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► Guidelines and roadmap for establishing and operating Sectoral Skills Bodies at the national and regional levels in Ethiopia

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Federal Ministry
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► **Guidelines and roadmap for establishing and operating Sectoral Skills Bodies at the national and regional levels in Ethiopia**

November 2024



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ISBN:9789220418147 (web PDF)

DOI: <https://doi.org/10.54394/EWFM5674>

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Acknowledgement

The **ILO Country Office for Ethiopia, Djibouti, Somalia, Sudan, and South Sudan**, along with the **Pro Agro Ethiopia Project**, extends its deepest appreciation to all those who contributed to the development of these **Guidelines and Roadmap for Establishing and Operating Sectoral Skills Bodies (SSBs) at the National and Regional Levels in Ethiopia**.

This document is the result of extensive collaboration between key stakeholders dedicated to advancing skills development and sectoral governance in Ethiopia. We acknowledge the **Ministry of Labour and Skills (MoLS), social partners, private sector representatives, and technical experts** whose insights and collaboration have been pivotal in shaping the framework for SSBs. Their collective commitment to fostering demand-driven skills systems will play a crucial role in enhancing Ethiopia's workforce development strategy.

A special thank you goes to **Laura Schmid (Skills and Lifelong Learning Specialist, North and Horn of Africa), Anthony Agyenta (Project Manager, Pro Agro Ethiopia), and Ayalu Admass (National Project Coordinator)** for their technical leadership, coordination, and dedication, which have been instrumental in shaping this document.

This report was produced with the financial assistance of BMZ.

Project on 'ProAgro-Promotion of Decent work in the Agribusiness'
International Labour Organisation
Addis Ababa, Ethiopia



► Introduction

The purpose of this document is to outline the mandate and governance arrangements for National and Regional Sectoral Skills Bodies (SSBs) in Ethiopia.

It sets out the proposed roles and responsibilities of the SSBs, their membership and structure, as well as oversight structures and funding considerations. These guidelines will be used to inform the pilot in the agro-processing sector and will be revised as a result of the pilot.

It also outlines the roadmap for their implementation and their initial phase of operation. This includes putting in place governance arrangements, establishing membership, securing funding, identifying priorities and action plan. This initially focuses on establishing and piloting a SSB in the Agro-Processing Sector, which will inform the rollout of SSBs in a number of priority sectors.

The development of the document has been overseen by the National Technical Steering Group and has been informed by the extensive work of Dr Blene Betemariam and the work undertaken in 2020 in relation to Sector Skills Committees.

► Part one: guidelines for establishing and operating Sectoral Skills Bodies at the national and regional levels in Ethiopia

1.1 Policy context

SSBs are being introduced in Ethiopia to address a **mismatch between the demand and supply of skills** owing to the rapidly changing nature of skills and the difficulties of education and training programmes reflecting those needs. SSBs are being introduced to bridge that gap by **providing a mechanism to increase the voice of the productive sector**,¹ working together with tripartite partners to identify and address any skills mismatch in their sectors in order to ensure that the existing and future workforce have the skills to maximise employment opportunities and compete effectively.

SSBs are being introduced nationally and regionally as part of the TVET system governance reform agenda in the Ethiopia Education Roadmap (2018-2030). This proposes the establishment of a national sector skills body that will develop “occupational standards, occupational training curriculum, and competence assessment instruments.” The Ethiopian Plan of Action for Job Creation (2020-2025) strategy similarly states that sector skills bodies will “address both the mismatch between training and industry-required skills and the lack of linkages between training and industry.”

Through their work the national and regional SSBs aim to play a crucial role in addressing the need for a skilled workforce in their sectors by ensuring that the sector has in place relevant education and training programmes that reflect its needs, responsive education and training provision to meet the needs of the current and future workforce and robust assessment and certification processes.

The SSBs will not only be helping to increase Ethiopia’s productivity and competitiveness, but will also be supporting people to maximise their employment opportunities, as employees or through developing their own businesses. It is envisaged that the SSBs will also play an important role in a reformed and restructured TVET system that reflects the needs of the labour market.

1.2 Purpose of the Sectoral Skills Bodies

The SSBs are being established to bring together the productive sector with other sector stakeholders, in order to identify the skills and labour market needs of their sectors, identify any mismatch between the demand and supply of skills and to outline and support a set of actions that will address that mismatch and in turn ensure that the current and future workforce have the skills sought by the sector.

