



Stakeholders Mapping – Skills Development Market (Skills, Education Sector and Subjects for Employment)

September 2018



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Acronyms

ADB	Asian Development Bank
CBS	Central Bureau of Statistics
CEHRD	Centre for Education and Human Resources Development
CF	Challenge Fund
CNI	Confederation of Nepalese Industries
CPSC	Colombo Plan Staff College for Technician Education
CSITC	Cottage and Small Industries Training Centre
CTEVT	Council for Technical Education and Vocational Training
DCSI	Department of Cottage and Small Industries
DFID	Department for International Development
DOFE	Department of Foreign Employment
DPs	Development Partners
ESC	Employment Service Centre
ENSSURE	Enhanced Skills for Sustainable and Rewarding Employment
EU	European Union
FEPB	Foreign Employment Promotion Board
FEWAN	Federation of Woman Entrepreneurs Association of Nepal
FNCCI	Federation of Nepalese Chamber of Commerce and Industries
FPTEN	Federation of Professional Training and Employment of Nepal
FPTS	Federation of Private Technical School
FTHS	Forum for Technical and Health Sciences
GESI	Gender Equality and Social Inclusion
GATE	Global Academy of Tourism & Hospitality Education
GO	Governmental Organization
GoN	Government of Nepal
HR	Human Resources
ILO	International Labour Organization
KOICA	Korea International Cooperation Agency
LMI	Labour Market Information
M4P	Making Markets Work for Poor / Market Systems Development
MEL	Monitoring Evaluation and Learning
MoEST	Ministry of Education, Science and Technology
MoICS	Ministry of Industry, Commerce and Supply
MoLESS	Ministry of Labour, Employment and Social Security
MOCTCA	Ministry of Culture, Tourism and Civil Aviation
MoALD	Ministry of Agriculture and Livestock Development
MSMEs	Micro Small and Medium Enterprises
NA	Not Applicable
NAFEA	Nepal Association of Foreign Employment Agencies
NARC	Nepal Agriculture Research Council
NEB	National Examination Board
NGO	Non-Governmental Organization
NSTB	National Skill Testing Board
PABSON	Private and Boarding Schools' Organization Nepal
PwD	Persons with Disabilities
SDC	Swiss Agency for Development and Cooperation
SEZ	Special Economic Zone
SEE	Secondary Education Examination
SLC	School Leaving Certificate
TECS	Technical Education in Community Schools
TSLC	Technical School Leaving Certificate
TITI	Training Institute for Technical Instruction
TNA	Training Needs Assessment



TVET	Technical and Vocational Education and Training
TVET PP	TVET Practical Partnership
TSDU	TVET Sector Development Unit
TTPs	Technical Training Providers
UGC	University Grants Commission
VSDTC	Vocational Skill Development Training Centre
WB	World Bank



Executive Summary

The DFID-funded Skills for Employment Programme (शीप) is designed to broker transformational partnerships with the private sector to propel growth in selected priority sectors through expanded access to quality skills training. The programme will focus on five sectors/industries with growth potential closely tied to skills for employment: tourism, agriculture, hydropower, ICT and light manufacturing.

One of the key activities of शीप is the Stakeholder Mapping. The objectives of the stakeholder mapping are to (i) map key domestic project stakeholders at the micro; meso and macro level (ii) identify a network which would include private businesses; industry associations; government; policy makers; academics, think tanks, civil society and the wider donor community (iii) pinpoint specific organizations/associations on the supply side that are more oriented toward a private-sector model and (iv) pinpoint specific companies, including anchor firms, in key sectors that present potential for partnership, including in the interest sectors.

The skills component stakeholder mapping exercise is based on the value chain that follows the link from LMI, Curriculum Development, Professional Development, Counselling, Skills Training (at various levels / Job Roles), Certification through to Placement for semi-skilled and skilled individuals. The basic tenets will be analysed using the M4P approach. Building on the value chain for semi-skilled and skilled domestic labour, the M4P approach will analyse the problem statement through the three layers of market system identification, functional attribution and sector-based mapping. This idea is elaborated in section 2 (*Methodology*) below.

