



Federal Foreign Office

Organisations active in international vocational training

A Guide





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Contents

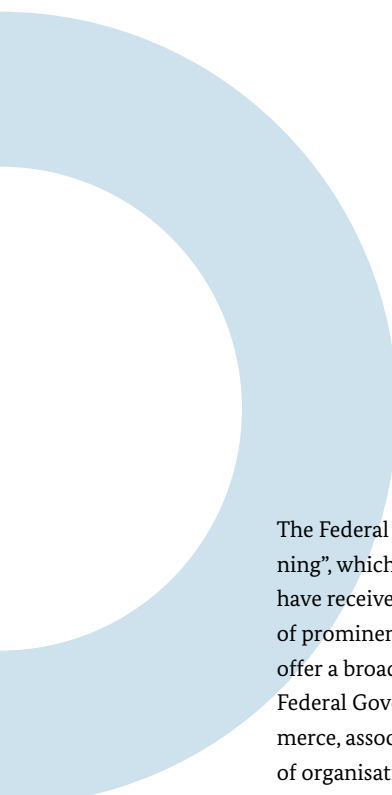
4	Preface
6	GOVET – German Office for International Cooperation in Vocational Education and Training
8	Task Force “Vocational Education and Training” at the Federal Foreign Office
10	Association of German Chambers of Commerce and Industry (DIHK)
12	Bread for the World – Protestant Development Service
14	Caritas international
16	Central Agency for Continuing Education and Training in the Skilled Crafts (ZWH)
18	Christian Services International (CSI)
20	Confederation of German Employers’ Associations (BDA)
22	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
24	Didacta Verband – Association of the Education Industry
26	Don Bosco Mondo
28	DVV International – Institute for International Cooperation of the German Adult Education Association
30	ESTA-Bildungswerk (adult education organisation)
32	Federal Association for the Export of Vocational Training
34	Federal Institute for Vocational Education and Training (BIBB)
36	Federal Office of Administration – Central Agency for Schools Abroad (ZfA)
38	Forum Berufsbildung

40	Fraunhofer Institute for Industrial Engineering
42	Fraunhofer MOEZ
44	German Confederation of Skilled Crafts (ZDH)
46	German Trade Union Confederation (DGB)
48	Goethe-Institut
50	GSI
52	Hesse Institute for Advanced Training in Technology
54	IBEX – Vocational Education Export Initiative
56	iMOVE
58	International Centre for Migration and Development
60	International Placement Services (ZAV) of the Federal Employment Agency
62	Internationaler Bund – Freier Träger der Jugend-, Sozial- und Bildungsarbeit
64	KfW Entwicklungsbank
66	Kolping International
68	MISEREOR
70	Senior Experten Service (SES) – Foundation of German Industry for International Cooperation
72	sequa
74	Weltfriedensdienst
76	Index



The German system of dual vocational training is unique. State, business and social partners work in close cooperation to continually improve this training model, geared to the real needs of the economy. This enables it to make a significant contribution to guaranteeing that the need for skilled workers can be met and thus to securing our country's high level of competitiveness and productivity. Work-based learning ensures that both vocational and social skills, especially the ability to assume responsibility and make decisions, are developed from day one.

The advantages of the dual system have attracted our partners' interest. A growing number of countries around the world are asking questions about our successful model. Apart from the important contribution it makes to the fight against youth unemployment and labour shortage, thorough vocational training plays an important role in structural, social and economic development, as can be seen from some of the examples in this brochure. Combined with measures to generate jobs, vocational education and training (VET) moreover can provide an important stabilising influence in fragile labour market situations.

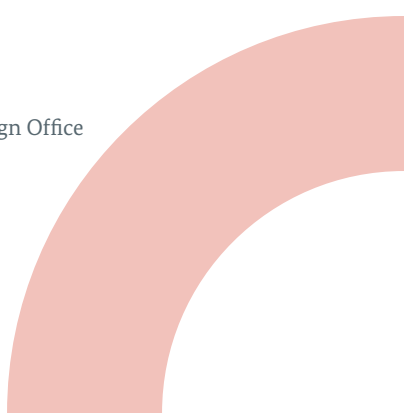


The Federal Foreign Office set up the Task Force “Vocational Education and Training”, which issued this guide, in response to the abundance of enquiries that we have received via the German missions abroad. This guide presents an overview of prominent organisations active in international vocational training which offer a broad range of specialised expertise and concrete services. They include Federal Government implementing organisations, initiatives, chambers of commerce, associations and development cooperation organisations. This synopsis of organisations and services has been developed to be used in practise, and of course in practise it will continue to grow.

I hope this guide will serve as a useful toolbox for solutions in the field of international vocational training.

Dieter W. Haller

Director General for Economic Affairs and
Sustainable Development at the Federal Foreign Office



GOVET – German Office for International Cooperation in Vocational Education and Training

The German Office for International Cooperation in Vocational Education and Training (GOVET) at the Federal Institute for Vocational Training (BIBB) acts on behalf of the Federal Government to coordinate the involvement of German stakeholders in vocational education and training cooperation abroad. For national and international stakeholders, this office is the central point of contact for VET cooperation. GOVET is an essential component of the Federal Government's strategy on the establishment of a one-stop shop for international vocational education and training cooperation. Initiated by the Federal Ministry of Education and Research (BMBF) this strategy was eventually adopted by the Federal Cabinet in July 2013. It provides specialist support on behalf of the Federal Government in international VET cooperation and creates transparency both within Germany and abroad by serving as a platform for the exchange of information. GOVET also acts as the administrative arm for the Round Table which pools the expertise of all German stakeholders in international vocational education and training.

Mission

- Acts as the administrative arm of the Round Table for involved stakeholders
- For national and international stakeholders, GOVET is the central point of contact for VET cooperation
- Implements an internal and external knowledge management system
- Undertakes the establishment, coordination, technical design and evaluation of the BMBF's bilateral VET cooperation
- Defines, designs and supports networking and cooperation projects

Structures and services

- Governance of VET
- Work-based learning
- VET standards
- Qualification of VET personnel
- Institutionalised vocational education and training research



German Office for International Cooperation
in Vocational Education and Training

Selected projects

Bilateral cooperation with Greece, Italy, Latvia, Portugal, Slovakia, Spain, China, India, Russia, South Africa, Turkey

Russia as an example – cooperation with the Russian partner institute FIRO (Federal Institute of Education Development)

- Developing a continuing training programme for VET staff
- Supporting the set-up of an internet portal for VET staff
- Assisting with the design of curricula
- Providing advice on the creation of sector-specific centres of excellence

India as an example – cooperation with the Indian partner institutes CSTARI (Central Staff Training and Research Institute) and NSDC (National Skills Development Corporation) as well as the industry group FICCI (Federation of Indian Chambers of Commerce and Industry)

- Developing professional, training and examination standards
- Devising curricula
- Advising on qualifications development research
- Providing advice on developing trainers' skills
- Facilitating knowledge transfer through workshops, conferences and study trips

Operator	State
Legal form	Initiative of the BMBF located in BIBB
Website	www.bibb.de/Zentralstelle
Contact	Ulrich Meinecke Tel.: +49 228 1071689 meinecke@bibb.de

Task Force

“Vocational Education and Training” at the Federal Foreign Office

Around the globe the Dual System of German Vocational Education and Training has generated great interest. Requests often reach first the German diplomatic missions abroad. For this reason a cross-departmental Task Force “Vocational Education and Training” (AS -BB) was set up at the Federal Foreign Office. It coordinates all tasks related to international VET as well as the position of the Federal Foreign Office within the Federal Government and is the first contact point for diplomatic missions. At the Task Force, information from developing and emerging countries as well as industrialized countries are analysed and evaluated. These reports and project proposals are directed to the competent ministries and institutions, especially to GOVET (German Office for International Cooperation in Vocational Education and Training). In addition, an official of the Federal Foreign Office has been seconded to GOVET. The Foreign Service brings a well-functioning network of 230 foreign representations in the collaboration. The diplomatic missions support the implementation of projects - often at the specific request of their partners.

Mission

The Task Force “Vocational training” sees itself as catalyst and engine for different aspects related to international VET. The treatment of the subject is an example of a network-oriented foreign policy that is continually developed with all relevant organizations, intermediaries, associations, ministries and interested States. Our Objectives are:

- Giving foreign-policy impetus for different contexts. Developing and emerging countries as well as industrialized countries recognize the importance of well-trained specialists for sustainable growth and employment and estimate the German Dual System as a successful approach. Vocational training is also a key factor for the increase of (youth) employment.
- Vocational training projects in fragile contexts are (together with employment promotion) a foreign-policy contribution to stabilization, development and growth.
- Promotion of Foreign Trade: German enterprises at home and abroad have a growing demand for well-trained professionals.
- Active participation at the Round Table “International VET” as a central steering committee of the activities of the Federal Government, with the aim of mutual information, generating synergies in joint projects and coherence in external appearance.
- Intensification of the discussion to facilitate the training of third-country nationals in Germany (“Circular VET”) as a contribution to allow for stronger immigration of future professionals.

AS-BB

Structures and services

- Contact point for inquiries concerning VET issues from abroad and domestic inquiries with international aspects (especially for foreign missions).
- Accepting, analysing and forwarding requests to GOVET and other partners.
- Controlling of vocational training measures with foreign policy objectives.
- Dialogue with all relevant organizations, intermediaries, associations, ministries and interested States.
- Dialogue with the economy regarding the implementation of vocational education and training solutions abroad.

Selected projects

A good example for the successful collaboration of all key stakeholders is the VET-initiative in Thailand. A “DUAL.excellence” conference, organized by the Federal Foreign Office, was the starting point. Motivated by the meeting, the German-Thai Chamber of Commerce and the GIZ developed in cooperation with the German Embassy in Bangkok the project “Excellent training for Thailand”. Together with three German companies (BMW, Bosch, and B. Grimm) and Thai vocational schools, the dual profile of the Mechatronic profession was introduced to Thailand. The project received seed funding through the Task Force “Vocational Education and Training. Since 2014 it is further developed in the framework of a BMBF-DIHK partnership.

Operator	State
Legal form	Department of the Federal Foreign Office
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Association of German Chambers of Commerce and Industry (DIHK)

The Association of German Chambers of Commerce and Industry (DIHK) is the umbrella organisation of the Chambers of Industry and Commerce (IHKs) and as such represents the interests of a broad swathe of German companies vis-à-vis German policy-makers and European institutions, on behalf of and in coordination with the individual IHKs. It adopts binding rules and assumes a range of sovereign tasks with which the state has entrusted the business community. The DIHK also contributes to shared knowledge management and the membership-oriented further development of the Chambers' services.

The Chambers (IHKs) are independent institutions incorporated under public law that represent the overall interests of the businesses comprising their membership vis-à-vis local authorities, regional governments, as well as policy-makers and the public in general. One of the Chambers' key areas of responsibility is the dual system of vocational training. This responsibility is anchored in the Vocational Training Act, which transfers important sovereign tasks to the IHKs, such as the organisation and conduct of public examinations and the issuing of nationally recognised certificates. In this way the IHKs assure the quality of vocational education and training (VET).

The DIHK also coordinates and nurtures the network of German Chambers of Commerce Abroad (AHKs), which currently work from 120 locations in 85 countries around the world. The AHKs are official German institutions for the promotion of foreign trade and investment and also foster bilate-

ral economic relations with the countries in which they are based. They receive part of their funding from the Federal Government through the Federal Ministry of Economics and Technology. AHKs are the official representations of German business wherever they are based, and as a rule are governed by their membership. They are also service providers for businesses seeking access to new markets and improving their position in existing ones.

Mission

Vocational education and training has long been an area that fell within the remit of the AHKs, but it is only recently that demand for their services has soared. This is because of the increasing difficulties encountered by German businesses abroad in finding workers with the precise skills they need on the local labour market. The AHKs' response was to create VET programmes for German companies active abroad which were comparable to those available in Germany. The DIHK-IHK-AHK group aims, through its international collaboration on vocational training, to promote foreign trade and investment by creating skilled workers, to provide international political consultancy services on vocational education and training, to win skilled workers for German businesses abroad and to ensure there are enough skilled workers in Germany by creating a pool of potential skilled immigrants.



