

SKILLS INVESTMENTS & FINANCING

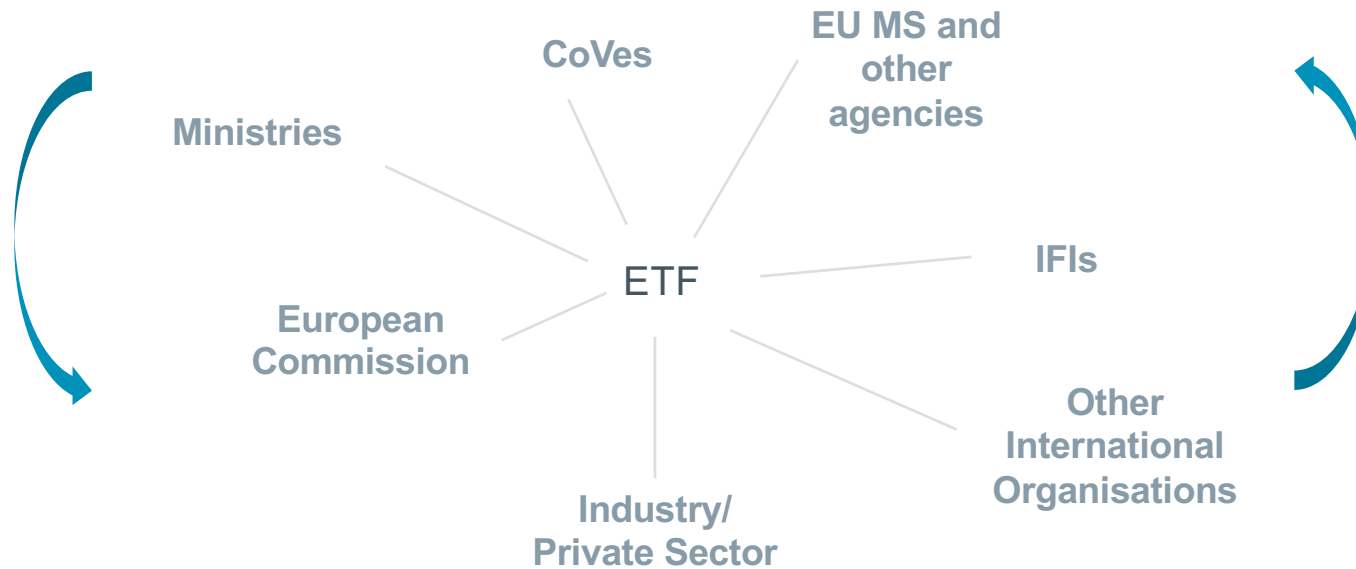
HUMAN CAPITAL DEVELOPMENT POLICY ADVICE UNIT

28 April

Financing Excellence: Securing the Future of Centres of Vocational Excellence

Empowering skills through innovative financial partnerships

ETF Strategic Perspective → a connector in the global skills ecosystem



From Financing Mechanisms to Institutions That Deliver Impact

Shift from Finance to Delivery

The focus moves from financing mechanisms to the capacity of institutions to deliver lasting impact and tangible outcomes.

Role of Centres of Vocational Excellence

CoVEs act as long-term institutions mandated to translate funding into employable skills and productivity gains.

Importance of Delivery Capacity

Institutions need predictable execution, coordination, and outcome focus to achieve success beyond just securing funds.

Adapting to Systemic Changes

Skills systems evolve to meet green, digital, demographic, and competitiveness challenges requiring reliable institutions

Moving Beyond Buildings and Equipment

Shift from Tangible Assets

IFI investments have shifted focus from physical infrastructure to enhancing institutional performance and adaptability.

Integration with Broader Sectors

Skills components are increasingly blended with investments in green transition, digitalisation, and industrial competitiveness.

Focus on Operational Roles

CoVEs gain new financing opportunities for operational roles beyond capital expenditure, emphasizing responsiveness and results.

Borrower vs Delivery Partner: A Strategic Distinction for CoVEs

Borrower Role Characteristics

Borrowers assume financial and fiduciary risks by signing loans and ensuring compliance and repayment accountability.

Delivery Partner Role

Delivery partners carry performance risk, focusing on achieving skills outcomes that secure investment success without debt exposure.

CoVEs Strategic Positioning

CoVEs acting as delivery partners avoid financial risks, embedding in investments while preserving legal and institutional sustainability.

CoVEs as Delivery Partners Across Core Functions

Sector-Ready Training 🎓

Training focuses on sector-ready skills with employer-validated curricula delivered at investment-aligned speed and scale.

Workforce Matching and Retention 🔗

Placement evolves to workforce matching and retention, ensuring transition of trained individuals into jobs.

Applied Innovation Support 💡

Innovation is demand-driven, supporting technology absorption through labs, demos, and industry-teacher collaboration.

Ecosystem and Incubation Roles 🚀

Ecosystem and incubation anchor SMEs and suppliers in value chains, multiplying local investment impact.

What Makes a CoVE Investment-Ready as a Delivery Partner

Strategic Orientation

Focus on delivering outcomes like employment, relevance, and inclusion rather than just activities.

Operational Basics

Ability to contract, cost services, and track results to ensure reliable service delivery.

Governance and Leadership

Credible leadership with genuine employer involvement signals stability beyond projects.

Interface Capacity

Staff skilled in translating between policy, provider operations, and investment requirements.

A Realistic Maturity Pathway for ENE CoVEs

Early-stage CoVEs Role

Early-stage CoVEs are project-based delivery partners building credibility with no borrowing required.

Scaling CoVEs Engagement

Scaling CoVEs use stronger governance and results-based financing to drive performance and funding.

System-Embedded CoVEs Influence

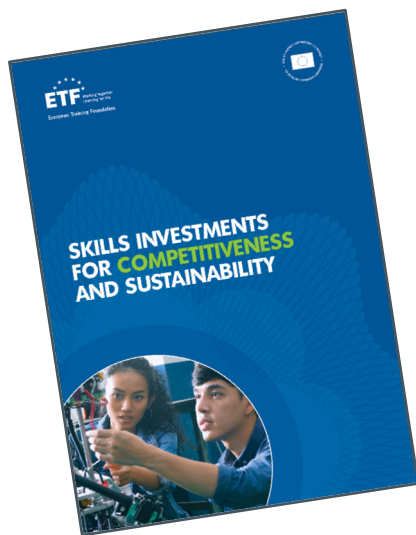
System-embedded CoVEs anchor investment strategies with autonomy and stable ecosystem partnerships.

Pragmatic Progression Approach

Progression focuses on choosing the right role at the right time, emphasizing sustainability over financial ambition.

Reflection and Peer Exchange for the ENE Network

Financing excellence is about becoming institutions that investors — and public authorities — cannot do without.



- Where is your CoVE today?
- Which function already adds investment value?
- What is the next step toward delivery-partner status?

Skills Investments for Competitiveness and Sustainability