



## Support to Knowledge and Lifelong Learning Skills (SKILLS) Annual Progress Report 2015



Knowledge Management and Networking in TVET Sector Workshops; 9<sup>th</sup> November 2015 (Event 1), Alfa Beta House, New Baneshwor, Kathmandu, Nepal

## PROGRAMME PROFILE

About the Programme		Geographic coverage of the programme		
Programme Title: Support to Knowledge and Lifelong Learning Skills (SKILLS)  Award ID:00085885  Web link:		National level coverage (Yes/No): Yes  Number of Regions covered: NA  Number of Districts Covered: NA  Number of Municipalities Covered: NA  Number of VDCs Covered: NA		
Strategic Results				
UNDP Strategic Plan Outcome:				
UNDP Strategic Plan Output:				
UNDAF Outcome 2: Vulnerable groups have improved access to economic opportunities and adequate social protection				
CPAP Output 2.1 : GoN and relevant stakeholders have increased capacity to develop, review and implement inclusive labour and economic policies and legislations that bolster productive employment and income opportunities ; CPAP Output 2.2 : GoN has increased capacity to design, execute and manage economic development programme and strategies.				
Programme Duration (day/month/year)		Implementing Partner(s)		Implementation Modality
Start Date: April 2015  End Date: December 2017		1. Ministry of Education (MoE) 2. Council for Technical Education & Vocational Training (CTEVT)		NIM
Programme Budget (US\$)				
UNDP Contribution: US \$ 500,000 Government Contribution: Other Contributions: Donor Contributions: Unfunded: US \$4,500,000				
<b>Total Programme Budget:</b>		US\$ 5,000,000		
<b>Total Programme Expenditure till 2015:</b>		167,747		
<b>Budget 2015:</b>		175,000		
<b>Expenditure 2015 (Indicative only):</b>		167,746		
<b>Budget Utilization % (2015)</b>		95.85%		

Signature: \_\_\_\_\_

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

**Programme Manager**  
Date:

**Executive- Programme Board**  
Date:

## TABLE OF CONTENT

CONTENT	PAGE NO
<b>Abbreviation</b>	4
<b>List of Tables</b>	5
<b>List of Figures (if any)</b>	5
<b>1. EXECUTIVE SUMMARY</b>	6
<b>2. BACKGROUND AND RATIONALE</b>	7-8
<b>3. PROGRAMME SUMMARY AND OBJECTIVES</b>	9
<b>4. PROGRAMMATIC REVISIONS</b>	9
<b>5. NARRATIVES ON KEY RESULTS ACHIEVED IN 2015</b>	10-16
5.1 Progress toward the UNDAF /CPAP Outcomes	10-13
5.2 Progress on Programme Outputs	14-16
<b>6. BUDGET AND EXPENDITURE</b>	16
<b>7. CROSS CUTTING ISSUES</b>	17
7.1 Targeting and Voice/Participation of target groups	17
7.2 Gender equality , Women's empowerment and Social Inclusion	17
7.3 Scaling up	17
7.4 Capacity Development	17
7.5 Sustainability	17
7.6 South- South and Triangular cooperation	17
7.7 Knowledge Management and Products	17
7.8 Partnerships	18
<b>8. LESSON LEARNED</b>	18
<b>9. IMPLEMENTATION ISSUES AND CHALLENGES</b>	18
<b>10. A SPECIFIC STORY</b>	18
<b>11. PRIORITIES FOR 2016</b>	18
<b>12. ISSUES AND RISK LOGS</b>	19
<b>13. PROGRESS AGAINST ANNUAL WORK PLAN</b>	20-25
<b>14. ANNEX (if any)</b>	
) Photo gallery	
) Other supporting documents	26

**ABBREVIATION**

AWP	:	Annual Work Plan
CPSC	:	Colombo Plan Staff College
CTEVT	:	Council for Technical Education and Vocational Training
GDP	:	Gross Domestic Product
GoN	:	The Government of Nepal
GESI	:	Gender Equality and Social Inclusion
MoE	:	Ministry of Education
MoU	:	Memorandum of Understanding
NIM	:	National Implementation Modality
NLSS	:	Nepal Living Standard Survey
QWP	:	Quarterly Work Plan
SKILLS	:	Support to Knowledge and Life Long Learning Skills
TVET	:	Technical Vocational Education and Training
UNDP	;	United Nation Development Programme

