.

#### **Developing the technical capacity of authors and trainers:**

1. Assessing the capacity of PVTD authors for developing and upgrading teaching materials;
2. Undertaking an assessment on quality and adequacy of PVTD learning materials and assess the matching with needs of industry;
3. Supporting targeting the transfer of knowledge and methodologies on needed specialised topics (e.g. advanced technologies, new technological solutions), through specialised training by experts and disseminating feedback from study tours and relevant documents and learning material collected.

### **3.4.4 Component 4: Marketing and Community & Partnership with Private Sector:**

PVTD capacity should ensure a proactive response to the changing requirements of the Egyptian labour market. In order to integrate these changing labour market needs into the PVTD VET provision,

a good understanding of emerging sectors and requested skills and of changes to currently existing occupations is needed.

In relations with industry and organisations it has become mandatory for the PVTD to strengthen its relations in this regard in order to improve the quality of the labour work force. Despite its long assistance and Egyptian-wide presence PVTD is still not well known to the general public and Egyptian companies and organisations, and with the growing internationalisation of the Egyptian market there is a fundamental and crucial need for effective marketing of its training services. Ensuring the quality of VET provided for the future manpower of Egyptian industries will guarantee also the competitiveness of Egyptian export on the broader (including the EU) markets.

In other words, facilitate the establishment of effective links and partnerships between the PVTD and its training centres in the governorates on the one hand and the enterprises in the private sector industry (firms or representatives) on the other hand by formalising the processes of collaboration in a structured framework. This will be achieved by identifying the incentives to motivate private sector industry to establish partnerships with the PVTD and by strengthening the competences of employers in the needed skills to play their role more efficiently through the provision of on the job training. Industry will also be able to contribute to concepts and areas for development of PVTD's business portfolio.

The existence of a strong and productive collaboration with the private sector is one of the main ingredients for running an efficient and effective TVET system. The twinning project should allow the PVTD to be more market driven through a better a response to market needs and also to support the employability of PVTD graduates.

The activities in this component therefore focus on the following priority areas for improving the marketing of services:

**Assist in establishing a PVTD Marketing Unit:**

1. Structure a marketing unit, its functions, roles and responsibilities, writing job descriptions & human resourcing;
2. Developing internal work process & procedures;
3. Developing cooperation and close partnerships with the PVTD's zones and regions
4. Assisting PVTD in designing a business/customer data base
5. Defining the customer support/services mechanisms
6. Providing training in marketing issues.

**Elaborate a Marketing & e-Marketing Plan:**

1. Conducting market research and analysis (labour and business);
2. Setting achievable marketing & financial objectives;
3. Determining marketing mix (5Ps) for PVTD's services;
4. Defining the marketing budget;
5. Assisting in setting a system for monitoring and evaluating of market response.

**Develop a PVTD Community Awareness Programme & partnership with the Private Sector;**

1. Assisting in the design of awareness campaigns in key target markets;
2. Drafting internal and external communication plans;

3. Assisting in the production of marketing aids e.g. brochures, multimedia material, presentation documents, CD's etc;
4. Signing partnership agreements with industrial sector representatives and donors in place;
5. Conduct *Coach*<sup>1</sup> training programme
6. Strengthen the relationship with sectoral ETPs (PPP structures designed and supported by the TVET reform project;
7. Assessing the PVTD branding policy and assist in defining a brand management approach;
8. Providing advice and support to the PVTD decision makers;
9. Providing career guidance to the labour market.

### 3.5 Means

#### 3.5.1 Profile and Tasks of the Project Leader:

The **Project Leader (PL)** will be responsible for the overall planning and implementation of the thrust of the MS inputs in this twinning project. The PL is expected to devote a minimum of 3 days per month to the project progress in addition to one visit to the BC every 3 months. In co-operation with the PL counterpart appointed by the PVTD, and will be responsible for the organisation of the Project's Steering Committee (PSC) which includes the RTA and representatives of the PAO and EU Delegation.

##### *Profile:*

The PL should have a university degree or higher in one of the fields of management engineering education, law or public administration reform, and should have proven experience in coordinating MS public administration structures in the field of vocational training and education.

##### *Management Capacity*

- inter-personal and leadership skills;
- good command of the English language both written and oral.

##### *Previous Project Management Experience*

- a high ranking official within the MS's public administration, commensurate with an operational dialogue at the political level, having long-term experience as civil servant from a MS in the field of vocational training and education;
- knowledge of EU VET regulation and operational activities related to the various components of the project;

##### *Tasks:*

- managing and coordinating the overall direction of the project in cooperation with the PL counterpart;
- ensure the achievement of the project results;
- overseeing project implementation and progress;
- liaising with the PL of the beneficiary institution i.e. PVTD
- Mediate in the event of conflicts;
- overseeing financial management of the project;

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<sup>1</sup> The coach conducts the on-site training and is responsible for organising and planning the training, developing a relationship with the trainee and teaching knowledge and skills to the trainee.



- managing and supervising the RTA;
- preparing, with the assistance of the RTA, interim quarterly and final reports; and
- attending and moderating the PSC meetings.

