



Parallel session on Private sector engagement in Vocational Excellence

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Friday 27th March – 09h - 11H45

Icebreaker





Check-in : Cliches PSE



- « Entreprise think only at their profits »
 - We need the private sector if we want to remain a development actor with impact - profit is not the enemy of impact, it can be its driver! "No sustainability without profitability"
- «We don't speak the same language »
 - It is not easy to find the right tone in relations with private actors, but the complementarity between Enabel and private actors is truly beneficial for everyone.
- « We don't have the mandate »
 - We must be creative in the way we can play a complementary role to that of private actors in order to increase the impact of our interventions.



Si on veut obtenir
quelque chose que l'on
n'a jamais eu, il faut
faire quelque chose
qu'on n'a jamais fait !

If we want to achieve
something that we have
never had, we should do
something that we have
never done !

Péricles

Homme et d'Etat et stratège, né à Athènes vers 495 av. J.C
et mort à Athènes en 429 av. J.-C.

Mise en situation

Setting the scene





WHY PSE MATTERS ?

Skills alignment
with Labour
Market Needs



Internship and
Employment
opportunity
pipeline



Innovation in
Training systems
and Training
Delivery



Sustainability of
Development
Outcomes



WHY DOES PSE MATTERS EVEN MORE TODAY ?

The Numbers
speaks out loud !



The share interest
is clear

Sector of
International
Solidarity changes

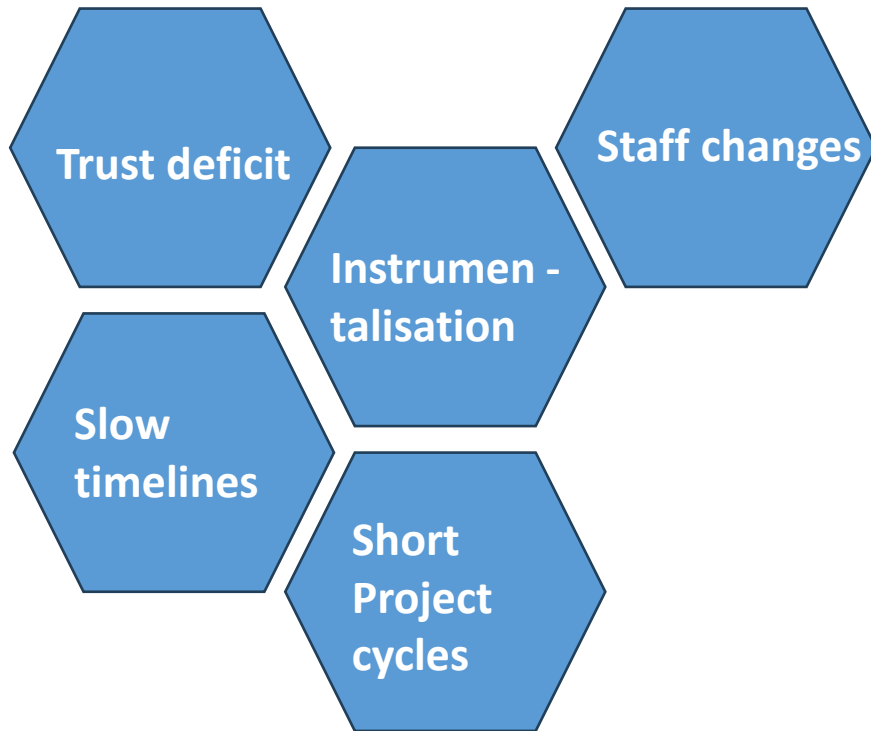


Big geopolitical
trends on display

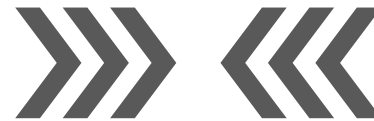


Barriers to PSE

- For the Private sector actors



- For Development Actors and COVE's



**Limited
collaborations**



PSE is not PSD !

	Private Sector Development (PSD)	Private Sector Engagement (PSE)
Primary Focus	Strengthening private sector capacity and environment	Collaboration for development or societal goals
Role of Private Sector	Beneficiary of reforms, support, and capacity-building	Partner, contributor of resources or expertise
Examples of Activities	Reforms and regulations, SME support, infrastructure	Joint projects, CSR partnerships

Synergies & linkages : Working on how to transform PSD activities into PSE to create leverage with available PSD budgets in programs and get Team Belgium up and running.



PSE or PSD ?

1. Business registration reforms in Zamora reduced setup time from 45 to 10 days, encouraging SME growth and formalizing informal sectors.

2. A consumer goods company partnered with NGOs to promote sustainable cocoa farming, boosting farmer livelihoods and ensuring supply chain stability.

3. A multinational technology company collaborated with governments in Africa to provide digital skills training. This partnership equipped youth with employable skills, reducing unemployment and bridging the digital divide.