**LIST OF TABLES**

<b>TABLE NO.</b>	<b>TITLE</b>	<b>PAGE NO</b>
Table 1:	Outcome and Output Statements	10
Table 2:	Progress on Outcome Indicators	10-13
Table 3:	Progress on Output Indicators	14
Table 4:	Output wise annual budget and corresponding expenditure	16
Table 5:	Sources of funds Budget and Utilization of the programme period	16
Table 6:	Risk Log Matrix	19
Table 7:	Issue Log Matrix	19

## 1. EXECUTIVE SUMMARY

In the year 2015, the SKILLS programme mainly identified potentials and pitfalls in the TVET sector. Nepal has introduced TVET policy 2012 by emphasizing expansion, inclusion and access, integration, relevance and funding in the TVET sector of the country. The primary achievement of the year 2015 is the draft of SKILLS programme 'Inception Report' produced for review. While drafting the TVET policy, the role of private sector has been limited in a substantial way. Only few concerned ministries were involved in drafting TVET policy 2012. The policy does not make provisions aimed at promoting partnerships between the private and public sectors. At present time, the private sectors are both consumers of TVET (employers of the graduates) and providers of training (as TVET providers). For the meaningful inclusion and representation of the private sector, the SKILLS has contracted with two National Experts for TVET Policy Review has been processed is also one of the major achievement of the SKILLS programme in the year 2015. Contract with two national experts to develop proposal for engagement of private sector in TVET policy has been processed.

Likewise, the programme is assisting CTEVT for labour market needs assessment. The Labour market need assessment, forecasting and signaling is essential to develop methodology and procedures for identifying skills needs in domestic labour market in Nepal and in migratory markets accessed by Nepali workers. At present, many youths are opting for foreign employment for their economic benefits but only few are skilled in occupations. SKILLS has facilitated in conducting regular labour forces surveys using internationally accepted labour market indicators and is helping to build institutional capacity in data collection, storage and analysis. The MoU has been signed with CTEVT for initial phase of labour market signaling assessment study and final study report will be completed within end of December 2015.

Similarly, another MoU has also been signed with CTEVT for initial phase of knowledge Management & Networking in TVET sector study. It has been identified that the major issue in the implementation of the TVET policy is disintegration and scattered programme data. There is currently no common platform for sharing information, problems and issues and for finding solutions to problems related to TVET. The programme has been facilitating and coordinating for exchanging ideas, experiences, research and studies on the policy issue in common platforms.

### Five key results achieved in 2015

- a. SKILLS Programme Inception Report finalized and shared for review and feedback for further improvement. Third draft available on 9th December 2012.
- b. TVET Policy Review initiated and final draft of the report circulated for feedback. The review initiated for the meaningful participation of private sector in TVET provisions.
- c. Private sector engagement in TVET policy explored and reviewed. The report finalized and shared for wider circulation to the concerned stakeholders- Government, CTEVT, Donor agencies, Private sectors, etc.
- d. The initial phase of labor market signaling assessment study completed in close collaboration and partnership with the CTEVT. As a result, CTEVT now is enabled to have information on the labor market signaling status. In 2016/17, this initiation will be continued in more intensive way to establish meaningful results.
- e. A Knowledge Management and Knowledge Networking System initiated in close partnership with the CTEVT to bring diversified TVET service and training providers to a single forum and provide opportunities to share experience, best practices, success story and the status of ongoing activities so that they can avoid duplication, learn from each other and share help and cooperation for TVET programme development.

## 2. BACKGROUND AND RATIONALE

### **Background:**

Despite various efforts, the country has failed to effectively institutionalize Technical Vocational Education and Training (TVET). The data base system is lacking and is found in scattered and intangible form. Due to lack of adequate, clear and transparent information, the national and international donors are not able to work effectively although they are interested to contribute in TVET. Likewise, many stakeholders are ignorant about the TVET policy. There is fragmentation in TVET provision and gaps exist in policy coherence. SKILLS aims to provide a common platform for stakeholders to come together and work together for the betterment of the TVET policy by enhancing cooperation and collaboration with line ministries and stakeholders, including private sectors, by figuring out the gaps and addressing the needs of the present time.

### **Rationale:**

Policy review and policy dialogue: The primary objective of the programme is to review the policy by identifying the contradictions, inconsistencies, duplication and impractical provisions of the TVET policy. Most of the line ministries are not adequately aware about TVET Policy 2012 due to lack of ownership and participation. It is important for the government to review and implement the 2012 TVET policy through policy dialogue involving line ministries and all primary stakeholders. Moreover, SKILLS programme aims to mitigate the gaps and set the priorities to address the current needs of TVET programmes and services.