The skills stakeholder mapping has been developed alongside the Macroeconomic Survey, Firm Survey, Skills Gap Analysis by Sector and will feed into the Skills GESI analysis, Assessment of Existing Training Models, Assessment of Standards/Certifications Required for Models, Assessment of QA model, which are all interlinked, and will form the foundation for analysing and addressing market failures through the M4P Analysis for Recommended Models.

At this stage of initial discussion, stakeholders from the five selected sectors have been identified:

Business & Industry Associations: Federation of Nepalese Chambers of Commerce and Industries, Federation of Nepalese Cottage and Small Industries, Confederation of Nepalese Industries, Nepal Chamber of Commerce, Federation of Women Entrepreneurs Association of Nepal, Hotel Association of Nepal, Federation of Contractors Association of Nepal, Federation of Handicraft Association of Nepal, Trekking Agencies Association of Nepal, Nepal Association of Foreign Employment Agencies, Dairy Industry Association, Footwear Manufactures Association of Nepal, Restaurant and Bar Association of Nepal, Federation of Grill and Steel Fabricators Nepal, Hotel Professional Federation Nepal, Homestay Association of Nepal, Fishery Association of Nepal, Nepal Hydro power Association.

Companies-Anchor Firms: Chaudhary Group of Industries, Laxmi Group of Industries, Golcha Group of Industries, Reliance Group, Sharada Group, Jyoti Group of Industries, Shanker Group of Industries, Thamserku (Tourism & Hospitality), Leapfrog (ICT), Tootle, Nimbus, Safal, Cloud Factory, FUSE Machine, Asian Trekking, Hydro Solutions, Youth Community of Nepali Contractor, Jagdamba Steels.

Training Providers: Balaju School of Engineering and Technology, Korea-Nepal Institute of Technology, Bheri Technical School, Manmohan Polytechnic, Butwal Training Institute, National Academy of Tourism and Hospitality Management, Global Academy of Tourism and hospitality Management, Federation of Private Technical Schools, Forum for Health and Technical Sciences,



Kathmandu University Technical Training Centre, F-Skills, Skills-Nepal, Underprivileged Children's Educational Programme (UCEP)/ Sanothimi Technical Training Centre, Training Centre Nepal, Institute of Engineering, Ace Institute of Management, Silver Mountain College of Hotel Management.

Government Organization (as strategic partner): Ministry of Education, Science and Technology; Ministry of Labour, Employment and Social Security; Ministry of Federal Affairs and Local Development; Ministry of Agriculture and Livestock Development; Ministry of Energy, Water Resources and Irrigation; Ministry of Industry, Commerce and Supplies; Ministry of Women, Children and Senior Citizen; Ministry of Culture, Tourism and Civil Aviation; Employment Service Centres; Department of Foreign Employment; Council for Technical Education and Vocational Training; Training Institute for Technical Instruction and Investment Board Nepal.

There are three annexes included in this paper. Since various Government organization, donor agencies and development partners are working in the skills development sector in Nepal, appropriate coordination is needed for synergetic effort on employment promotion and job creation. The key government organizations are mapped in **Annex 1** to this paper, which covers the key activities and potential for collaboration with the various government actors, including Ministry of Education, Science and Technology; Ministry of Labour, Employment and Social Security; Ministry of Agriculture and Livestock Development; Ministry of Culture, Tourism and Civil Aviation; Council for Technical Education and Vocational Training; Employment Service Centres. In **Annex 2** we map the key activities of the various donor agencies and development partners operating in Nepal, such as ILO, SDC, EU, WB, ADB, KOICA, UNDP, Helvetas, Swisscontact and GIZ. The key area of collaboration and coordination could be around the supporting functions of the skill development market such as Labour Market Information, Curriculum Design and Development, Counselling and Placement Services, Recognition and Certification, Occupational Standards and Quality Assurance and Assessment to ensure complementarity of our work. The final **Annex 3** is a separate excel sheet where we have included the details of over 330 key partners, including a significant number identified during the Macroeconomic and Firm Survey process. The list will continue to grow and can be expanded to include key international players.