Deutscher
Industrie- und Handelskammertag

Structures and services

- Coordinating the international training work of the IHK/AHK organisation
- Representing the IHKs and AHKs as the first point of contact for institutions involved with education in Germany and abroad
- Advising IHKs and coordinating their activities on all issues of vocational education and training in Germany and abroad
- Providing political and systemic consultancy services in Germany and abroad
- Preparing materials, texts and information for instructors and examiners
- Participating in the development of training regulations
- Providing information on placements abroad for trainees
- Advising AHKs on the organisation world-wide of business skills and foreign language acquisition under the dual system of education and training
- Certifying the equivalence of AHK VET courses

Selected projects

The German Chamber of Commerce Abroad (AHK) in Ecuador

Educational opportunities in Ecuador are marred by regional, social and cultural disparities. The Ecuadorian Government wants to address this problem by introducing a dual training model based on the German system.

The signing of a framework agreement on 21 May 2012 by the Ecuadorian Government and the AHK with the participation of the German Embassy was a milestone in bilateral education policy. This agreement envisages the introduction of the dual system of training based on the German model throughout Ecuador, above all for technical jobs. A pilot project is being put together by the AHK (as lead organisation) on the basis of the agreement. To start off with, training programmes will be established at selected locations (Quito, Guayaquil and Cuenca) for mechanics, printers and electrical engineers. The German company Haver&Boecker heads a consortium of German businesses which will support this pilot phase with the backing of sequa¹.

¹ See page 72 for more information about sequa.

Operator	Business
Legal form	e. V. (registered association)
Website	www.dihk.de
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sievers.yorck@dihk.de

Bread for the World – Protestant Development Service

Bread for the World – Protestant Development Service is the Protestant Church in Germany’s development agency. It was created when the aid agency “Bread for the World”, formerly run by the social welfare organisation Diakonie, merged with the Protestant Development Service (EED). The organisation “Bread for the World – Protestant Development Service” provides support in the form of financial contributions, personnel, technical advice, emergency and disaster relief and grants. This support goes to churches, Christian institutions and other private agencies around the world who work for a fair society, fight discrimination based on origin, gender and religion and who stand by people around the world who live in poverty and destitution, whose human dignity and rights have been violated or who are threatened or currently affected by wars or other catastrophes. In addition to this, through its work, the institute promotes equal opportunities in life for women and men.

Mission

“Bread for the World” supports a range of partner organisations, predominantly in the field of Protestant education. Projects which receive support range from initial and further training for teachers, to vocational training, to supporting universities. Furthermore “Bread for the World” promotes the human right to education and civil society’s demands for access to education, including vocational education and training.



Brot für die Welt –
Evangelischer
Entwicklungsdienst

Structures and services

- Providing financial support and advice in running projects and programmes, such as in vocational education and training
- Placing experts from Europe in overseas projects
- Allocating grants to young potentials and experts from partner countries. With its grant scheme, “Bread for the World” enables employees in partner organisations to undertake further professional qualifications and offers young people in partner countries the chance to engage in initial and further training in the South as well as in Germany.

Operator	Church
Legal form	Constituent of the Protestant Agency for Diakonia and Development
Website	www.brot-fuer-die-welt.de
Contact	Natascha Affemann Tel.: +49 30 652111466 n.affemann@brot-fuer-die-welt.de

Caritas international

Caritas international is Caritas Germany's welfare organisation. For over 60 years it has provided assistance around the globe and it supports some 1000 projects per year. Its key task is emergency aid and disaster relief assistance. Alongside urgent survival aid in cases of war or natural disaster comes more long-term support for reconstruction and the prevention of as well as provision for future catastrophes.

A further task is promoting structures in the field of social work. Cooperation with self-help initiatives, professional organisations and networks supports concrete approaches to solution-finding and social policy initiatives. In this field Caritas international engages in preparatory and informal vocational training for particularly disadvantaged groups within the population, whilst formal vocational training falls under the remit of the bishops' organisation for development cooperation, MISEREOR.

Mission

Caritas international strives for solidarity and social justice in the world. Guided by Christian beliefs and the teachings of the Church it combats discrimination, violence, intolerance and poverty. Both by developing social services and through humanitarian aid, Caritas international supports people who are excluded from the mainstream development process. This social work particularly targets children and young people (e.g. child soldiers, street children), older and ill people (e.g. older people in need of care, people with HIV) as well as disabled people. Special skills from the Caritas Association in Germany's social work also contribute to this field of work. Alongside needs-based support, it also enables social policy demands to be voiced and helps to promote respect for social human rights. Here, vocational training forms part of the effort to improve social work structures.

Structures and services

- Measures to prepare particularly disadvantaged groups within the population for work
- Informal vocational education and training for particularly disadvantaged groups within the population



Selected projects

Professional qualifications as a way out of prostitution in Colombia and Ecuador

The Adoratrices congregation of sisters works together with prostitutes to develop professional alternatives for them. Prostitution is a phenomenon linked to poverty, as a lack of school education coupled with low chances of accessing vocational education bar the path to the regular labour market. Caritas international supports the step-by-step process of leaving prostitution behind and finding regulated employment.

Women and girls attend free courses in the vocational training centre “Miquelina” during the day. Among others the centre runs dressmaker, baker and hairdresser courses as well as training in hotel and catering work. If a woman completes her training and is ready to work independently, the “Hermanas Adoratrices” help her to deal with the job centre or set up a small business. In parallel medical and psychological support is offered in order to help the women process trauma they have suffered and strengthen their self-acceptance. Based on the premise of human rights and gender equality they are also helped to defend their interests in the public sphere.

Caritas international has been supporting the work of the Adoratrices in the Colombian capital Bogotá since 2007. To date, around 1100 women and girls have undertaken vocational training there and some 300 have been placed in fixed jobs, mostly in the clothing industry. Due to its success, its work has been supported by the Federal Ministry for Economic Cooperation and Development since 2012 and has been extended to a total of seven towns in Colombia and Ecuador.

Operator	Caritas Germany – Caritas international	
Legal form	e.V. (registered association)	
Website	www.caritas-international.de	
Contact	Volker Gerdesmeier +49 761 200678 volker.gerdesmeier@caritas.de	Gernot Ritthaler +49 761 200390 gernot.ritthaler@caritas.de

Central Agency for Continuing Education and Training in the Skilled Crafts (ZWH)

The ZWH provides services across Germany to all institutions of vocational training in the skilled crafts. It is supported by all of Germany's chambers of crafts and trades, regional associations of such chambers and the German Confederation of Skilled Crafts (ZDH).

Mission

The objective is to provide high-quality service in the field of vocational education and training. The ZWH is regularly charged by the state to conduct national and international VET projects.

Structures and services

- Enhancing existing VET systems by adding elements of the dual system – exporting Germany's VET
- Training vocational college staff to provide practical, practice-based teaching
- Conducting national and international analysis of VET demand and curriculum ideas
- Carrying out national and international development and pilot projects
- Collaborating with international partners
- Advising public and non-governmental organisations as well as educational institutions on all matters of initial and continuing VET
- Distributing teaching materials for initial and continuing training

- Making available e-learning facilities, online portals
- Organising events for representatives of the education sector
- Running national and international VET conferences
- Developing training materials and sessions for instructors, teachers and examiners

Selected projects

The ZWH around the world

The fact that change can be so rapid in technology, the economy and society demands a huge amount of flexibility and adaptability. This is true in Germany and around the world. Here's a selection of the activities the ZWH undertakes to accommodate that demand:

The ZWH in China

A centre of excellence focused on motor vehicles is being set up in Chongqing, with the ZWH as the lead agency and with the involvement of the Shanghai AHK1. These activities are taking place under the aegis of the joint declaration on founding a Sino-German alliance for vocational training issued in June 2011 by the Federal Ministry of Education and Research (BMBF) and the Chinese Education Ministry.

Also in China, the ZWH furthermore provides qualifications in quality management at Chinese vocational colleges.



The ZWH in Nigeria

A vocational training centre based on the German model is to be established in River State, Nigeria. The education commission of the River State Government in Nigeria has charged the ZWH with coordinating the work.

International seminars – training for trainers, methodology seminars, practical sessions

The ZWH has been conducting continuing training seminars for Chinese VET staff since 2008. The aim is to introduce them to practice-based teaching methods. In the context of the above project, the ZWH also offers teaching qualifications to “train the trainers” at an international level. The programme contents are based on the Ordinance on Trainer Aptitude 2009 (Ausbildereignungsverordnung, AEVO). The ZWH also collaborates with vocational training centres to run practical training sessions.

The ZWH has been providing a number of other seminars in the Spanish province of Valencia for more than ten years. The aim behind them is to introduce vocational college teaching staff to the German VET system at a theoretical and a practical level. Excursions tailored to particular target groups provide participants with detailed insights into the dual VET system.

¹ See page 10 for more information about the German Chambers of Commerce Abroad (AHKs).

Operator	Chambers of crafts and trades, regional associations and the German Confederation of Skilled Crafts		
Legal form	e.V. (registered association)		
Website	www.zwh.de		
Ansprechpartner	ZWH Düsseldorf		ZWH Shanghai
	Hermann Röder	Ms Qung TAN	Ms Qingying CAO
	Tel.: +49 211 30200911	Tel.: +49 211 30200932	Tel.: +86 21 60956972

Christian Services International (CSI)

Christian Services International - CSI dispatches skilled staff around the world who support local Protestant churches and Christian organisations in the respective countries in which they are active. The focus of their work lies on supporting and training local staff. CSI has been officially recognised as a development agency since 1985. CSI staff work on development cooperation projects in fields such as training in technical and skilled crafts and trades, education, agriculture, health service and counselling.

The CSI fundamental ethos is not to launch its own projects but rather to use close and honest communication with partners to find out how best to help and how to ensure that this help is provided on a sustainable basis.

Mission

On mission, CSI staff cooperates closely with national partners as well as with relevant training authorities and institutions. They focus on training for trainers as well as training for young people which is practice-oriented and adapted to the needs of the labour market. By doing so, they contribute to the structured and sustainable establishment of training centres, skilled crafts and trades colleges, vocational colleges and technically-oriented high schools.

CSI workers offer advice on training and further qualifications for local teachers as well as on devising curricula, administration, structural development and improved integration in regional, national and international education networks.

Moreover, income-generating projects extend the range of training courses on offer. Advice as well as both technical and practical support aid the development and establishment of cooperative community businesses.

Structures and services

- Providing advice and assistance to local partners on constructing workshop centres and on acquiring, installing and getting everything up and running, i.e. workshop equipment, machines and tools as well as the classrooms for theory lessons
- Devising training programmes for local staff at the implementing organisations in order for them to become trainers at the education centres, implementing training measures for people and providing regular theory-based and practical training for local staff
- Designing curricula, guided by CSI staff, for training courses for craftsmen which are either planned or set to be newly established, as well as helping the provider to gain accreditation for its curriculum
- Conducting regular follow-ups for partners as well as, for example, training programme alumni who have received assistance in setting up a business
- Providing the theoretical basis and practical preparations for income-generating projects in order to make the schools advised by CSI personnel, and their staff, financially independent



Christliche Fachkräfte International

- Developing and enhancing partnerships/networks with state and non-state VET providers

Selected projects

Rwanda, Kigali – Ihumure Vocational Training College (IVTC)

Due to cooperation in development work in Burundi, the Eglise Vivante has been known to the CFI as the project's executing organisation for many years. Moreover it has long been a respected partner in Rwanda. As required by the Rwandan authority WDA, schools and vocational colleges play an important role in the national training network.

Since 2012, the CSI has supported the Gatenga region in the immediate vicinity of Kigali, which is poor and still suffering the aftermath of the genocide. It has sent a consultant and trainer to vocational colleges there as a means of supporting poverty-fighting measures initiated and managed by the Eglise Vivante. Training and educating local staff and underprivileged young people empowers the population to take responsibility for itself. The skilled crafts and trades college project aims to encourage and support people in the region.

Through the "Ihumure Vocational Training College" (IVTC), the Eglise Vivante has worked in cooperation with, and under the expert guidance of, CSI staff to be able to establish a well-founded and recognised vocational college with high educational standards. It currently schools 20 trainees a year (in the medium-term this will be 50 a year). In all subjects (wood, metal, electrics, building trade), the training programme is tied to business development in the country and the region's local economy. The training centre itself makes a significant contribution to economic development and fighting poverty in the region. Further training in skilled crafts and trades and vocational college projects which the CSI supports take place in different locations in Rwanda, Ethiopia, Mozambique, Tanzania, Uganda, Indonesia and Haiti.

Operator	Christliche Fachkräfte International e. V.
Legal form	e. V. (registered association)
Website	www.gottes-liebe-weltweit.de
Contact	Bernd Lutz, Head of CSI Tel.: +49 711 2106614 bernd.lutz@cfi.info

Confederation of German Employers' Associations (BDA)

The BDA is the umbrella organisation which deals with social policy for German industry as a whole. It represents the interests of around a million companies which are affiliated with the BDA through their voluntary membership of Employers' Associations.