### 3.5.2 Profiles and Tasks of the RTA and RTA Assistant:

a) **The Resident Twinning Advisor (RTA)** will provide at least 24 months input on site and will lead all aspects of the work of the MS's team and will work directly with the BC, PL and RTA counterpart on a daily basis to support and coordinate the activities being implemented in the BC. This role is not purely administrative as the RTA is expected to provide high level advice and direction on all project activities.

#### *Profile:*

The **RTA** should be a graduate in education, management, engineering, HRM or a related discipline and will work directly with the BC project leader and RTA counterpart on a daily basis to support and coordinate the activities being implemented in the BC.

#### *Technical Expertise*

- inter-personal and communication skills; previous experience of managing multi-disciplinary and multinational teams preferably in vocational and education projects;
- experience in twinning or international cooperation projects would be an asset;
- she/he must have a good command of the English language, Arabic also is an asset
- previous experiences of cooperation with ENPI MENA countries in the relevant field would be considered a strong asset.

#### *Previous Project Management Experience*

- at least 5 years of relevant experience in organisations in the practical application of education and/or vocational training;
- extensive knowledge as well as personal experience of the best EU practices, and have built a strong track record in European vocational and educational policies and institutions,
- several years of sound experience at senior management level in implementing policies and work plans in the fields of vocational training and education.

#### *Tasks:*

- liaising with PVTD PL and RTA counterparts;
- managing day-to-day coordination and ensure smooth progress of the project's activities by monitoring achievement of its objectives and tasks;
- preparing ToRs and managing the recruitment and input of for all STE missions;
- providing expertise, advice and reports related to the project at the request of the Egyptian authorities
- Arranging study tours, in liaison with the key experts, for the appropriate staff of the PVTD to EU MSs;
- preparing interim quarterly and final reports for submission to the PL;
- maintaining close contact with the MI&FT and the PAO and EU Delegation;
- following-up progress in reform areas/policy development at the national level that are relevant to the project; and
- preparing ToRs for all STE missions.

b) **The RTA Assistant;** the RTA will have a full-time project assistant for the entire duration of the project for the purposes of translation, interpretation on a daily basis with general project duties assigned by the RTA as required.

## Working Groups

The establishment of a working group in each component should be considered. These groups should meet regularly to review progress, schedule activities and address any issues or constraints that may have arisen.

### **3.5.3 Profiles and Tasks of Key and Short Term Experts:**

The project depends on the engagement and commitment of Key Experts and STEs who will be provided by the MS or mandated body. They will be presented in the MS proposal and finalized together with assignments' duration during the drafting of the work plan by the MS and the BI.

The Key Experts are senior positions and have the key responsibility to lead their respective components. Each Key Expert would ideally be made available over the project duration but this may be difficult to resource by the MS. Therefore the MS may consider changing the Key Expert for another specialist of the appropriate seniority as required for appropriate assignments during implementation.

The Key Experts will work in close liaison with the PL/RTA to coordinate and carry forward the objectives and activities of the project. They will assist in drafting ToRs for the recruitment of STEs and be responsible for the supervision of their respective components and their STEs and the timely submission of mission reports.

Some of the STEs will be specialists in the fields of organisation and management, legal and regulatory, IT MIS, human resource specialists, capacity building and marketing. There are many specialities covered in these respective fields and the RTA/Key Experts together with the TNA will provide the focus on the particular expertise and when it will be required during the project. It is envisaged there will be STEs in the fields of organisational management, legal and regulatory, financial management and accounting, training needs analysis and assessment, management development, leadership and motivation, market research and analysis and community development. It is also envisaged there will be an IT MIS STE with the aim to guide and train PVTD staff to develop/organise/adapt the PVTD's MIS and in the longer term make an assessment of the MIS upgrade requirements to support operational objectives.

The STEs should all be graduates with wide experience in the relevant discipline with demonstrable expertise in the specific field with both VET and industrial experience for which they will be engaged in the project. Previous experience in ENP/MENA countries will be considered an asset and they should be proficient in the English language, both written and spoken. All the STEs will have the following tasks to perform:

- providing expertise and knowhow transfer in their respective areas of specialism;
- preparing and delivering workshops, seminars, on-the-job coaching and training as appropriate to the needs of the project;
- preparing and submit brief mission reports to the RTA.

The following tables present the profiles and tasks of the Key Experts. Whilst it is difficult to predict the specialist STEs for the components pending the training needs analysis, they also present the main profiles and tasks of the STEs envisaged for each of the project's components:

<b>Component 1: Legal and Regulatory</b>		
<b>Type</b>	<b>Tasks</b>	<b>Profile</b>
Legal STEs	<ul style="list-style-type: none"> <li>• Review and update the assessment of PVTD's legal and regulatory framework governing PVTD's status and human resources in line with the European <i>acquis</i> and best practices in</li> </ul>	<ul style="list-style-type: none"> <li>• University degree in law;</li> <li>• min 5 years of experience in developing legal proposals (adoption or</li> </ul>

