



# Capacity building for sector skills organisations in Georgia

## Summary

People 1st International supported the GIZ funded project in Georgia by strengthening sector skills organisations (SSOs) within the country's vocational education and training system. We delivered capacity-building workshops, provided strategic guidance to the Skills Agency, developed strategic action plans with the SSOs and provided guidance on governance and marketing. To share best practice, we also organised a study visit to the UK, allowing Georgian SSOs to learn from established sector skills councils. Our work empowered Georgian SSOs to effectively advocate for industry needs, improve public-private collaboration and contribute to a skilled workforce.

## Background

In Georgia, the vocational education and training (VET) system was undergoing significant reforms with the introduction of the Work-Based Learning (WBL) decree, empowering the private sector to play a more active role in shaping VET policies and practices. People 1st International supported sequa and PEM Consult in strengthening the capacity of sector skills organisations (SSOs), a new mechanism within the VET system. Our work focused on empowering key business membership organisations in Georgia to effectively represent their sectors, advocate for skills development and collaborate in creating a skilled workforce, contributing to the long-term success of Georgia's VET reforms.

## Our solutions

We supported the development and strengthening of sector skills organisations through a comprehensive approach, aimed at enhancing their capacity to effectively contribute to the vocational education and training (VET) system:



**Development of SSO governance:** We helped SSOs draft clear and comprehensive terms of reference, outlining their roles, responsibilities, governance structures and operational processes to ensure effective functioning within the VET system.



**Capacity-building workshops:** We delivered targeted workshops on the purpose and benefits of SSOs, organisational structures, governance, action plan development and marketing strategies tailored to the SSO's needs. Templates and toolkits were provided to support SSOs in their ongoing planning and development activities to enhance their effectiveness.



**Strategic action plan development:** We guided SSOs in developing one-year action plans, including strategic objectives, research plans, marketing strategies and timelines, ensuring a roadmap for their operational success.



**UK study visit:** We organised a study visit to the UK for Georgian SSO representatives, where they observed the operations of established sector skills councils (SSCs) and experienced effective public-private partnerships in action. This allowed them to gain practical insights into governance, strategic planning, and operational best practices that they could apply to Georgia's SSOs.



**Strategic support for GCCI and the Skills Agency:** A key focus was on providing long-term support to the Georgian Chamber of Commerce and Industry (GCCI) in its new role in establishing the Skills Agency. We assisted in:

- Developing sub-regulations and methodological guidelines in alignment with the new WBL framework.
- Advising GCCI in drafting regulations for VET and establishing SSOs.
- Guidance on creating sustainable organisational and financing models for SSOs, ensuring the active involvement of the private sector in VET.

## Outcomes & impact

Our support led to significant outcomes for the SSOs and the broader VET system in Georgia:

- **Stronger organisational capacity:** SSOs were equipped with comprehensive governance structures, action plans and strategic frameworks, allowing them to represent their sectors effectively in the VET system.
- **Improved advocacy and representation:** The workshops and action plan development helped SSOs refine their advocacy roles, enabling them to better articulate the skills needs of their sectors and influence VET policy decisions.
- **Enhanced marketing and communications:** With tailored marketing plans and templates, SSOs developed effective strategies to engage their members and communicate their mission to a broader audience.
- **Knowledge transfer through study visit:** The UK study visit provided participants with invaluable firsthand experience of successful SSC operations. Insights gained included best practices in governance, the involvement of the private sector in VET and strategies for quality improvement. This exposure helped the SSOs adapt and implement relevant practices in Georgia.
- **Increased collaboration and knowledge sharing:** Through direct interactions with UK counterparts and the exchange of best practices, Georgian SSOs gained the tools and knowledge needed to strengthen their internal operations, improve collaboration within the sector and contribute to the development of a skilled workforce.

*“sequa is very grateful for the close and professional cooperation we experienced with People 1st International. They provide a broad range of valuable competences and abilities: a solid and longstanding experience in the field of vocational education and training. Offering a profound understanding of the needs of the private sector, they offer a lucid analytical view on the challenges and opportunities of our international partner organisations which have started their endeavours to contribute to a skilled workforce. We look forward to working together in the future.”*

- Daniel Strube, Client Manager GIZ, sequa