Engagement of the private sectors: While drafting the TVET policy, the involvement of private sector was limited. Only few concerned ministries were involved in drafting TVET policy 2012. The policy does not make provisions aimed at promoting partnerships between the private and public sectors. At present time, the private sectors are both consumers of TVET (employers of the graduates) and providers of training (as TVET providers). The participation and engagement of the private sector is an obvious need of the present time for making the policy more holistic and complete. In this context, SKILLS will be playing the role of a facilitator to bring the public and private sectors together.

Knowledge management and networking for TVET: The major issue in the implementation of the TVET policy is disintegration and scattered programme data. There is currently no common platform for sharing information, problems and issues and for finding solutions to problems related to TVET. The programme will be facilitating and coordinating for exchanging ideas, experiences, research and studies on the policy issue in common platforms. Similarly, it will be evaluating finding and results of other studies and help to access database and documentation by developing uniformity and consistency. Knowledge management and networking is likely to be beneficial to the concerned stakeholders.

Labour Market needs analysis, forecasting and signaling: Only limited attempts have been made for labour market needs assessment. Collection of the information has however lapsed largely because training providers were not making use of the information in determining the training provided. The Labour market need assessment, forecasting and signaling is essential to develop methodology and procedures for identifying skills needs in domestic labour market in Nepal and in migratory markets accessed by Nepali workers. At present, many youths are opting for foreign employment for their economic benefits but only few are skilled in occupations. Now the government is no longer a primary employer. SKILLS will facilitate in conducting regular labour forces surveys using internationally accepted labour market indicators. It will also help to build institutional capacity in data collection, storage and analysis. Furthermore, it will also create a mechanism for dissemination of findings and feeding the results into training planning and funding at different levels.

TVET results tracking and impact evaluation: Skill oriented training is essential for the income generation and livelihood. At present, little is known about the contribution of TVET to durable employment (whether as an employee or self-employment). The programme will help to develop tracking TVET graduates and install tracking mechanism under various TVET initiatives. Standardizing and compiling findings would provide a broader, more comprehensive and probably more robust picture of the employment outcomes of TVET graduates. The programme will further help to design and test methodology and impact evaluation of TVET provisions in Nepal.

### **Theory of Change**

The urgent need has been realized to make a timely adaptation in policy and practices. In order to provide the ownership to the concern government stakeholders, the initiating and establishing policy dialogue process has been felt urgent. This includes sharing meetings/forums, seminars, workshops to discuss the policy dialogue process. The review of TVET policy will help for identification of inconsistencies and irrelevant matters in the current policy. This will also help to disseminate the information regarding the policy at grassroots level among local government bodies and other development agencies at the district level together with general public including media. The proposed actions will contribute to establish coherent policy process and TVET tracking system for enhancing government capacity to develop, review and implement inclusive labour and economic policies and legislation that strengthen productive employment and income opportunities leading to improve vulnerable groups' access to economic opportunities and adequate social protection.

The government has increased capacity to develop inclusive growth policies, national plans and budget. GoN and relevant stakeholders have increased capacity to develop, review and implement inclusive labour and economic policies and legislations that bolster productive employment and income opportunities. Detail about theory of change is mentioned in annex.

## **N OBJECTIVES**

### **Programme Summary:**

The Government of Nepal (GoN), Ministry of Education (MoE) and United Nations Development Programme (UNDP) signed a joint venture on 06 April 2015. SKILLS is a three-year programme implemented by MoE and Council for Technical Education and Vocational Training (CTEVT) as responsible party with interlinked roles for the regulation of TVET programmes and services in Nepal.

### **Objectives**

The major objective of the programme is:

- i. To support in promoting policy coherence by involving public sector, private sector, organizations/donors in the reform of TVET Policy 2012
- ii. To design monitoring and evaluation system for the quality assurance and knowledge management of TVET programmes.

In the broader context, the SKILLS programme has envisaged :

- i. To institutionalize TVET policy dialogue process to reform TVET Policy (2012) engaging the private sector in TVET policy provisions--policy, planning, development, implementation and assessment of TVET effectiveness for employment, income and livelihood improvement.
- ii. To develop a vision of strengthening capacity of MoE and CTEVT in monitoring and evaluation TVET system through knowledge management and networking.

## **4. PROGRAMMATIC REVISIONS**

NOT APPLICABLE FOR 2015.

