



DON BOSCO MONDO
JUGEND • HILFE • WELTWEIT

Concept Vocational Training

- Summary

2014

Introduction

Young people have a right to education, Vocational Training, and employment. These universal children's and human rights are often not realized and that not only in developing and emerging countries. In this world, there are about 1.2 billion people between the ages of 15 and 24 and about 90 percents of those live in developing and emerging countries. Millions of young people don't have access to schools, training, and formal employment. Often all that remains is precarious or informal work or migration. Frustration, uprooting, violence, and criminality are often the result of lacking prospects. Development cooperation has to reach young people in a preferred, sustainable, and effective way and, aside from practice-oriented training, it especially has to facilitate opportunities for life and income. In this sense, the Salesians of Don Bosco and Don Bosco Mondo e.V. want to contribute.

Since its founding under the name "Jugend Dritte Welt e.V." in 1979, Don Bosco Mondo e. V. has supported Vocational Training. As a result of a branding process from 2010 to 2012, Don Bosco Mondo e.V. confirmed the area "*Vocational Training*" as a core competency and compiled and approved a Vocational Training concept in 2013/2014. As the only German development non-governmental organisation [NGO] with a focus on Vocational Training, such a concept is necessary to ensure that cooperation and project partners as well as dialogue partners and staff members have a clear understanding of Don Bosco's definition of goals and tasks, as well as good Vocational Training. This concept analyses the strengths, weaknesses, challenges, and risks of Don Bosco Mondo e.V. as well as its partner, the Salesians of Don Bosco, with regards to Vocational Training. From this analysis it derives the goals and areas of action for Don Bosco Mondo e.V..

Analysis

Vocational Training in developing countries and in Germany

Basically, there are four providers of Vocational Training: the commercial economy, government institutions, non-profit educational institutions, and commercial educational institutions. There are differences depending on a country's tradition, colonial history, and environmental conditioning. Only few developing and emerging countries have a legal framework that encompasses all four groups of providers. It is often confusing that several ministries are responsible for Vocational Training, that differences between vocational and school training are being ignored, and that the teaching staff is trained

insufficiently. In many developing and emerging countries, Vocational Training remains somewhat unattractive and is seen as a niche for school dropouts. From Don Bosco Mondo's perspective those combinations are successful where the "side-by-side" of the four groups of providers becomes a "togetherness" that combines their advantages and improves the quality and quantity of the offered training.

Vocational Training "Made in Germany" is valued around the world. In a global comparison in the area of support for Vocational Training, Germany has been the biggest donor of official development aid (ODA) for years. Governments of emerging and developing countries are realizing that Vocational Training designed to fit the job market is a deciding factor for the future development of their economy, and they are therefore investing in the improvement of their systems. Late in 2012, the Federal Ministry for Economic Cooperation and Development (BMZ) published a new position paper on Vocational Training compiled with participation by Don Bosco Mondo among others. In September of 2013, the German Office for International Cooperation in Vocational Education and Training or GOVET was established. In addition, I-Move supports the export of German Vocational Training with the objective to make Germany the export world champion for Vocational Training. GOVET and I-Move are housed within the Federal Institute for Vocational Education and Training (BIBB). Further stakeholders for the export of German Vocational Training are the German Foreign Office (AA), the Reconstruction Credit Institute (KfW-Group), the Federal Enterprise for International Cooperation (GIZ), the German Investment and Development Corporation (DEG), the Association of German Chambers of Commerce and Industry (DIHK), the German Confederation of Skilled Crafts (ZDH), SEQUA, the German Chambers of Commerce (AHK) and the Senior Expert Service (SES). Most of these stakeholders implement public-private-partnership programmes. German businesses that invest in developing and emerging countries aren't always able to find suitable specialised workers. Thus businesses such as Grohe, Porsche, Lorch and Knorr-Bremse cooperate with Don Bosco Mondo and offer talented young people from poor families opportunities for income and development through Vocational Training. German providers of Vocational Training are currently enjoying an increased demand in the export business. Among German NGOs, there are hundreds of One-World-Groups and NGOs which are active in formal and non-formal Vocational Training in multiple ways. UNESCO-UNEVOC located in Bonn as a global expert for Vocational Training, organizes thematic conferences, publishes and runs, among other activities, the e-Forum for global exchange of experts for Vocational Training.