Public-Private Partnerships (PPPs)

- **Exchange** - Public Private Dialogue (PPD)
- **Train** - Training by the private sector (through WBL or as a trainer of the VTI)
- **Management** - Centers of Vocational Excellence (CoVE)
- **Finance** – Trainings, apprenticeship levy, training fund
- **Governance** – Skills council



Parlons nous la même langue ?

Do we speak the same language ?





How to speak with Private sector ?

Public language	What a business hear ?	Reformulation “business mode”
Strengthening employability	Cost, time-consuming	Cost reduction, Improve recrutement process
Alignement on public policies	Bureaucracy	Predictability, Business security and stability
Contribution to the SDG	Blurry	Image, reputation, access networks
Pilot Project	Risky	Test at low cost



How to talk to the private sector?

- **Rethink the offer as a value proposition**
 - *“We have a project → looking for private sector partners”*
 - *Companies think: “What problem will they help me solve?”*
- Think of an existing program → Reformulate them in :
 - *Business problem, added value fo the company, what is expected from the other party (stress the minimum engagement)*
- **Structured partner management:**
 - *Clear question*
 - *Propose a partnership rather than asking for a service*
 - *Conclude with a next step*



How to talk to the private sector?

Pitch & suivi : là où le langage « public » échoue le plus souvent

Trois points critiques à travailler (peu couverts par les ressources) :

1. Le premier contact

✗ Présentation PowerPoint, contexte, cadre logique

✓ Conversation courte, orientée intérêts

2. Le pitch

✗ “Objectifs spécifiques, résultats attendus, indicateurs”

✓ “Voici ce que vous y gagnez / ce que ça vous coûte / ce qu’on vous demande”

3. Le follow-up

✗ “Nous restons à votre disposition”

✓ “Voici la prochaine étape concrète + timing”



The PITCH



- Presentation an idea to convince an interlocutor in a short time ("elevator pitch")
- Convincing & short: the message must be **impactful, concise, clear, simple and relevant**



The stages of the PITCH

- (Hook)
- **P** - Presentation
- **I** - Interest
- **T** – Translate into a concrete solution
- **C** - Key figures
- **H** - Hourra!



How to?

- Adopt a commercial attitude: empathy, active listening, clarity, and respect
- Keep it human: people decide based on trust
- Use simple language: short sentences, accessible vocabulary
- Be benefitoriented: “What’s in it for them?”
- Stay concise: No extra slides, no jargon, no long context.
- Practice with a timer: aim for 4:30 to leave margin.



Give it a try



- Objective: **Prepare a pitch of your project**, based on a concrete case (you can use case A or B, or something from your own experience)



- **Form 8 groups (based on the language)**, of 5 people, read the instructions and the case, and prepare your pitch of 5 minutes (25')



- **Pitch** : form a group composed of two teams (case study A & B), and present your pitch to the other group and vice versa (10')



- **Exchange**: give feedback to the other group: was it convincing? Did you recognise the key steps of the pitch? Strong points? (20')



It is just an exercise



- No judgement, be respectful
- The pitch is taking 5 min. maximum
- The other groups needs to recognise the structure of the pitch
- After the pitch, there is a collective Q&A



Coffee break – 10 min



What's in it for me ?

Qu'est ce que j'ai a y gagner ?