## 5. NARRATIVE ON KEY RESULTS ACHIEVED IN 2015

Following table shows the linkage of outcome and output statements of the programme:

Table 1: Outcome and Output Statements

Outcome Statement	Output Statement
Key result area (Outcome 2): Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods	Key result area (Output 2.1): National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment and livelihoods intensive.
	Expected outputs of this programme (CPAP Output 2.1) : GoN and relevant stakeholders have increased capacity to develop, review and implement inclusive labour and economic policies and legislations that bolster productive employment and income opportunities.
	Expected outputs of this programme (CPAP Output 2.2) GoN has increased capacity to design, execute and manage economic development programme and strategies.

### 5.1 Progress towards the UNDAF/CPAP Outcomes

Table 2: Progress on Outcome Indicators

Outcome statement	Outcome indicator	Baseline	Cumulative Target for 2013 - 2017	Total target achieved till 2014	Milestone for 2015, if any	Achievement 2015	Year for the latest data	Source of data
Outcome 2		NA			<ul style="list-style-type: none"> <li>i. Policy coherence for TVET</li> <li>ii. Coordinated planning and strengthening monitoring and evaluation of TVET provision</li> </ul>	<ul style="list-style-type: none"> <li>1. SKILLS Programme Inception Report finalized and shared for review and feedback for further improvement.</li> <li>2. TVET Policy Review initiated and final draft of the report circulated for feedback.</li> </ul>		

						<p>The review initiated for the meaningful participation of private sector in TVET provisions .</p> <p>3. Private sector engagement in TVET policy explored and reviewed. The report finalized and shared for wider circulation to the concerned stakeholders- Government, CTEVT, Donor agencies, Private sectors, etc.</p> <p>4. The initial phase of labor market signaling assessment study completed in close collaboration and partnershi</p>		
--	--	--	--	--	--	--	--	--

						<p>p with the CTEVT. As a result, CTEVT now is enabled to have information on the labor market signaling status. In 2016/17, this initiation will be continued in more intensive way to establish meaningful results.</p> <p>5. A Knowledge Management and Knowledge Networking System initiated in close partnership with the CTEVT to bring diversified TVET service and training providers to a single forum and provide opportunities to</p>		
--	--	--	--	--	--	--	--	--

						share experience, best practices, success story and the status of ongoing activities so that they can avoid duplication, learn from each other and share help and cooperation for TVET programme development.		
--	--	--	--	--	--	---	--	--

### Progress towards Outcome 2:

Under the outcome 2: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihood.

The SKILLS programme is in its initial phase of inception. The programme started during the time of devastating earthquake occurred in Nepal. The earthquake of 25 April and 12 May 2015 has not only left over 8,856 people dead and more than 22,309<sup>1</sup> injured, but has further destroyed houses and infrastructures. The earthquake fully damaged 602,257 private houses and 2,673 <sup>2</sup>government building. The programme got a momentum only after November because of earthquake and political turmoil before and after the promulgation of the new constitution. This has led to social and economic problems. In addition, there is crunch in human resource during the programme operation. Despite all these difficult situation, the SKILLS has been able to achieve some of its major targets including the policy dialogue process for policy coherence among the concerned stakeholders.

The programme has paved a way for reviewing a policy by identifying the contradictions, inconsistencies, duplication and unpractical provisions of the TVET policy. The TVET policy 2012 which has been idle over five years and less known even to the concerned stakeholders is now known through policy dialogue involving line ministries and all primary stakeholders. The programme has also tried to mitigate the gaps and set the priorities to address the current needs of TVET programmes and services. Similarly, the programme has also been successful to identify the role of the private sector for the development of TVET as consumers of TVET and providers of training. The programme is successful in promoting partnerships between the private

<sup>1</sup><http://drrportal.gov.np/ndrrip/main.html?id=0>

<sup>2</sup> ibid

and public sectors. Likewise, the programme is also working for providing common platform for sharing data based knowledge and information management system.