The BDA is involved in bodies at the national, European and international level and is a point of contact for companies, policy-makers and the media on all social policy issues.

Mission

Within the context of its work in education policy, the BDA strives for vocational training which is robust, practice-oriented and adapted to businesses' needs, drawing on input from firms, sectors and regions in order to do so. The BDA works at a national and international level to achieve good framework conditions for companies to provide initial and continuing training. This includes training-oriented and thorough career guidance for school leavers, modern and sophisticated training standards, high-performance vocational colleges, market-oriented quality assurance for continuing training as well as improved permeability between educational fields.

Structures and services

- Within the framework of the BUSINESSEUROPE Task Force "Youth", the BDA was heavily involved in the development of guidance on how the quality and image of dual training systems could be improved („*Creating Opportunities for Youth – How to improve the Quality and Image of Apprenticeships*“; www.business-europe.eu/Content/default.asp?pageid=568&-docid=29967).
- As an important discussion partner for policy-makers, the BDA assists with Federal Government initiatives in the field of international VET cooperation. For example, the BDA participates in the Round Table "International Vocational Training Cooperation" under the auspices of the Federal Foreign Office and the Federal Ministry of Education and Research. Moreover, it participates in the German-Spanish and German-Italian Task Forces, which were set up by the Federal Ministry of Education and Research in order to strengthen elements of vocational training in target countries and to improve the uptake of young people into the labour market.
- The BDA has bilateral relations with employers' organisations abroad, and uses its expertise in the field of vocational education and training to assist them.



Selected projects

Round Table “International Vocational Training Cooperation”

Learning from one another through examples of best practice can make an important contribution to boosting the attractiveness and quality of national vocational training systems. This is why the BDA launched the online platform “career in Germany – young skilled workers for Germany” (www.career-in-germany.net; launched at the beginning of July 2013). This online platform is geared towards associations, firms, young people who are interested in training and young skilled workers abroad, aiming to help develop the potential of workers from other countries. Through its provision of information on the German training system combined with examples of good practice, “career-in-germany.net” is a valuable source of inspiration for political and business representatives from abroad who want to incorporate dual elements into their national training systems in order to equip them for the future.

Operator	Business
Legal form	e. V. (registered association)
Website	www.arbeitgeber.de
Contact	Confederation of German Employers' Associations Department: Education I Vocational Training Tel.: +49 30 20331500 bildung@arbeitgeber.de

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

GIZ is a public company which assists the Federal Government in achieving its objectives in the field of international cooperation for sustainable development. GIZ supports developing, emerging and transition countries in the area of vocational education and training by offering demand-driven, tailor-made services to improve and expand labour market-oriented VET systems and to build functioning labour markets, having regard to economic and socio-political considerations.

Mission

GIZ's activities in the field of vocational training focus on labour market-oriented VET systems, Centres for Advanced Technology Training and Services, skills development for secure livelihoods, as well as employment promotion and policy. GIZ projects are designed to make a quantifiable contribution to securing and increasing productive and broad-based employment in developing, emerging, industrialised and transition countries.

Subject areas addressed by our activities include vocational education and training for jobs in the formal and non-formal labour market, skills development following conflicts and natural disasters, balancing supply and demand on the labour market, mobility on international labour markets as well as skills development as a multidisciplinary topic in other sectors such as renewable energies and water. Gender issues are also an important multidisciplinary theme.

Structures and services

- Advising on and providing support for VET reform processes
- Advising institutions entrusted with VET and labour market issues at all political levels
- Advising on and supporting the development of needs-driven initial and continuing training measures
- Developing sustainable implementation concepts and reforms of financing models

- Developing demand-based concepts for in-house continuing training and the integration of unemployed people
- Planning and implementing pilot projects, assessing them and scaling them up
- Analysing labour market conditions and developing suitable structures and instruments
- Initial and continuing training and other forms of capacity development for teachers, management staff, advisers, other multipliers and decision-makers
- Initiating and supporting dialogue processes and creating networks at national, regional and sectoral level
- Further services in the fields of vocational training and the labour market

Selected projects

GIZ in Indonesia

Together with the KfW Entwicklungsbank (KfW Development Bank)¹, GIZ is supporting the Indonesian Government's efforts to reform the technical vocational education and training system over the period 2010–2017. The programme encompasses enhancing the quality of teaching and learning in schools and training centres, supporting a more conducive regulatory framework, improving the planning and delivery of VET through better knowledge of the labour market and establishing services to ease young people's transition from school to work. Another essential element of the programme is the promotion of private sector involvement. And in collaboration with the provincial governments in Aceh and North Sumatra, action has been taken to improve VET management by local councils, for example by providing targeted training for school inspectors, in order to ensure the sustainability of reconstruction in Aceh and Nias.

¹ See page 64 for more information about KfW Entwicklungsbank (KfW development bank).

Operator	State	
Legal form	GmbH (limited liability company)	
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Didacta Verband – Association of the Education Industry

The Didacta Verband represents the interests of over 250 companies and organisations both in Germany and abroad. Together with its members, the association works to ensure that all educational institutions have adequate facilities and equipment and that high-quality teaching and learning material is used. In addition to this, the Didacta Verband actively participates in the debates on further developing education systems and informs the public of important developments in the field of education. This makes the association ideally placed to organise the world's largest education fair, "didacta – the trade fair for education and training", and in addition to this it also organises the education industry's participation in fairs abroad.

Mission

Through the Vocational Education and Training Committee, the Didacta Verband offers a home to all companies and organisations which are engaged in the field of vocational education and training. In this field, the dual system of vocational training, full time training programmes, as well as all forms of career preparation, vocational continuing training and technical higher education.

The committee works to raise public awareness regarding vocational education and training, to better highlight the value of academically recognised training systems both within Germany and internationally, to present and promote vocational education and training services and events at

didacta – the trade fair for education and training, as well as to forge and expand vocational education and training networks.

On the VET Committee, hardware, teachware and software providers cooperate, in a targeted and constructive manner, with the Federal Institute for Vocational Education as well as training and education publishing houses to implement these goals.

Structures and services

- Carrying out joint public relations work to boost the status of vocational education and training
- Drafting joint positions on VET topics in order to pool the specialised competences of different member companies
- Preparing joint fairs and related activities to arouse the interest of the public and media in initial and continuing vocational training
- Campaigning for the modernisation and improvement of the equipment in VET establishments and, as a propaedeutic measure, improvement of equipment standards for scientific and technical subjects in general education establishments
- Increasing the value that society places on MINT subjects in general education establishments in order to guarantee the future supply of professionals in the fields of engineering and natural sciences, and increasing consideration for MINT subjects in countries' curricula

- Intensifying cooperation with foundations and initiatives to strengthen scientific and technical preparatory education in general education establishments
- Cooperating with economic, industry and skilled crafts and trades associations as well as public law organisations
- Boosting exports of association members' products and services with a focus on vocational education and training and natural sciences
- Closely cooperating with internationally active organisations and associations such as the BIBB, the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Ghorfa, iMOVE, the World Association of German Schools Abroad and the Worlddidac association
- Facilitating German associations' participation in the Federal Ministry of Economics and Technology's programme of international exhibitions

Selected projects

Within the context of the conference accompanying the international education exhibition Worlddidac Asia 2009, which took place in Bangkok in Thailand, the Didacta Verband organised an international VET day. It did so in cooperation with association members, the Federal Institute for Vocational Education and Training (BIBB) and OVEC, the Thai Education Ministry's Office of the Vocational Education Commission. Moreover, the German education industry organised a collective German participation in Worlddidac Asia in 2009 and 2011 which was supported by the Federal Ministry of Economics and Technology. In 2009, the VET day focused primarily on the question of how German partners from the fields of business and politics could assist with reform of the Thai VET system. This provided an opportunity for existing cooperation between the BIBB and the OVEC to be strengthened. There is still a great deal of interest in the Thai market amongst German companies in the education sector. Due to the positive experience of 2009, the practice of holding a conference to accompany Worlddidac Asia is due to be maintained in October 2013 in Bangkok.

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Don Bosco Mondo

Don Bosco Mondo is a non-governmental organisation founded in 1980 and based in Bonn. It works with the Salesians of Don Bosco (SDB), a Catholic religious order, to help marginalised and disadvantaged children and young people around the world. The aim of the non-profit association is to fight poverty through education. Numerous projects in Africa, Asia, Latin America and Eastern Europe give street children, child labourers, child soldiers and children from the poorest families access to education regardless of their religion, nationality or gender. Vocational training is one focus of the NGO's work. It is partnered in the project countries by the Salesians of Don Bosco, who are striving to improve the lives of disadvantaged children and young people in more than 130 countries. A total of roughly 225,000 young people are currently attending courses at its 700 and more vocational training centres around the world.

Mission

The basic objective of Don Bosco Mondo is to fight poverty by providing education. One of the organisation's focuses is on vocational training. As a matter of principle, training is oriented to market needs and linked to job placement schemes, business start-up programmes and internships. Don Bosco Mondo also attaches importance to communicating values and key skills beneficial in the workplace, at home, in society and with a view to political participation. Vocational training also plays a key role for Don Bosco Mondo in the context of rehabilitation programmes for street kids, young offenders and former child soldiers.

Structures and services

- Training is predominantly provided in vocational training centres with workshops, classrooms and sports fields.
- General education and training are holistic and non-violent, guided by the Christian ethic to foster personal, social and professional skills.
- Practice and theory combined, with a focus on labour-market needs
- Cooperation with businesses, job placement services and support for start-ups
- Flexible teaching hours adapted to the needs of the target group
- The vocational training centres form a network and exchange staff and know-how.
- Soft skills are fostered e.g. by opening the training centres at weekends and in the evenings for football matches, games and social events.



DON BOSCO MONDO
JUGEND • HILFE • WELTWEIT

Selected projects

Don Bosco Tech India

The Salesians of Don Bosco in India have for many years been active in the field of vocational training for young people. They are the biggest private operator of training centres in the country, running some 123 establishments offering formal and non-formal education, many of which were set up with the financial support of Don Bosco Mondo and Germany's Federal Ministry for Economic Cooperation and Development. The Salesians' programmes are geared in particular to marginalised youths. The youngsters can choose from nearly 50 different training courses and after completing these receive help in finding adequate work through special job placement programmes. Nowadays, young people from very poor backgrounds are able to earn enough from their trades or own small businesses to give their families a life in dignity. Their own children no longer need to work to contribute to the family income, but can go to school and enjoy a proper childhood. In order to maintain or even improve the quality of the training offered, and to better represent their interests vis-à-vis government

and business, the training centres joined together in 2006 to form the national network "Don Bosco Tech India". Since then the training courses in the field of non-formal education have been standardised and modularised.

However, before these standardised training modules could be taught, the technical facilities available at all participating centres also had to be adapted. The necessary funds for this investment, and for measures to improve the job placement programme, were provided by Don Bosco Mondo and the Federal Ministry for Economic Cooperation and Development.

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DVV International – Institute for International Cooperation of the German Adult Education Association

DVV International is the German Adult Education Association's Institute for International Cooperation. DVV International is active worldwide with more than 200 partners in some 35 countries in Asia, Africa, Latin America and Eastern Europe in the field of youth and adult education. Its projects focus on basic education and literacy, vocational education and training, environmental education and sustainable development, global and intercultural learning, migration and integration, health education and AIDS prevention, crisis prevention and democracy education.

The German Adult Education Association (DVV) represents Germany's community adult education centres (Volkshochschulen) and their 16 regional associations with respect to educational and political issues at national and European level. The 1000 or so Volkshochschulen are the biggest provider of continuing training in Germany – with adult education centres in every town in the country. Each year, the Volkshochschulen organise some 647,000 courses and events, providing 15.3 million contact periods for more than 6.4 million students in subjects grouped under the headings society, careers, languages, health, culture and basic education.

Mission

As the largest specialised organisation for adult education active in development cooperation, DVV International helps individuals, educational organisations and governments develop solid, sustainable continuing education and training systems. Together with its partners and local people, the organisation fosters access to and creates venues for lifelong learning.

Jobs and careers play a significant role in developing and maintaining a personal identity and encourage people to participate fully in society. For this reason, continuing vocational training is an indispensable and central part of DVV International's adult education work.



Structures and services

- Courses on learning skills, languages, job-specific training courses, information technology, etc.
- Specialised courses to facilitate career progression in business and technical fields and to improve management skills

Selected projects

DVV International in Mali – vocational training project for young people in difficult situations

This project fosters the integration of young people from difficult backgrounds into the world of work.