The SSBs will work with existing organisations in order to ensure that the skill needs of the sector are clearly articulated and that these are being addressed through up-to-date occupational standards, qualifications and through the content and delivery of education and TVET courses.

1.3 Roles and responsibilities of the Sectoral Skills Bodies

Sectoral Skills Bodies will be established at a federal and regional level in a number of specific sectors. These will be identified by the Ministry of Labour and Skills (MoLS) in consultation with the respective sector stakeholders.

The initial pilot in establishing a Federal and Regional SSB in the agro-processing sector will help test and refine the roles and responsibilities and the support requirements to fulfil that mandate before SSBs are established in other sectors.

¹ Employers from the private and public sector

1.3.1 Federal SSBs

The proposed roles and responsibilities of Federal SSBs to be tested during the pilot will include the following:

- ▶ Manage the analysis and validate labour market research that identifies the current and future skill needs of the sector, analyses the current learning supply, identifies barriers and outlines the skills mismatch for the sector
- ▶ Manage and sign off a sector skills action plan to address any identified skills mismatch in the sector. This should be refreshed periodically to ensure it remains relevant.
- ▶ Galvanise productive sector input and collectively advise on sector-specific occupational standards for priority occupational areas in the sector
- ▶ Galvanise productive sector input and collectively advise on the qualification needs of the sector and advise on their content
- ▶ Galvanise productive sector support and collectively provide advice and support to aid the capacity building of TVET providers and the delivery of sector-specific courses
- ▶ Galvanise productive sector input and collectively advise on the assessment and certification of formal education, training and apprenticeships

Additional responsibilities may be agreed between MoLS and the SSB to reflect specific sector needs. These will be added to the mandate of the specific SSB.

1.3.1.1 Collaboration with Regional SSBs

Where a sector has a Regional SSB, the Federal SSB will be expected to collaborate with them in relation to all areas of their mandate in order to ensure alignment between Federal and Regional activities and to galvanise and engage the productive sector and other sector stakeholders.

1.3.1.2 Deliverables

the Federal SSBs with the support of the Secretariat will be responsible for producing and maintaining the following:

- ▶ Skill Needs Assessment report, including the identification of skill priorities, an assessment of the education and training supply and work-based learning, an identification of skills mismatch
- ▶ A sector skills action plan, refreshed annually

They will also be input and support the following deliverables which are the responsibility of other organisations:

- ▶ Occupational standards for priority occupations
- ▶ Qualification frameworks
- ▶ Practical assessment for priority occupations

1.3.2 Regional SSBs

The Regional SSBs will be typically established in the same sectors where SSBs have been established at a federal level. However, this will be at the discretion of the National SSB Technical Working Group. Regional SSBs will be established in those geographic areas where a clear skill need and mismatch have been identified. The number of Regional SSBs in any given sector will reflect the need and availability of resources.

Regional SSBs will focus on addressing the skills and labour market needs of their sector by adopting and implementing new and existing tools that have been developed federally and regionally. They will have the following roles and responsibilities:

- ▶ Review available labour market intelligence and action plans and identify priorities for action regionally in the sector.

- Support the development or identify appropriate education and training provision to support the existing workforce and those looking to enter the workforce
- Engage existing businesses and their workforce and advocate for, and make available training to increase their competences
- Identify and provide capacity building for TVET providers delivering sector-specific courses
- Identify and support centres of excellence where a need has been identified with the appropriate levels of productive sector support to aid the design and delivery of sector-specific provision
- Galvanise productive sector support and support assessment centres in the region on behalf of the Federal SSBs to undertake assessment for learners and apprentices, as well as those going through a Recognition of Prior Learning process.

1.3.2.1 Collaboration with Federal SSBs

Regional SSBs should with the support of the Secretariat align their work with that of the Federal SSBs and maximise the use of available labour market research, action plans, occupational standards and qualifications.

1.3.2.2 Deliverables

The Regional SSBs with the support of the SSB Secretariat will be responsible for producing and maintaining the following:

- Producing an annual plan of action reflecting the findings of the research
- Identifying appropriate education and training provision to support the existing workforce and those looking to enter the workforce
- Identifying and supporting centres of excellence where a need has been identified with the appropriate levels of equipment and expertise

1.4 Governance arrangements

1.4.1 Structure

The SSBs at a federal and regional level will initially be established as committees with the authority to undertake its roles and responsibilities granted by the National SSB Oversight and Enabling Committee.