## 5.2 Progress on Programme Outputs

Table 3: Progress on Output Indicators

Output statement	Output indicator	Baseline	Cumulative Target for 2013 - 2017	Progress up to 2014	2015 Milestone	2015 Progress	Cumulative progress up to 2015	Means of verification
Output 2.1: Improved policy coherence for TVET	<ul style="list-style-type: none"> <li>) Sharing of events, meetings/w orkshops</li> <li>) Policy dissemination meetings</li> <li>) Policy implementation plan</li> <li>) Policy review reports and revised drafts</li> </ul>	NA			Policy Coherence			<ul style="list-style-type: none"> <li>) Review reports</li> <li>) Policy documents</li> <li>) Progress reports</li> <li>) Meeting minutes</li> <li>) Periodical reports</li> </ul>
Output 2.2: Coordinated planning and assessment of TVET Provision	<ul style="list-style-type: none"> <li>) Labor market needs assessment reports</li> <li>) Evaluation methodologies developed and tested</li> <li>) Baseline on TVET provisions</li> <li>) Labor market signaling system in place</li> <li>) TVET status reports/publication</li> <li>) Learning exchange opportunities</li> </ul>	NA						<ul style="list-style-type: none"> <li>) Reports</li> <li>) Methodology developed studies</li> <li>) Reports/publications</li> <li>) Study report</li> <li>) Revised curriculum</li> <li>) Events reports</li> </ul>

## Progress on Output 2.1:

### Output 1: Improved policy coherence for TVET

The SKILLS programme has provided support to review policy and develop guidelines for institutionalizing policy dialogue process and develop guidelines for institutionalizing policy dialogue process. The programme has established a dialogue process and instituted on a regular basis with stakeholders. For this a number of meetings, workshops and seminars on existing policy are carried out where current TVET policy at national, regional and local level has been disseminated. The programme has also facilitate to prepare a guideline for establishing and institutionalizing policy dialogue process. TVET policy 2012 was not much effective as they lacked ownership of the stakeholders. The programme has helped in assessing the current TVET policy 2012, other training policies and employment and industrial policy and other relevant policy documents to find inconsistencies.

The SKILLS has successfully conducted a consultation workshop with stakeholder's link ministries, private sector, training providers and experts. While drafting the TVET policy, the role of private sector has been limited. Only few concerned ministries were involved in drafting TVET policy 2012. The policy does not make provisions aimed at promoting partnerships between the private and public sectors. At present time, the private sectors are both consumers of TVET (employers of the graduates) and providers of training (as TVET providers). The participation and engagement of the private sector is an obvious need of the present time for making the policy more holistic and complete. For this, the programme has worked on preparing a proposal for engaging the private sectors (business, industry and training providers) in TVET policy development, planning and implementation and conduct consultative meetings with the private sectors. Moreover, the programme has done contracts with national experts to develop proposal for engagement of private sector in TVET Policy has been processed.

## Progress on Output 2.2:

### Output 2: Coordinated planning and strengthen monitoring and evaluation of TVET provision

The SKILLS programme coordinated planning and strengthening monitoring and evaluation of TVET provision. It has signed MoU with CTEVT for initial phase of labour market signalling assessment study and final report has been received. Limited attempts have been made for labour market needs assessment. Collection of the information has however lapsed largely because training providers were not making use of the information in determining the training provided. The Labour market need assessment, forecasting and signaling is essential to develop methodology and procedures for identifying skills needs in domestic labour market in Nepal and in migratory markets accessed by Nepali workers. At present, many youths are opting for foreign employment for their economic benefits but only few are skilled in occupations. Now the government is no longer a primary employer.

Similarly, the programme has signed MoU with CTEVT for initial phase of Knowledge Management and Networking in TVET sector study and final report was submitted. For the effective implementation of the programme, regular programme monitoring and documentation has been done. The major issue in the implementation of the TVET policy is disintegration and scattered programme data. There is currently no common platform for sharing information, problems and issues and for finding solutions to problems related to TVET. The programme has been facilitating and coordinating for exchanging ideas, experiences, research and studies on the policy issue in common platforms. Similarly, the report evaluated finding and results of other studies and help to access database and documentation by developing uniformity and consistency. Knowledge

management and networking is likely to be beneficial to the concerned stakeholders.

## 6. BUDGET AND EXPENDITURE

The following table shows the output wise indicative budget and expenditure for 2015 and the sources of funds budgeted and utilization.

Table 4: Output wise annual budget and corresponding expenditure (Amount in US\$)

Output	Annual Budget	Annual Expenditure through programme	Annual Expenditure through UNDP	Total Expenditure	Budget Utilization%
Output 1.1	75,850	14,542	66,700	81,242	107.10
Output 1.2					
Output 1.3					
Output 2.1	99,150	14,992.37	71,572.28	86,504.65	87.25
Output 2.2					
<b>Total</b>	<b>175,000</b>	<b>29,534.37</b>	<b>138,212.28</b>	<b>167,746.65</b>	<b>95.85</b>