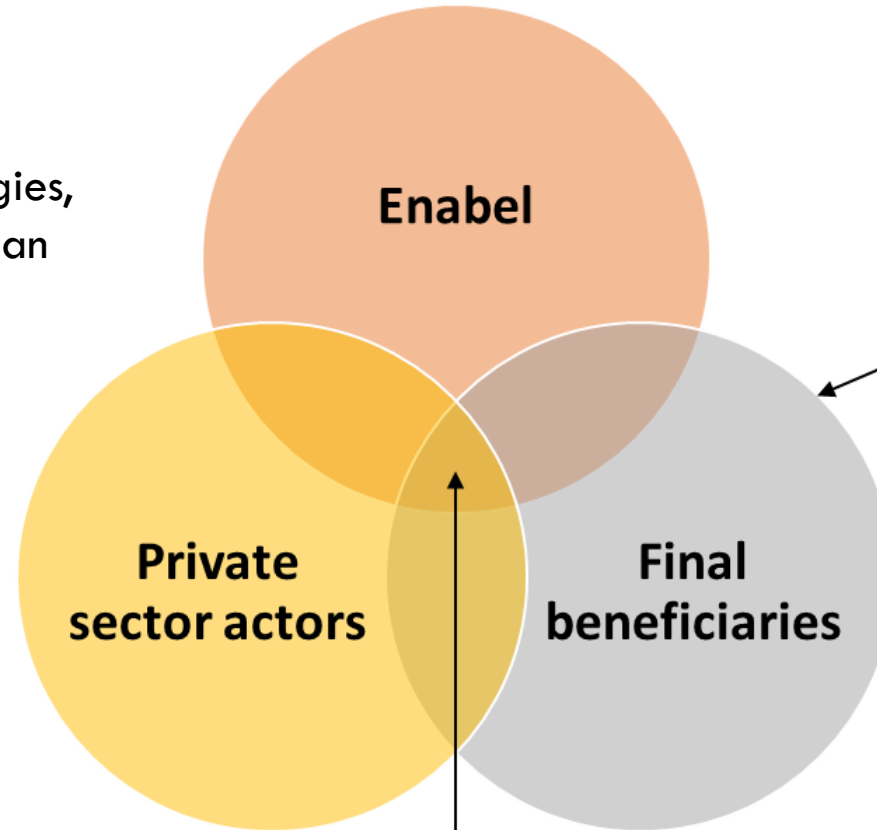




Win-Win Strategy

Examples : more SDG Impact, knowledge of the latest technologies, the opportunity of co-innovating, an even better status as a preferred partner to recipient countries and multilateral donors.

Examples : cost reduction on recruitment or upskilling, additional sales, increased employee engagement, reduced turn-over,



Examples : technology transfer, co-innovation, new partners or market shares, tailored solutions, (more) security, (more) (decent) work, etc.;



Workshop steps

1. Case studies presentation (5mins)
2. Definition of the triple win approach per project (15min)
3. Definition of an action plan to approach the private company (15min)
4. Plenary discussion casus 1 and casus 2 (15 mins)



Guidance Questions

- 1st part : What are the advantages of such partnership for the beneficiaries, the private company and Enabel (cf. triple wins)?
 - Which Enabel project(s) could benefit from the partnership foreseen ?
 - For which complementary/synergistic/leveraging activities?
 - Who are the ultimate beneficiaries of such a partnership, and in what areas (technical, financial, networking, etc.)?
 - What benefits can the company derive from a partnership with Enabel and the identified beneficiaries?
- 2nd part : What are the key steps in building this triple win partnership? How to start small to move to the ultimate objective? What will you do? (concrete actions and timeline)



Practical cases n°1 - Bosh



BOSCH

- Business sectors :
 - **automotive equipment** (such as electromobility),
 - **industrial technology** (such as drive and control for machines),
 - **consumer goods** (such as washing machines, dryers, refrigerators, vacuum cleaners and food processors)
 - **energy and building technology** (such as or heating, cooling, and well-being in buildings)
- HQ is Germany and presence in some 60 countries, including Africa (Mozambique, Morocco, Namibia, etc).



Cas pratique – SMT Africa/Guinée

- SMT est le premier distributeur et partenaire après-vente pour l'industrie de l'équipement et du transport (Volvo et autres marques de pointe).
- La société SMT Africa est **basée en Belgique** et active dans plus de **25 pays** d'Afrique
- **Formations SMT Africa** : propose des cours spécialisés pour conducteurs et opérateurs, spécialement conçues pour les **secteurs des mines et carrières, de l'industrie, du transport et de la construction**.
- **2 centres de formation** situés à Dakar (Sénégal) et Accra (Ghana) (formateurs certifiés par nos OEM Volvo). Formation sur site client également possible. Dispo de simulateur de conduite dernière génération.
- Basée à Conakry depuis septembre 2022