	<p>selected MSs.</p> <ul style="list-style-type: none"> <li>• Assist in formulation of legal framework provisions and in preparing proposals as required.</li> <li>•</li> </ul>	<p>approximation of the EU best <i>acquis</i>)</p> <ul style="list-style-type: none"> <li>• Experience in the EU legal practices in VET is highly desirable.</li> </ul>
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<b>Component 2: Organisation and Management</b>		
<b>Type</b>	<b>Tasks</b>	<b>Profile</b>
Organisation and Management Development KE	<ul style="list-style-type: none"> <li>• act as component leader and responsible for facilitating the supervision of field of activities of the component;</li> <li>• support in developing and implementing HR strategies for improving operational efficiency and effectiveness;</li> <li>• carry out an in-depth study of its current situation, modify organisational structures in tune with similar public bodies working in the business environment;</li> <li>• providing advice to the management and stakeholders of PVTD on reforms to the organisational structure and staffing of the PVTD;</li> <li>• assist in developing a staff training plan (pertinent to component 3) from a rigorous TNA to build sustainable competences in its management and staff.</li> <li>• assist in drafting ToRs for the recruitment and management of STEs;</li> <li>• working in liaison with the RTA and other KEs to coordinate and carry forward the objectives and activities of the project;</li> </ul>	<ul style="list-style-type: none"> <li>• the expert must be a graduate in public organisation management;</li> <li>• extensive experience of which 5 must be at management level in an EU Member State;</li> <li>• fluent in English; knowledge of Arabic would be an asset</li> </ul>
Human Resource Management STEs	<ul style="list-style-type: none"> <li>• review the existing situation of personnel management, organisation and HR administration;</li> <li>• review the purpose and functions assist in the restructuring and updating organisation/departmental and regional (Zones and VTCs) structures;</li> <li>• review and update the current job descriptions and job specifications ;</li> <li>• assist in the development of working systems and management based on upgraded regulations.</li> </ul>	<ul style="list-style-type: none"> <li>• a degree in HRM or Personnel Management;</li> <li>• extensive experience in organisation development in a large organisation.</li> </ul>
Finance STEs	<ul style="list-style-type: none"> <li>• to assess and support in the improvement of PVTD's financial systems;</li> <li>• assistance in reforming, modernising and streamlining financial administrative procedures;</li> <li>• conduct studies on VET financing and suggest practical solutions;</li> <li>• coordinate and assist in the preparation of</li> </ul>	<ul style="list-style-type: none"> <li>• a degree in finance or economics;</li> <li>• extensive experience in financial systems preferably including VET.</li> </ul>

	capacity building budget.	
IT MIS Information and Content Management STEs	<ul style="list-style-type: none"> <li>• to guide and train PVTD staff to develop/organise/adapt the PVTD's MIS/FIS database and report generation;</li> <li>• in the longer term make an assessment of the MIS upgrade requirements (hardware/software) to support operational objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• a degree in information technology</li> <li>• extensive experience in the field of information and content management;</li> </ul>

<b>Component 3: Capacity Building</b>		
<b>Type</b>	<b>Tasks</b>	<b>Profile</b>
Capacity Building KE	<ul style="list-style-type: none"> <li>• act as component leader and responsible for facilitating the supervision of field of activities of the component;</li> <li>• to review and update the PVTD's training needs assessment and agree with staff of PVTD and stakeholders the priority training needs associated with the project;</li> <li>• designing the capacity building programme and lead its implementation;</li> <li>• assist in identifying specialist trainers STEs either from the EU partner or beneficiary country to deliver appropriate training;</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• a degree in educational sciences;</li> <li>• extensive experience and proven expertise in designing capacity building related programmes;</li> <li>• previous experience related to capacity building of VET services (preferably in the context of EU funded projects).</li> <li>• fluent in English; knowledge of Arabic would be an asset</li> </ul>
Capacity Building and Training STEs.	<ul style="list-style-type: none"> <li>• assist in the review and update the PVTD's training needs in terms of curricula and content in specific field of specialism;</li> <li>• design and deliver high quality training in topics determined through the PVTD's staff training needs assessment. Topics will probably include, strategic planning, functional analysis techniques, leadership, communication, motivation, project management, training needs analysis, technical training, curricula development, report writing, marketing principles, financial management (basic and advanced), work flow analysis, quality management tools and techniques, negotiation skills (basic and advanced), developing a business case, human resource management (principles and systems) including performance assessment and appraisal etc.</li> </ul>	<ul style="list-style-type: none"> <li>• a degree in the related field of speciality;</li> <li>• extensive experience in designing and delivering training modules for senior officials and management;</li> <li>• familiarity with different training and coaching approaches.</li> </ul>

<b>Component 4: Marketing and Community Awareness &amp; Partnership with Private Sector</b>		
<b>Type</b>	<b>Tasks</b>	<b>Profile</b>
Marketing and Awareness KE	<ul style="list-style-type: none"> <li>• act as component leader and responsible for facilitating the supervision of field of activities of the component;</li> <li>• assist PVTD in the elaboration of the PVTD Marketing Plan;</li> <li>• providing advice to the management and stakeholders of PVTD on marketing strategy</li> </ul>	<ul style="list-style-type: none"> <li>• a graduate in marketing and public relations;</li> <li>• extensive experience in labour market research and analysis in business and industry preferably in an EU Member State and also</li> </ul>