1.4.1.1 Autonomous organisations

Initially, the SSBs will come together as a committee. However, the SSBs may decide with the agreement of the National SSB Oversight and Enabling Committee to become established as an autonomous body if funding can support this. The SSBs would be structured as a Public Private Partnership (PPP) and would follow the legislation laid down in the 2018 PPP proclamation.² A SSB with an autonomous structure will have its own secretariat function to support its day-to-day activities.

² Proclamation 1076/2018 Public Private Partnership Article 2. Definitions.

1.4.1.2 Sub-committees

The SSBs may wish to establish sub-committees to help take forward specific aspects of their roles and responsibilities, such as labour market analysis or occupational standards development. The sub-committees can be set up and disbanded depending on their need and employers and stakeholders that are not members of the SSB can participate in a sub-committee.

1.4.2 Membership and representation

Initially SSBs at a federal and regional level will be structured as committees comprised of representatives from the following stakeholders:³

- ▶ Employers from the sector in which the SSB is operating. They must constitute the majority of members of the SSB. Consideration should be given to having a broad representation of employers, taking into account factors such as the size of business, the part of the value chain in which they are working etc.
- ▶ Professional Bodies.
- ▶ Industry/Trade Associations
- ▶ Worker representatives, including trade unions, youth and women organisations
- ▶ Relevant Government bodies and line ministries
- ▶ Educational/Training Institutions

In addition, the Regional SSB will have representation from regional government. Each SSB would typically have approximately 15 members.

1.4.2.1 Identification of members

Nominations for representatives of organisations should be sought by the identified bodies and employers should be chosen to ensure extensive coverage of the sector's value chain across the productive sector.

The membership should be reviewed annually to ensure appropriate and effective representation and to ensure that members are attending and contributing to meetings.

It would be seen as best practice that each member seeks re-nomination after three years. They can seek nomination for two terms before standing down and are replaced.

1.4.2.2 The role of members of the SSBs

Members of the Federal and Regional SSB have the responsibility to fulfil the following:

- ▶ Attend meetings
- ▶ Participate and contribute to meetings
- ▶ Represent constituents for which they are nominated to sit on the SSB
- ▶ Ensure that the SSB is fulfilling its mandate
- ▶ Ensure that the SSB is working transparently and ethnically
- ▶ Galvanising productive sector input into the work of the SSB and wider TVET activities
- ▶ Communicate and engage partners in relation to the work of the SSBs

³ In the case of autonomous bodies, members on the committee will become the board of trustees and carry out the same mandate

1.4.2.3 The role and appointment of the Chairperson

Each SSB will nominate the chairperson of the SSB. The chairperson will seek renomination every three years. The chairperson should be an employer from the sector in which the SSB is operating. They must be recognised by their peers and demonstrate leadership in the sector in which they are operating.

Their role should cover the following:

- Convene regular meetings
- Agree the content of meetings
- Ensure the participation of members
- Engage members to ensure attendance
- Communicate to the Secretariat the needs and concerns of the SSB
- Ensure that agreed deliverables are produced as agreed with the National SSB Oversight and Enabling Committee.

1.4.2.4 Frequency of meetings

The SSBs should meet at least quarterly, but they may choose to meet bi-monthly and even monthly in the initial stages after they have been established. These meetings can be held online, but SSBs are advised to meet in person at least every quarter.

1.5 Oversight and enabling

1.5.1 Oversight body

The SSB's will be overseen by the National SSB Oversight and Enabling Committee. This body will be responsible for:

- Agreeing the mandate and structure of SSBs
- Identifying sectors where SSBs will be established
- Approving SSBs in specific sectors
- Overseeing the SSB relicensing process
- Providing an enabling environment to ensure that SSBs can fulfil their mandate
- Ensuring the capacity of the Secretariat to fulfil its mandate
- Overseeing capacity building of SSBs and the secretariat
- Overseeing the performance of the secretariat and Technical Enabling Group
- Ensuring that all relevant policy and operational documents relevant to the SSBs remain up to date and relevant.

With the support of its secretariat the National SSB Oversight and Enabling Committee will undertake an annual review to ensure that it remains effective, that its mandate remains relevant and that its membership includes all relevant stakeholders. An overview of possible measures that the Oversight Committee can consider to assess the success of the SSB and the SSB Secretariat can be found at annex A.

The National SSB Oversight and Enabling Committee reports into MoLS and meets quarterly.