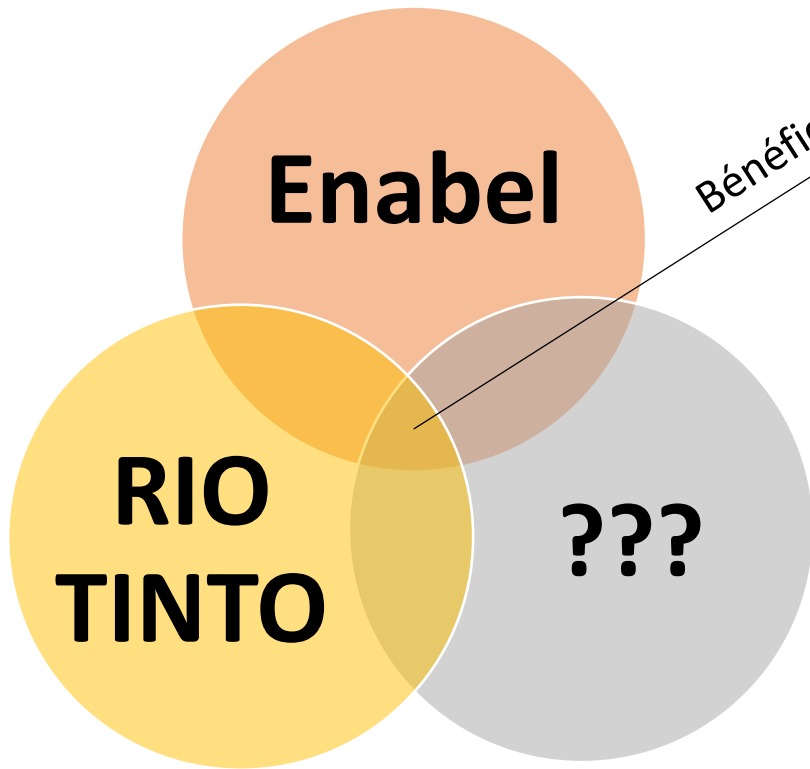


SMT
SERVICES MACHINERY TRUCKS

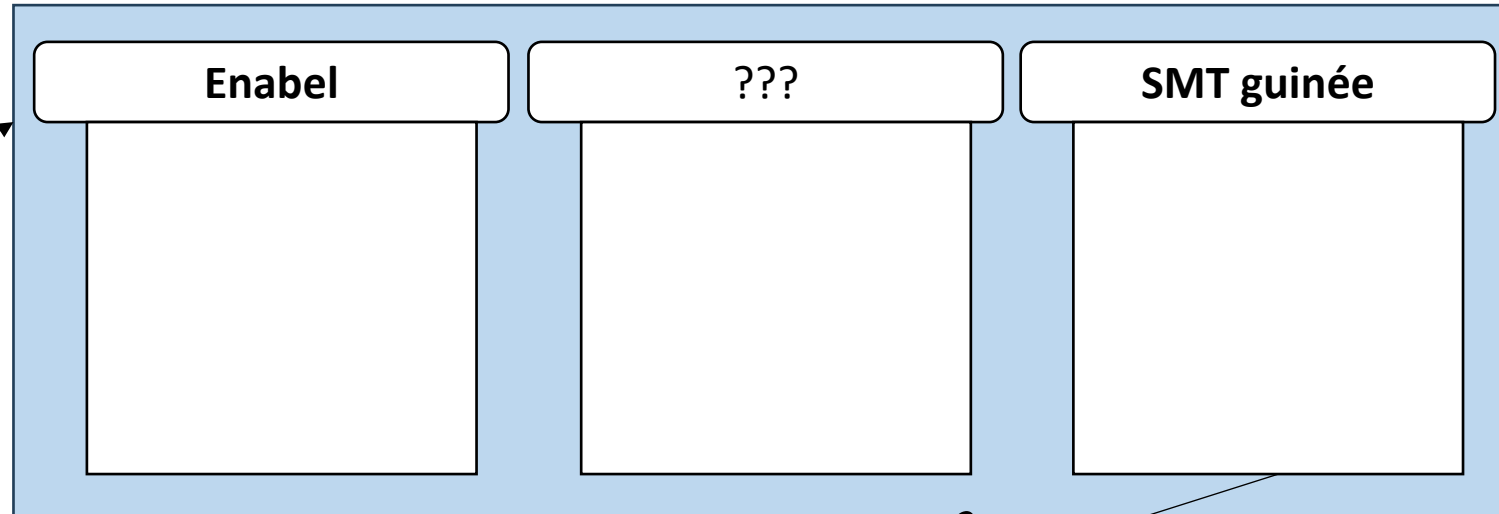




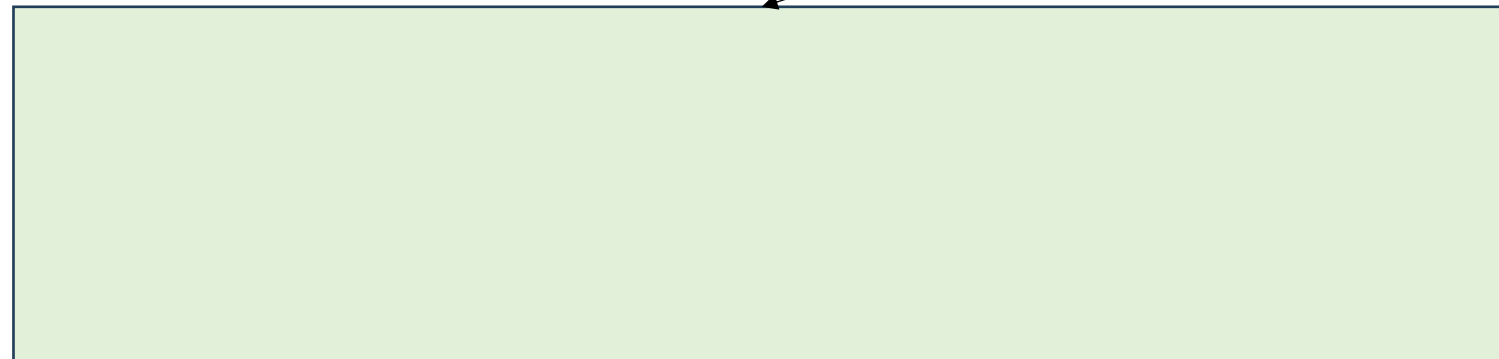
Cas pratique – SMT Guinée



Bénéfices ?