	<ul style="list-style-type: none"> <li>and related operational issues;</li> <li>• advising PVTD on data collection and analysis methods;</li> <li>• assist in conducting marketing research to allow the development of future policies;</li> <li>• help PVTD to create the marketing unit including preparing unit organisation structure, preparing functional and job descriptions;</li> <li>• setting and developing the PVTD database and updating of system (in collaboration with the IT expert of component 1);</li> <li>• assist in drafting ToRs for the recruitment and management of STEs;</li> <li>• working in liaison with the RTA and the other KEs to coordinate and carry forward the objectives and activities of the project;</li> </ul>	<ul style="list-style-type: none"> <li>in the MENA region;</li> <li>• experience of elaborating and implementing marketing plans and public awareness initiatives for example launching a public awareness campaign (preferably in the context of EU funded projects).</li> <li>• be fluent in English;</li> <li>• knowledge of Arabic would be an asset;</li> </ul>
Market surveillance and research STE	<ul style="list-style-type: none"> <li>• assist in developing PVTD’s capacity in surveillance techniques and research functions.</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• degree in marketing, or any other relevant field in research studies;</li> <li>• Good experience in market surveillance and research;</li> <li>• Familiarity with different national models for surveillance, including monitoring of advertising.</li> </ul>
Outreach and Awareness STE	<ul style="list-style-type: none"> <li>• define the mandate, responsibilities, and resources needed for developing the function of outreach and awareness at the PVTD;</li> <li>• assisting the PVTD in developing an Annual Action Plan for the Outreach and Awareness;</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• degree in communication or public relations and media or any other relevant field.</li> <li>• extensive professional experience in the marketing of services especially in the field of VET.</li> </ul>

#### 4 INSTITUTIONAL FRAMEWORK

The direct beneficiary of the Twinning Project is the PVTD established in 1954 under the management of the MoSAL. In 1956 the MoI was established and the PVTD was a sub-division. Later it was established as a separate department under a presidential decree and was called a department (“*Maslaha*”) under the MoIFT.

PVTD originally, and continues to have, a unique position and role in Egyptian society providing a key contribution to Egypt’s economic development and the community in the field of vocational training for young persons. It has expanded its role to providing short courses to serve businesses and academia, i.e. universities, with its capacity to provide training in a wide variety of specialists with its well equipped training centres and laboratories.

PVTD’s corporate policy is intended to ensure it is the major player in the community targeted at the knowledge and skills development of Egypt’s younger generations and mature job seekers in the labour market.

As defined in the 2010-2011 SAP, PVTD intends to develop and expand its institutional role from purely vocational training centres into targeted community development by providing a portfolio of specific and relevant quality services and products at affordable prices for the majority of the country's citizens in those communities which are within easy reach of the PVTD centres.

Most of the twinning activities will be undertaken in the PVTD as the direct beneficiary. PVTD's main office is located in Cairo, with the possibility to implement pilots under some components in selected governorates/districts. All relevant Departments related to the project components within PVTD will be involved.

The BC is committed to make available the necessary office space and equipment for the MS partners to carry the project's activities. This includes the provision of suitable venues for training and meetings in the BC. During the implementation period, the RTA will be accommodated with an appropriate office space. The Beneficiary administration will be committed to assign relevant staff to cooperate and work closely with their MS counterparts. PVTD will assign two main staff members:

#### **Egyptian Project Leader**

The Egyptian Project Leader (PL) is a senior civil servant at decision maker level. The PL will act as the counterpart of the Member State PL and will ensure the overall steering and coordination of the project from the Egyptian side, including proper policy dialogue and political support.

The PL's seniority will ensure the mobilisation of the necessary staff in support of the efficient implementation of the project. H/She will lead/coordinate the Project Steering Committee (PSC) from the Egyptian side.

#### **RTA Counterpart**

The RTA Counterpart is a senior civil servant who will work with the RTA on a daily basis to ensure proper coordination and implementation of all the activities of the project and achieve an efficient transfer of knowledge and information. The RTA may be involved in one or more of the components of the twinning fiche and should preferably have good command of written and spoken English. Also, together with the RTA will be responsible for finalizing the reports to be submitted to the PLs which will be discussed and approved by the PSC.

## **5 BUDGET**

The maximum total budget for the Twinning Project is €1,300,000.

It will be necessary for the BC to provide the Project Team with suitable office accommodation for the RTA, RTA Counterpart, RTA Assistant, KEs and STEs within PVTD's building and close to the BC's Project Leader. Co financing of the BC will be in kind.

## **6 IMPLEMENTATION ARRANGEMENTS**

### **6.1 Implementing Agency responsible for tendering, contracting, and accounting**

The Programme Administration Office (PAO) is in charge of the coordination of all the activities and the administrative management of the Support to the Association Agreement Programme. The PAO will be the responsible institution for the management of this twinning project. It manages the tenders, contracts and payments and this, in accordance with the procedures of ex-ante control defined in the Practical Guide to contract procedures financed from the General Budget of the EC in the context of external actions.

