Regional integration has a long history in Southern Africa that reaches back to the beginning of the twentieth century. The most ambitious project for creating a shared future is the Southern African Development Community (SADC). Established in its current form in 1992, it consists of 15 countries with more than 280 million citizens.

Since 2001, the SADC Secretariat in Gaborone, Botswana, coordinates the harmonisation of SADC policies and strategies, provides strategic expertise for the regional integration process and organises the institution’s dense meeting calendar. Its experts focus on the core topics of regional integration: trade liberalisation, infrastructure, peace and security, food security and natural resources, social development and gender as well as science and technology development.

The German Development Cooperation has supported the Secretariat from the very start in becoming a capable facilitator of regional integration and sustainable development through the programme. Working closely with the Secretariat’s leadership and selected Member State institutions, the programme plays a key role in these efforts.

Objective

The reform agenda and management structures of the SADC institutions receive support in implementing the 15-year Regional Indicative Strategic Development Plan (RISDP).

Approach

Commissioned by the Federal Ministry for Economic Cooperation and Development (BMZ), GIZ has been providing advisory services through this programme since 2000.

The programme’s current approach has three modules:

- Organisational development
- Regional dialogue
- Outreach to Member States

The Secretariat’s core functions include providing services for SADC Member States, coordinating activities and policies across borders and managing programmes to the benefit of the region’s citizens. The programme works with SADC’s Executive Secretary and senior management to strengthen the Secretariat’s ability to reach these goals.

The foundation for the common future desired by SADC Member States is the Regional Indicative Strategic Development Plan (RISDP). The plan provides a vision and roadmap for regional integration and sustainable development in Southern Africa for the period of 2005 to 2020. In its effort to strengthen regional dialogue, the programme supported the review and revision process of the RISDP to ensure it met the requirements and priorities of the Member States. The revised RISDP was passed at the Extraordinary SADC Summit in April 2015.

The programme’s support extends beyond the Secretariat and includes working with national SADC implementation structures.
in three pilot countries: Malawi, Mozambique and Namibia. Strengthening national SADC structures contributes to the Member States’ ability to implement SADC protocols and policies in a comprehensive and effective manner.

**Achievements**

On the basis of an organisational analysis, a transparent and performance-based management approach focused on the key functions of the Secretariat. The results include:

- The adoption of an organisational structure for the Secretariat oriented to its thematic priority areas
- An administrative structure enhancing the professional interaction between the Secretariat’s policy-coordinating directorates and units, including establishing human resources management, document management and reporting and information flows
- The revamping of the SADC website into an informative instrument of communication with the public
- An assessment of the specific training needs of SADC staff members

In addition, the programme supports SADC in reaching out to citizens, the media and other stakeholders. It also initiated an exchange platform on monitoring and evaluation with the East African Community (EAC), the Economic Community of West African States (ECOWAS) and the African Union (AU).

As part of its regional dialogue efforts, the programme supported the RISDP review process through a desk evaluation and multiple stakeholder workshops. This formed an important contribution for creating a new perspective on regional integration in SADC.

The programme also supported the link between regional policy formulation and implementation in the Member States by highlighting the lack of a transmission mechanism between the two levels. The suggested approach for strengthening national-regional linkages, based on a rigorous analysis of the existing situation, was welcomed by the Secretariat and is expected to result in stronger efforts in this area in the immediate future.

Beyond that and in cooperation with national SADC implementation structures, the programme also established which assistance these structures required and how they could become more effective. In Malawi, it supported the effort to revive the SADC National Committee (SNC), which includes government and non-government members, and provided training to allow the body to assume its role in the relationship between SADC and the Member States.

SADC is developing into a regional think-tank. Together with researchers and policy makers, experts at the Secretariat devise proposals for Member States to tackle challenges such as facilitating economic growth. The programme supports this process through advice to demand-driven policy multi-stakeholder dialogues and fostering networks of researchers on strategic issues of regional integration.
Shared water resources in Southern Africa are under tremendous strain. Economic development, population growth and the effects of climate change lead to increased water scarcity and water pollution in the region. Moreover, water resources are distributed unevenly, both seasonally and geographically, and socioeconomic development varies markedly among SADC Member States.