1.5.1.1 Membership of the National SSB Technical Working Group

The membership is chaired by the State Minister of TVET, MoLS and is made up stakeholders that have a direct interest in the success of the SSBs and have a role in supporting their work. This is likely to include representation or expertise from the following:

- ▶ Relevant ministries, including the Ministry of Labour and Skills, Ministry of Industry, Ministry of Finance and the Ministry of Planning
- ▶ Line ministries in sectors where SSBs are operating, e.g Ministry of Agriculture etc.
- ▶ Government agencies in sectors where SSBs are operating e.g. Ethiopian Agricultural Authority
- ▶ Education-related agencies, such as the Ethiopian Education and Training Authority. Technical and Vocational Training Institute, Ethiopian Entrepreneurship Development Institute etc.
- ▶ Key social partners, such as employer organisations, worker organisations etc.

It will be important to ensure that the membership of the National SSB Oversight and Enabling Committee has a good and balanced representation from the productive sector to ensure that its membership has diverse representation and that it is not overly dominated by the public sector.

Decisions can be made if a quorum of members are present. A quorum will be constituted if 50+1 members are in attendance or have presented their views prior to the meeting.

1.5.1.2 National SSB Technical Working Group: Expert Committees

Subject to available funding, Expert Committees will be created to enable key aspects of the work of the SSBs to be effectively delivered. The membership of these committees will be made up of the technical officers from the various ministries and agencies that are critical to the development of key deliverables.

Expert committees that could be established are:

- ▶ Labour market and skills intelligence
- ▶ National occupational standards
- ▶ Qualifications development
- ▶ TVET capacity building

1.5.1.3 SSB Secretariat

The National SSB Oversight and Enabling Committee will be supported by a secretariat based in MoLS.

The SSB Secretariat will initially have two dedicated full-time officials in place. The capacity of the SSB Secretariat will increase as more SSBs are established. Its resources will be reviewed every six months to ensure that the appropriate capacity is in place to effectively support the SSBs.

The role of the secretariat is critical as they provide the day-to-day support for the Federal and Regional SSBs and support representatives of both the productive and public sector to work together to achieve the outputs that have been outlined for the SSBs.

The Secretariat has the following roles and responsibilities across four broad areas:

Supporting the National SSB Technical Working Group	Support the National SSB Oversight and Enabling Committee chairperson in the setting and organisation of meetings
Supporting SSB meetings and ensuring the effectiveness of their work	Working with the SSB chairperson to schedule and organise meetings Engaging technical experts in the various ministries to engage the SSBs in their work e.g. labour market research, qualification development etc. Ensure that outputs of meeting are produced Facilitate engagement with partners to ensure that SSB deliverables are produced
Performance managing SSBs	Undertake the monitoring of SSB performance through periodic and annual reviews Report any performance concerns to the National SSB Oversight and Enabling Committee Produce regular updates to the National SSB Oversight and Enabling Committee
Capacity building SSBs	Identify development areas and arrange capacity building training

A suggested job specification for officers working in the SSB Secretariat is outlined at annex B.

1.6 Financial mechanisms

The SSBs will initially be supported with donor funding, but an expert committee of the National SSB Oversight and Enabling Committee will be established to identify and recommend to the main committee a sustainable means of funding to support the roll out and sustainability of the Federal and Regional SSBs, SSB Secretariat and the National SSB Oversight and Enabling Committee.

The types of costs that should be considered can be found at annex C.

► Part Two: A Roadmap for establishing Sectoral Skills Bodies and effective oversight in Ethiopia

The following outlines the roadmap to establish SSBs at a federal and regional level and to ensure that they have the relevant oversight and enabling mechanism in place to ensure their effectiveness.

2.1 Ensuring the oversight and enabling mechanism is in place

2.1.1 Ensuring the National SSB Oversight and Enabling Committee is in place and is working effectively

The National SSB Technical Working Group is currently in place and has been meeting regularly to agree and put in place the mechanisms to pilot the SSB in Agro-Processing and then establish a number of other SSBs in critical sectors.

The National SSB Technical Working Group will become the National SSB Oversight and Enabling Committee and should undertake the following:

- Review its own terms of reference against those outlined in the new guidelines, formally adopt additional responsibilities if these are not currently part of its remit and agree its change of name
- Review its membership to ensure that all key stakeholders are represented on the National SSB Oversight and Enabling Committee to ensure that it can fulfil its remit
- Ensure that all members are clear on the objectives and remit of the National SSB Oversight and Enabling Committee and the SSBs and how they can help facilitate their establishment and impact
- Establish a Sustainable Funding Committee (reporting into the Working Group) focused on the sustainable financing options for the SSBs and recruit members with the required expertise to sit on that group
- Review the available finances and if funding permits establish Expert Committees in key SSB priority areas such as labour market and skills intelligence, occupational standards, qualifications development etc, and recruit members with the required expertise to sit on each committee
- Ensure that the SSB Secretariat has produced the following documentation and procedures in order to review and formally adopt them:
 - Performance criteria for the Federal and Regional SSBs
 - Transparent appointments process for the SSBs
 - Plan for the rollout of SSBs in the agro-processing sector and other identified sectors

2.1.2 Ensure the capacity of the SSB Secretariat

The National SSB Oversight and Enabling Committee is responsible for the oversight of the SSB Secretariat, and it is important that the Secretariat has the capacity and capability to fulfil its role.