To this end, young people are found traditionally structured traineeships or apprenticeships in order to give them a medium-term prospect of entering the labour market. At the same time, the youngsters participate in REFLECT circles, through which they can attend literacy courses in their local languages, if necessary, and where they receive civic education (learning about civil rights and duties, relevant laws, the rights of children and young people, etc.). REFLECT is a method based on the work of Brazilian educator Paulo Freire which enables people to understand their needs, to articulate them and address them productively. This framework also makes it possible to provide considerable support and assistance for the participants. When the project ends, the young people will be given help in launching their careers.

Operator	Volkshochschulen
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ESTA-Bildungswerk

(adult education organisation)

ESTA-Bildungswerk is a consultancy specialising in training programmes which are noted for their high success rates. For more than 30 years, we have been developing training programmes that are business-oriented and customer-friendly, drawing on our close contacts with companies and relevant organisations and associations. One key factor in our success has from the start been our experience in personnel development for everybody, from job starters to older people established in their careers.

Mission

Devising customised solutions for companies or entire sectors that are experiencing difficulties in finding suitably qualified staff.

Structures and services

- Training courses for health and social sector jobs
 - Job prospects
 - Geriatric care
 - Geriatric care (auxiliary)
 - Care assistant
 - Physiotherapy
 - Auxiliary curative educator
- Retraining courses
 - Industrial business management assistant
 - Office management clerk
 - Hospitality sector
- Vocational integration of young people and adults
 - Continuing vocational training, coaching, training courses
 - Orientation, activation
 - Vocational preparation
 - Support programmes (for people in training)
- Flexible socio-educational provision for children with problems
 - Programmes to advise and assist school refusers and truants and help them get back to school
 - Assistance/support
 - Social group work
 - Assisted living
- Training in Europe
 - Projects, seminars
 - Study trips

- Strengthening the skills base
 - External training management
 - Personnel development in the commercial sector
 - Personnel development in the health sector

Selected projects

ESTA-Bildungswerk runs the “upgrade” project in cooperation with the trade association Handelsverband Ostwestfalen-Lippe, the retailers’ and service providers’ association Rheinischer Einzelhandels- und Dienstleistungsverband, the retailers’ association Einzelhandelsverband Westfalen-Münsterland and the Witten Office for Business Promotion.

The “upgrade” project devises and tries out new continuing training programmes, which are geared to the specific business, professional and family circumstances of the participating part-time staff and their time constraints. A special point is made of including people in marginal employment.

The ESTA-Bildungswerk also provides training places. At present we offer training places in social careers and retraining programmes in the hospitality sector and office and industrial management. We are constantly expanding our provision, as new career opportunities and synergies emerge.

Training to become a publicly certified auxiliary curative educator: People undertaking this course learn nursing and teaching skills and theory to prepare them for jobs assisting other professionals as they support, advise, educate and care for people with disabilities and handicaps, helping them manage their affairs with respect to housing, leisure, education and work.

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Federal Association for the Export of Vocational Training

The Federal Association for the Export of Vocational Training organises the German export-oriented private education sector as a whole and supports its activities around the world. The aim is to promote the transfer of German know-how in the fields of technology, science and education export in respective parts of the world and to improve the framework conditions for the export of German education both within Germany and in the various relevant regions of the world to the benefit of SME educational establishments. The organisation was instrumental in shaping the German education export system and works to create synergies which benefit its members.

Mission

The aims and tasks of Federal Association for the Export of Vocational Training comprise, above all, strengthening vocational education export through cooperation, representing members' interests, lobbying, joint research and development projects, developing and running an IT platform as well as publicity work and appearances at exhibitions.



Structures and services

- Providing practical information on the current international education market
- Point of clearing for inquiries/commissions from abroad and from German companies
 - Forwarding calls for tender and inquiries from export countries and German companies in order to secure a global supply of skilled workers
 - Driving the formation of consortia
- Providing IT platforms for materials and e-learning services
- Running community projects
- Lobbying, representing common interests vis-à-vis public bodies
- Managing marketing/public relations
- Serving as a directory of teachers and instructors
- Cooperating with other organisations at the association level
- Developing product systems
 - Defining training levels on the basis of the European Qualifications Framework
 - Sharing experience and developing systems for continuing training schemes
 - Designing a system for further training for trainers

Operator	Business
Legal form	e.V. (registered association)
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Federal Institute for Vocational Education and Training (BIBB)

The Federal Institute for Vocational Education and Training (BIBB) is nationally and internationally recognised as a centre of excellence for research into and further development of initial and continuing training. In its research and development work and its advisory activities, the BIBB helps to provide individuals with qualifications of lasting value for their economic security and employability, and to guarantee the international competitiveness of German business and industry. Scientific research serves to help achieve this goal.

Mission

Its research, development and advisory work aims to identify future challenges in VET, stimulate innovation in national and international vocational systems and develop new, practice-oriented solutions for initial and continuing vocational training.

Structures and services

- Studying structural developments in the training centre market and in continuing training
- Using early recognition to anticipate future skills needs
- Developing and modernising occupations that require qualifications acquired through further vocational training
- Monitoring and examining on-the-job initial and continuing training
- Supporting modern VET centres in order to expand in-company initial and continuing training
- Implementing pilot projects in the field of initial and continuing training in cooperation with political, hands-on and academic VET stakeholders (supporting experimental models)
- Supporting in-company VET methodology with modern training material
- Devising curricula for training the trainer
- Assessing the quality of distance learning for vocational courses
- Supervising and assisting with national and international programmes to further develop vocational education and training
- Carrying out international comparisons of vocational training for research purposes

Selected projects

Since 2004, the BIBB has been advising the National Institute for Vocational Training (NIVT) at the Ministry of Labour – Invalids and Social Affairs (MOLISA) in Hanoi on a strategic reorientation of the Vietnamese vocational training system. In the past, the consultations focused on modernising the legal basis and developing organisations. Through workshops, conferences and continuing training schemes featuring the involvement of Vietnamese guest researchers, the BIBB has contributed to the further development of both the NIVT as an institution and its staff.

Trilateral cooperation between the BIBB, the NIVT and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)'s vocational education programme has brought synergy and sustainability to the diverse processes since 2010. From then on the focus has been on VET research. The aim of these consultations is to enhance the NIVT's research and development activities and to build networks with other national and international institutions.

In this regard, since 2010 a central theme of BIBB consultations has been implementing a sustainable monitoring system in vocational education and training. These technical and methodological consultations are currently focussing on developing an annual report on vocational education and training. The first Vietnamese report on vocational education and training was published in October 2012.

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Legal form	Institution under public law
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Federal Office of Administration – Central Agency for Schools Abroad (ZfA)

The work of the ZfA realises the objectives of Germany's cultural relations and education policy: enabling experience of a host country's culture and society, providing for the schooling needs of German children abroad, promoting the German language and showcasing Germany as an attractive place to study and to do business. The ZfA's duties include offering German educational institutions abroad pedagogical and administrative advice as well as assistance in developing quality control; supporting teaching staff; financially supporting teaching staff on international postings and programme teachers; preparing pupils for German and international qualification exams; conducting exams in German as a foreign language; providing teaching in German; teaching core subjects to a high quality; and developing structures to support international cooperation and VET.

Mission

- Developing structures to support international cooperation and VET
- Providing German language instruction as part of VET programmes

Structures and services

- In collaboration with the private sector, various German schools abroad offer dual VET programmes in the field of business. Alongside the classic qualifications gained under the dual system of VET, with the concomitant recognition from the Association of German Chambers of Commerce and Industry, the young people have the option of acquiring entry qualifications for universities of applied sciences, the German Language Certificate (DSD) and various other internationally recognised qualifications.
- A number of German schools abroad offer young people with a Sekundarabschluss I (lower secondary qualifications) access to a two-year vocational course at a college of further education. The college transmits general, theoretical and practical knowledge and skills in the fields of economics, administration and law. As part of their practical training, the young people complete a five-month internship in a company.



Selected projects

ZfA with a VET stream in Ecuador

In Ecuador, opportunities for education and training are distributed unequally across regional, social and cultural divides. The Ecuadorian Government wants to counter this problem by introducing a dual training model based on the German system. It also hopes that this will reduce the shortage of skilled workers, contribute to economic development and give young people better career prospects. The history of Ecuador and Germany's cooperation on vocational training goes back to 1989, when a German VET institute, the Instituto Tecnológico Superior Alemán, was founded as part of the German school in Quito. Students undertake the two-year training programme to graduate as management assistants in wholesale and foreign trade or forwarding clerks. Lessons are given in German and English. Graduates receive qualifications that are recognised in Ecuador and Germany. The institute in Quito has grown to become one of the largest German vocational colleges abroad. The training programmes on offer reflect the needs of the local economy.

The institute receives support from the German Chamber of Commerce Abroad¹ in Quito and from German businesses in Ecuador. Ecuador's Education Minister Augusto Espinosa is himself an alumnus. The institute's impressive work in vocational training contributed significantly to the Ecuadorian Government's move to introduce the dual VET system nationwide, in a project that will take several years.

The dual system has also gained ground in higher education in Ecuador, with degrees available in business administration and mechanical engineering. Links are to be improved between the universities and the German VET institute in Quito, to make it easier for students entering university to have any training they have completed count towards their degrees.

¹ See page 10 for more information about the German Chambers of Commerce Abroad (AHKs).

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Forum Berufsbildung

FORUM Berufsbildung is an independent education provider with a focus on practice- and learner-oriented continuing training and new approaches to vocational training. Over the past 25 years, FORUM has played a key role in shaping continuing vocational training in Germany. FORUM's international division was launched in 2008. A team of eight dedicated employees is responsible for international project work and cooperation on vocational training in Africa, China, Europe and India. Since May 2013 Dr Helmut Riethmüller, FORUM's CEO, has also held the post of Chairman of the newly established Federal Association for the Export of Vocational Training¹.

Mission

When developing new curricula for new and traditional occupational fields, FORUM concentrates on designing courses that meet the needs of the target groups and on applying new learning methods. FORUM International's vocational training activities aim in particular to improve the position of German training products on the international market (exporting training). An innovative system of modular, needs-based training programmes is in place worldwide, covering all traditional and modern industrial fields. Our strength internationally lies in our relevant specialist knowledge and know-how, acquired in the course of 25 years of successful training activities, which is communicated by our highly skilled staff.

Structures and services

- Developing continuing training modules in commercial and technical subjects
- Providing training seminars for professionals and employees
- Organising cooperation meetings between German and foreign stakeholders; collaborating with over 500 businesses active in education, personnel development and quality management
- Providing continuing training, retraining, distance learning, basic training, seminars and extra-occupational further training
- FORUM International provides the following customised training products for foreign chambers of commerce, companies and training centres in Asia:
 - Training courses for VET instructors
 - Coaching programmes
 - Consultancy services with regard to curricula development
 - Devising teaching materials



Selected projects

Successfully exporting vocational training from Germany to China

Between 2009 and 2011 we implemented a first sustainable project on initial and continuing training for German and foreign firms in Jiangsu Province, together with our partner organisation SIPIVT. From 2011, FORUM International and its partners have held customised week-long courses for some 300 first-line supervisors from German and foreign companies in the city of Suzhou.

Since 2012, FORUM International's China team has been working on a new project funded by Germany's Federal Ministry of Education and Research (due to run until 2015). We will, in cooperation with our partner, the Department of Nursing Science at the University of Witten Herdecke, adapt German geriatric care structures to the Chinese market. In view of demographic developments and the rapid dissolution of family structures, the country currently faces a huge and rising demand for nursing homes. China's current Five Year Plan addresses the is-

sue, containing numerous investments in such long-term care facilities. FORUM International has set itself the goal of raising awareness of the importance of high-quality training and of developing non-institutional care structures alongside the institutional facilities. The focus is on transferring nursing and management know-how.

¹ See page 32 for more detailed information on the Federal Association for the Export of Vocational Training.

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Fraunhofer Institute for Industrial Engineering

The Fraunhofer Institute for Industrial Engineering (IAO) investigates current topics relating to the work environment and the people in it. In particular, the Institute helps companies recognise the potential of innovative organisational forms and advanced information and communications systems, adapt these to their specific needs and deploy them well. In all it does, it is guided by the idea that people are at the heart of its work.

Mission

The aim of the Institute's research, development and advisory services is to devise new formats and learning environments for initial and continuing vocational education and training, to try these out in pilot projects and to evaluate them. It then helps clients from the public and private sectors to use and productise these ideas efficiently and economically.