Comment?





Cas pratique – questions guides

- Quelles sont les avantages d'un tel partenariat pour les bénéficiaires, l'entreprise privée et Enabel (cfr. triple wins)?
 - Quel(s) projet(s) Enabel pourraient bénéficier du partenariat avec RTG? Pour quelles activités complémentaires/en synergie/effet de levier?
 - Qui sont les bénéficiaires finaux gagnant d'un tel partenariat et sur quels aspects (technique, financier, réseau, etc)?
 - Quels avantages peut tirer RTG d'un partenariat avec Enabel et les bénéficiaires identifiés?
- Quelles sont les étapes clés pour construire ce partenariat triple gagnant? Quel serait l'objectif à terme et comment y parvenir ?



Context: Promote sustainable, inclusive e-mobility solutions tailored for African contexts.

Tanzania Focus:

- **Innovation Award 2021:** marketplace app facilitating the delivery of perishable goods using electric motorcycles.
- **E-Mobility 4 Impact Call 2024:** Open call for social entrepreneurial ideas in Tanzania (+3) to develop sustainable e-mobility solutions.

Other markets

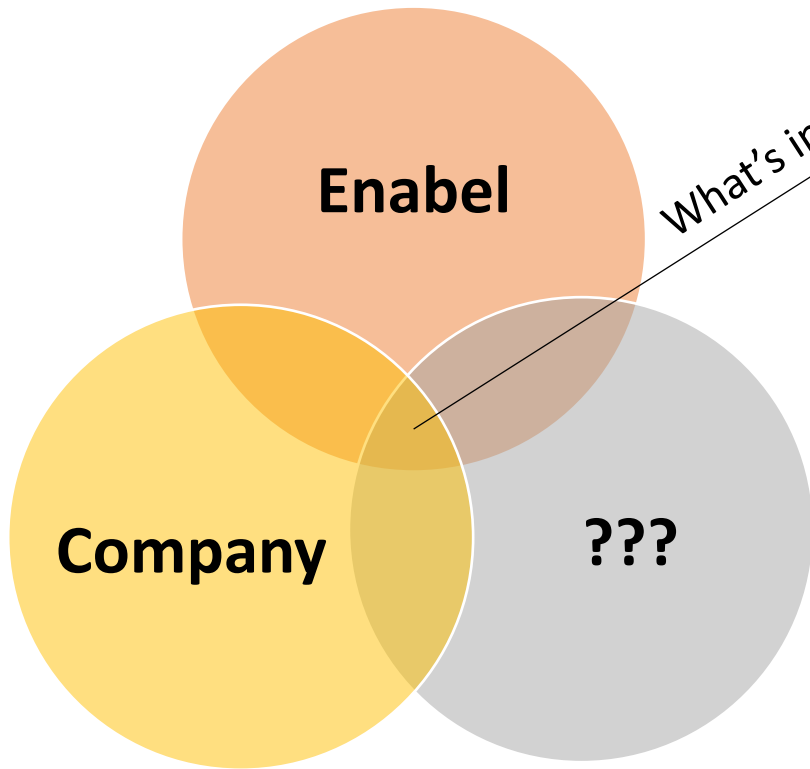
- Kenya - Piloting and Scaling E-Mobility (+GIZ)
- Uganda – Baseline Report on Gender and E-Mobility (+UNEP)
- Other African countries