1. Background

According to the Nepal Labour Force Survey (NLFS) 2010–2011, the country's labour force participation rate was 80.1%, up from 77.2% in 2003–2004. Although unemployment was estimated at 5% in urban areas and 2% in rural areas, youth unemployment may be much higher. Underemployment is estimated at 43%. Of the total employed in agriculture and non-agriculture sectors, 15.4% were engaged in wage employment and 74% were self-employed. Meanwhile, 64.1% of those employed worked in agriculture, compared with 25.1% in non-agriculture. Every year, about 450,000 youth enter the labour market, most of them lacking marketable skills. A large proportion of them seek employment in India, Malaysia, or the Middle Eastern countries, mostly in low-skilled jobs. Remittances from emigrant labour constitute 23% of GDP.⁵

The Government of Nepal faces numerous challenges to put the country on a higher economic growth trajectory. Education and training will play a major role in promoting inclusive and sustainable growth. Nepal's young population provides an opportunity, but this window of demographic dividend is available only for the next 3–4 decades. Preparing the youth with appropriate education and skills to meet emerging demands through partnership approaches will be crucial.

Technical Vocational Education and Training (TVET) or skill systems struggle to stay at the forefront of understanding the emerging needs of the stakeholders and may lack the financial, physical, and human resources (e.g. Trainers) to provide young people with the skills they need. One of the recognised market failures is the lack of industry-institute interaction leading to a demand-supply mismatch. It is well understood, that nobody knows better than the private sector themselves what skills are needed on the labour market. Hence, a strong and institutional relationship between the VET system and the private sector is a necessary precondition for a successful VET system.

Active involvement of employers in the ecosystem can enhance employability and productivity and reduce the demand supply mismatch. The private sector in Nepal has been contributing to about 80% of the country's gross fixed capital formation since 2001⁶, which is equivalent to about 17% of its gross domestic product (GDP). There is potential for and interest in further private sector investments—from both domestic and foreign sources—especially in such sector of Nepal's comparative advantage as hydropower, agriculture, and tourism. With this belief the DFID-funded Skills for Employment Programme (शीप) has been designed to identify the contribution that the private sector can make to increase both the quantity and quality of market driven and industry relevant training complementing state provision.

The programme will focus on five high growth sectors with potential for employment namely tourism; agriculture; hydropower; ICT and light manufacturing. The models of partnership may include employer-led training, apprenticeships, mentoring, management skills, soft skills, in-person and on-the-job, mobile-based and career counselling and placement.

शीप will help overcome the skills mismatch, reaching over 90,000 Nepalis with the potential for an increase in income, as well as according greater employment opportunities for women, Disadvantaged Groups (DAGs) and Persons with Disabilities (PwDs). The programme will also help increase migrants' skills; lower financing and other costs of traveling abroad; and, increase savings and investment of remittances.

International skills partnerships are increasingly recognised by governments and industry as powerful and highly cost-effective way of building skills, hence, along with national training models, international

training models will be analysed to address market failures. The unique innovative designs drawn from the international partnerships will benefit organisations in a number of ways, from improving their offer to learners and building staff capacity, to gaining exposure to new markets.

श्रीप will draw on national and international resources and expertise to provide co-investment and technical advisory support to the private sector. It will use a **Challenge Fund (CF)** mechanism to collaborate with the private sector to bring in innovative training models in the above-mentioned sectors to address key gaps while also leveraging private sector resources. A challenge fund is a financing mechanism to co-invest matching programme funds for specific partnerships with the Nepalese private sector. A challenge fund invites proposals from companies, organizations and to meet specific objectives such as skills training for employment; as a means of triggering investment to stimulate innovation for effective employment opportunities for the programme beneficiaries.

2. Methodology

2.1 Stakeholder mapping objective

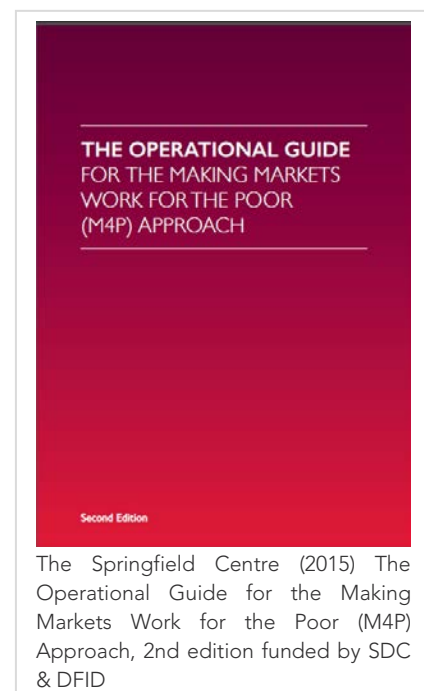
The objective of the stakeholder mapping is to map key domestic project stakeholders to build a network, pinpoint potential project partners and identify gaps to understand where international stakeholders may be required. Networks include businesses, industry associations, government officials, policymakers, academics, think tanks, civil society, and the wider donor community.