Structures and services

- Implementing pilot projects to develop, test and productise new learning formats (e.g. ways of using mobile learning modules for customer service courses, forms of self-organised learning based on Web 2.0 technologies)
- Developing and testing multimedia learning formats and contents in its own learning laboratories
- Systematically evaluating learning technologies to test operational scenarios
- Producing studies and trend reports to describe expectable future developments
- Implementing model projects to devise and evaluate e.g. new organisational formats for the transition between school and work
- Devising and establishing in-house media-based media production and broadcasting facilities

Selected projects

Blended learning programme for prospective certified vocational training specialists

This innovative learning concept was piloted by IAO and etz Stuttgart as part of the research project SOL 2.0 and designed along the lines of the further training course for prospective Certified Vocational Training Specialists. The programme is aimed at all those working in initial and continuing vocational training who want to qualify to take on new strategic responsibilities and tasks in initial and continuing VET. This further training course was devised as a modular learning system.

The curricula cover core processes in initial and continuing vocational training, such as organisation and planning, performance assessment and skills ascertainment, and also touch on ancillary processes such as management tasks, leadership and advisory tasks as well as personnel and organisational development in vocational training.

The idea behind SOL 2.0 was that learners would define their own learning targets and themes. It was thus not possible to define a fixed curriculum in the traditional sense.

The course participants learn by implementing practical projects in their own professional environment. For example, they analyse training needs and, based on their analysis, devise new training courses, modernise training plans and develop new examination templates.

The technological concept behind SOL 2.0 was based on the methods used in self-organised learning. The choice and structure of the software was determined in accordance with methodological-instructional criteria. The system used by SOL 2.0 for the course was based on the learning management system (LMS) Moodle, which already offered much of the functionality required for SOL 2.0.

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Fraunhofer MOEZ

Fraunhofer MOEZ (Fraunhofer Centre for Central and Eastern Europe) studies and shapes internationalisation processes at the cutting edge where the economy, science, politics and society intersect. Together with clients and partners in the private sector and in public institutions, the Institute develops solutions that seek to better position companies and regions in the global knowledge society. In this way, Fraunhofer MOEZ taps potentials for innovation-based growth and transnational knowledge transfer. As an agency of the Fraunhofer-Gesellschaft, the leading European organisation for applied research, Fraunhofer MOEZ is able to serve as a partner for German VET service providers in a way that is interdisciplinary and cross-thematic.

Mission

In its work on initial and continuing vocational education and training, Fraunhofer MOEZ concentrates on all issues relating to internationalisation. These include the export of vocational training by German institutions to other countries, as well as making Germany a more attractive location for such training. Fraunhofer MOEZ also studies the impact of the internationalisation of German vocational training services on the economy and on society.



Structures and services

- Support for the management of (vocational) education establishments
- Development and support for German (vocational) training service providers in implementing internationalisation strategies
- (Further) development of business models for education service providers
- Development of pricing models for new business ideas in the field of exporting vocational education and training
- Support in developing region-specific curricula (modularisation and adaptation)
- Liaison between (vocational) education exporters and regional stakeholders
- Adaptation of instructional concepts in the target country making particular use of new Internet-based teaching and learning formats
- Market potential analysis, analysis of local conditions, and specific needs assessments

Selected projects

As part of a meta-project undertaken by the Federal Ministry of Education and Research (BMBF), Fraunhofer MOEZ provides theoretical support for the BMBF's priority support area "VET export by German providers". The Institute thus helps German exporters of vocational education to identify and to enter markets in new geographic locations and sectors.

In the meta-project's pilot phase, Fraunhofer MOEZ collected empirical data on forms of co-operation in Germany and abroad as well as on forms of demonstration and visualisation for the export of German vocational training.

In the present main phase, the Institute is adding a very business-oriented perspective to this preliminary work. Its focus is on the analysis of empirically observable business models and the underlying processes. Fraunhofer MOEZ also offers topic-related workshops and conferences, thereby making a significant contribution to the exchange of experience between German VET exporters and helping them to network.

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German Confederation of Skilled Crafts (ZDH)

The ZDH brings together the 53 chambers of skilled crafts, the 37 national confederations of skilled crafts and other significant business and academic institutions from the field of skilled crafts in Germany.

Mission

The purpose of the ZDH is to reach consensus on all major issues of skilled-crafts policy. It seeks to represent the interests of the skilled-crafts sector vis-à-vis the German Bundestag, the Federal Government and other key agencies, as well as the European Union and international organisations. The ZDH furthermore advises chambers and confederations of skilled crafts on matters of VET policy.

Structures and services

- Running events on selected topics within international VET
- Supporting project initiatives for international VET run by and for the skilled crafts sector
- Furthering the transnational mobility of apprentices and craftsmen and -women for the purposes of initial and continuing VET within Europe, through the Training without Borders interchamber advice network
- Supporting the chambers of skilled crafts as they implement the Assessment and Recognition of Foreign Professional Qualifications Act
- Fostering partnerships and collaborative VET arrangements with similar business organisations in Europe and in developing countries
- Pooling the opportunities for foreign skilled workers to gain initial and further training offered by ZDH member organisations
- Developing practice-based job profiles and framework curricula for initial and further VET
- Implementing international projects through the Central Agency for Continuing Education and Training in the Skilled Crafts (ZWH)
- Assigning experts to international VET projects via the Vocational Education Export Initiative (IBEX)



ZDH

ZENTRALVERBAND DES
DEUTSCHEN HANDWERKS

Selected projects

Vocational Education Export Initiative (IBEX)

IBEX is a project run by sequa in conjunction with the ZDH and with funding from the Federal Ministry for Economic Cooperation and Development (BMZ). The aim behind IBEX is to assess the skilled-crafts sector's potential for exporting VET, mobilise the available expertise for VET projects in developing countries and emerging economies and support other initiative in this field. IBEX has compiled a unique data pool with information about VET capacities in the skilled-crafts sector, which is used by various clients (GIZ, German companies etc.) to identify experts ("matching"). IBEX moreover runs events, training sessions and advisory services to provide information on getting involved in international and development cooperation and support different stages of the implementation process.

Operator	Chambers and confederations of skilled crafts, companies and organisations of the skilled-crafts sector	
Legal form	e.V. (registered association)	
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German Trade Union Confederation (DGB)

The umbrella organisation, the German Trade Union Confederation, represents trade unions in dealing with policy makers, parties and associations at the federal, state and community level. It represents the German trade union movement at international institutions, coordinates and supports trade union policy for civil servants, represents DGB trade union positions vis-à-vis local governments and serves as a point of contact for trade union members.

As an advocate of employees' interests, the German Trade Union Confederation comments on draft legislation and offers opinions and expertise on the bills. At the international level, the DGB works with the European Trade Union Confederation (ETUC) and the International Trade Union Confederation (ITUC) and represents the German trade union movement at international institutions such as the EU or the UN.

Mission

The DGB is an active supporter of a modern education system – from day-care centres right through to further training which guarantees equal opportunities and which is competitive. Education and vocational training are thus key policy fields for the DGB and its trade union membership, which campaigns for educational reform. The trade unions call for dual vocational training to be bolstered and revitalised and work to afford education high priority in politics and society as a key issue for the future. In addition they strive for individuals to obtain a legal entitlement to professional training and for solidarity between companies in sharing the cost between the private and public sector. This includes civil service, in the form of regulations governing collective agreements, statutes and laws. The separation of vocational and general training should be abolished. Moreover there should be a greater range of dual-qualification training courses on offer, as well as the option for candidates who have completed vocational training to enrol in universities without being subject to further conditions or entrance tests.

Structures and services

- Cooperating and coordinating with social partners and international institutions at the international level
- Working on the topic “further training and personnel development” through participation in various projects



Selected projects

Helping to shape in-company further training

Without continuous further development of their technical, methodological, social and personal skills, the workforce cannot retain its professional standards of performance in the long run. In order to guarantee their employability, different skills relevant to employment must be developed, maintained and improved by means of life-long learning throughout the course of the employee's professional career.

Social partners are important stakeholders here and have already dealt with the issue of further education in various sectors through collective agreement or as the subject of common agreements, initiatives and projects. There is a broad consensus that further initiatives and impulses are needed to give impetus to the current efforts. The Federal Ministry for Labour and Social Affairs (BMAS) and the European Social Fund (ESF) have supported further education for employees and companies in the period 2007 to 2013.

The aim of the "further education" initiative is to boost companies' adaptability and competi-

teness as well as to help employees to maintain their employability. Overall, around 200 projects have received support, which has then benefited more than 100,000 employees and more than 2500 companies. Five types of projects have emerged from this: those which identify demand for further education in individual sectors, those which establish personnel development structures, those which more securely embed continuing training in companies, those which develop sector-specific further education structures or those which implement further training measures.

The programme supports 43 collective agreements on training. Equally it should be noted that 68 agreements were made by social partners with the express intention of implementing them under the aegis of this programme.

www.initiative-weiter-bilden.de

Operator	Umbrella organisation of individual trade unions
Legal form	association
Website	www.dgb.de
Contact	Matthias Anbuhl Head of Department for Education, Qualification, Research Policy Tel.: +49 30 24060297

Goethe-Institut

The Goethe-Institut undertakes cultural relations activities on behalf of the Federal Republic of Germany. The cultural institution is operational worldwide, and has the objective of promoting the study of German abroad and fostering international cultural exchange. In addition, the Goethe-Institut also strives to showcase Germany in all its facets, providing information on its culture, society and politics. The organisation's promotion of the German language in particular is conducive to greater international mobility.

The Goethe-Institut supports mobility and migration to Germany by offering language courses geared to specific professions, and has also increased its provision of general language courses. It compiles teaching materials, offers further training for teachers, contributes to scientific research and participates in language policy initiatives.

The Goethe-Institut also encourages cultural collaboration across the globe, for example by organising programmes of events and making contributions to exhibitions and festivals in the fields of film, dance, music, theatre, literature and translation. By making available diverse materials and publications it aims to paint a contemporary portrait of Germany and is very much involved in making the country a welcoming place¹.

Mission

Language skills and knowledge of cultural differences are vital for foreign professionals looking for work on the German labour market. The expertise needed to successfully start a job and settle into life in Germany can be acquired at the Goethe-Institut, thanks to its top-quality language courses and its range of examinations. The Goethe-Institut cooperates in this field with organisations including the Central Placement Office of the Federal Employment Agency (ZAV)² and the Federal Ministry of Labour and Social Affairs (BMAS) ("MobiPro-EU")³.

Structures and services

The Goethe-Institut's services in the field of vocational education and training include

- general and job-related language courses
- developing and conducting specialised language courses
- compiling sector-specific language curricula
- improving the (sector-specific) language skills of vocational college teachers and running intercultural training courses
- organising visitors programmes, workshops and conferences to foster exchange between VET stakeholders and organising careers fairs

Selected projects

1. The Goethe-Institut in Russia

Under a Memorandum of Understanding signed by Germany's Federal Ministry of Education and Research and Russia's Education Ministry



in November 2012, it was agreed that bilateral cooperation in the field of vocational training should be significantly increased. The Goethe-Institut has three branches in Russia – in Moscow, St. Petersburg and Novosibirsk – and 18 language training centres spread across the country. The Institute is also active in the field of initial and continuing training, cooperating in particular with Russian teacher training institutions. It also provides specialised German classes for technicians, health professionals, lawyers and engineers.

centres. In addition to running training measures for the teachers, the Goethe-Institut organises information sessions on Germany's dual system of vocational training, hosts expert conferences, devises teaching materials and runs projects bringing schools and businesses together (e.g. business simulations).

¹ See "Mein Weg nach Deutschland": www.goethe.de/mwnd

² See page 60 for more information about the ZAV.

³ www.thejobofmylife.de

2. PASCH schools and VET

The partner schools which the Goethe-Institut works with under the German Federal Foreign Office's "Schools: Partners for the Future" (PASCH) initiative include 36 vocational training

Operator	Independent legal entity under private law, framework contract with the Federal Foreign Office
Legal form	e.V. (registered association)
Website	www.goethe.de
Contact	Dr Heike Uhlig, Head of the Language Department Tel.: +49 89 159210

GSI

The Gesellschaft für Schweißtechnik International (GSI) is an amalgamation of 10 highly capable welding teaching and testing establishments. It is a non-profit company which works impartially with industrial companies, trading companies, public agencies, research bodies and individuals. Every year, GSI trains and examines some 20,000 new welders, provides advanced training for 6000 members of managerial staff and trains 1500 welding coordinators. GSI is active in more than 50 countries and can offer its courses in 13 different languages.