Table 5: Sources of funds Budget and Utilization of the programme period

Source of Fund	Funding period (Start - End Date)	Total Programme Budget	Expenditure up to 2014	Expenditure in 2015	Total expenditure till 2015	Total Budget utilization %	Budget Balance US\$
UNDP	2015-2017	5,000,00	NA	167,746.65	167,746.65	33.55	332,253.35
Unfunded		4500000					
<b>Total</b>		<b>5000000</b>		<b>167,746.65</b>	<b>167,746.65</b>	<b>33.55</b>	<b>332,253.35</b>

### Narrative on Progress related to Budget and Expenditure

- i. Budget planned for Monitoring and Programme Implementation support cost has been allocated to output 1 and 2 proportionately in the table 4.
- ii. 90% of the total programme budget is unfunded. Discussions are going on between MoE and UNDP to address the funding gap of 90%. Possibilities of co-funding by interested development partner/s are also being explored
- iii. Even though the Programme agreement was signed in April 2015, activities of the programme started from mid-August 2015 only. Out of the total annual budget of USD 175,000, USD 167,746.65 (i.e. 95.85%) expended till the end of December 2015.
- iv. Since the SKILLS Programme started in 2015, audit related issues do not exist.

## 7. CROSS CUTTING ISSUES

### 7.1 Targeting and voice/Participation of Target groups

Public Private Primary TVET Stakeholders and all Nepalese Citizens

### 7.2 Gender Equality, Women's Empowerment, and Social Inclusion

In existing TVET Policy 2012, Gender Equality and Social Inclusion (GESI) component has not been identified/addressed. This programme will be contributing to incorporate GESI as cross cutting issues in amended TVET Policy.

### 7.3 Scaling up

Support to Knowledge Management and Knowledge Networking of TVET Sector has been scaled up in close collaboration and partnership with CTEVT for the sustainability of TVET provisions through SKILLS Programme.

### 7.4 Capacity Development

SKILLS programme is closely working with CTEVT in term of upgrading TVET central data base system for building capacity (services and goods) and strengthen tracking system of supply and demand side in the labour market.

### 7.5 Sustainability

TVET Policy reform support is being initiated to address the Sustainable Development Goals (3-Good Health and Well-being, 4-Quality Education, 5-Gender Equality and 8-Decent Work and Economic Growth) as cross cutting issues.

### 7.6 South-South and Triangular Cooperation

National Programme Manager/SKILLS, participated in Regional Program on "Enhancing the Responsiveness of TVET: Post-2015 Sustainable Development Goals" at Manila, Philippines. The main objective of the program were to provide a viable arena to the TVET experts, administrators and Colombo Plan Staff College (CPSC) country representatives to effectively and efficiently analyze emerging trends and challenges to education in general, and TVET in particular, for the benefit of the future generation in the region.

### 7.7 Knowledge Management and Products

- J Given that 2015 was the first year of implementation and it was a challenging year in Nepal due to the earthquake, SKILLS managed to initiate work to produce a few knowledge products, but they will be completed in 2016. The following knowledge products were initiated:
- J SKILLS Programme brief prepared and disseminated to relevant practitioners; stakeholders; service providers; I/NGOs; donors;
- J Labor Market Assessment & Signaling Report (final draft)
- J Knowledge Management and Networking – Initial Phase Events Report (final draft)
- J TVET Policy 2012 Initial Stage Review Report (second draft)
- J Private Sector Engagement in TVET Provisions – Initial Stage Proposal (second draft)

## 7.8 Partnerships

Two studies ( Labour Market Signaling and Knowledge Management and Knowledge Networking) has been carried out with the help of CTEVT in the year 2015.

## 8. LESSONS LEARNED

This initiative should be continued and carried out in the coming year.

## 9. IMPLEMENTATION ISSUES AND CHALLENGES

High expectations of lead agency and implementing partners are often conflicting and pose other challenges. Late start of the programme (mid-August 2015) due to natural calamities caused, time and resource pressure for completion of activities envisaged in AWP and QWP of 2015.

## 10. A SPECIFIC STORY

## 11. PRIORITIES FOR 2016

- a) TVET policy (2012) review report finalized
- b) Study report on 'ways of facilitating private sector's engagement in TVET provisions' finalized
- c) Labor market signaling study report finalized
- d) Knowledge management and knowledge networking among TVET stakeholders (meetings, workshops and national seminars) reports finalized
- e) Synopses of the above reports published for dissemination among TVET stakeholders and development partners
- f) 500 copies of TVET policy (2012) re-printed and shared with stakeholders
- g) TVET policy (2012) and SKILLS programme information disseminated among 300 key stakeholders of TVET (in meetings, workshops and seminars) in the Central, Eastern and Mid-western regions of Nepal
- h) Assessment of user requirements and development of software packages for national TVET MIS (database management system) initiated in collaboration with MOE and CTEVT
- i) Preparation of 'guidelines for establishing institutionalized policy dialogue process' initiated
- j) Proposal for labor market signaling study in four areas of agriculture (floriculture, tea industry, natural fiber and herbal processing) developed and study initiated.