2.2 Scope of Work

The scope of this report at this preliminary stage maps domestic project stakeholders based on the tenets of the value chain of the training market. The stakeholders have been identified through available secondary data and existing skill players or those with potential and willingness to enter the skilling ecosystem. The stakeholder mapping has been conducted through one-one interviews with identified stakeholders. The key activities elaborated in the next sections are:

- Finalising value chain for semi- and skilled domestic labour in initial key sectors
- Identifying key players at the micro, meso, and macro levels along the value chain and their role
- Specific organizations/associations on the supply side that are more oriented toward a private-sector model
- Pinpoint specific companies, including anchor firms, in key sectors that present potential for partnership, including in which sectors
- Mapping of government, donors and development partners working in this sphere and areas for collaboration and coordination

This report will continue to be a dynamic and live document as at a later stage the basic tenets of value chain will be analysed using the M4P approach. Our approach is informed by the second edition of The Operational Guide for Making Markets Work for the Poor (M4P) Approach (2015). The stakeholder mapping will operate at three levels:



- Define at the top-level key market systems for Skills Development that are relevant to the project
- Map key categories of actors that fulfil the Core Function, Support Function and set the Rules for each of the key market systems
- List individual organizations that operate within these markets, mapping their involvement across the key markets, the function they play and the sectors they operate in, in order to identify key strategic partners and categories potential bidders for the challenge fund

2.2.1 Market System for Skills Development

Market system for skills development is categorized as regulated and un-regulated. Regulated skills market system is a system, which need to go through certain governmental process and the certificates are nationally recognized. On the other hand, un-regulated skills market system is that which is based on targeting certain people and the certificates is not the part of national system. *(In the absence of an existing formal definition, the skills team has coined this explanation for the benefit of creating a better understanding of the system).*

The Regulated (formal and non-formal) below is numbered as M1 and is governed by the Government of Nepal. The M1.1, Technical and Vocational Certificates is regulated by Council for Technical Education and Vocational Training (CTEVT); M1.2, Apprenticeships is regulated by Council for Technical Education and Vocational Training (CTEVT) ; University Degrees is regulated by the Ministry of Education and offered by *Universities and M 1.4, SLC or SEE is regulated by the Ministry of Education and offered by Schools.*

The M2 Unregulated (Non-formal and In-formal) market is driven mainly by national and international private stakeholders.

Market System for skills development:

M1 Regulated (Formal sector)

- M1.1 Technical and Vocational Certificates
- M1.2 Apprenticeships
- M1.3 University Degrees
- M1.4 School Leaving Certificate or School Exit Examination (General Education)

M2 Unregulated (Non-formal and informal sector)

- M2.1 Non-certificate or In-house certificate
- M2.2 External certificate not part of national system
- M2.3 Migration focused training

The report in its skills remit has mapped the market system for skill development with micro, meso and macro stakeholders.

2.2.2 Functional System Mapping for Skills Development

Functional system mapping is based on market system i.e. regulated and un-regulated market for skills development linking to functions of value chain for semi-skills and skilled domestic labour. The functional system stakeholder mapping is identified for 7 markets, 4 for regulated and 3 for un-regulated market. The stakeholders are categorized at macro, meso and micro level.



Stakeholders at macro level: It covers market actors contributing significantly to GoN's skills development plans.