Mission

In addition to its day-to-day activities, GSI also functions as a college offering initial training courses and examinations for welders, welding coordinators, and advanced training for managerial staff. It is also a certifying body and provides expert opinions on damage cases or disputes concerning the execution of welding work. It further operates as a welding test centre, conducting a significant number of research and development projects. One of its prime objectives is providing training and consultancy services and nurturing technology transfer at home and abroad. GSI attaches particular importance to lifelong learning, since the demands placed on workers in the course of their careers have increased, resulting in a wealth of personal and job-related opportunities with those for the skills to meet them.



Structures and services

- Comprehensive initial and further training programme covering all fields of welding and joining in Germany and abroad – from welding for welders to courses for welding engineers leading to certification in accordance with international standards
- Consultancy services for customers including industrial companies, trades firms and public agencies in Germany and abroad

Selected projects

First course for welding shop foremen in Mongolia

The first German-Mongolian vocational education and production centre was officially opened in the Mongolian capital, Ulan Bator, in September 2012. In the future, up to 550 students per year are to be trained here as engineers, skilled workers and welders. New technologies such as the GSI-SLV welding trainer are to be deployed. At the time of the opening, 28 welder cabins and one laboratory for materials testing were available. The first course for welding shop foremen took place in this education centre from July to September 2012, under the overall responsibility of the GSI-SLV Halle. In the process, eight of the centre's employees received instruction for their future activities as trainers of welders. Further close cooperation between GSI and the German-Mongolian vocational education centre is planned with regard to the training of welding staff.

Operator	DVS (German Welding Society)
Legal form	gGmbH (non-profit limited liability company)
Website	www.gsi-slv.de
Contact	Prof. D. Paulinus Tel.: +49 30 450010 mail@slv-bb.de

Hesse Institute for Advanced Training in Technology

The Hesse Institute for Advanced Training in Technology (HLfT) has run continuing education programmes for professional and managerial staff since 1968 in the fields of electrical engineering, energy and environmental technology, information and communications technology and educational management.

Mission

The Institute is a subsidiary of the Hesse Ministry of Education and is responsible for Hesse's contribution to the Federal Republic of Germany's development cooperation. Its sustainable projects are undertaken on behalf of the Federal Ministry for Economic Cooperation and Development and other development cooperation organisations. Collaboration with other education providers and businesses has always played an important role in the course of its more than 40 years of success. Its services are geared to teachers and trainers as well as managerial staff, and are available in any language. The programmes are tailored individually to the target group and vary in length from one week to two years and focus on skills acquisition. Students who come to Germany for their training are accommodated in a purpose-built guest house where social and educational support is available.

Structures and services

Capacity development for professional and managerial staff:

- Lectures, seminars & workshops
- Professional excursions
- E-learning courses
- Assignments abroad
- Cultural events

HESSEN



Selected projects

Environmental skills in vocational training, Africa

This continuing training courses focus on technical and educational matters related to photovoltaics, wind energy, hydropower and energy efficiency.

- Regenerative energy
- General energy technology
- Automation technology
- Educational management
- Didactics

Establishment of a national advanced training system for directors and teachers in higher and middle vocational education in the PR China

The multipliers involved in the course are put in a position to adapt curricula to the demands of the labour market, apply new action-oriented methods and implement their own projects to link theory and practice.

- Subject didactics
- Educational management
- Media didactics

Vocational education in information technology, Central Asia

Advanced training for vocational trainers in the following modules:

- IT, hardware and software
- Educational management
- Media didactics

Establishment of an Arabic web portal for vocational education, Arabic region

Teaching the skills needed to create and operate an e-learning portal.

- IT
- Media didactics
- Learning management systems (LMS)
- Content management systems (CMS)

Operator	Land Hesse
Legal form	Public corporation
Website	www.hlft.hessen.de
Contact	Wolfgang Siegel
	Tel.: +49 6152 961360
	siegel@hlft.hessen.de

IBEX – Vocational Education Export Initiative

IBEX (the Vocational Education Export Initiative) is a project implemented by sequa in cooperation with the German Confederation of Skilled Crafts (ZDH), and financed by the German Federal Ministry for Economic Cooperation and Development (BMZ). The project is due to run for 4.5 years from 2010-2014.

Mission

The IBEX project has the objective of transferring skills and know-how to institutions in partner countries, in order to secure livelihoods and thereby contribute to fighting poverty and reducing educational deprivation. To this end the project seeks to place the vocational training expertise of German industry at the disposal of development cooperation and international cooperation.

Structures and services

IBEX pursues a strategy of enhancing the capabilities of crafts and trades organisations to participate in international VET projects and, conversely, of transferring commercial and technical expertise from crafts/trades to projects and programmes run by international implementing agencies in the field of development/international cooperation. IBEX thus connects (“matches”) service seekers from development cooperation and international cooperation with interested educational and training institutions in Germany’s skilled crafts and trades sector. It provides both seekers and providers with advisory services geared to their specific needs and focused on the essential steps involved, from order clarification to contract execution. IBEX matches service seekers and providers using a database compiled during the first phase of the project. This database contains information on the capabilities and vocational education export potential of all VET centres in the crafts/trades sector which participated in the surveys conducted in 2010 and thereafter.

In its role as networker, IBEX finds and assists participating partners by brokering experts and serving as the point of contact for questions that arise. IBEX also supports cooperative efforts with the aim of positioning the expertise of Germany’s skilled crafts and trades on international markets, and pursuing responsible, sustainable business in Germany’s development cooperation partner countries. By organising events, IBEX promotes



networking among establishments interested in development cooperation.

IBEX provides these advisory and support services free of charge to crafts and trades organisations. Job advertisements for persons with vocational education expertise can be downloaded from its website. In addition, reports, surveys and news are published online. IBEX also issues a regular newsletter. The website is available in five languages, so that foreign organisations interested in German vocational education are also able to access information about IBEX's services.

Selected projects

Tajikistan

In July/August 2012 IBEX found a short-term expert for a GIZ programme to support the reform of the vocational training system in Tajikistan. The overall aim of the project was to improve the employability of vocational graduates and to improve their chances of finding work or starting their own businesses. The expert was tasked with updating or developing new curricula for courses for prospective office assistants, bookkeepers, textile operators, lathe operators and agricultural machinists. A suitable expert from a trades/crafts organisation was identified and approached thanks to the IBEX database.

Operator	Sequa	
Legal form	Project of sequa in cooperation with the ZDH, financed by the BMZ	
Website	www.sequa-ibex.de	
Contact	Sonja Andjelkovic	Simon Becker
	Project Director	Project Assistant
	Tel.: +49 30 12025295	Tel.: +49 30 12025296
	sonja.andjelkovic@sequa.de	simon.becker@sequa.de

iMOVE

An initiative run at the Federal Institute for Vocational Education and Training (BIBB¹) iMOVE (International Marketing of Vocational Education) was set up in 2001 by the Federal Ministry of Education and Research (BMBF). iMOVE's central tasks are to promote international cooperation and to help set up collaborative projects and business relationships in initial and continuing VET. iMOVE monitors and analyses international markets in relation to vocational training and furthermore networks between German service providers and people abroad who are looking for training.

Mission

iMOVE's goal is to make Germany's providers of initial and continuing VET, and the services they offer, internationally competitive and to raise their profile in the international market for continuing education.

Structures and services

- Conducting seminars on particular countries, workshops and networking events for German VET providers who wish to strategically plan their operations abroad and learn about attractive markets in a targeted manner
- Organising trips to target countries for delegations and representation of the Training – Made in Germany label at trade fairs abroad
- Running an internet portal in seven languages, where German service providers can find constantly up-dated information about exporting education and be included in a pool, and where international users have access to a matchmaking facility to help them find suitable service providers
- Producing regular publications which cover data, strategies, market research, guidelines on exporting initial and continuing VET, trends in that export sector, studies into the economic significance of Germany's exports in the field of education and training, brochures profiling successful examples of German service providers in the international markets, the iMOVE annual report etc.

Selected projects

iMOVE in India

Although India is developing at an above-average rate economically, as a newly industrialising country it does face major challenges in its education and vocational training system. India has responded to this situation by setting itself the ambitious target of ensuring around 500 million people to receive vocational training by 2022. This goal is to be achieved in part by implementing the German dual system of vocational training.

iMOVE helps Indian stakeholders to identify suitable German VET providers. In 2012, for example, iMOVE ran a tendering process (qualification of training staff) on behalf of the Indian Ministry of Labour and Employment. iMOVE also assessed the professional suitability of what was on offer. This resulted in a VET institution receiving a mandate from the Indian Government to prepare 20 Indian instructors. More tendering processes

of this kind are to follow. The iMOVE office in New Delhi is a central point of contact for people with an interest in Indian-German cooperation on vocational education and training.

¹ See page 34 for more information about BIBB

Operator	State
Legal form	BMBF initiative with offices at BIBB
Website	www.imove-germany.de
Contact	Markus Milwa Tel. +49 228 1071745 info@imove-germany.de

International Centre for Migration and Development

Within the scope of the German Federal Government's international cooperation activities, the International Centre for Migration and Development (CIM) is a centre of excellence for global labour mobility. It is jointly run by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and the Federal Employment Agency, bringing together expertise in development and labour market policy. The CIM places technical experts and managers in positions around the world, supporting its partners in issues relating to migration and striving to achieve the best possible outcomes which benefit all those involved equally – employers, workers, cooperation countries and Germany.


Mission

The CIM's goal is to use sustainable international cooperation to ensure that people living in developing and emerging countries have better prospects for a good life. By largely fulfilling the need for highly-qualified workers in these countries, know-how is passed on in a sustainable manner. Important topics include boosting the economy, vocational training as well as democracy and civil society. When it places technical experts and managers with employers, the CIM focuses on the needs of employers in the partner countries – based on the priorities of German development cooperation in terms of regions and content. These in turn are oriented towards the Millennium Development Goals, which the international community set in 2000.

Structures and services

- International recruitment of staff
 - Placing so-called “integrated experts” – technical experts and managers – from Germany and European Union member states with employers in developing and emerging countries. The workers receive a local contract and wage which is subsidised by the CIM. Moreover, the CIM funds further social benefits.
 - Placing integrated experts with Chambers of Commerce Abroad (AHK) in over 25 countries
 - “Returning experts” are managers and young potentials from developing, emerging and transition countries who have worked or completed training in Germany and wish to return to their country of origin. The CIM offers them job placement services, financial support and advice on planning their careers and professions.
 - Undertaking professional headhunting on the German and European labour market
 - Placing highly-qualified young professionals with “state-of-the-art” know-how
 - Preparing the professionals before they take up their position abroad, including providing intercultural communication, regional studies and languages courses
- Advising on migration policy



Centrum für internationale
Migration und Entwicklung
eine Arbeitsgemeinschaft
aus gtz und 

Selected projects

Vocational colleges in Ecuador: a CIM technical expert works at the Chamber of Commerce Abroad in Quito

Ingrid Portenkirchner works at the Chamber of Commerce Abroad in the Ecuadorian capital Quito – the International Centre for Migration and Development placed her there as part of the CIM-AHK Programme. Together, the German-Ecuadorian Chamber of Industry and Commerce, the German-Colombian Chamber of Industry and Commerce, the CIM and GIZ have worked with local chambers of commerce and universities to set up vocational colleges in Colombia, Mexico and Ecuador, all based on the German model. The vocational colleges coordinate the two locations where training takes place – universities and companies. Portenkirchner carries out both conceptual as well as

fully hands on tasks at the AHK in Quito – this includes helping with the certification process for vocational colleges and training staff. She and her colleagues devise curricula for dual study courses in mechanical engineering and industrial engineering as well as promotional material for both study courses.

The Latin American Association of Dual Universities (DHLA) supports quality management and designs technical dual training based on the German model (www.giz.de/Wirtschaft/de/html/1433.html).

Operator	State	
Legal form	Joint operation of GIZ and BA	
Website	www.cimonline.de	
Contact	Isabel Mattes-Kuecukali (GIZ) CIM Director Tel.: +49 69 7191210 cim@giz.de	Brigitte Schmiege (BA), Deputy Director Tel.: +49 69 7191210 cim@giz.de
	Julia Kost (Website) Tel.: +49 69 719121112 oeffentlichkeitsarbeit@cimonline.de	

International Placement Services (ZAV) of the Federal Employment Agency

As a Federal Employment Agency entity, ZAV provides employees and employers in the most varied of sectors with advice tailored to the target group and focused on successful outcomes. It also supports employers and employees across Germany in their endeavours to fill jobs or integrate themselves into the labour market. With its extensive knowledge of the international job market, ZAV is ideally placed to provide agency services for particular professions in Germany and abroad.

