

# Enhancing Collaboration in the Egyptian Dual Education System

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## CONTEXT AND VISION

The 2030 vision for Egypt is to be “a country that uses the genius of the place and the citizens in order to achieve sustainable development and improve the quality of the life for all” including “a competitive, balanced, and diversified economy, depending on knowledge and creativity, and based on justice, social integration, and participation, with a balanced and varied ecosystem” (Egypt’s Sustainable Development Strategy, Egyptian Government, 2016). One of the key pillars for achieving this vision is improving the quality of the technical education and training system and to enhance its international competitiveness.

The obstacles facing Egyptian actors from the public and private sectors are large, but not insurmountable. More than 50% of the Egyptian population is under 25 years old (Demographics of Egypt, Wikipedia, 2018). Ever since the revolution in 2011, the country has faced severe challenges in meeting market demand for a highly-qualified workforce, which has resulted in approximately 33% youth unemployment (Egypt: Situation und Collaboration, BMZ, 2018). Therefore, an essential goal is development of the technical education system – including the dual education system (DES) - as key for future economic growth.

With the establishment of the DES, students have the opportunity to combine practical training with school classes, as they are trained simultaneously by a company and educated by a vocational school. This system has proven to deliver very strong results in countries like Germany, Austria, and Switzerland. However, after the revolution, the Egyptian DES is in need of enhanced coordination and collaboration across sectors, as unclear roles and responsibilities obstruct the work flow of institutions on the ground. To address these challenges, the Egyptian Deputy Minister of Education’s mission is to increase student enrolment in the DES to one million by 2027, which would mean that dual education students make up about half of all technical education students.

## COLLABORATION WITH CLI

In this context, CLI has signed a 2-year partnership agreement with the *Deutsche Gesellschaft fuer Internationale Zusammenarbeit* (GIZ) in connection with their “Enhancement of the Egyptian Dual System” (EEDS) project. CLI’s objective is to “Work closely with GIZ EEDS and partners to help build multi-stakeholder dialogue and collaboration capacity and structures at multiple levels that can jointly articulate and effectively work toward a shared vision for the Egyptian Dual System through a Collaboration Ecosystem.” This work has focused on supporting, at high level, the multi-stakeholder DES Executive Council and Technical Amana (or Technical Secretariat).



### A CAPACITY BUILDING WORKSHOP FOR THE GIZ EEDS TEAM

In parallel with the above partnership, CLI was invited in February 2018 to conduct a 4-day, onsite Art of Stakeholder Collaboration training for 16 members of the GIZ EEDS team from Cairo, Alexandria, and Aswan. Goals included:

- Capacity: build a common vocabulary and competence for the facilitation of multi-stakeholder dialogues and collaboration among the GIZ EEDS team
- Relationships: strengthen relationships within the team across all Fields of Activity (FoA), work areas, regions, and roles
- Process: identify areas for onward collaboration and mutual support across FOAs and work areas

Stakeholder engagement, dialogue, and collaboration concepts and cases were introduced by CLI facilitators, as well as CLI's Dialogic Change Model. On this basis, participants mapped DES stakeholders in three regions according to their levels of interest and influence on the proposed change initiative. Participants also reflected on their four FoA and work areas, noticing the interconnectedness of indicators and identifying areas for possible collaboration among EEDS staff. These cross-cutting areas were taken as starting points to further and more concretely develop concise project ideas through "Collective Action Teams," including goals, key next steps, members, and a lead person.



*Some training impressions from our work with the GIZ EEDS team*

As a result of the workshop, the group grew closer together and learned to appreciate each other's experiences, views, and responsibilities. According to participant feedback forms, they felt that the process and relationship building goals were met to a very high extent. Capacity building, in terms of learning new concepts and applying methods of stakeholder collaboration was also accomplished, though participants correctly noted that onward progress will only come through practice, e.g.: "Most of the time we do not listen to the others. We just want them to say what we want to hear." Participants understand that "including the stakeholders in the very beginning of a project or activity" is very important. The GIZ EEDS team saw the methodology helpful for "both technical and non-technical staff in enhancing relationships and techniques, whether internally or externally with partners." Many participants pointed out that the learned approach will "help improve the quality of dialogues." The team came to an understanding that leading collectively will "strengthen GIZ's approach to integrating partners' needs and commitment in all projects and joint activities."



#SDGs:  
(<https://sustainabledevelopment.un.org/sdgs>)



## NEXT STEPS

Building on the successes of the above workshop and past partnership missions, CLI will continue to build capacity in the Egyptian DES for multi-stakeholder collaboration for achievement of shared goals. The next three missions in 2018 will further spread the dialogic methodology and collective spirit at the regional level with stakeholders from Greater Cairo, Alexandria, Aswan, and beyond!



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