Over 70 per cent of the SADC region’s fresh water resources are shared between two or more Member States. Therefore, cooperation between riparian states is essential to prevent and mitigate conflicts. Transboundary water management is a means of preventing conflicts over water, thereby fostering regional integration. However, management has not always been well coordinated.

Infrastructural developments intended to safeguard water supplies have become unbalanced across the region, and water pollution and overabstraction of water are increasing. While South Africa is approaching the limits of its water storage capacity, in the DR Congo a tremendous potential for hydropower remains untapped. Meanwhile, the steady expansion of agricultural land use in the headwaters of various rivers, for example in Angola and South Africa, is set to affect downstream water availability in the medium to long term.

Objective

The programme aims at strengthening human, institutional and organisational capacities of the SADC Water Division (SADC-WD), selected River Basin Organisations (RBOs) and national and municipal institutions in the SADC water sector.

Approach

The Transboundary Water Management in the SADC Region (TWM) programme is implemented by GIZ in delegated cooperation with the UK Department for International Development (DFID) and the Australian Department of Foreign Affairs and Trade (DFAT). GIZ assists the SADC Secretariat in coordinating donor support in the water sector.

TWM’s approach is multi-dimensional. We operate on three geographical levels of intervention:

- The SADC region as a whole
- Transboundary river basins and their organisations
- Local municipalities and water utilities

At all levels, TWM advises and assists its partners in three focal areas, namely water governance, water management and infrastructure development. TWM supports human, institutional and organisational capacity development.

At SADC level, the programme supports the development of guidelines for strengthening RBOs, the evaluation of SADC
policies and strategies as well as tailor-made training measures for water managers in the water sector, for example water-related conflict resolution. Moreover, TWM supports awareness-raising for the sustainable use of water through documentaries and websites, SADC regional workshops involving all stakeholders as well as feasibility studies for water infrastructure projects.

At RBO level, the programme supports the establishment of RBOs as well as the strengthening of their capacities. Technical support includes the development of integrated water resource management plans and data management systems for transboundary management of river basins.

At local level, TWM implements 11 pilot projects in 5 Member States, including development partnerships with the private sector. In all its activities, TWM accounts for cross-cutting issues such as gender mainstreaming and climate change adaption.

Achievements

German Development Cooperation has been pivotal in the institutional strengthening of the SADC Water Division. Improved regional cooperation between SADC-WD and RBOs has contributed towards creating a high degree of trust and a strong willingness to cooperate in the respective Member States. The implementation of the Revised SADC Protocol on Shared Watercourses and the Regional Strategic Action Plan has led to improved water supply, improved disaster risk management and improved awareness and communication on transboundary water management in SADC Member States.

A great deal of progress has been made concerning the establishment and reinforcement of River Basin Organisations in the SADC region. TWM support has been essential in strengthening the Orange-Senqu River Commission (ORASECOM) and the Limpopo Watercourse Commission (LIMCOM). ORASECOM, for example, has initiated a wetland rehabilitation project in the Lesotho highlands to secure the sources of the Orange-Senqu River while at the same time safeguarding the livelihoods of the local population through rangeland management and erosion control measures.

At local intervention level, lessons from piloting activities will help improve measures at the regional level. Development partnerships with the private sector, which have to date benefitted 368,000 people in the Emfuleni Municipality in South Africa, demonstrate the potential of engaging large scale private sector institutions for safeguarding water supply at municipal level. In Mozambique, improved flood early warning systems consisting of automatic hydrometric stations, data sharing mechanisms and local disaster risk management procedures have helped protect the lives of 700,000 people.

The German government, through KfW Entwicklungsbank and GIZ, also assists SADC in the implementation of its showcase project for transboundary water infrastructure between Angola and Namibia, the ‘Kunene Transboundary Water Supply Project’. This project aims at implementing a crossborder water supply scheme to the benefit of 1,15 million people. Moreover, the programme actively supports the creation of fully-fledged River Basin Organisations for the Kunene and Cuvelai river basins. These RBOs will be in line with the provisions of the Revised SADC Protocol on Shared Watercourses agreed upon by the ministers in charge of water in Angola and Namibia.
Historically, Southern Africa was the last region of the African continent to gain independence with 1994 marking the end of Apartheid in South Africa. The region is relatively young, with many countries still in the process of consolidating their democracies. The paradigm shift from state to human security is still ongoing. Despite being considered one of the richest and most peaceful regions in Africa, the region is experiencing large inequities in access to and allocation of its resources. In some instances, these inequities have triggered crises and conflicts that could potentially hinder development. Most of these conflicts are exacerbated by a lack of resilient and accountable institutions.