Mission

- Recruiting young people from abroad to partake in Germany's dual system of vocational training
- Sending individual young people from Germany to receive training abroad



Bundesagentur für Arbeit

Zentrale Auslands-
und Fachvermittlung (ZAV)

Structures and services

- Providing expertise on the international labour market and agency services for particular professions
- Supplying information on, for example, non-EU citizens' obligation to acquire work permits, the need for residence permits and the legal basis behind various situations
- Supporting people looking for jobs
- Making available the services of experts on particular countries
- Advising people on starting their careers and on living in a country for a job
- Cooperating with EURES (European Employment Services), the network of EU public employment services

Selected projects

The dual system of vocational training in Hong Kong

With its strong service economy, the metropolis of Hong Kong is considered a gateway to China and the surrounding Asian markets. ZAV provides interested parties from Germany with information and advice on two vocational training programmes that combine theory with practical experience: business management for wholesale and international trade, and business management for deliveries and logistics services.

The vocational training is provided in close collaboration with the Association of German Chambers of Commerce and Industry and the German Chamber of Commerce Abroad in Hong Kong and is based on Germany's dual system of vocational training. The shorter duration of the programmes, the training pay and work experience abroad in internationally active companies combine to give students an optimum start to their careers.

Operator	State
Legal form	Special entity of the Federal Employment Agency
Website	www.zav.de
Contact	the ZAV info centre Tel: +49 228 7131313

Internationaler Bund – Freier Träger der Jugend-, Sozial- und Bildungsarbeit

The IB, with all its constituent associations, is among the largest proponents of educational, social and youth work in Germany. Modern continuing VET, vocational qualifications and expert management of social services are all provided in line with the association's guiding principles of supporting, educating and building bridges. The IB is independent in terms of both party politics and religion.

Mission

In the field of vocational training, the IB maintains 38 training centres around Germany, with 90 subordinate training locations, where more than 40,000 people receive initial or further vocational training in almost 100 different jobs or are supported through employment projects, job opportunities, activation measures and training courses. The IB furthermore runs 48 independently funded vocational colleges with over 6000 students, as well as 62 VET establishments for healthcare jobs (medical academies) and four language institutes. The IB's programme to help people starting out on their careers has around 2500 participants spread across more than 100 schools. The IB also runs hotels, guest houses and youth hostels. Turning to international work, the IB is involved in around 105 projects in 30 different countries, in conjunction with 200 partners from around the world. All told, the IB helps around 350,000 people annually. The aim behind these efforts is to help people develop their potential and encourage them to play their part in the development of their societies.

Structures and services

- Making available initial and continuing training and additional qualifications
- Providing career guidance
- Helping people get back into work after periods of absence
- Assisting trainees
- Helping people starting out on their careers
- Running projects on employment and job opportunities
- Activating and training people
- Arranging internships



Selected projects

Kazakhstan

With the expertise it has at its disposal, the IB supported the activities of Moldir, a local organisation that established three vocational training centres for disadvantaged women in three different towns in southern Kazakhstan (Almaty, Shymkent and Lepsy). The project was supported by EuropeAid.¹

Russian Federation

The IB ran the women's project Nadeshda – Social and Employment Strategies for a Better Future in collaboration with the interregional NGO Education, Employment, Youth – Youth Labour Association based in Kineshma, Russia. The project was supported by EuropeAid.

Uzbekistan

In conjunction with the Women and Society Institute (Ayol va Jamiyat Instituti) in Uzbekistan, the IB implemented a two-year project to help people access advice and qualifications. The project was supported by EuropeAid.

The IB has been conducting development cooperation projects in Russia, Ukraine, Belarus, Kazakhstan and Tajikistan continuously since 2001. The most significant donors for these projects are EuropeAid and GIZ.

¹ ib-international.eu/index.php?id=14518

Legal form	e.V. (registered association)
Website	www.internationaler-bund.de www.ib-international.eu
Contact	Horst Dreimann, Head of the International Division Tel.: +49 69 94545149 horst.dreimann@internationaler-bund.de

KfW Entwicklungsbank

Within the KfW (Reconstruction Loan Corporation), KfW Entwicklungsbank (KfW development bank) is responsible for financial cooperation with developing countries, emerging economies and countries in transition. The development bank assists its partners in their pursuit of economically viable, socially just development. The overarching objectives are to reduce poverty, shape globalisation in such a way as to make it an opportunity for all people, protect the climate and natural resources, and safeguard peace. The development bank encourages investment in social and economic infrastructure, financial systems and conservation efforts. Support is provided according to the partner's need and the particularities of the project in question, either directly from purely federal funds (grants and/or loans at very affordable IDA/standard rates) or as a combination of federal funds and loans from the KfW budget (development loans). KfW Entwicklungsbank also provides loans at close to the market rate from the KfW budget alone (promotional loans). In 2012, a total of 187 million euros (48 million from the government budget, 139 million from KfW funds) was made available for VET projects.

Mission

The aim of projects in the field of vocational education and training is to help safeguard and increase productive employment in developing countries, emerging economies and countries in transition. Enhancing the employability of the workforce by means of vocational qualifications is a key element of economic and social development.

Structures and services

- Providing advice and financial support to vocational colleges, institutions for the initial and continuing training of VET staff, testing and certification centres, specialised institutions of vocational training, technology centres, vocational academies or centres of excellence
- Running voucher programmes (targeted subsidy of training and/or company-related service provision) and offering loans to cover training/tuition costs
- Supplying a VET fund (mostly salary-related contributions for the purposes of initial and continuing training)



Selected projects

KfW Entwicklungsbank in Indonesia

The Indonesian economy grew by 6.3% in 2012. Such a rate of growth was and is only possible if well-trained skilled labour is available. Particularly in the emerging sectors, a well-qualified workforce is increasingly in demand. Indonesia is at risk of experiencing a shortage of skilled workers if its education system is not improved, so investment in vocational training is vital. Between 2002 and 2008, therefore, a total of 23 vocational colleges and training centres were supplied with modern training equipment, chiefly on the populous island of Java. This helped improve Indonesia's VET system, raising the numbers of skilled workers available in various sectors and thereby making these more competitive. The same approach is now being rolled out in other provinces and other sectors of the economy. This involves close cooperation with GIZ¹.

To take one example, a seafarers training academy in Semarang, a harbour town on the north coast of Java, was given support so that it could make its training comply with the binding standards set by the International Maritime Organization and thus enable its graduates to serve on board ships in national and international waters.

¹ See page 22 for more information about GIZ.

Operator	State
Legal form	Institution under public law
Website	www.kfw-entwicklungsbank.de
Contact	Jens von Roda-Pulkowski Tel.: +49 69 74311802

Kolping International

Kolping International has over 400,000 members around the world, forming a network that spans more than 60 countries. The members' work within the association constitutes an active endeavour to transform society in the interests of social justice. The organisation is named after Adolph Kolping, a Catholic priest who founded journeymen's associations in the 19th century to combat the plight of craftsmen in the age of industrialisation. Kolping International is made up of three autonomous entities: the international association (International Kolping Society), the International Adolph Kolping Foundation and the Social and Development Aid of the Kolping Society (SEK). SEK's work centres around poverty reduction.

Mission

The objective behind SEK's work is to actively reduce poverty by means of VET programmes and projects that will generate income. The target group primarily comprises members of disadvantaged sections of the population: young people without a job or without prospects, people who lack a sufficient basic education, and women. The provision of vocational training is intended to put them in a position to make a sustainable living.

Structures and services

The initial and continuing VET opportunities provided by the International Kolping Society reflect the local situation. SEK's partner associations have established vocational training centres and

training workshops in many countries, institutions which offer programmes that reflect demand and the local labour market. The spectrum ranges from courses which take several years and culminate in nationally recognised qualifications to modular courses which last a number of weeks and serve as continuing training or aids to those becoming self-employed.

The training on offer is complemented by measures to promote small businesses in the crafts and trades as well as in the agricultural sector. This involves, for example, granting micro-loans to micro-enterprises in the informal sector to support them in acquiring tools and goods or improving their farming methods. These small business owners, craftsmen and smallholders also receive advice and training relating to their projects.

Selected projects

Initial and continuing training in Africa

A good basic education is not something to be taken for granted in Africa – not to mention vocational training. Many people get by doing odd jobs. Anyone from a poor and disadvantaged family has practically no chance on the job market. That is why Kolping is providing various types of vocational training in a number of different African countries. There are Vocational Training Centres in Uganda and Tanzania, for example, whose students receive training over two or three years. The programmes include two-year courses for locksmiths, welders, motor vehicle mechanics, masons and tailors. To fit in with the



local situation, Kolping increasingly offers shorter courses, usually three to five months long, which take a practice-based approach to teaching the basics of service- and commerce-based jobs – in catering, for example, or repairing mobile phones and computers. Further preparatory courses are offered alongside these, as are agency services to help people find jobs.

In South Africa and Uganda, Kolping runs the Work Opportunity Programme, or WOP, which caters particularly for young people aged between 18 and 30 living on the lowest fringes of society. The aim is to enable them to enter professional life. In courses of four to six months, they are made ready for a job. After that, they receive support and advice in their search for a job or their quest to become self-employed, and they have access, for example, to micro-loans.

Initial and continuing training in Latin America

There are a number of vocational training centres across Latin America – in Chile, Argentina, Uruguay and Paraguay, for example – which offer full-time programmes for people to acquire job qualifications as well as week- or month-long courses and opportunities for continuing training. These allow small business owners and young people without qualifications to gain practical skills and theoretical knowledge in the evenings or at weekends, enabling them to find better work and improve their incomes. One example is the vocational training centre in Fernando de la Mora, Paraguay. A total of around 3000 students attend the centre and its various rural premises each year. There are around 40 different programmes covering such topics as motorbike and car maintenance and repair (six different branches, from electronics for diesel engines to body-work repair), welding, electrical installation, mobile phone repair and IT. Courses aimed primarily at women seeking to become self-employed include hairdressing, make-up and nail design.

Operator	Social and Development Aid of the Kolping Society (SEK)
Legal form	e.V. (registered association)
Website	www.kolping.net
Contact	Annette Wächter-Schneider Tel.: +49 221 7788021 annettewaechter@kolping.net

MISEREOR

As the Catholic Church in Germany’s central institution of development cooperation, MISEREOR helps those suffering the most from deprivation and injustice in Africa, Asia, Latin America and Oceania. The success of this development cooperation hinges on provision of funds, public information campaigns, analysis of connections relevant to development policy, advice, sharing of experience, ongoing assistance for projects, evaluation of measures undertaken and support for partners who are facing direct difficulties.

Mission

Vocational training and adult education are key to reducing poverty in developing countries. Other key areas include rural development and healthcare.

Structures and services

- Running various VET projects to combat poverty and deprivation



Selected projects

MISEREOR in India

India remains remarkable for its exclusion of extremely large sections of the population from economic activity at a formal level. The old barriers of caste have not been dismantled, nor have people living in poverty more generally achieved access to education and vocational training. MISEREOR therefore supports the Functional Vocational Training and Research Society (FVTRS) founded by the Catholic Church in India. FVTRS provides suitable bodies from all areas of civil society with opportunities to run tailor-made courses which will enable poor people to respond to lucrative demand in the urban markets. The lady wedding drummers of Kottayam are a good example to illustrate how such access can be achieved.

These casteless women were trained as drummers and now perform customary rhythms at the traditionally lavish weddings, earning what is for them a considerable income. They have managed not only to establish themselves in a male-dominated sphere, but also to take on a role that used to be the preserve of a particular, higher caste. To guard against competition driving prices too low, the ladies have joined together to form a guild, as a kind of trade union.

Operator Church – the German Bishops' Conference

Legal form e.V. (registered association)

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Senior Experten Service (SES) – Foundation of German Industry for International Cooperation

SES actively enables society to tap the potential of retired specialists. It supports their voluntary work to pass on expert knowledge and professional experience across borders and between different generations and cultures. The aim is to advance societal, economic and social development.

SES takes demographic change as an opportunity. It gives retired people the chance to pass on their expertise in Germany and abroad. Its experts help to give skilled workers and management staff both initial and ongoing training in all sectors of the economy.

Mission

SES assignments primarily take place in developing countries, emerging economies and countries undergoing reform, especially in the field of vocational training. All assignments are tailored specifically to the situation and guided by the principle of helping people help themselves. SES assists qualification in small and medium-sized enterprises, public bodies, chambers of commerce and other business associations, and institutions providing social services, healthcare or vocational training. 11,000 volunteers stand ready to share expertise from over 50 different sectors of the economy.