Don Bosco Family and Vocational Training – Strengths, Weaknesses, Opportunities and Threats

Since the founding of the Salesian Congregation, Vocational Training has been a genuine part of the pedagogical concept. The brand “Don Bosco” has a high level of recognition in developing and emerging countries as well as with experts in Vocational Training around the world. Don Bosco alone offers Vocational Training for over 209,000 young people at 680 institutions per year. For example, Don Bosco is the biggest private provider of Vocational Training in India with 176 Training institutions. An inventory compiled in 2013 in sub-Saharan Africa identifies 98 Salesian Vocational Training centres with 27,000 trainees. Within the Catholic Church the Salesians are the most important provider of Vocational Training.

Central characteristics of Don Bosco schools and Vocational Training institutions are: a close interconnection of practical and theoretical training; market orientation; affordable school and training fees; flexible classes; openness for all regardless of religious denomination, gender, skin colour, or ethnic background; cooperation with parents and among teaching staff; creative recreational activities; monitoring of success and teaching of values.

Within the Generalate in Rome, Vocational Training has been assigned to the General Council for youth pastoral. In the recently updated reference framework “Salesian Youth Ministry” (2014) Vocational Training is defined as an effective tool for a holistic human development and as an effective preventative measure for youth problems promoting the acceptance of Christian responsibility for society and economy at the same time. Additionally, vocational counselling, modernisation of curricula and equipment, social and professional reintegration, and the support of social enterprises are recommended. The Salesians of Don Bosco agree that Vocational Training should lead to work and income.

From Don Bosco Mondo’s point of view, the Salesians of Don Bosco are facing the following challenges: Partly, they lack a willingness to innovate and the necessary expert knowledge for innovations. Italian, French, British, Indian Vocational Training concepts or concepts from other nations are being adopted uncritically. The didactic equipment, curricula, as well as the level of knowledge of the instructors are not always up-to-date. There is a lack of Salesians that have experience in Vocational Training. The monitoring of employment impact is desired by the Generalate as of 2004, but is not being implemented systematically everywhere in order to use the results for learning and improvement processes. In part, training does not conform enough to the demands of the local job market, which diminishes the appeal for trainees and also for businesses. Many vocational centres are not financed in a sustainable way. The exchange with others could be improved.

The following table summarizes the analysed strengths, weaknesses, opportunities, and threats of the Salesians from Don Bosco Mondo’s point of view. The three most important points are marked (1) to (3) based on their importance.

<p>Strengths</p> <p>(1) Since the foundation, Vocational Training has been part of the Salesian pedagogy</p> <p>(2) Market leader among church providers and in several countries</p> <p>(3) Quantitatively and qualitatively well functioning Vocational Training institutions in urban areas (in comparison to others)</p> <p>- Formal businesses value Don Bosco Training</p>	<p>Weaknesses</p> <p>(1) Lack of members of the congregation who are interested and qualified for technical training given the demand</p> <p>(2) Traditional areas of occupation have to be adapted to the current demands of the jobs markets</p> <p>(3) Partly low training cooperation with the local environment</p> <p>- Monitoring of training outcomes to be improved</p>
<p>Opportunities</p> <p>(1) Global quality brand “Don Bosco Vocational Training”</p> <p>(2) Great demand of specialised workers in emerging countries</p> <p>(3) Businesses and exporters of Vocational Training are interested in cooperation</p> <p>- Vocational Training is currently “en vogue”</p>	<p>Threats</p> <p>(1) Financial sustainability of Don Bosco Vocational Training institutions</p> <p>(2) Certificates and degrees are given too much importance</p> <p>(3) The interest in Vocational Training of FMA/SDB¹ varies regionally, which has an impact on the quality of training</p> <p>- Divergence between the economic interests of the Salesians and the businesses</p>