#### **Contact person at the PAO:**

Name: Mrs. Riham El-Ezaby

Title: Projects Manager

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Email: [riham.elezaby@ee-aa.net](mailto:riham.elezaby@ee-aa.net)

## **6.2 Main counterpart in the BC**

### **Productivity and Vocational Training Department**

#### **BC Project Leader**

Name: Ms. Soheir Shalaby

Title: Chairperson of Productivity and Vocational Training Department, PVTD

Address: 3 Kuwait Street, Dokki, Cairo, Egypt

Tel.: +202 33371326

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#### **RTA Counterpart**

Name: Eng. Mahmoud Shahin

Title: Director Central District Affairs, PVTD

Address: 3 Kuwait Street, Dokki, Cairo, Egypt

Tel.: +202 33371326

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## **6.3 Contracts**

The PAO intends to enter into launching Supply Contracts as required for the different components of the twinning project. This will be funded separately from the SAAP budget. The supply will be provided upon the needs assessment that will be undertaken by the twinning experts at the beginning of the implementation of the twinning project. Supplies, if needed, are expected to be part of the overall achievements and delivered during the implementation period.

There may also be other outsourcing contracts linked to the Twinning Project, but not part of it. These will be the responsibility of the beneficiary Country.

## **7 IMPLEMENTATION SCHEDULE (INDICATIVE)**

**7.1** Launching of the call for proposals: June 2012

**7.2** Start of project activities: 1<sup>st</sup> January 2013

**7.3** Project completion: 30<sup>st</sup> December 2014

**7.4** Duration of the execution period: 27 months (24+ 3 months closure)

## **8 SUSTAINABILITY**

It is neither expected nor desirable that the management structure in place at the end of the project will be sustained in the same form, since it will continue to evolve as PVTD's policies and procedures develop. If implementation is successful, sustainability of the concepts should be assured. PVTD must take ownership of the training programmes.

The project shall continue its effects and benefits in the long term after the end of the envisaged activities. This can be achieved by ensuring the transfer of know-how with the institutions involved. In this sense, all training materials elaborated under the Twinning Project will continue to be used by the PVTD after the project's completion. All materials - Training Material and Manuals - elaborated within the project shall be submitted both in English and in Arabic, so as to ensure smooth dissemination of the project results and sustainability of results.

The financial sustainability of the outputs attained by the project will be ensured by the activities that will be carried by the PVTD to ensure a steady and rising income to the institution.

The institutional sustainability of the project results will also be guaranteed by the direct involvement of the PVTD, which will ensure the synergies and the connections of all stakeholders at both National and Local levels and the National Government of Egypt, as well as with the other relevant actors of the Vocational Education and Training sector.

## **9 CROSSCUTTING ISSUES**

Implementation of the project will have no adverse effect on the environment.

Equal opportunity principles and practices in ensuring equitable gender participation in the project will be guaranteed. Male and female participation in the project will be based on the relevant standards of the EU. Accordingly, the project will seek to ensure that there is equal treatment accorded to male and female staff in PVTD and the other stakeholders participating in the project activities and training programs.

The main criteria for staff recruitment will be appropriate qualifications and experience in similar projects, not sex or age. Both men and women will have equal opportunities and salaries.

## **10 CONDITIONALITY AND SEQUENCING**

### **10.1 Conditionality**

It is crucial to the success of the Twinning Project that the BI and other stakeholders are committed to implementation of the recommendations agreed between the Project Team and the beneficiaries. It is inevitable that implementation will result in changes in the structure, functions and procedures employed by PVTD and other stakeholders; some of these may be difficult to manage and even painful for some individuals. But progress will not be achieved without change. Strong leadership and ownership will be required on the side of the Government of Egypt in order to implement some of the reforms to facilitate the full engagement of the PVTD management and staff in the reform process.

It is also vital that the changes resulting from the Twinning Project itself are seen, not as a final steady state, but as steps forward in a continuing process of change to reflect the current and future need for the development of the organisation.

Finally, individual staff at all levels will need to accept more responsibility for the quality and quantity of their work; the Egyptian Government needs to consider whether to give PVTD financial and administrative autonomy, with amendments to the necessary legislation approved and come into force which includes enhancing the existing pay structure and levels adequate for the reformed organisation or full separation of the institute from the civil service legislation so that it has financial and administrative autonomy in the public sector.



## **10.2 Sequencing**

Within each component of the Project, the Activities entered in the log frame are, generally, sequential. It is important to note however that some components will demand careful synchronisation; in particular, the training needs analysis will need to be completed at an early stage, so that the amounts of training included in the Project are delivered at the appropriate time. Training/study tours for technical tasks may be started early in the project though management-related training will be determined based on the decisions about structure and personnel selection.

Further details about scheduled activities shall be arranged among the BC and the selected MS PL and the RTA during the phase of project preparation.