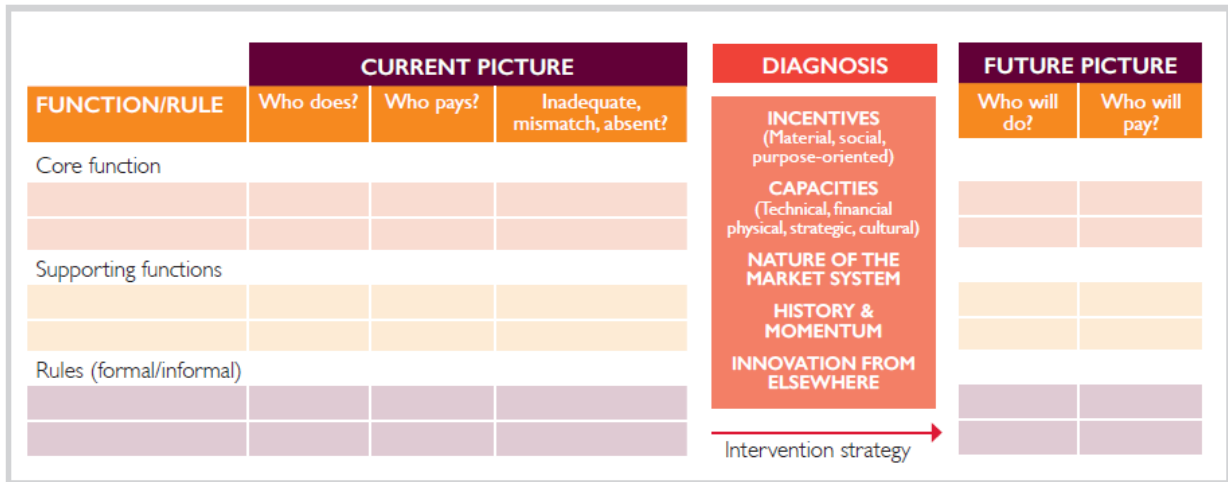
Stakeholders at meso level: It covers industry organizations, training providers associations, federation of professional training and employment of Nepal, development partners and projects working in the field of skills development.

Stakeholders at micro level: It covers local firms and organizations, private and public training providers, business and industries including MSMEs.

2.2.3 Sector based stakeholders mapping analysis for skills development

Sector based stakeholder mapping analysis will be carried out based on M4P sustainable analysis framework shown in Figure 1.

Figure 1: M4P Sustainability analysis framework



At this stage, the focus of this report is the first three columns (“Function/Rule”, “who does?” and “who pays?”) and a cursory look at the remaining columns. The current picture of the existing stakeholders has been mapped in 3.3.3

As mentioned earlier, the findings from this report will provide a foundation for a linked report - **M4P Analysis of Recommended Models**, which will look in more depth at the remaining columns of the model in respect to the recommended models. The report will build on Assessment of Existing Skills Training Models by further analysing how these models will address identified market failures. Interim dependencies will be on the outcome of the Macroeconomic Survey, Firm Survey, Skills Gap Analysis by Sector, the GESI Analysis for the Skills component and engagement with the MEL team to ensure we have a foundation of evidence for the apparent ‘market failures’ that can inform the M4P Analysis.