One way of reducing these conflicts and creating a sustainable social and economic order in the region is the establishment of peaceful political environments in Member States, based on legitimate and accountable political institutions and structures. To promote this, the SADC Secretariat has established various protocols and policies to achieve not only economic but also the political integration of its 15 Member States.

While the SADC Treaty, relevant protocols and regional strategies make ambitious provisions for accountable governance in the region and for regional responses to security challenges, the implementation of these agreements within Member States remains weak.

Objective

The programme aims to support regional political integration in the areas of peace, security and good governance.

Approach

Since 2004, GIZ has been supporting SADC at various levels in the area of peace, security and good governance. GIZ’s long-standing and flexible presence on the ground has created a partnership of mutual trust with SADC.

The programme assists the SADC Organ on Politics, Defence and Security Cooperation (OPDSC) in developing and implementing instruments for the prevention and resolution of conflicts. This includes the development of capacities and resources for mediation in political conflicts and the training of civilians for peace support operations at the SADC Regional Peacekeeping Training Centre. Moreover, GIZ supports relevant regional non-state actors, providing technical advisory services.

GIZ is supporting the professionalisation of SADC’s capacities for election observer missions to Member States. As a complementary measure, the same support is offered to regional non-state actors also deploying such missions.
Additionally, GIZ supports the establishment of platforms to promote dialogue and cooperation between SADC and various stakeholders, including parliamentarians, faith based organisations and civil society representatives. In particular, GIZ is supporting capacity building measures for the SADC Parliamentary Forum, the SADC Council of Non-Governmental Organisations (SADC-CNGO), the SADC Lawyers Association and other regional non-state actors, enabling them to interact with relevant political stakeholders in the region and to represent the interests of civil society organisations.

Achievements

Through its work, GIZ has significantly strengthened the SADC Organ on Politics, Defence and Security Cooperation. The revised Strategic Indicative Plan for the Organ (SIPO II) allows for the creation of a peaceful and stable political environment in the SADC region.

SADC has passed official guidelines and standards for holding democratic elections. Since 2007, every election held in the region has been observed by SADC election observation missions. Furthermore, SADC has established the SADC Electoral Advisory Council that advises independent electoral commissions and national governments on holding free and fair elections. The Council also assesses and reports to the Organ Troika on the state of democratisation in the region.

As regional non-state actors have gained significant capacities to observe elections in the region, they are increasingly being consulted by SADC during missions.

The political role of SADC in conflicts in the region was strengthened. SADC has developed its capacities for conflict prevention and mediation, becoming the recognised political entity for mediation initiatives. Member States request SADC’s intervention in all conflicts.

SADC has identified and trained high level personnel for mediation initiatives in the region. A Panel of Elders comprising eminent personalities was established to mediate in crises like the 2014 political crisis in Lesotho. This is complemented by a Mediation Reference Group of subject-matter experts and a Mediation Support Unit at the SADC Secretariat. Thus, structures, capacities and resources for mediation missions in the region have been established.

The SADC Regional Peacekeeping Training Centre (RPTC) has trained civilian, military, police and correctional staff from the region for their successful participation in integrated and multidimensional peace support operations in line with UN/AU/SADC standards.

In all its activities, GIZ supports ownership by engaging regional expertise in capacity building measures and bringing together local actors to create networks and linkages in the region.

In the upcoming programme phase, GIZ will focus on further enhancing SADC’s mediation structures, provide support to curricula development at the SADC RPTC, assist the strengthening of dialogue between SADC and relevant regional non-state actors as well as support capacity development for the conduct of democratic elections.
Southern Africa has significant economic potential. Governments play a key role in its realisation through regional economic integration (REI), for example by enabling the opening of borders for goods and services, as well as through an improved business environment. Increased economic activity within, more trade between countries and more employment lead to higher economic growth.

While many political statements are made in support of regional integration, significant barriers to doing business continue to exist in the region. Tariffs have been reduced, yet transport costs remain high and non-tariff barriers such as high cost of accessing finance, lack of skilled labour and uncertainty of (regulatory) policy persist.