### **Annex to the Project Fiche**

#### **1. Logical Framework Matrix in Standard Format.**

Overall objective	Benchmarks		
<p>To support PVTD's endeavours in managing to play an effective role to improve the quality of the Egyptian workforce in order to raise international competitiveness and to accomplish its role and mandate by enhancing its capacity and capabilities in the field of VET</p>	<ul style="list-style-type: none"> <li>• An engaging relationship with industry and the community with a proactive response to the changing requirements of the Egyptian labour market;</li> <li>• An international dimension ensuring competitiveness of Egyptian exports to EU markets.</li> </ul>		
Project Purpose	OVIs/Benchmarks	Source of Verification/Information	Assumptions, Risks
<p>To contribute to the support of the PVTD in enhancing its capacities related to the management and marketing of vocational and educational training (VET), in line with the pertinent Egypt's national priorities, and in line with the EU <i>acquis</i> and international best practices.</p>	<ul style="list-style-type: none"> <li>▪ See Activities section for each component below</li> </ul>	<ul style="list-style-type: none"> <li>▪ See Activities section for each component below</li> </ul>	<ul style="list-style-type: none"> <li>▪ Failure to mobilize sufficient local staff to act as counterparts</li> <li>▪ Resistance of stakeholders to actual changes in legal frameworks, structures, functions and staffing</li> </ul>

Project Results	OVIs/Benchmarks	Source of Verification/Information	Assumptions, Risks
<b>Component 1: Legal and Regulatory (Results)</b>			
<ul style="list-style-type: none"> <li>▪ The position of PVTD is clearly mapped according to its actual and future legal mandate;</li> <li>▪ Legal implications for employment in PVTD at all levels are defined;</li> <li>▪ Legal framework provisions/arguments are formulated;</li> </ul>	<ul style="list-style-type: none"> <li>▪ Proposals to assist in the formulation of legal framework provisions/arguments</li> <li>▪ Report of the assessment conducted to compare PVTD with EU <i>acquis</i> and best practices of other organisation in the field;</li> <li>▪ Brief comparative report on the VET legal frameworks in selected EU MSs to identify approximation of best practices;</li> </ul>	<ul style="list-style-type: none"> <li>▪ Official government legal initiatives;</li> <li>▪ MS CS legislation and VET regulatory frameworks;</li> <li>▪ Project regular reports;</li> <li>▪ KE/STE mission reports.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Favourable transitional conditions in legal approximations;</li> <li>▪ Willingness and commitment of legal contributions from MSs.</li> <li>▪ readiness of the BC to adapt the framework.</li> </ul>

Project Results	OVIs/Benchmarks	Source of Verification/Information	Assumptions, Risks
<b>Component 2: Organisation and Management (Results)</b>			
<ul style="list-style-type: none"> <li>▪ Strategic Action Plan is upgraded;</li> <li>▪ Organisation structure to meet the needs of PVTD’s vision/mission defining functions and activities is updated;</li> <li>▪ Budget planning process incorporating revenue/fund raising opportunities is improved;</li> <li>• A monitoring and evaluation system by which progress in introducing the identified change (according to EU <i>acquis</i>) can be observed and analysed.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Report of the assessment conducted to compare PVTD with EU <i>acquis</i> and best practices of other organisation in the field;</li> <li>▪ A detailed assessment report of PVTD’s organisation, functions, work processes and human resources;</li> <li>▪ PVTD updated organisation structure</li> <li>▪ Comparative report on VET financing in EU MSs to identify approximation of best practices;</li> <li>▪ A prepared medium term budget based on the impact of the capacity building plan of component 3.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Official EU/government reports;</li> <li>▪ Comprehensive and detailed report;</li> <li>▪ Documented Action Plan;</li> <li>▪ Project regular reports;</li> <li>▪ KE/STE mission reports.</li> <li>▪ Budgeted medium term action plan approved.</li> </ul>	<ul style="list-style-type: none"> <li>▪ availability and motivation of PVTD staff;</li> <li>▪ willingness and commitment to change.</li> </ul>

Project Results	OVI/Benchmarks	Source of Verification/Information	Assumptions, Risks
<b>Component 3: Capacity Building (Results)</b>			
<ul style="list-style-type: none"> <li>▪ PVTD’s contribution in the NQF in Egypt is consolidated;</li> <li>▪ HRD strategy and action plan are developed and implemented;</li> <li>▪ Capacity to build and deliver Initial VET and C-VET in compliance with EU <i>acquis</i> is achieved;</li> <li>▪ A mechanism for the identification of new training trends is set up;</li> <li>▪ Image and reputation of PVTD, TCC, STI and VTCs are enhanced.</li> </ul>	<ul style="list-style-type: none"> <li>▪ A training trends report;</li> <li>▪ the design management development framework;</li> <li>▪ Training plans/programmes have been elaborated and proposed;</li> <li>▪ Training materials prepared and used;</li> <li>▪ Level of success indicated by evaluation of training courses, levels of attended of beneficiaries participants;</li> <li>▪ Dissemination of materials through production of manuals and upload to PVTD web-site</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project regular reports;</li> <li>▪ KE/STE mission reports;</li> <li>▪ written HRD strategy and action plan</li> <li>▪ annual staff appraisal reports;</li> <li>▪ attendance lists for training events.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Profile and high commitment and experience of MS in similar twinning project;</li> <li>▪ Needed resources are available.</li> </ul>

