DC dVET
DONOR COMMITTEE FOR DUAL VOCATIONAL EDUCATION AND TRAINING
GEBERKOMITEE FÜR DUALE BERUFSBILDUNG

Step-by-step private sector engagement in dualized VET

Workshop: frameworks and tools for structured TVET-industry partnerships, South Afrika

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Austrian Development Agency

LED LIECHTENSTEIN DEVELOPMENT SERVICE

Federal Ministry for Economic Cooperation and Development

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What are we going to do today ?

- Who is the DC dVET?
- Get to know the DC dVET Guide: the inclusion of the private sector in dual VET – West Afrika
- Let's discuss solutions for your context (issue clinic)
- Plenary synthesis

Who is the DC dVET?

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DC dVET MANDATE

The Donor Committee for dual Vocational Education and Training (DC dVET) is the **knowledge hub** for expertise, experience, and trends in dual VET in development cooperation.
It provides relevant resources and offers demand-oriented services for members, their projects and partners.
Goal: Strengthen the impact and quality of dual VET initiatives globally

MEMBERS & ORGANISATION

Austrian Development Agency

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Why work with the busines sector?

Youths	Mobility (recognized certificates), higher employability, personal growth through real work experience, “learning while earning”
VET schools / centres	Closeness to actual demand in the labor market, more relevant programs, further education and updates for instructors / teachers
Companies / Business sector	Benefits during or after the dual VET training, securing skilled workers for the future, boosting productivity and others
Government	More attractive and relevant education offer for the public, more productivity and higher tax revenue, less costly in the long run.

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DC_dVET_Practical-guide-private-sector-involvement-West-Africa.pdf

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Development of a methodological approach for the implementation of dual vocational training in West Africa

Practical guide for private sector involvement in dual vocational education and training

Summary version 2.0: February 2026

AI-assisted translation. Minor language inconsistencies may occur

Why a practical guide for West Africa ?

Engaging the private sector

- Strengthen collaboration between public actors, private companies, and training programmes
- Clarify the stakes and benefits of private-sector involvement in dual vocational training
- Propose a structured approach to facilitate implementation in diverse West African contexts

Practical Guidance and Tools

- Provide concrete steps and practical tools (checklists, templates, manuals) to support implementation
- Serve as an operational reference to ensure successful initiatives. Foster inclusive co-creation adapted to local realities and enterprise needs.

How Was the Guide Co-Created?

Selection of pilot countries
Four West African countries were selected to anchor the process locally.

Diagnostic and consultations
An in-depth assessment of the VET system and discussions with stakeholders helped identify key challenges and needs.

Field visits & good practices

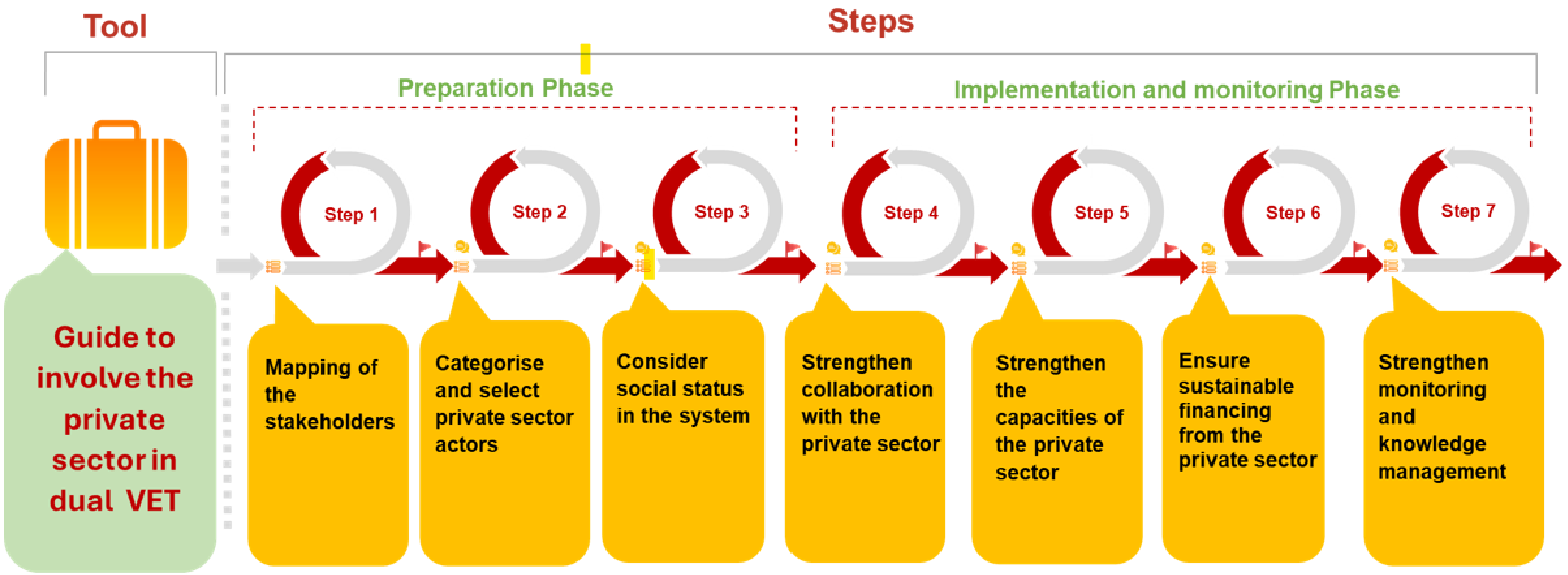
Field missions and the analysis of good practices enriched the development process.