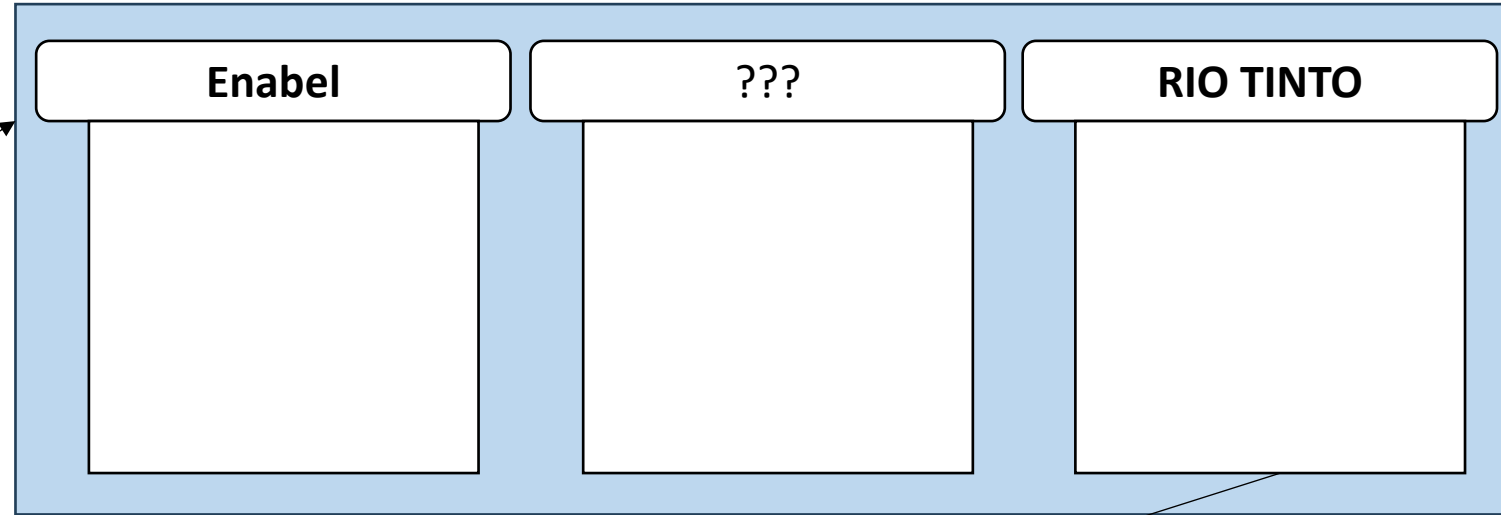
Company fiche 2



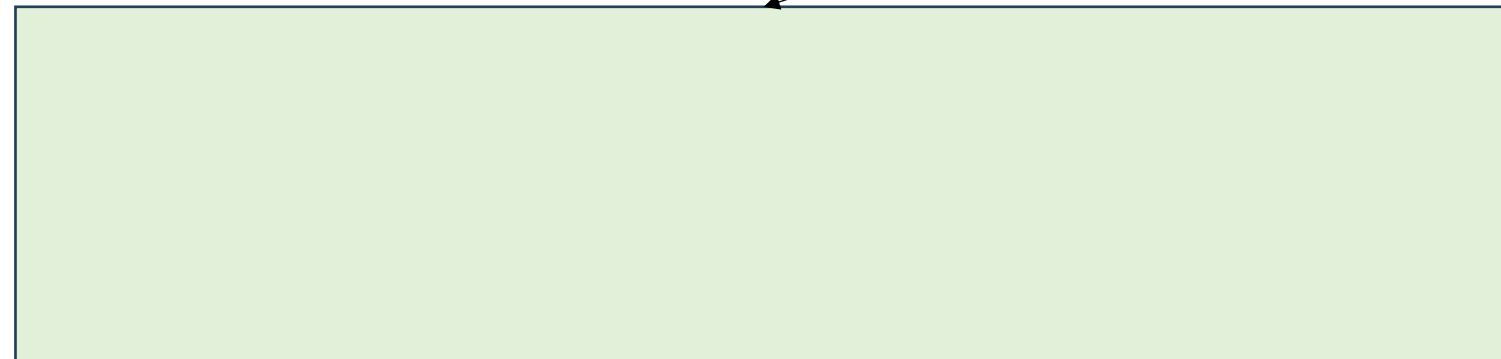
Practical case 1 – ?



What's in it for ?

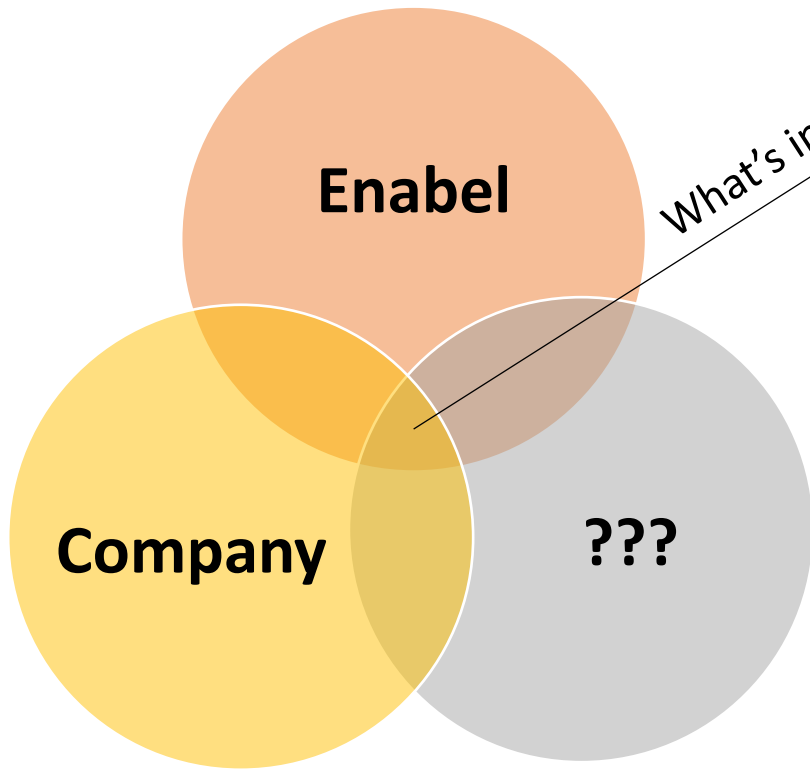


How ?