Project Results	OVIs/Benchmarks	Source of Verification/Information	Assumptions, Risks
<b>Component 4: Marketing and Community Awareness &amp; Partnership with Private Sector (Results)</b>			
<ul style="list-style-type: none"> <li>▪ Partnerships with social partners, industrial enterprises, ETPs, other education and training providers, local public administration and other relevant stakeholders are built and sustained;</li> <li>▪ Competitive advantage in the supply of quality VET programmes to improve the quality of the labour market through HRD is achieved;</li> <li>▪ The Egyptian VET market (TNA – customers – beneficiaries – prescribers – funding bodies – etc) are qualified;</li> <li>▪ Marketing capacity and capabilities are improved through increased demand in the market of training services;</li> <li>▪ Targeted promotions to create and sustain revenue earning business are developed.</li> </ul>	<ul style="list-style-type: none"> <li>▪ increased proactive response to the needs of the community and business through increase interest and demand (number of partnership agreements signed with stakeholders),</li> <li>▪ number of implemented short training courses and no. of students and trainees enrolled in PVTD centres and institutes;</li> <li>▪ PVTD 3 years Marketing Plan, number of TNA conducted, qualified database;</li> <li>▪ Number of trainees and students enrolled in PVTD centres and institutes;</li> <li>▪ Number of <i>Coach training programmes implemented.</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ activities progress reports focused marketing and communication strategy designed and implemented;</li> <li>▪ reporting on market research findings through questionnaires, surveys and other means;</li> <li>▪ advertisements, business journals and national and local media (TV, press) news articles and reports;</li> <li>▪ Project regular reports;</li> <li>▪ KE/STE mission reports.</li> </ul>	<ul style="list-style-type: none"> <li>▪ media and business interest in PVTD’s vision/mission;</li> </ul>

Activities	
<b>Component 1: Legal and Regulatory</b>	<b>Assumptions/Risks/Conditions</b>
<p><b>1.1 Comprehensive examination of the existing institutional legal framework governing the organisation (PVTD) status and its human resources:</b></p> <ol style="list-style-type: none"> <li>1. assessing the current legal framework for the CS;</li> <li>2. assessing labour regulations concerning staff employment in PVTD;</li> <li>3. formulating the legal provisions/arguments to enable PVTD to be more flexible to adapt and respond to the future demands of Egypt's business sectors.</li> </ol>	<ul style="list-style-type: none"> <li>▪ STEs meeting expectations</li> <li>▪ availability and mobilisation of STEs in time.</li> </ul>
<p><b>1.2 Increase the knowledge on the systems of VET in EU MSs:</b></p> <ol style="list-style-type: none"> <li>1. workshops with experts from different EU MSs concerning the VET EU <i>acquis</i>;</li> <li>2. participation of selected PVTD staff in study tours to MS(s);</li> <li>3. producing a collection of relevant regulatory documents at national level concerning the structure and the organisation of VET in MSs, aiming as a source of information about best practice for drafting legal initiatives.</li> </ol>	
<p><b>1.3 Capacity building regarding the further application of the NSS to VET curricula development through the training of PVTD staff:</b></p> <ol style="list-style-type: none"> <li>1. developing a framework agreement for businesses taking into consideration legal aspects especially concerning company confidentiality and industrial property (e.g. designs and commercial product specifications);</li> <li>2. providing know how transfer respecting regulatory issues and the EU <i>acquis</i> by coaching, mentoring and training addressed to PVTD specialist staff.</li> </ol>	
<p><b>1.4 Formulating the legal provisions/arguments to enable PVTD to be more flexible to adapt and respond to the future of Egypt's business sectors:</b></p> <ol style="list-style-type: none"> <li>1. carrying out a legal assessment of the public state VET system and comparison with EU MSs;</li> <li>2. supporting to the drafting of legal provisions within the competences of the PVTD related to VET;</li> <li>3. defining legal grounds for a coordination mechanism with representatives of industry and communities</li> <li>4. formulating the legal provisions/arguments to enable PVTD to be more flexible to adapt and respond to the future demands of Egypt's business sectors.</li> </ol>	

Component 2: Organisation and Management	Assumptions/Risks/Conditions
<p><b>2.1 Institutional and organisational development to achieve PVTD's vision/mission</b></p> <ol style="list-style-type: none"> <li>1. assessing PVTD's current approximation of PVTD structure and organisation with best practice in the field of VET within EU MSs</li> <li>2. facilitating a wide understanding and reach a prominent position which defines PVTD as the national and regional body in VET and community development;</li> <li>3. conducting functional analysis of organisation, work processes including finance;</li> <li>4. upgrading strategic action plan.</li> </ol>	<ul style="list-style-type: none"> <li>▪ STEs meeting expectations</li> <li>▪ availability and mobilisation of STEs in time.</li> </ul>
<p><b>2.2 To improve the organisational and technical effectiveness and efficiency of the PVTD headquarters, zones and VTCs;</b></p> <ol style="list-style-type: none"> <li>1. Analyzing PVTD's organizational structure and management practices in line with EU best practices and proposing necessary changes to the existing structure;</li> <li>2. Assessing and analyse functions and work processes; and</li> <li>3. proposing necessary changes for improvement and assist in their implementation.</li> </ol>	
<p><b>2.3 To assist in the development of PVTD's financial stability and sustainability;</b></p> <ol style="list-style-type: none"> <li>1. A study will be conducted on VET financing aimed at suggesting to the Ministry sustainable solutions based upon possibilities in Egypt and the best practices in Europe.</li> <li>2. Prepare a budgeted medium-term Action Plan for each subject PVTD has to deal with;</li> <li>3. Providing expertise in PVTD departmental costing and budgeting to improve its financial systems;</li> <li>4. Providing expertise in budgetary aspects of HR planning.</li> </ol>	