## 12. RISK AND ISSUE LOGS

Table 6: Risk Log Matrix

S.N	Description	Category (financial, political, operational, organizational, environmental, regulatory, security, strategic, other)	Likelihood of risk (scale of 1 to 5 with 5 being the most likely) <b>A</b>	Impact (scale of 1 to 5 with 5 being the highest impact) <b>B</b>	Risk factor (A x B)	Mitigation measures if risk occurs	Date risk is Identified	Last Updated	Status
1.	Difficult political situation and crisis in the country caused limited mobility for work; and short time span to accomplish planned work by December 2015	Political & Operational	5	4	20	Review work plan among responsible team and prioritize feasible activity to execute within the given period; request for extension with justification	September 2015	December 2015	Still ON

Table 7: Issue Log Matrix

S.N	Type	Date Identified	Description and Comments	Resolution measures recommended	Status of the issue	Status Change Date
1	Problem	Nov 2015	Appointment of Programme Support Assistant; and Driver;	Candidates selection and appoint short term programme personnel's as soon as appropriate	Appointed on 24th December 2015	24th December 2015
2	Problem	Nov 2015	Contract of 2 National Experts delayed due to lengthy contractual service procedures	Need to introduce and implement "Fast Track System" to accomplish and act in emergency/urgency/crisis situation in organization level including in country like Nepal	Contract signed on 18th December 2015	18 December 2015

### 13. PROGRESS AGAINST ANNUAL WORK PLAN 2015

**UNDAF/CPAP Outcome:** Vulnerable groups have improved access to economic opportunities and adequate social protection

**UNDAF Output:** i) GoN and relevant stakeholders have increased capacity to develop, review and implement inclusive labour and economic policies and legislations that bolster productive employment and income opportunities; ii) Government has improved capacity to design, execute and manage economic development programs and strategies.

EXPECTED OUTPUTS (Please include baseline, associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities to be undertaken during the year which will contribute to the respective outputs)	Targets for Planned Activities	Annual achievement of Targets	Annual achievement of Targets in %	Donor name	Approved budget (from the AWP)	Amount spent	% of expenditure against the approved budget	Remarks (if targets not fully achieved)
<b>Output 1 (First CPAP output):</b> The Government has increased capacity to develop inclusive growth policies, national plans and budgets.									
<b>Activity Result 1:</b> Policy dialogue established and instituted on a regular basis with stakeholders.	Activity 1.1: Provide support to review policy and develop guidelines for institutionalizing policy dialogue process	1.1.1 Develop SKILLS Programme Inception Report	1. SKILLS Programme "Inception Report" produced and shared for comments among programme team. <sup>3</sup>	100%	UNDP				Inception report were not planned in programme document. However, programme document and country situation analysis created opportunity for developing inception

<sup>3</sup> First Draft shared on 19th November for review and comments ; second draft shared on 15th December 2015 by international consultant to NPD, NPM- SKILLS and ACD-UNDP....( incorporating first draft's comments); revised third draft inception report shared by international Consultant to NPD , NPM SKILLS programme and ACD- UNDP for review and comments (incorporating second draft's comments).

									report based on programme outcome and output, and amended programme work plan
		1.1.2 a) Carry out meetings, workshops and seminars on existing policy- (organize meetings/workshops with MoE/CTEVT for operationalization of programme activities ) for policy review	Initial stage TVET Policy 2012 Assessment Report (final draft) submitted and it is under review and finalization process						Final draft report under review and finalization process
		1.1.2 b) Recruit two national consultant to facilitate meetings, workshops and seminars on existing policy- (organize meetings/workshops with MoE/CTEVT for operationalization of programme activities )	Contract signed with two National Experts;	100%	7,100	6,000	84.50%		
<b>Annual Targets:</b>									
<b>Baseline: NA</b>									
<b>Sub Total Activity Result 1</b>					<b>12,100</b>	<b>6,000</b>			