The Member States of the Southern African Development Community (SADC) have set themselves ambitious economic goals. They want to integrate their markets gradually by reducing barriers to trade in goods and services, and aligning their economic and financial policies.

SADC Member States have achieved important milestones. Since 2008, a free-trade zone has extended across the region. Negotiations are now underway for the liberalisation of trade in services in a number of sectors. Since coming into force, the SADC Finance and Investment Protocol (FIP) has provided a legal framework for the regional harmonisation of finance and investment policies.

Objective

Accelerate growth, investment and employment in the SADC region through increased cooperation and implementation of protocols.

Approach

A number of key stakeholders perform crucial roles in advancing and guiding deeper REI. Alongside the SADC Secretariat, which acts as coordinator and manager of the regional integration process, the Member States are responsible for putting regional rulings and decisions into effect at the national level. The inclusion of private sector representatives in strategic and thematic discussions of various aspects of integration should ensure that the resulting discussions respond to their needs.

GIZ’s approach is two-fold:

- Support to the SADC Secretariat in developing and monitoring Policies and Protocols
- Support and assist Member States with implementation

GIZ supports the SADC Secretariat and other SADC structures in their efforts of monitoring, reporting and evaluating the status of implementation of the SADC Protocols on Trade and Finance and Investment. This includes recommendations for adjusting the current monitoring system as well as related capacity development.
Moreover, GIZ supports the negotiations on the Trade in Services Protocol by giving technical advice and preparing (subject related) trade negotiation fora. GIZ also assists SADC with selected national consultations in preparation for the negotiations of the Trade in Services Protocol.

At Member State level, GIZ supports REI by assisting Member States in negotiating and implementing regionally harmonised solutions to trade constraints. The focus is on enabling factors of production and trade, such as customs or the free movement of people and goods. Furthermore, financial integration is supported by strengthening the capacity to implement the SADC Finance and Investment Protocol, in which Member States agreed to implement reforms in order to attract investment in the region.

One key driver of economic development is improvement and development of regional infrastructure. In this context, the lack of adequately prepared infrastructure project proposals for submission to funds is one of the major challenges. GIZ supports the preparation of project proposals in accordance with the selection criteria of funds through the SADC Public Private Partnership Network (SADC3P), relevant Directorates at the SADC Secretariat and private sector actors such as the Nepad Business Foundation (NBF). Particular focus is on projects serving as enablers for trade-related activities.

Public private dialogues are used to consult the private sector on the viability of project ideas early on in the project cycle. Better projects will promote private sector interest in Public Private Partnerships (PPPs) and thus investment in the region. Close cooperation with national and continental actors and initiatives enhances capacity development at all levels and facilitates a harmonised approach to project development.

Achievements

GIZ has been strengthening SADC’s Trade, Industry, Finance and Investment Directorate capacities for managing and coordinating the integration process. A monitoring system has been established to assess progress made in the implementation of the Finance and Investment as well as the Trade protocol. At the same time, GIZ has supported a number of activities for dismantling non-tariff barriers to trade in the region, such as speeding up border crossing or harmonising product standards. The efforts include a comprehensive training programme for customs officials.

At Member State level, the project’s support to national Trade in Services consultations has resulted in market access and national treatment offers by most Member States. The sectors under negotiation are communication, construction, energy, financial services, tourism and transport. Regional regulatory reforms contribute to the future development of regional value chains.

Mechanisms have been introduced to involve the private sector more strongly in REI. Both, public and private sector, increasingly realise the potential of enhanced exchange. GIZ undertook a study to facilitate dialogue on how to remove barriers to business in the SADC region. The study showcased examples of constraints as well as potential solutions. These barriers concern the movement of goods such as transit bonds and non-tariff barriers, the movement of people such as the introduction of a common visa and specific infrastructure bottlenecks. Through analysis and dialogue, the programme jointly with private sector representatives and industry associations identified opportunities for sectors to improve competitiveness.
The Southern African Development Community (SADC) region is rich in natural resources. Over 50 per cent of Member States’ GDP is earned from agriculture, mining and forestry. Most rural communities are dependent on natural resources to secure their livelihoods. With its unique wildlife and natural beauty, the region attracts millions of tourists every year, providing direct and indirect income opportunities for many people.