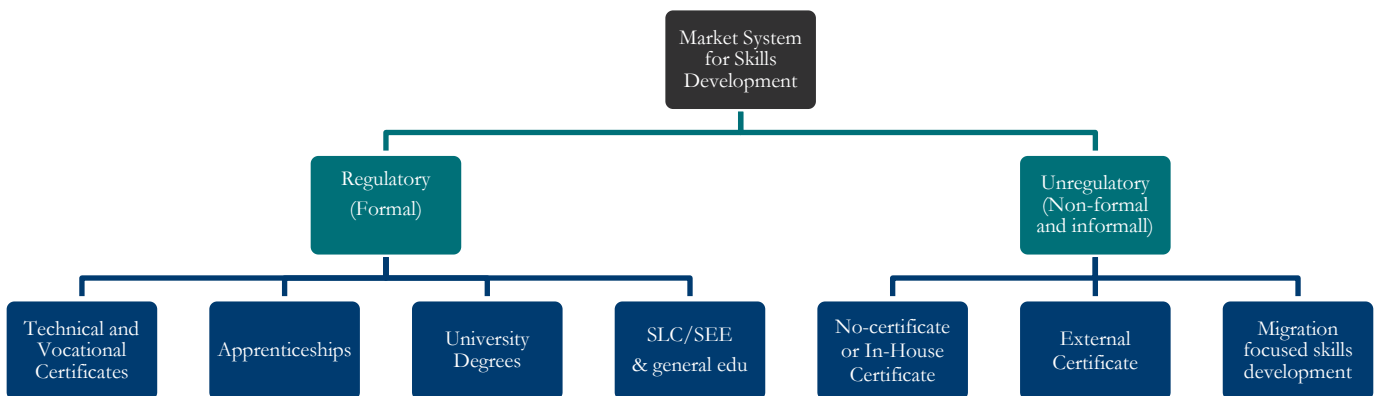
3. Stakeholder Mapping

3.1 Market System mapping for skills development

Skills development system was created to help bridge the skills gap and comprises regulatory and un-regulatory skills development market actors. The regulatory skills development market covers formal training including technical and vocational certificates targeted 6to middle and post-secondary levels with a focus on earning Technical School Leaving Certificate (TSLC), diploma or higher degree; formal apprenticeship programmes, university degrees and other general education School Leaving Certificate (SLC) or Secondary Education Examination (SEE). The regulatory skills development market also covers non-formal training targeted to those who are literate who want to learn specific skills with a focus on a training completion certificate typically less than a year. The training leading to nationally recognized certificates including skill testing certificate provided by National Skill Testing Board (NSTB).

The regulatory skills development market covers all long term and short- term training provided by Government of Nepal authority or authorized affiliated programmes run by private and public organizations. Similarly, the un-regulated skills development market covers the formal or informal training leading to in-house certificates, external certificate, migration focused skills development and informal apprenticeships with no certificates. **Figure 2** shows the market system for skills development.

Figure 2: Market system for skills development



3.2 Functional System mapping for skills development

The functional system mapping is based on M4P Functional groups i.e. Core Functions, Support Functions and Rules. Furthermore, functions are broken-down in value chain of skills development. The stakeholders at macro, meso and micro level are identified for each of market actors within regulated and un-regulated skills development system. The table 3.2.1.1, 3,2.1.2, 3, 2.1.3 and 3.2.1.4 shows the functional system mapping of regulated skills development market actors: Technical & Vocational Certificates, Apprenticeships, University Degree, SLC/SEE (general education) respectively. Similarly, the table 3.2.2.1, 3,2.2.2 and 3, 2.2.3 shows the functional system mapping of un-regulated skills development market actors: No certificate or in-house certificate, external certificate and migration focused skills development respectively. The functional marketing system is mapped in 3.2.1 and 3.2.2.

3.2.1 Functional system mapping of M1. Regulated skills market

Figure 3: Functional system mapping of M.1 regulated skills market – M1.1 Technical and Vocational Certificates

M4P Functional Groups	Functions	Stakeholders level		
		Macro	Meso	Micro
Core Function	Supply	<ul style="list-style-type: none"> MoEST/CTEVT MoLESS/VSDTC MOICS/CSITC Other Ministries (MoALD, MoCTCA etc.) Universities 	<ul style="list-style-type: none"> Federation of Private Training Schools (FPTS) Forum for Health and Technical Science (FHTS) Federation of Professional Training and Employment of Nepal (FPTEN) WB funded EVENT Project ADB funded Skills Development Project EU funded TVET PP SDC/DFID funded Employment Fund Programme SDC funded Nepal Vocational Qualification System project UN Agencies (ILO, UNDP, UNICEF, UN Women, ...) INGOs (Plan Nepal, ...) 	<ul style="list-style-type: none"> CTEVT run Public Polytechnics (Diploma Level Programmes) CTEVT run Technical Schools (TSLC level programs) CTEVT affiliated Technical Education in Community Schools (TSLC level programs) CTEVT run Rural Training Centres CTEVT affiliated Private Polytechnics (Diploma programs) CTEVT affiliated Private Technical Schools (TSLC Level Program) CTEVT affiliated Private TTPS Nepal Academy for Tourism and Hotel Management (NATHAM) MoLESS/VSDTCs DCSI/CSITC University run Technical Training Centre FNCCI run Trade Schools
	Demand (funding for skills development)	<ul style="list-style-type: none"> Government of Nepal 	<ul style="list-style-type: none"> FNCCI FNCSI Employers' Associations Group of Industries UN Agencies (ILO, UNDP, UNICEF, UN Women, ...) INGOs 	<ul style="list-style-type: none"> Trainees/Learners Employers, Business and Industries