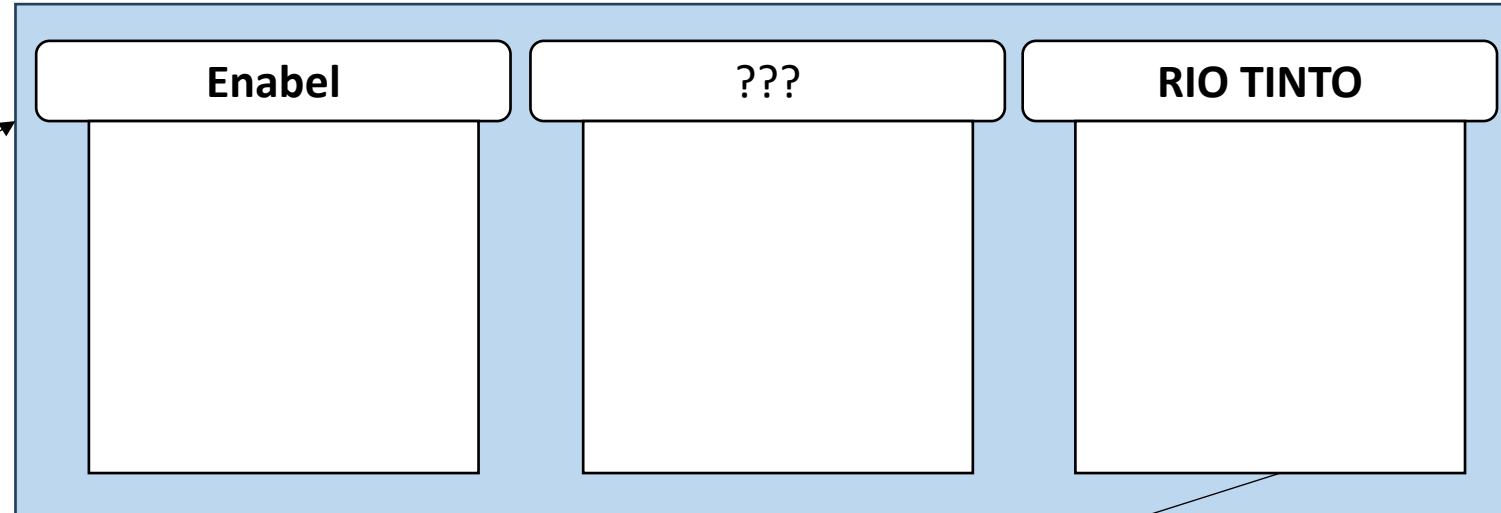




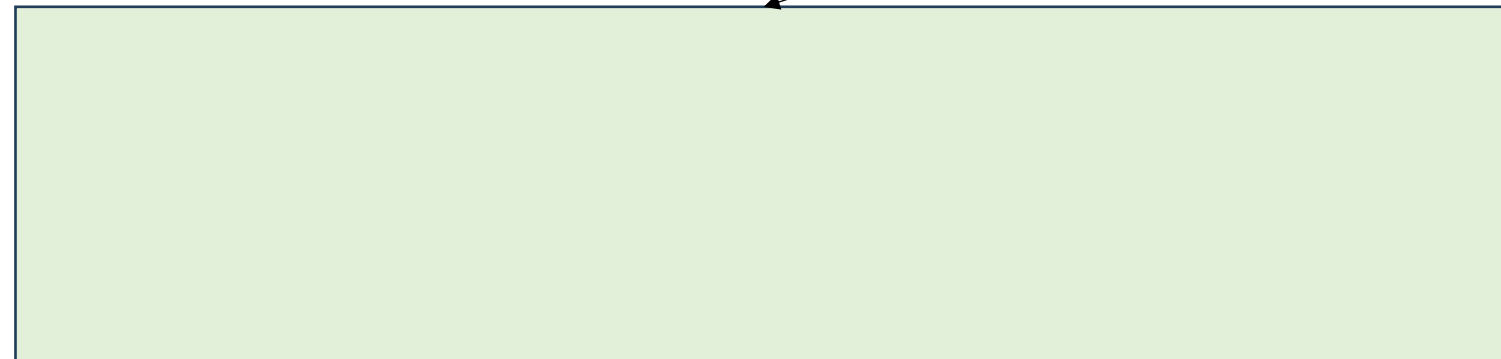
Practical case 2 – ?