Private-sector involvement

The guide presents step-by-step methods to strengthen private-sector engagement and create effective collaboration mechanisms.

What Are the Steps of the Guide?

Figure 1: The different stages of the guide



What are the Objectives and Content of Each Step?

1 PREPARATION PHASE

⇒ **Mapping the stakeholders**
Identify stakeholders, their roles and their influence within the system. Key tools include stakeholder map, involvement matrix and main functions matrix.

⇒ **Categorise and select private sector actors**
Prioritise the most relevant companies for dual VET using comprehensive and detailed assessment tools.

⇒ **Integrate socio-cultural and local dimensions**
Understand the social and cultural realities and perceptions related to VET to overcome stereotypes and resistance. Related tools include: case study and scenario for organising an event around dual training.

2 IMPLEMENTATION & MONITORING PHASE

⇒ **Strengthen collaboration with the private sector**
Objective: to structure joint work and improve communication between stakeholders. Tools include contract templates (for internships, within the informal sector), codes of conduct, partnership agreements, framework protocols, work-study schedules, and tools for monitoring and evaluating learners.

⇒ **Strengthening the capacity of the private sector**
Objective: to help companies, which are often informal or poorly organised, to adapt to the requirements of dual training. The tools offered cover skills development mechanisms and advocacy models.

⇒ **Ensuring sustainable financing for the private sector**
Objective: to promote mechanisms enabling private actors to gradually assume the costs associated with their involvement. Specific financing tools are made available.

⇒ **Monitoring and knowledge management**
Objective: to establish a coherent system for monitoring, capitalisation and continuous improvement, including logical frameworks, financing models and standard contracts with training companies.

Practical tools developed in the guide

Overview of Tools

The guide includes a range of practical instruments to support implementation.

Simplified use

These tools aim to simplify daily work and make processes more efficient

Steps	Tools	Référence
Step 1 : Stakeholder Mapping	*Matrix for analysing key actors' functions*	*Table 5, p. 17*
Step 2 : Categorising & selecting private sector actors	*Detailed company analysis & selection matrix*	*Table 7, p.22*
Step 4 : Strengthening collaboration with the private sector	*Partnership contract template for the informal sector (FASOVELO, Burkina Faso)*	*Table 11, p. 35*
Step 5 : Building private sector capacity	*Tools for conducting advocacy by private sector organizations*	*Table 22, p. 51*

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Issue clinic: application to YOUR biggest challenges

- Stakeholder incentive map
- Group activity: 35 minutes
- Stakeholder incentive map
  - Pick a challenge
    - getting employers to host apprentices
    - aligning curriculum with company needs
    - engaging informal sector enterprises
    - financing & sustainability
    - quality assurance in workplaces
    - xxx
- Map actors into 4 boxes:
  - Employers / lead firms / informal masters
  - Industry associations / chambers / intermediaries
  - Government / regulators
  - Training providers
- For each, fill: “What do they want?” “What do they fear?” “What incentive would work?”

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Issue clinic: application to YOUR biggest challenges

- Partnership action card:
  - 2–3 actions
  - Key risk to manage (e.g., low employer trust, cost burden, weak supervision)
  - 1 mitigation (intermediary role, incentive package, capacity building)
- Gallery walk: Everyone gets 3 dot stickers to vote:
  - 1 dot: "Most transferable idea"
  - 1 dot: "Most innovative partnership mechanism"
  - 1 dot: "Most critical risk to manage"
- Fast harvest: "What are the conditions without which private-sector engagement fails?"

Top 10 conditions (without them, private sector engagement fails)

- clear value proposition for employers
- credible intermediaries
- simple agreements and roles
- supervisor capacity
- shared quality standards
- risk-sharing and incentives
- legitimacy and trust-building
- inclusive approach to informal sector
- sustainable financing mix
- feedback loops + evidence of impact

Arguments to Convince the Business Sector

- **Cost/benefit Argument**: Benefits > costs during or after the training
- **Productivity Argument:** Skilled workers contribute to increased productivity, quality, and growth.
- **Investment Argument**: Training is an investment in the future of the company.
- **Screening Argument**: During training, potential future employees can be monitored & assessed.
- **Relevance / Quality Argument**: Business sector can increase relevance of the training.
- **Employee Retention Argument**: Creation of strong bonds that might lead to loyal employees.
- **Reputation Argument**: Contribution to a positive image for the company or a sector.
- **Social Responsibility Argument**: The company/sector can present itself as socially responsible.
- **Stability Argument**: Contribution to social and economic stability in the sector / country.
- **Innovation Argument**: Can be an important source and driver of innovation
- **Attraction of Direct Foreign Investment**: Skilled workers as a key criteria for investments
- **Advantage for Export Industry**: Skilled worker as key criteria for export

For more details see: 210828_Extract-Working-Tool-List-of-Convincing-Arguments.pdf (dcdualvet.org)