Component 3: Capacity Building	Assumptions/Risks/Conditions
<p><b>3.1 Upgrading the knowledge levels, technology and management competences of PVTD staff:</b></p> <ol style="list-style-type: none"> <li>1. Revising, preparing and submitting a new training needs assessment for PVTD, zones and VTCs staff, to include management, professional and technical training;</li> <li>2. Assist in developing a comprehensive capacity building programme including HRD Plan and training for PVTD management.</li> <li>3. Training PVTD staff by coaching and mentoring with regard to learn-by-doing to assess, train and upgrade the relevant skills;</li> <li>4. Implementing training activities (prepare materials, deliver and evaluate);</li> <li>5. Reviewing the CS career development system and propose changes to meet PVTD's needs (legal issue probably conducted in component);</li> <li>6. Designing and developing C-VET credits system for selected occupational areas.</li> </ol>	<ul style="list-style-type: none"> <li>▪ interest and close collaboration of stakeholders and businesses in participation in developing the capacity building programme;</li> <li>▪ competing interests for the time of the participants for release from operational demands which may diminish initial commitment and impact the training programme success;</li> </ul>
<p><b>3.2 Quality through improving trainers' performance:</b></p> <ol style="list-style-type: none"> <li>1. Assessing and improving the current status of performance management system and compare with EU best practice.</li> <li>2. Carry out an assessment of teachers and trainers capacity: qualifications, expertise, practical experience in industry;</li> <li>3. Elaborating an integrated methodology of measuring trainers' performance;</li> <li>4. Designing and supporting the implementation of a coaching and mentoring programme to ensure the sustainability of trainers' capacity to deliver trainings;</li> <li>5. In liaison with industry arranging the provision of industrial experiential learning placements for increasing the knowledge of teachers and trainers.</li> </ol>	<ul style="list-style-type: none"> <li>▪ STEs meeting expectations</li> <li>▪ availability and mobilisation of STEs in time.</li> </ul>
<p><b>3.3 Design and elaborate a management development framework:</b></p> <ol style="list-style-type: none"> <li>1. Arranging study tours which include and contribute to the study of management development systems in similar organisations in the field of VET in EU MSs;</li> <li>2. Designing and elaborate a management development framework for the organisation .</li> <li>3. Initiate leadership development initiatives as internal pilot projects, conducted with support of EU STE.</li> </ol>	
<p><b>3.4 Developing the technical capacity of authors and trainers:</b></p> <ol style="list-style-type: none"> <li>1. Assessing the capacity of PVTD authors for developing and upgrading teaching materials;</li> <li>2. Undertaking an assessment on quality and adequacy of PVTD learning materials and assess the matching with needs of industry;</li> <li>3. Supporting targeting the transfer of knowledge and methodologies on needed specialised topics (e.g. advanced technologies, new technological solutions, new materials).</li> </ol>	

Component 4: Marketing and Community Awareness & Partnership with Private Sector	Assumptions
<p><b>4.1 Assist in establishing a PVTD Marketing Unit:</b></p> <ol style="list-style-type: none"> <li>1. Structuring a marketing unit, its functions, roles and responsibilities, writing job descriptions &amp; human resourcing;</li> <li>2. Developing internal work process &amp; procedures;</li> <li>3. Developing cooperation and close partnerships with the PVTY's zones and regions</li> <li>4. Assisting PVTD in designing a business/customer data base</li> <li>5. Defining the customer support/services mechanisms</li> <li>6. Providing training in marketing issues.</li> <li>7. Participation of selected PVTD staff in study tours to MS(s);</li> </ol>	<ul style="list-style-type: none"> <li>▪ Marketing unit to be created (employees to be recruited, resources to be allocated)</li> <li>▪ STEs meeting expectations</li> <li>▪ availability and mobilisation of STEs in time.</li> </ul>
<p><b>4.2 Elaborate a Marketing &amp; e-Marketing Plan:</b></p> <ol style="list-style-type: none"> <li>1. Conducting market research and analysis (labour and business);</li> <li>2. Setting achievable marketing &amp; financial objectives;</li> <li>3. Determining marketing mix (5Ps) for PVTD's services;</li> <li>4. Defining marketing budget;</li> <li>5. Monitoring and evaluating market response</li> </ol>	
<p><b>4.3 Develop a PVTD Community Awareness Programme and establish solid &amp; sustainable relationship with industries;</b></p> <ol style="list-style-type: none"> <li>1. Assisting in the design of awareness campaigns in key target markets;</li> <li>2. Drafting internal and external communication plans;</li> <li>3. Assisting in the production of marketing aids e.g. brochures, multimedia material, presentation documents, CD's etc;</li> <li>4. Signing partnership agreements with industrial sector representatives and donors;</li> <li>5. Conduct Coach training programme;</li> <li>6. Strengthen the relationship with sectoral ETPs (PPP structures designed and supported by the TVET reform project);</li> <li>7. Assessing the PVTD branding policy and assist in defining a brand management approach;</li> <li>8. Providing advice and support to the PVTD decision makers;</li> <li>9. Providing career guidance to the labour market.</li> </ol>	