What's in it for ?



How ?



Conclusions ... pour
aller plus loin !

Conclusions ... to go
further and beyond !





Sources and tools (WBL and VET systems)

- Toolkit “How to engage with Private Sector” – TEI OPP VET ([link](#))
- Engaging the business sector in VET, DC dVET ([link](#))
- 1 hour e-learning on dual VET in development cooperation, DC dVET ([link](#))
- WBL – a handbook, ETF ([link](#)) and financing WBL, ETF ([link](#))
- VET Toolbox
 - [Note on informal apprenticeships](#)
 - [Toolkit on quality apprenticeships](#)
 - Factsheets (newly developed): [Knowledge – VET Toolbox](#)
 - [Guide to develop and implement qualifications that meet industry needs](#)



Sources and tools (PPPs)

- VET Toolbox
 - VET Talks on PPPs: [VET Talk: Paul Comyn – VET Toolbox](#)
 - [How to establish a Sector Skills Council?](#)
- ETF
 - [Training levies](#)
 - [Centres of Vocational Excellence](#)
- World Bank
 - [Training fund](#)



BROUILLON

Développement du secteur privé vs. Engagement du secteur privé

	Développement du secteur privé	Engagement du secteur privé
Objectif	Renforcer les capacités du secteur privé et son environnement	Collaboration pour des objectifs / un développement (sociétal) commun
Rôle du secteur privé	Le secteur privé est "bénéficiaire" et on va viser le développement des capacités, équipement, etc.	Le secteur privé est un partenaire, en tant que contributeur en ressources ou en expertise
Exemples d'activité ENABEL	Soutien aux PME, infrastructures, réformes, régulation	Partenariat, projets conjoints, cofinancement

Modalités Engagement du Secteur Privé

	Développement du secteur privé	Engagement du secteur privé
Objectif	Renforcer les capacités du secteur privé et son environnement	Collaboration pour des objectifs / un développement (sociétal) commun
Modalités	<p>Micro: Directement aux acteurs privés:</p> <ul style="list-style-type: none"> • Partenariats d'engagement • Marché public • Subside (<i>que entreprises sociales</i>) • PPI/PCP (<i>marché public innovant</i>) • MoU réseautage <p>(matrice partenariats FR.xlsx)</p> <p>Meso: Dans l'écosystème de l'acteur privé</p> <p>Macro: Dans les politiques qui impactent le secteur privé</p>	<ul style="list-style-type: none"> • Enabel Reçoit argent (contrat bilatéral geré par GP) - <i>Ex. Gates Foundation</i> • Financement parallèle (MoU + engagements (souvent d'argent) en parralèle) - <i>Ex. Puratos</i> • Enabel donne argent (modalités DSP) - <i>Ex. IKIC</i> <p>(2025 11 21- Short strategy PSE-FR.docx)</p>



+ Matrice Partnerships



MoU

- Convergence of wills between the parties
- Public and private players
- No financial transfers

Non-commercial partnership

Operational agreement

- Agreement implemented as part of a project with specific activities (DTF/DTA)
- Public and private player (not for profit)
- No financial transfers except reimbursement of missions (per diem, transport, etc.)



Strategy Private Sector Engagement

> 3 main categories	Modality / tools
1. Money flows from Enabel to private sector	KYC: know your customer / beneficiary [tender documents & call documents] Grant contracts
2. Triple-win partnerships through parallel financing	Due diligence Memorandum of understanding Operational agreement
3. Money flows from the private sector to Enabel	KYD: know your donor Delegation of funds Operational agreement Co-financing

Marchés
publics

Partenariats
non
commerciaux

Moyens
d'engager
le secteur
privé

Subsides

Partenariats
publics-privé

+ Matrice
Partnerships



Enabel



Charte d'engagement (MoU)

- Convergence de volonté entre parties (tripartite)
- Acteur public et privé
- Pas de transferts financiers

Partenariats non commerciaux

Accord Opérationnel

- Accord mis en œuvre dans le cadre d'un projet avec activités spécifiques (DTF/DTA)
- Acteur public et privé (not for profit)
- Pas de transferts financiers exceptés remboursements de missions (per diem, transport, etc.)



Types de partenariats

- 1 Donateur (y compris la philanthropie) - *Mettre en œuvre ou coordonner des initiatives de RSE*
- 2 Partenariat Triple Win - *Faciliter la collaboration et l'accès aux réseaux/marchés*
- 3 Fournisseur stratégique - *Soutien et travail (pour nos opérations) avec les fournisseurs*
- 4 Investisseur - *Renforcement de l'environnement favorable, des capacités locales*
- 5 Co-innovateur - *Stimuler la demande d'innovation et le partage des connaissances*

Triple win