However, natural ecosystems and their services are under increasing pressure from population growth, the expansion of farmland, growing demand for energy, infrastructure development and climate change. Currently, the deforestation rate in the SADC region is the highest in Africa. Poaching is on the rise again, even in conservation areas. Fires set to clear land frequently get out of control and emit greenhouse gases.

In 2004, SADC Member States established the Food, Agriculture and Natural Resources (FANR) Directorate to tackle these challenges and to ensure that cross-border management of natural resources contributes to poverty reduction, peace and regional integration. Member States agreed on policies, strategies and frameworks addressing the degradation of natural resources. Implementing these agreements is key to ensuring the sustainable use and protection of the region’s abundant and diverse natural resources.

**Objective**

The programme aims to enable regional and national actors to improve implementation of SADC protocols and strategies for sustainable natural resources management.

**Approach**

The programme’s approach is two-fold:

- Advise the SADC Secretariat and Member States on policies and their implementation in natural resources management
- Improve cooperation between national and regional Transfrontier Conservation Area (TFCA) institutions

On the basis of pilot activities, the programme helps to introduce innovative methods and concepts in selected TFCA that address cross-border fire management, income generation through natural resource management and tourism, climate change adaptation and HIV/AIDS prevention. Tailored training and organisational consultancy in collaboration with SADC Centres of Excellence support the pilot activities and help to sustain and apply the knowledge generated.

The programme advises the SADC Secretariat on policy and concept development by drafting and monitoring guidelines and standards, designing innovative financing mechanisms as well as identifying and disseminating best practices.
At TFCA level, GIZ assesses and selects best practices in pilot projects on cross-border management and supports networking and knowledge transfer among TFCA practitioners. A regular exchange with training centres in SADC Member States helps to avoid potential duplications and ensures that Member States’ training needs are met.

Achievements

On the basis of nine pilot projects in seven TFCA, in collaboration with its partners, GIZ developed models for transboundary fire management, income generation and climate change adaptation. Moreover, in collaboration with the SADC Secretariat and the Member States, the programme developed regional guidelines on tourism concessions and the establishment and management of TFCA. They will support the implementation of future projects in the TFCA through region or country specific adaptations.

To strengthen expertise and skills on transboundary management in the SADC region, particularly at local level, the programme designed and implemented individual courses. They cover integrated fire management, reducing emissions from deforestation and degradation (REDD) as well as climate change adaptation. As a result, by mid-November 2014, more than 50 alumni implemented projects in each of the 18 TFCA.

The programme took the training to the field. Six mobile training courses in the TFCA encouraged cross-border communication and information-sharing between neighbouring TFCA countries.

The programme supported SADC Member States to create the TFCA network and its web-based portal. In September 2013, ten SADC Member States launched the network with 30 participants. By March 2015 more than 170 participants use the network as platform for information sharing and the number is growing. Participants include representatives from governments, parastatals and stakeholders from non-governmental organisations, academic institutions, international cooperating partners as well as experts. They also use it to stimulate discussions on current challenges, such as poaching. Network exchanges also triggered the participation of SADC TFCA in the 2014 World Parks Congress.

In the second phase of the programme (June 2015 to 2018), the focus will be on improving the implementation of TFCA development with local actors in selected TFCA. The programme advocates local experiences made in TFCA to serve as a basis for changes of policies and procedures at the national and the regional level.

SADC Transfrontier Conservation Areas (2015)

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Registered offices Bonn and Eschborn, Germany

Reinhard Woytek
Private Bag X12 (Village)
Gaborone, Botswana
T +267 7519 5968
E reinhard.woytek@giz.de
I www.giz.de/en/worldwide/15903.html

On behalf of Federal Ministry for Economic Cooperation and Development (BMZ)

Addresses of the BMZ offices

BMZ Bonn
Dahlmannstraße 4
53113 Bonn, Germany
T +49 (0)228 99 535-0
F +49 (0)228 99 535-3500
poststelle@bmz.bund.de
www.bmz.de

BMZ Berlin
Stresemannstraße 94
10963 Berlin, Germany
T +49 (0)30 18 535-0
F +49 (0)30 18 535-2501

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GIZ is responsible for the content of this publication.
Over the last 20 years, the Republic of Botswana has developed into a middle-income country, thanks to its extensive mineral reserves. Since gaining independence in 1966, the country has made significant social and economic progress. It has a democratically elected government and progressive social policies complemented by significant capital investment. German Development Cooperation has been supporting the Republic of Botswana since 1974.