<b>Activity Result 2:</b> Proposals for how to engage the private sector (businesses, industry and training providers) in TVET policy development, planning and implementation .	Activity 2.1 Prepare proposals for engagement of private sector in TVET policy development, planning and implementation	2.1.2 a) Consultative meetings with private sector business and industry; to document and gather information on the current level of private sector involvement in TVET sector at national level.	Private sector engagement report (final draft) submitted by consultants and it is under review and finalization process  Contract signed with two national experts to develop proposal for engagement of private sector in TVET sector	100	UNDP	7,500	5,500	73.33%	Final draft report under review and finalization process
<b>Annual Targets:</b>		2.1.2 b) Recruit two national consultant to conduct consultative meetings with private sector business and industry; to document and gather information on the current level of private sector involvement in TVET sector at national level.							
<b>Baseline: NA</b>									
<b>Sub Total Activity Result 2</b>						<b>7,500</b>	<b>5,500</b>		
<b>Activity Result 3:</b> TVET actions assessment system in place	Activity 3.1 Support MoE and implement M&E system for assessing TVET provisions	3.1.3 a)International expert (Nick) to establish M & E system for assessment of TVET actions	Meetings held with CTEVT regarding the status of database; and M&E system in place	100	UNDP	30,300	30,300	100%	

<b>Annual Targets:</b>		3.1.3 b) Recruit one national Consultant to assist International Expert (IE) to establish M & E system for assessment of TVET actions	Inception report (3 <sup>rd</sup> draft) shared by IE to programme unit							
<b>Baseline: NA</b>					UNDP	2,500	2,500	100%		
<b>Sub Total Activity Result 3</b>						<b>32800</b>	<b>32800</b>			
<b>Activity result 4: TVET Publication of national and international significance</b>	Activity 4.1: carry out research and make annual TVET publication on issues, progress and achievements against skilling Nepal vision.	4.1.1 Develop and print 2000 copies of program information leaflet for public and for stakeholders	Completed	100	UNDP	600	460	77%	Printing of programme brief Newsletter actual cost were lower than expected/plan ned cost	
<b>Annual Targets:</b>		4.1.2 Disseminate program information (relevant organizations; service providers; associations; private sector; ministries; donors)								
<b>Baseline: NA</b>										
<b>Sub Total Activity Result 4</b>						<b>600</b>	<b>460</b>			
<b>Activity Result 5: Establishment of labor market signaling system</b>	Activity 5.1 Develop methodology and establish system	5.1.1 Prepare foreign employment/labor market demand analysis with reference to daily national newspaper advertisement (e.g.kantipur or other related national daily newspaper/s) of past one year	MoU signed with CTEVT for initial phase of labour market signaling assessment study.  Final draft report submitted and it is under	95%	UNDP	9,500	7,622.29	80.23%	Submitted final draft report	

		(outsource to CTEVT via MoU)	review and finalization process						
<b>Annual Targets:</b>									
<b>Baseline: NA</b>									
<b>Sub Total Activity Result 5</b>						<b>9,500</b>	<b>7,622.29</b>		
<b>Activity Result 6: Programme Monitoring and Knowledge management</b>	Activity 6.1 Monitoring of program activities and knowledge management	6.1.1 Institutionalize knowledge management and networking to monitor and review status of TVET provisions and program (data compilation; documentation; develop report ) - Outsource to CTEVT via MoU	MoU signed with CTEVT for initial phase of knowledge Management & Networking in TVET sector study.  Final draft report submitted and it is under review and finalization process	95%	UNDP	10,000	9,369.21	93.69%	Submitted final draft proceedings
<b>Annual Targets:</b>		6.1.2 Recruit one expert for web portal design of SKILLS programme link with MoE and CTEVT Home page	Web portal/demo designed and developed;	95%	UNDP	2,500	1,993.18	79.72%	Web portal design actual cost were lower than expected/planned cost

		6.1.4 b. Organize exposure visits for executives and implementing partners and relevant primary stakeholders of TVET sector in <b>Manila, Philippines</b>			UNDP	4,300	4,300	100%	
<b>Baseline:</b>									
<b>Sub Total Activity Result 6</b>						<b>16,800</b>	<b>15,662.39</b>		
<b>Activity Result 7: Programme implementation support</b>	Activity 7.1 Programme implementation support	7.1.1 Programme implementation support	Implemented as planned						
<b>Annual Targets:</b>				95%	UDNP	95,700	99,701.97	104.18%	
<b>Baseline:</b>									
<b>Sub Total Activity Result 7</b>						<b>95,700</b>	<b>99701.97</b>		
<b>Grand TOTAL</b>						<b>175,000</b>	<b>167,746.65</b>		

**Theory of change:**