The National SSB Oversight and Enabling Committee should take forward or consider the following:

- Produce job descriptions for the job roles required by the Secretariat. This will set out their roles and responsibilities against the functions of the Secretariat and the skills and experience required to undertake that role. A suggested outline can be found at annex B.
- Review the capacity requirements of the SSB Secretariat against available funding. Considerations should be made initially for two full-time equivalent (FTE) officers that work solely on SSBs as well as support the work of the National SSB Oversight and Enabling Committee.

- Assess the skill of the officers working in the SSB Secretariat and provide relevant training, support and resources to allow them to fulfil their roles (set out in the job description).
- Set performance measures and deliverables for the SSB Secretariat. These should be reviewed every six months.

2.2 Formally establishing the Federal SSBs

The SSB concept will be initially piloted in the agro-processing sector before it is rolled out in a number of other sectors. Currently a shadow SSB is in place at a federal level in the agro-processing sector and it will be important that the following is undertaken:

- The SSB Secretariat reviews the membership against the outlined roles and responsibilities of the SSBs to ensure it has effective representation
- The SSB Secretariat convenes a meeting of the Agro-Processing SSB to review the agreed roles and responsibilities and deliverables and to formally appoint a Chairperson and Deputy Chairperson for the SSB. These roles should be held by representatives of the productive sector.
- The National SSB Oversight and Enabling Committee to officially approve the establishment of the Agro-Processing SSB

2.3 Formally establishing the Regional SSBs

The Regional SSB concept will also be initially piloted in the agro-processing sector before it is considered in a number of other sectors.

The following activities should be taken forward to formally establish the Regional SSB in the agro-processing sector:

- The SSB Secretariat to agree with the Federal SSB in which region the Regional Agro-Processing SSBs should be piloted
- The SSB Secretariat to convene interested parties in the chosen region to make the case for a Regional SSB in the sector and to secure their commitment
- The SSB Secretariat to convene an initial meeting of the Regional Agro-Processing SSB to agree activities, appoint a Chairperson and Deputy Chairperson.

2.4 Undertaking initial activities in the first six-months

The first six months of operation will be critical for the Federal and Regional SSBs to undertake core activities that will underpin their future work and for them to establish effective relationships with employers and stakeholders in their sectors and with stakeholders across the TVET ecosystem.

2.4.1 Activities required by the National SSB Oversight and Enabling Committee

- Monitor the progress of the Federal and Regional Agro-Processing SSB against deliverables
- Sign off the Skill Needs Assessment reports and action plan
- Ensure that the SSB Secretariat has the capacity and capability to undertake its role
- Ensure that the Expert Committees are working effectively and that the SSBs and Expert Committees are fully aligned and that the outputs are fully representative of the respective sectors.

2.4.2 Activities required by the SSB Secretariat

- ▶ Convene and support meetings of the National SSB Oversight and Enabling Committee
- ▶ Convene and support meetings of the Federal SSB
- ▶ Convene and support meetings of the Regional SSB
- ▶ Develop templates and guidelines for the skill needs assessment for approval by the National SSB Oversight and Enabling Committee
- ▶ Develop templates and guidelines for the occupational standards for approval by the National SSB Oversight and Enabling Committee
- ▶ Provide support and guidance to the Agro-Processing SSBs whilst they take forward the skill needs assessment and occupational standards
- ▶ Provide periodic reports and updates for the National SSB Oversight and Enabling Committee

2.4.3 Activities taken forward by the Federal Agro-processing SSB

With the support of the SSB Secretariat and the Expert Committees:

- ▶ Oversee an analysis of the current and future labour market needs, including an analysis of existing data and the undertaking of primary research with employers and other sector stakeholders to identify skill shortages, skill gaps and the trends driving changing skill needs. This should as far as possible bring together existing data and intelligence held by both the public and productive sectors. Where necessary primary research will be required to address any intelligence gaps and engagement will be required to validate the findings of the research. The scope of the work will depend on available funding and resources. Annex D outlines a typical structure for the Sector Skills Intelligence Study.
- ▶ Oversee an analysis of the skills supply, including work-based training, available courses and analysis of learner data and available tracker studies. These should take into account available data and where possible be supplemented with the views of employers, TVET teachers, students and former students.
- ▶ Identify the mismatch between the skills and labour market needs of the sector and the skills supply, engaging as many sector employers and stakeholders as possible. The scope of the consultation will depend on available resources, but if possible all key sector and TVET stakeholder should be consulted. This could be through a workshop or a series of workshops.
- ▶ Identify sector priorities and outline an action plan to address those needs
- ▶ Oversee a validation process with as many sector employers and stakeholders as possible to agree the priorities
- ▶ Formally sign off the skills and labour analysis report and action plan
- ▶ Identify the priority occupations where occupational standards will be developed
- ▶ Work with the relevant officials to start developing occupational standards for the priority areas identified in the sector
- ▶ Engage with the Regional SSB to align activities, share data and information
- ▶ Engage and communicate with sector employers, stakeholders and TVET stakeholders to involve them in the work of the SSB and to communicate outputs as they are produced.

2.4.4 Activities taken forward by the Regional Agro-processing SSB

With the support of the SSB Secretariat and the Expert Committee:

- Collaborate with the Federal SSB to undertake an analysis of the current and future labour market needs for the sector in the region, by analysing existing data and undertaking primary research with employers and other sector stakeholders to identify skill shortages, skill gaps and the trends driving skills and changing skill needs
- Collaborate with the Federal SSB to undertake an analysis of the skills supply, including work-based training, available courses and analysis of learner data and available tracker studies
- Collaborate with the Federal SSB to identify the mismatch between the skills and labour market needs of the sector and the skills supply, engaging as many sector employers and stakeholders as possible
- Identify regional priorities for the sector and outline an action plan to address those needs
- Undertake a validation process with as many sector employers and stakeholders as possible to agree priorities
- Formally sign off the skills and labour analysis report and action plan
- Engage with the Federal SSB to align activities, share data and information
- Engage existing businesses and their workforce in the research to identify skill needs and the extent of existing training
- Identify the areas of training and development that will be required and from where this will be delivered

2.5 Undertaking initial activities in the second six-month period

The following activities should be considered to be a focus within the second period of six-months for each of the following entities after the SSBs have been established:

2.5.1 Activities required by the National SSB Oversight and Enabling Committee

- Monitor the progress of the Federal and Regional Agro-Processing SSBs against deliverables
- Sign off the occupational standards
- Monitor the performance of the SSB Secretariat
- Agree a plan for the roll out of other SSBs

2.5.2 Activities required by the SSB Secretariat

- Convene and support meetings of the National SSB Oversight and Enabling Committee
- Convene and support meetings of the Federal SSB
- Convene and support meetings of the Regional SSB
- Engage the relevant Expert Committees
- Provide support and guidance to the Agro-Processing SSBs whilst they take forward the skill needs assessment and occupational standards
- Provide periodic reports and updates for the National SSB Oversight and Enabling Committee.

2.5.3 Activities taken forward by the Federal Agro-processing SSB

With the support of the SSB Secretariat and the Expert Committee facilitated by the SSB Secretariat:

- ▶ Complete the development of occupational standards for priority occupational areas engaging sector employers and wider stakeholders throughout
- ▶ Sign off the occupational standards before they are approved by the National SSB Oversight and Enabling Committee
- ▶ Provide inputs into the development of the qualification frameworks, course content and assessment to reflect the priority occupational standards that have been developed
- ▶ Oversee the identification of critical providers of TVET where capacity building will be required
- ▶ Oversee an analysis of the skill needs of trainers within the identified TVET centres
- ▶ Identify the capital investment required and engage the National SSB Oversight and Enabling Committee in agreeing how this can be financed
- ▶ Deliver training and development for trainers in TVET establishments, focusing on upskilling their technical knowledge and practical skills delivery.