M4P Functional Groups	Functions	Stakeholders level		
		Macro	Meso	Micro
Support Function	LMI	<ul style="list-style-type: none"> Central Bureau of Statistics (CBS) 	<ul style="list-style-type: none"> CTEVT-R&I Division MoLESS/DoLESS/ESCs 	<ul style="list-style-type: none"> NA
	Curriculum Development	<ul style="list-style-type: none"> CTEVT-Curriculum Division VSDTC DCSI University Technical Training Centre 	<ul style="list-style-type: none"> Sector based technical Committees Sector based Industry representatives 	<ul style="list-style-type: none"> Individual experts
	Professional Development (TOTs, Management Skills)	<ul style="list-style-type: none"> CTEVT (Technical Division and Training Division) in collaboration with CPSC 	<ul style="list-style-type: none"> TITI FPTEN FPTS FTHS 	<ul style="list-style-type: none"> Professional Development Training Providers
	Professional Development (Assessors, Managers Training)	<ul style="list-style-type: none"> NSTB 	<ul style="list-style-type: none"> TITI 	<ul style="list-style-type: none"> NA
	Learning Materials and Resources	CTEVT-Curriculum Division	<ul style="list-style-type: none"> Private Sector Associations Private publishers 	<ul style="list-style-type: none"> Private and public TVET institutions
	Counselling	CTEVT-R&I Division/ Counselling Unit	<ul style="list-style-type: none"> Employment Service Centres 	<ul style="list-style-type: none"> Counselling and Placement Unit at institutions
	Certification	<ul style="list-style-type: none"> CTEVT-Examination Division VSDTC CSIDB 	<ul style="list-style-type: none"> Regional CTEVT Examination Unit 	<ul style="list-style-type: none"> Private and public TVET institutions KU Technical Training Center
	Skill Testing	<ul style="list-style-type: none"> NSTB 	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> Skill Testing Centres
	Placement	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> Employment Service Centres/ESC job portal Private employment service providers/job portal 	<ul style="list-style-type: none"> Employers, Business and Industries

M4P Functional Groups	Functions	Stakeholders level		
		Macro	Meso	Micro
Rules	National Policy and Strategies	<ul style="list-style-type: none"> • MoEST • MoLESS • MoICS 	<ul style="list-style-type: none"> • CTEVT 	<ul style="list-style-type: none"> • NA
	Institutional Quality Assurance/Assessment	<ul style="list-style-type: none"> • CTEVT-Accreditation Division • VSDTC • DCSI & CSIDB (for QA of CSITC) 	NA	<ul style="list-style-type: none"> • Private and Public TTPs
	Programme Affiliation	<ul style="list-style-type: none"> • CTEVT-Accreditation Division • CTEVT-TECS 	NA	<ul style="list-style-type: none"> • Private and Public TTPs
	Occupational Standards	<ul style="list-style-type: none"> • CBS • NSTB 	<ul style="list-style-type: none"> • Sector based technical Committees • Sector based Industry representatives 	

Figure 4: Functional system mapping of M1. Regulated skills market – M1.2 Apprenticeships

M4P Functional Groups	Functions	Stakeholders level		
		Macro	Meso	Micro
Core Function	Supply	<ul style="list-style-type: none"> MoEST/CTEVT-Training Division 	<ul style="list-style-type: none"> ENSSURE Project 	<ul style="list-style-type: none"> Butwal Technical Institute Global Academy for Tourism and hospitality Education (GATE)
	Demand (funding for skills development)	<ul style="list-style-type: none"> MoEST/CTEVT Training Division FNCCI and its member industries 	<ul style="list-style-type: none"> Employers' Associations 	<ul style="list-style-type: none"> Employers, Business and Industries Learners
Support Function	LMI	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> Employers' Associations Employment Service Centres 	<ul style="list-style-type: none"> Employers, Business and Industries Training providers
	Curriculum Development	<ul style="list-style-type: none"> CTEVT-Curriculum Division 	<ul style="list-style-type: none"> Sector based technical Committees Sector based Industry representatives 	<ul style="list-style-type: none"> Individual experts
	Professional Development (TOTs, Management Skills)	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> TITI 	<ul style="list-style-type: none"> Professional Development Training Providers
	Professional Development (Assessors, Managers Training)	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> NSTB TITI 	<ul style="list-style-type: none"> NA
	Learning Materials	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> Employers' Associations 	<ul style="list-style-type: none"> Employers, Business and Industries. Institutes
	Counselling	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> Employment Service Centres 	<ul style="list-style-type: none"> Private counselling providers Institutes
	Certification	<ul style="list-style-type: none"> CTEVT-Examination Division 	<ul style="list-style-type: none"> Employers' Associations 	<ul style="list-style-type: none"> Employers, Business and Industries. Institutes
	Skill Testing	<ul style="list-style-type: none"> NSTB 	NA	<ul style="list-style-type: none"> Skill Testing Centres
Placement	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> Employers' Associations Employment Service Centres 	<ul style="list-style-type: none"> NA 	
Rules	National Policy and Strategies	<ul style="list-style-type: none"> MoLESS – Employment policy and action plan MoEST- TVET policy and action plan MoICS 	CTEVT	<ul style="list-style-type: none"> NA