What Don Bosco Mondo has achieved in Vocational Training so far

For years, there has been a consensus on the core topic “Vocational Training” on all levels of the organization. Within the congregation of the Salesians and the Salesian Sisters, Don Bosco Mondo is seen as a reliable and important partner in the area of Vocational Training. Don Bosco Mondo distinguishes itself from other German development NGOs as the only NGO with the core topic Vocational Training. Since its founding in 1979 the creation of numerous Vocational Training centres in Asia, Africa, Latin America, and Eastern Europe have been financed. This was possible thanks to the contributions of the Federal Ministry for Economic Cooperation and Development (BMZ) from budget title “Private Sector” as well as many faithful donors, foundations, and One-World-Initiatives. Over the past years, Don Bosco Mondo has strengthened its presence in the German development cooperation expert dialogue about Vocational Training: Don Bosco Mondo advises the BMZ in the task force Vocational Training. Exposure- and dialogue

¹ SDB – Salesians of Don Bosco, FMA – Daughters of Mary Help of Christians (Salesian Sisters).

programmes on Vocational Training in India have intensified the contact to implementing organisations of German development cooperation and chambers. The event series “Werkstattgespräche Berufsbildung” [“Workshop Discussions Vocational Training”] has been reviving the expert dialogue between German church-based NGOs and government development cooperation since 2010. Here the BMZ-Innovation Award 2012 for the cooperation with the company Grohe for plumber training in India has to be mentioned. As of 2009, Don Bosco Mondo has been an active participant at the annual GIZ-Vocational Training Day and the presentation of the *Global Monitoring Report* on the Millennium Goal “Education” at the BMZ. Through the creation of the Don Bosco Mondo department for business cooperation (2010) the cooperation between Salesian centres and business has been intensified.

What Don Bosco Mondo has not yet achieved in Vocational Training

Based on Don Bosco Mondo’s previous understanding, thematic expertise was mainly to be found with project partners on site and within their structures. Don Bosco Mondo limited itself to the role of financing body or broker of project financing. Due to increased quality demands for projects and programmes, this is no longer sufficient. Many project partners ask for consulting and expertise besides financial aid.

The focus on incoming project applications causes a distorted perception on a regional and thematic level because Don Bosco Mondo is being contacted predominantly from those Salesian Vocational Training institutions who are in need of external support, as well as those, who are able to articulate their needs in the form of project applications and are also able to manage this support reliably. Those Don Bosco training institutions that function independently and with local resources are perceived less, even though particularly those institutions could function as a model for others. In addition, Don Bosco’s about 60 universities and their possible intersections to Vocational Training receive hardly any attention. An overview of the Salesian’s global activities in Vocational Training is missing: Which Vocational Training institutions train where and which professions according to which concepts? What about the outcome of the training programmes in leading to jobs for the formal and informal sector? The results and outcome of the Vocational Training institutions that were financed by Don Bosco Mondo have yet to be recorded more systematically. The thematic filing system on Vocational Training needs to be improved.

Don Bosco Mondo is not able to fall back on experiences in monitoring and advising on an expert and content level in the area of Vocational Training. Only few staff members have expert knowledge. To increase internal expert knowledge is an important goal.

This is a table summarizing the organisation’s strengths, weaknesses, opportunities, and threats. The three most important points of this analysis are marked (1) to (3) based on their importance.