2.5.4 Activities taken forward by the Regional Agro-processing SSB

With the support of the SSB Secretariat and the Expert Committee facilitated by the SSB Secretariat:

- ▶ Develop or identify appropriate education and training provision to support the existing workforce and those looking to enter the workforce
- ▶ Engage existing businesses and their workforce and advocate for, and make available training to increase their competences
- ▶ Manage and where necessary deliver a range of training programmes to address identified skill needs
- ▶ Identify critical providers of TVET where capacity building will be required
- ▶ Oversee an analysis of skill needs of trainers within the identified TVET centres
- ▶ Identify the capital investment required and engage the National SSB Oversight and Enabling Committee in agreeing how this can be financed
- ▶ Explore the desire for a centre of excellence to drive sector-specific training and development
- ▶ Start to put in place a mechanism to assess practical skills and knowledge linked to the new qualifications being developed Federally

2.6 Summary of proposed activities

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

► Annex A: Possible measures to assess the performance of the SSB and the SSB Secretariat

Possible SSB measures

Areas of focus	Measures
Attendance and commitment	Number of meetings held Percentage of members attending meetings
Engagement and communication	Outreach of engagement with TVET partners Outreach of engagement of sector partners, including employers
Deliverables	Production of Sector Skills Anticipation Study Production of Workforce Development Plan Input into the development of the National Occupational Standards for the sector

Possible SSB Secretariat measures

Areas of focus	Measures
Attendance and commitment	Number of meetings held Percentage of members attending meetings
Engagement and communication	Outreach of engagement with TVET partners Outreach of engagement of sector partners, including employers Satisfaction of TVET partners with their engagement of the SSB Satisfaction of sector partners with their engagement of the SSB
Deliverables	Production of Sector Skills Anticipation Study in line with the specification and to the quality required Production of Workforce Development Plan in line with the specification and to the quality required Input into the development of the National Occupational Standards for the sector Input into the development of the National Occupational Standards for the sector Engagement and support of Expert Committees
National SSB Technical Working Group	Number of meetings held Percentage of members attending meetings Satisfaction of members regarding progress

► Annex B: Suggested job specification for officers in the SSB Secretariat

Roles and responsibilities

- Liaise with the chairperson of the SSB Oversight and Enabling Committee, Federal and Regional Sector Skills Bodies (SSBs) to arrange meetings, agree agendas and invite members
- Support the chairpersons of the SSB Oversight and Enabling Committee, Federal and Regional SSBs to run productive meetings ensuring the full participation of members, relevant discussion and agreement of key decisions
- Engage key sectoral and technical and vocational education and training (TVET)-related stakeholders in the productive and public sector to encourage their participation and to align their work with the SSB
- Be the liaison point to ensure that members of the SSBs are working effectively with technical officers in the relevant ministries and on the Expert Committees
- Undertake reviews of progress and produce reports and key documents for the SSB Oversight and Enabling Committee
- Identify barriers and work with partners in the productive and public sector to overcome them
- Actively promote the work of the SSBs and encourage policy alignment where possible
- Support the development of the Sector Skills Anticipation Study and Workforce Development documents by supporting the research process and contributing to the publication of key documents
- Undertake other tasks that are deemed appropriate.

Required skills and experience

To effectively undertake the above role, the officer will require:

- Good written communication, report writing
- Experience of organising and running meetings
- Good communication skills with different stakeholders
- Project management
- Good organisational skills
- Good work ethic and self-motivation
- Knowledge of skills, labour market issues and policies and TVET policies

Note: the role can be split between a senior and more junior officer and the tasks allocated in line with the level of these roles.

► Annex C: Typical costs incurred operating SSBs

The following outlines the types of initial and ongoing costs that should be considered as part of establishing and running SSBs. The costs for both a committee and an autonomous organisational structure have been included given that consideration is being given to the SSBs becoming autonomous organisations in the future if funding permits. However, the costings on committee structures currently apply to the model being implemented at a federal and regional level.

Initial costs

Initial costs typically include:

Committee structure	Autonomous organisation structure
Oversight organisation ► Setting up new structures ► Investment in new equipment ► New facilities ► Capacity building of core staff ► Staffing costs, include recruitment, transfer costs etc. ► Overheads ► Engagement costs for meetings and consultation events such as room hire, transport costs, accommodation, food and beverage ► Consultancy costs, if bringing in outside experts	Oversight organisation ► Setting up new organisations ► Investment in new equipment ► New facilities ► Capacity building ► Staffing costs, include recruitment, transfer costs etc. ► Overheads ► Engagement costs for meetings and consultation events such as room hire, transport costs, accommodation, food and beverage ► Consultancy costs, if bringing in outside experts SSB level ► Setting up new organisations ► Investment in new equipment ► New facilities ► Capacity building ► Staffing costs, include recruitment, transfer costs etc. ► Overheads

Operational costs

Typical operational costs include:

Committee structure	Autonomous organisation structure
Oversight organisation ▶ Staffing costs, including recruitment to replace existing staff, training, and development etc. ▶ Survey costs ▶ Engagement costs for meetings and consultation events such as room hire, transport costs, accommodation, food and beverage ▶ Software licences ▶ Consultancy costs, if bringing in outside experts ▶ Overheads ▶ Maintenance and replacement of equipment ▶ Marketing ▶ Travel and transport	Oversight organisation ▶ Staffing costs, including recruitment to replace existing staff, training, and development etc. ▶ Survey costs ▶ Engagement costs for meetings and consultation events such as room hire, transport costs, accommodation, food and beverage ▶ Software licences ▶ Consultancy costs, if bringing in outside experts ▶ Overheads ▶ Maintenance and replacement of equipment ▶ Marketing ▶ Travel and transport SSB level ▶ Staffing costs, including recruitment to replace existing staff, training, and development etc. ▶ Survey costs ▶ Engagement costs for meetings and consultation events such as room hire, transport costs, accommodation, food and beverage ▶ Software licences ▶ Consultancy costs, if bringing in outside experts ▶ Overheads ▶ Maintenance and replacement of equipment ▶ Marketing ▶ Travel and transport

► Annex D: Typical Sector Skills Anticipation Study Structure

Introduction

The Sector Skills Anticipation Study (SSAS) is important as it helps the SSB:

- Understand the sector skill needs of the sectors
- Identify priorities and mismatches
- Underpins the Workforce Development Strategy
- Helps the SSB engage with the sector

It is important that this work is carried out in systematic manner. There are a variety of approaches that can be adopted and one of those is the ILO's Skills for Trade and Economic Diversification (STED) approach, which provides the technical capacity of project partners to effectively analyse and anticipate skills needs in target sectors, and to leverage these opportunities to increase the sector's competitiveness through skills development.

ILO's STED approach is a sector level forward-looking approach that aims to help countries in carrying out strategic skills anticipation, including the analysis of a sector's outlook and prospects, what it must strengthen to achieve a common vision for the future, how skills can contribute to this, and what the choice of skills strategy and plan of action should be. STED-based projects provide a working illustration of sectoral approaches to skills governance, and establish a process of working at sector level, enable national and sector partners to test and pilot some of the basic functions of sector skills councils/bodies, through "learning-by-doing."

STED uses a combination of qualitative and quantitative approaches to collect and analyse data and information on LM and skills and bring those analyses to stakeholders for both their validation and further analysis.

For more information on the STED process go to <https://www.ilo.org/publications/sted-diagnostic-guide>

Proposed structure

The following outlines a suggested structure for a Sector Skills Anticipation Study report.

1. Introduction
 - 1.1 *The need for a sector skills strategy*
 - 1.2 *Sector definition and scope*
 - 1.3 *Sector skills strategy aims and scope*
2. Profile and situation analysis for the sector and sub-sectors
 - 2.1 *Economic and workforce profile*
 - 2.2 *Employment*
 - 2.3 *Drivers of change, enablers, major trends and their likely impact on employment*
3. Profile of major occupations in the sector
4. The supply of skill
 - 4.1 *Key institutions, formal programmes and qualifications relevant to the sector*
 - 4.2 *Enrolment data*
 - 4.3 *Workbased and informal learning*
5. Supply side challenges and constraints
 - 5.1 *National skills policy and strategy*
 - 5.2 *Governance and stakeholder co-ordination*
 - 5.3 *Funding*
 - 5.4 *Relevance of curriculum and qualifications*
 - 5.5 *Delivery and assessment practices*
 - 5.6 *Access to training*
 - 5.7 *Gender equality*
6. Vision for the future of the sector
7. Gaps in the capabilities and skills needed to achieve the vision for the future
 - 7.1 *Labour shortages*
 - 7.2 *Skill shortages*
 - 7.3 *Skill gaps*
8. Recommendations on meeting priority sector needs and gaps
 - 8.1 *What skills are needed and where and who should deliver them*
9. Recommendations on meeting system-level priorities for the sector
 - 9.1 *National skills policy and strategy*
 - 9.2 *Governance and stakeholder coordination*
 - 9.3 *Funding*
 - 9.4 *Curriculum and qualifications*
 - 9.5 *Delivery and assessment practices*
 - 9.6 *Access to training*
 - 9.7 *Gender and disability equality*
- Timescales
 - 10.1 *Immediate actions*
 - 10.2 *Actions after TVET Bill has passed*
- Bibliography