Despite considerable progress, major economic and social challenges remain. The capital-intensive diamond industry is the national economy’s mainstay, accounting for a major part of government income. The government is trying to reduce dependency by diversifying the economy. Moreover, unemployment and poverty rates are still relatively high. Enhancing Technical and Vocational Education and Training (TVET) is seen as one solution to these challenges.

Currently, Botswana’s TVET system is limited in its supply of sufficiently trained workers. TVET institutions offer curricula that is not responsive to the needs of Botswana’s industry. The current structures and processes limit the delivery of high quality technical and vocational skills.

Objective

The programme aims at improving the capabilities of TVET actors and the quality of TVET institutions as well as enhancing inclusiveness and sustainability. In the long run, experience gained from the programme’s pilot approaches is supposed to be transferred to other occupational fields and locations.

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<tr>
<th>Programme Title</th>
<th>Strengthening employment relevant TVET in Botswana</th>
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<tr>
<td>Commissioned by</td>
<td>Federal Ministry for Economic Cooperation and Development (BMZ)</td>
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<tr>
<td>Co-Financed by</td>
<td>Government of Botswana Botswana Chamber of Mines</td>
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<td>Project Region</td>
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<td>Implementing Ministry / Chamber</td>
<td>Ministry of Education and Skills Development Botswana Chamber of Mines</td>
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<td>Duration</td>
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The programme’s overall objective is to ensure that curricula, human resources and organisational capacities for needs-based TVET in selected occupational fields have been developed in selected TVET institutions.

Approach

The programme will continue the previous programme’s efforts to position Botswana as an education hub in the region. Implementation is divided into four fields of activity:

- Improving quality and labour-market relevance of training courses at TVET colleges
- Capacity building of teaching and management staff in TVET institutions and enterprises
- Enhancing cooperation and partnerships with the private sector
- Implementation of a pilot scheme for crafts training in the mining industry
Interventions are planned at micro and meso level. At micro level, pilot measures in four selected TVET colleges will be conducted to implement skills and labour market oriented training. Successful measures are intended to be gradually disseminated. Technical Advisors will be assigned to support curricula development at the Department of Technical and Vocational Education and Training (DTVET) and training at the four selected colleges. Our support is concentrated on the following areas in the Technical and Vocational Training sector:

- Heavy Plant Engineering
- Industrial Electric
- Maintenance Fitting and Machining
- Fabrication and Welding
- Instrumentation
- Millwright
- Jewellery Design and Manufacture
- ICT

At meso level, the programme will support the Ministry of Education and Skills Development (MOESD) and DTVET. We will assist MOESD to realise its priority goals of teacher capacity building as well as cooperation and renewed partnerships with the private sector and government entities. Moreover, it will also promote the dissemination of the pilot approaches.

The private sector will be involved in revising curricula, selecting applicants, providing workplace attachment places and holding exams. This will improve graduates’ employability and narrow the present discrepancy between qualifications and labour market requirements. Ultimately, it will enhance enterprises’ competitiveness.

Additionally, programme implementation will be supported by measures for individual capacity development at both micro and meso level. Personnel at relevant TVET institutions and involved private companies will be given supplementary training parallel to the advisory services. Priorities are further training of specialist and executive personnel at DTVET, training of teaching personnel (to act as multipliers) and executive personnel of educational institutions and human resource departments in enterprises.

**Achievements**

Co-financed by the Government of Botswana, the previous programme has supported measures for expanding TVET since 2008. Technical Advisors assisted teaching at six TVET colleges in three occupational fields and supported curriculum development of the newly created training course in jewellery design and manufacture. The first cohort of students started in September 2014.

In 2013, the Botswana Chamber of Mines (BCM) entered into a cooperation with MOESD and GIZ. It assists two colleges in providing training courses geared to labour market needs in six occupational mining related fields. Currently, 100 students are enrolled in these trades.

Teacher training at the colleges as well as organisational and capacity development of TVET institutions were not feasible as part of the previous intervention. Therefore, the current approach strongly focuses on capacity development in the sense of human resource development, cooperation and network development as well as organisational development to enhance inclusiveness and sustainability.