<p>Strengths</p> <p>(1) Since the founding, VET has been a core topic, good knowledge based on experience (2) Privileged contact to quantitatively and qualitatively successful Don Bosco Vocational Training institutions in developing and emerging countries (3) Don Bosco Mondo has a unique selling point among German NGOs and is perceived as a competent stakeholder for Vocational Training</p>	<p>Weaknesses</p> <p>(1) Lack of written sector concept so far (2) Staff member knowledge concerning Vocational Training is concentrated with only a few (3) Expert knowledge isn’t used ideally because knowledge management only happens in a project-related way or internally in departments - Project evaluation needs to be expanded (ex-ante, ongoing, ex-post) - Outcome in the areas of employment and income is not being recorded everywhere</p>
<p>Opportunities</p> <p>(1) Known profile of the brand “Don Bosco” in Development Cooperation (2) Willingness to finance and interest of public development cooperation in VET (3) Businesses are interested in Vocational Training cooperation with non-profit providers - Relevance of Vocational Training for the economic development of businesses - Project partners’ interest in expert consultancy and German Vocational Training</p>	<p>Threats</p> <p>(1) Don Bosco Mondo’s influence on the Salesians is limited (2) Financing of consultancy and expert work unclear (3) The interest of the congregation in Vocational Training varies depending on regions - Mood in development cooperation for / against VET varies</p>

How does Don Bosco Mondo define “quality” Vocational Training?

Quality Vocational Training offers young people prospects in life. It is about practice-oriented, holistic learning for mind, heart and hand that strengthens personal, social and technical competencies and gives young people a job, an income and a meaning in their lives. Certificates or grades don’t necessarily indicate quality Vocational Training. However, quality Vocational Training enables young people to find decent work with a decent income. In a motivating and inspiring atmosphere, Vocational Training conveys pride and love for one’s profession and strengthens young people’s confidence. Don Bosco Mondo is convinced that Vocational Training helps to improve the situation of disadvantaged young people.

The point of departure and basis is the Christian understanding of work and vocation. Work is an involvement in God’s creation. Hence, a vocation is a realization of the talents and competencies inherent in mankind. With this in mind, Vocational Training is the

development of young people's talents for self-preservation, self-realization and positive contributions to form the world.

In the last 30 years, Don Bosco Mondo has financed the creation of numerous Vocational Training institutions. In the past, the support focused mainly on construction, equipment and start-up aid, i.e. essentially investments in the "hardware." Today and in the future, additional investments in the "software" of Vocational Training facilities will be important. This includes among others: management, teacher training, curriculum development, external consulting, business cooperation, e-learning, and scholarships. Job placement is already an integral part of all Don Bosco Mondo's programmes supported by the BMZ. From Don Bosco Mondo's point of view, the "before" and "after," as well as the "holistic environment" of the training, needs to be paid more attention to. Therefore, career counselling, internships, job placement and financial aid for start-ups are a genuine part of Vocational Training relevant for employment. Don Bosco Vocational Training has to be balanced between the support of God's basic charismata inherent in mankind and the needs of the job market. It is the specific challenge to connect both well.

Objectives

According to this definition of quality Vocational Training and taking into consideration the submitted SWOT-Analysis, Don Bosco Mondo wants to contribute in a relevant, effective, efficient, sustainable and impactful way to ensure that young people in developing and emerging countries can develop their talents and find a job and income.

Strategic Objectives

- **Objective 1: Don Bosco Mondo continuously expands the support of holistic and employment-relevant Vocational Training for disadvantaged young people in developing and emerging countries.**
 - 1.1 Don Bosco Mondo contributes to the consolidation and quality assurance of the global brand "Don Bosco Vocational Training" and has a mandate aligned with the Generalate in Rome.
 - 1.2 Don Bosco Mondo is a friendly partner for the Salesians of Don Bosco, a service provider for project financing, a proactive consultant and a partner-oriented project developer.

1.3 Don Bosco Mondo pays attention to holistic personal development, gender equality and job market orientation in projects and programmes.