SES assignments are supported by the Federal Ministry for Economic Cooperation and Development (BMZ).



Structures and services

- Enabling staff to attain qualifications as well as initial and further training
- Sharing experience at management level
- Providing assistance in the management of quality
- Helping to improve products and services
- Creating and securing jobs

Selected projects

Improving vocational training

Each year, SES dedicates well over 300 of its more than 2800 expert assignments (2012) to supporting vocational colleges, training centres and non-governmental organisations which enable disadvantaged people to access basic training. These include, for example, vocational training centres in India and Mongolia as well as workshops to teach tailoring in Mexico and carpentry in Uganda.

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sequa

sequa works in close collaboration with Germany's private sector to run international cooperation programmes and projects focusing on the development of chambers of commerce and other business associations, private-sector development, vocational education and training, and social dialogue. sequa's activities are split into the following areas: programme administration, project management, training and advisory services.

Mission

Training, qualifications and mobility are key themes for sequa. The organisation conducts projects and programmes in pursuit of those aims both within the EU and in developing countries.

Structures and services

- Advising decision-makers in establishing and running training centres
- Conducting training courses for students and teaching staff, and linking up school-based education with job-based qualifications
- Devising curricula
- Advising and establishing contact with relevant experts on the basis of the company associates' expertise (the German chambers of commerce and other business associations)
- Implementing programmes to encourage mobility in both directions: programmes sending German apprentices, skilled workers and managers abroad for further training as well as those bringing people to Germany to gain qualifications



Selected projects

Tunisia's education system is modelled on the French system. The Government has announced that it aims to sustainably reduce Tunisia's high unemployment rate (officially 17.6%) by improving the quality of training, with Germany's dual system of vocational training as a model.

The Federal Foreign Office tasked sequa with developing a concept for and then implementing the Employment Pact Tunisia in the 2012-2013 period. sequa and its partners in German business associations are working together within a cooperative arrangement that also involves German and Tunisian companies, the German-Tunisian chamber of commerce and industry, Tunisian training centres, the national vocational training authority, the relevant ministry and the Tunisian employment agency.

Collaboration is in place with the Saarland chamber of crafts and trades, the Goethe-Institut, the bbw (Bildungswerk der bayerischen Wirtschaft) and the Hamburg chamber of commerce in the fields of regenerative energy, language training, metalwork and electronics, textiles, tourism and motor vehicle mechatronics. Through all this, the aim of the programme is to improve the quality of training. Instructors are qualified to a higher level, the infrastructure supporting training is modernised, and local businesses are gradually integrated into the training processes.

Operator	51 % German business associations (Confederation of German Employers' Associations, Federation of German Industries, Association of German Chambers of Commerce and Industry, German Confederation of Skilled Crafts) 49 % State (GIZ)
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Weltfriedensdienst

The WFD is convinced that all people around the world have the right to live in peace and under fair conditions. In many places across the globe, however, gaping social difference, hunger, violent conflict and a destructive global economic system stand in the way of that vision. We do not accept that. Alongside our partners, the WFD carries out projects on the ground to protect and improve livelihoods for as many people as possible. The WFD works for social justice, respect for human rights, equal support for men and women in development processes, and sustainable business and agriculture.

Mission

The right to education is a human right. Individual and societal development depends on education. In many countries, poor people even have difficulties accessing basic education. The obstacles are all the greater when it comes to secondary education and vocational training. The WFD has therefore supported school and training projects ever since it was founded to open up new prospects for children and young people, giving them a way out of poverty and unemployment.

Structures and services

The WFD has a long tradition and, it follows, a lot of experience of promoting vocational training in various African and Latin American countries. Over recent years, the WFD has been subjecting that experience to critical analysis and has adjusted its approach to the field.

Previously, support often went to individual schools, sometimes run by civil-society entities. The funding amounts were usually not made to reflect the vocational colleges' capacities, which jeopardised the sustainability of the projects.

The structures created could not be kept in place without funding. Civil-society entities generally do not have much chance of successfully running vocational colleges on a sustained basis. Church-run vocational colleges are the exception to this rule. However, every state has a duty to provide education – a duty which applies both to general education and to vocational training. In order to prevent inefficient parallel structures that depend long-term on foreign funding, the WFD intends to get state providers of vocational training involved more in its future project work. In practice, this means supporting existing state or church providers of training which have the security of institutional backing. The aim is to strengthen existing structures and capabilities, with a focus on providing advice and (smaller) investments that take effect over the longer term. To that end, one project will serve several smaller colleges or training centres through a mobile adviser.



In the interests of reducing poverty, the focus in terms of content will be on promoting non-formal and modular training. Poor people often do not meet the formal requirements for access to vocational training and lack the financial means to undertake a course that spans several years and levels. Short, flexible, affordable training programmes, which are adapted to suit local needs and make it possible to set up a micro-business or enter the job market immediately afterwards, are an option even for poor people. The drop-out risk is low, and the local economy can reap the benefit. There are two projects currently in the planning stages in which WFD will be applying this model in collaboration with its partners.

Selected projects

In Salta Province, Argentina, a cooperative project with the non-profit NGO Programas Sociales Comunitarios del Padre Martearena (PRO.SO.CO) started in 2013. The project boosts existing structures and pays towards salaries for local people and running costs. The project's aim is to support sustainable micro-businesses which fit in with local customs and attitudes and serve to increase autonomously generated incomes on a long-term basis in an continuously rising number of impoverished indigenous households in the General José de San Martín region. This is to be achieved by turning the existing secondary school, which has an agricultural focus, into a centre for local economic development. The centre will build on more practice-based school lessons to train potential young entrepreneurs from indigenous impoverished groups and help them with business start-ups. A conducive environment is to be created by involving and connecting potential supporters (micro-loan programmes, local government authorities, universities etc.).

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Index


A	
additional professional qualifications	12
administration and management	18
advice	10, 12, 16, 18, 30, 34, 38, 44, 50, 60, 66, 68, 72, 74
advice and support for selected institutions	64
advice for projects	10, 12, 16, 18, 44, 60, 66, 68, 72, 74
advice for training centres	72
advice from and contact to experts	72
advice on developing/managing VET projects	30
advice on migration policy	58
advising companies on welding	50
agriculture and forestry	18
B	
boosts to the economy	18
business models for VET service providers, development of	42
C	
careers fairs	48
capacity development	52
care, geriatric	38
central point of contact for VET cooperation	6
Centres for Advanced Technology Training and Services	22
certification of the equivalence of qualifications	10
chambers abroad, coordination of	10
chambers of skilled crafts	44
circular VET	8
coaching and coordination in the field of training and employment	30
collaborative learning	40
point of contact for VET cooperation	6
commercial subjects, continuing training modules in	38
contact point for inquiries	8
continuing training	22, 30, 46, 66
continuing training (advice on)	22
continuing VET programmes for professional and managerial staff	52
coordination, international	8
coordination of German activities	6
coordination of international training work	10
cooperation with social partners abroad	46
courses on learning skills	28
courses geared to specific professions	48
craftsmen	44
cultural relations and education policy	36
curricula, development of	22, 72
curriculum ideas	16

D	
data base for skilled crafts and trades	54
developing/managing	30
development cooperation	18, 22, 28, 54, 62, 66, 68, 74
development of curricula	72
Development of pricing models for VET exports	42
disaster relief	14
dual system of vocational education and training, enhancement of	46
dual-system VET programmes, promotion of	60
E	
education and training, informal/modular	74
education and vocational training, access to	12, 14, 18, 66, 68, 74
educational management	52
education policy, European	20
education policy, international	36
education sector, organisation of Germany's export-oriented	32
education system	20
e-learning	16, 52
emergency aid	14
employability	64
employment, generation of	22, 54, 66
employment service, international	60
environment, resources and climate, protection of; water	18
exchanges for apprentices	44
experts	12, 18, 26, 54, 70, 72
exports, promotion of	24
F	
facilities and equipment for VET institutions	24
Federal Foreign Office	8
financial support for selected institutions	64
financial support for selected projects	12
foreign-policy impetus	8
foreign qualifications	44
fragile contexts	8
further development of initial and continuing training	34
G	
gender	68
geriatric care	38
German language instruction as part of dual-system VET programmes	36
Germany as a VET destination	42
global knowledge society	42
grants	12
H	
healthcare	18
help for people starting out on their careers	30

I		learning, collaborative	40
IBEX	44	learning environments, multimedia	40
improving employability of job seekers	64	learning, self-organised	40
information technology	28	learning skills, courses on	28
innovation-based growth	42	lifelong learning	46
integrated experts	58	loans for training	64
intercultural training courses	48		
international coordination	8	M	
international education market	32	market monitoring/research	56
international employment service	60	matchmaking	10, 54
international labour market	60	matchmaking facility	56
international VET networks	22, 24	methodology seminars	16
internationalisation processes	42	micro-loans systems	66
Internet-based teaching and learning formats	42	MINT	20
Internet portal	16, 20, 48, 56	mobile learning	40
		mobility	44, 72
		MobiPro	48
J		modularisation and adaptation of region-specific curricula	42
job creation	66	multimedia learning environments	40
job market, international	60		
job-specific training courses	28	N	
joinery	50	network-building projects	6
		network of 230 foreign representations	8
K		network-oriented foreign policy	8
knowledge management	6	nursing homes	38
		nutrition	18
L			
labour, coordination of supply and demand of	66		
labour market-oriented VET systems	22		
labour mobility	58		
language courses	22, 28, 48		
language curricula, sector-specific	48		

O		R	
online matchmaking facility	54, 56	recognition of professional qualifications	44
organisation and running of VET events	16	recruitment	58
organisation of Germany's export-oriented education sector	32	rehabilitation for street kids, young offenders and former child soldiers	26
P		research and development	32
PASCH – Schools: Partners for the Future	48	research into initial and continuing training	34
personnel development	38, 46	retired experts	70
pilot projects	40	retraining courses	30
placements abroad for trainees	10	S	
political and systemic consultancy services in Germany and abroad	10	school projects	74
poverty reduction	54	sector-specific language curricula	48
prevention of future disasters	14	self-organised learning	40
projects, financial support for selected	12	seminars for VET providers	56
promoting dual-system VET programmes abroad	60	sharing experience at management level	70
promotion of foreign trade	8	skilled crafts and trades, jobs in	44
promotion of skills in the crafts and trades	54	skilled crafts and trades sector, expertise of	54
provision of qualifications according to need	14, 18, 22, 38, 58, 66, 74	skilled workers	12, 18, 26, 54, 70, 72
public information campaigns	56	skilled workers, placement of	58
Q		small business owners, support for	66
qualifications, foreign	44	social partners abroad, cooperation with	46
qualifications for vocational college teachers	48	specialised courses	28
qualifications provided according to need	14, 18, 22, 38, 58, 66, 74	specialised language courses	48
quality control	16, 38, 70	specialists	
		skilled workers	12, 18, 26, 54, 70, 72
		specific professions, courses geared to	48
		start-ups, support for	26
		student loans	64
		studies into particular countries	56
		study platform	40

support for IHKs	10
support for private- and public-sector education providers	74
support for small business owners	66
support for women	66
systemic consultancy services	10, 34
T	
teaching materials	16
third country nationals	8
trade fairs	56
trade fairs abroad	24
initial training	18, 22, 26, 30, 50, 66, 68, 74
training centres, advice for	72
training courses for students and teaching staff	72
training courses, intercultural	48
initial and continuing training for teachers and management staff	22
training materials	16
training modules in commercial and technical subjects	38
training seminars for employees and skilled workers	38
training standards, development of	34
training the trainers	16, 18, 38, 72
training work, international, coordination of	10
transfer of know-how in the fields of technology, science and education export	32
transnational knowledge transfer	42
trips for delegations	56
U	
urban and regional development	18
V	
VET centres	26, 34, 44, 66, 74
VET demand, analysis of	16
VET expertise of German industry	54
VET fund	64
VET reporting	34
VET institutions, facilities and equipment for	24
vocational colleges/qualifications for teachers	48
initial and continuing vocational education and training	18, 24, 30, 34, 44, 66, 68
vocational education and training, preparatory	14
vocational education and training, informal	14, 18, 66
vocational education and training, export of	10, 38, 42
volunteering by retired specialists	70
voucher programmes	64
W	
web portals	16, 20, 48, 56
welding, advising companies on	50
workshops for VET providers	56
Y	
young people, job opportunities for	66



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