TERMS OF REFERENCE
BENCHMARKING ASSESSMENT PILOT
TECHNICAL and VOCATIONAL EDUCATION and TRAINING INSITUTIONS
The GAMBIA, 3 - 9 December 2019

Context

In line with the joint mandate from the World Trade Organization (WTO) and the United Nations, ITC assists small and medium-sized enterprises (SMEs) in partner countries to become more competitive in global markets, thereby contributing to sustainable economic development. ITC's Youth and Trade Programme improves the employability of young people and promotes entrepreneurship while utilizing economic opportunities along value chains.

The 2030 Agenda for Sustainable Development places decent work for all at the heart of a sustainable future and recognizes youth as critical agents of change. ITC's Youth and Trade programme delivers specifically on Global Goal 4 - skills for entrepreneurship and Global Goal 8 - decent work and inclusive growth.

Provided with tailored training and skills, underemployed and unemployed youth can represent an immense asset, as the young workforce can enter entrepreneurship and employment. Technical and Vocational Education and Training Institutions (TVET) increasingly plays an instrumental role in the ecosystem. With its special role in linking up education and employment, it is widely recognized that vocational training can meet the immediate demand for technical skills, enable faster education-to-work transitions for some, and alleviate pressure on the university system.

The ITC is rolling out a tailor made benchmarking model for TVET institutions in the Gambia. Benchmarking is a comparison and a way to improve organizational performance, which means comparing one's processes and performance metrics to those of peers and to the best performers among them. ITC's Benchmarking methodology is a proven tool currently applied globally by trade-related institutions. The tool has been recently adapted to fit the needs of TVET institutions and the youth population.

ITC's benchmarking programme comprises of four areas: Leadership and Governance, Resources and Facilities, Services, and Results and Measurement. An outline of the scope of each covered area is also provided at the end of the document.

What to Benefit from Benchmarking

Through benchmarking methodology, the structure, governance and portfolio of TVETs, such as their strategy, clients and management, can be systematically assessed and analysed, in order to ensure the inclusiveness and quality of their services.

In addition, the process of benchmarking can help TVET institutions diagnose their offers and measure their results in a comprehensive manner, which is crucial to improve the efficiency and effectiveness, as well as to learn from the good practices in the same field.

The benchmarking of TVET can also demonstrate the effectiveness to clients and stakeholders, and potentially provide unique insights to the implementation, evaluation and development of relevant projects.

ITC would like to invite several TVET institutions to participate in the pilot initiative, for greater international peer learning, and to assess their performance, efficiency and effectiveness against globally recognized best practices.

Area: Leadership and Governance
SCOPE:
- Mandate, mission/purpose, representation
- Governance framework, Board practices (if applicable)
- Strategy development, strategy implementation
- Accountability framework, disclosure of information, risk management
- Stakeholder management, strategic partnerships

Area: Resources and Facilities
SCOPE:
- Organisational structure, culture and internal communication
- Human resource policies, planning and monitoring
- Staff performance assessment, training and development
- Financial management and accounting processes
- Information technology, document and knowledge management
- Client/Graduate information management
- Asset management

Area: Services
SCOPE:
- Client information, segmentation and needs analysis
- Provision of market information
- Delivery channels, branding, promotional material and service information
- Advertising and marketing
- Web and social media management, external communications

Area: Measurement and Results
SCOPE:
- Measurement framework, information collection systems, roles and supporting guidelines/processes
- Client satisfaction measurement, survey techniques and use of results
- Results and analysis, reporting, and use of results