- **Objective 2: Through financial and technical support, Don Bosco Mondo assists the Salesians of Don Bosco in implementing holistic and employment-oriented Vocational Training that is qualitatively good and adapted to local demands.**

2.1 Don Bosco Mondo continues, and, if possible, increases the financial support of programmes and projects in the area of Vocational Training through private, institutional, public and business cooperation partners.

2.2 Besides financial support, Don Bosco Mondo extends its expert support systematically and consistently and sees itself essentially as a broker of expert knowledge and contacts.

2.3 Don Bosco Mondo advises project partners in the planning, implementation, as well as evaluation of programmes and projects in the area of Vocational Training.

2.4 By request, Don Bosco Mondo advises Salesian centres, project development offices, provinces and the Generalate on the development of concepts and positions on Vocational Training.

2.5 Don Bosco Mondo's funds for the expert support of Vocational Training are secured, and private, institutional, public and business cooperation partners are approached for financing.

- **Objective 3: Don Bosco Mondo's institutional positioning in the area of VET is consolidated and expanded.**

3.1 Don Bosco Mondo participates actively in the expert dialogue and is being perceived and consulted as an NGO in the area of development work with exceptional expertise in Vocational Training.

3.2 The topic Vocational Training is prominently placed in the Don Bosco Mondo's donor communication.

3.3 Don Bosco Mondo promotes the support of holistic and employment-oriented Vocational Training among development policy makers in Germany including an increase in public funding for Vocational Training through NGOs.

3.4 Don Bosco Mondo is being perceived and consulted as an expert partner in the area of specialised and financial support of VET by the Don Bosco family.

Operative Short- and Medium-Term Objectives

- **Objective 4:** The topic Vocational Training is embedded within Don Bosco Mondo's organisational structure on the levels of personnel and structure.

4.1 In order to embed Don Bosco Mondo's expertise, an inter-divisional task force "Vocational Training" is established that is responsible for external representation, knowledge management, consulting of project officers, and planning of special events on the topic.

4.2 Don Bosco Mondo examines the creation of a board of experts "Vocational Training."

- **Objective 5:** Don Bosco Mondo staff competency in the area of Vocational Training is improved.

5.1 Staff members who are working in the area of VET receive advanced Training, have a general knowledge of VET pedagogy, Vocational Training systems and Don Bosco pedagogy and take advantage of this knowledge in their given area of work.

5.2 When hiring staff in the divisions Programmes and Projects as well as Corporate Cooperation, Don Bosco Mondo takes into account the Vocational Training background of the applicants.

- **Objective 6:** Don Bosco Mondo has a topic and institution-related knowledge management regarding Vocational Training at its disposal.

6.1 Don Bosco Mondo has a general knowledge of the Salesian Vocational Training institutions in Asia, Oceania, the Near East, Africa, Eastern Europe, Central and Latin America.

6.2 Don Bosco Mondo has knowledge management on central topics and institutions of Vocational Training (related to strategic objectives) and takes advantage of it. The existing project- and account-related knowledge management on Vocational Training is being improved.

6.3 Don Bosco Mondo gives interested project partners access to specialised VET information.

- **Objective 7: Don Bosco Mondo examines the quality of the supported VET projects.**

7.1 Don Bosco Mondo has quality criteria and minimum requirements for the support of Vocational Training projects and applies them.

7.2 There is information on the relevance concerning income and employment of the supported projects.

7.3 There are annual internal and external evaluations of selected Vocational Training projects supported by Don Bosco Mondo (see evaluation concept).

- **Objective 8: Don Bosco Mondo expands interconnectivity and cooperation with and among the Vocational Training entities.**

8.1 Don Bosco Mondo networks systematically with German VET stakeholders and thus achieves synergies, expert input, financing and publicity.

8.2 Don Bosco Mondo establishes and expands the cooperation between German businesses, i.e. providers of Vocational Training and the Salesians of Don Bosco.

8.3 Don Bosco Mondo supports project partners in developing and emerging countries in an effort to exchange information with and network amongst themselves and with other Vocational Training entities.



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