M4P Functional Groups	Functions	Stakeholders level		
		Macro	Meso	Micro
	Institutional Quality Assurance/ Assessment	<ul style="list-style-type: none"> • CTEVT-Accreditation Division 	<ul style="list-style-type: none"> • Employers' Associations 	<ul style="list-style-type: none"> • Employers, Business and Industries. • Institutes
	Programme Affiliation	<ul style="list-style-type: none"> • CTEVT-Accreditation Division 	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • Employers, Business and Industries. • Institutes
	Occupational Standards	<ul style="list-style-type: none"> • CBS • NSTB 	<ul style="list-style-type: none"> • Sector based technical Committees • Sector based Industry representatives 	

Figure 5: Functional system mapping of M1. Regulated skills market –M1.3 University

M4P Functional Groups	Functions	Stakeholders level		
		Macro	Meso	Micro
Core Function	Supply	<ul style="list-style-type: none"> University 	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> University affiliated colleges and institutions
	Demand (funding for skills Dev.)	<ul style="list-style-type: none"> University Grants Commission (UGC) 	<ul style="list-style-type: none"> Development Partners/ Projects INGO (SDC) 	<ul style="list-style-type: none"> Employers/ Sponsors Learners -Individuals
Support Function	LMI	<ul style="list-style-type: none"> CBS 	<ul style="list-style-type: none"> University – Research Center for Educational Innovation and Development (CERID) 	<ul style="list-style-type: none"> NA
	Curriculum Development	<ul style="list-style-type: none"> University 	<ul style="list-style-type: none"> Sector based technical Committees Sector based Industry representatives 	<ul style="list-style-type: none"> Individual experts
	Professional Development (TOTs, Management Skills)	<ul style="list-style-type: none"> University 	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> University affiliated colleges and institutions
	Professional Development (Assessors, Managers Training)	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> NA
	Learning Materials	<ul style="list-style-type: none"> University 	<ul style="list-style-type: none"> Private Sector Associations Private publishers 	<ul style="list-style-type: none"> University affiliated colleges and institutions
	Counselling	<ul style="list-style-type: none"> University 	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> University affiliated colleges and institutions Employers, Business and Industries
	Certification	<ul style="list-style-type: none"> University 	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> University affiliated colleges and institutions
	Skill Testing	<ul style="list-style-type: none"> NSTB 	<ul style="list-style-type: none"> NA 	
	Placement	<ul style="list-style-type: none"> University 	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> University affiliated colleges and institutions
Rules	National Policy and Strategies	<ul style="list-style-type: none"> MoLESS University MOEST 	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> NA
	Institutional Quality Assurance/ Assessment	<ul style="list-style-type: none"> University Quality Assurance and Accreditation Programme - UGC 	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> Self-Assessment
	Programme Affiliation	<ul style="list-style-type: none"> University Affiliations 	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> Employers, Business and Industries. Institutes
	Occupational Standards	<ul style="list-style-type: none"> CBS 	<ul style="list-style-type: none"> NA 	

Figure 6: Functional system mapping of M1. Regulated skills market –M1.4 SLC/SEE (General Education)

M4P Functional Groups	Functions	Stakeholders level		
		Macro	Meso	Micro
Core Function	Supply	<ul style="list-style-type: none"> MoEST / Center for Education and Human Resources Development (CEHRD) 	<ul style="list-style-type: none"> PABSON 	<ul style="list-style-type: none"> Public schools Private schools
	Demand (funding for skills development)	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> GOs NGOs CBOs School Sector Development Plan (SSDP) pooling and non-pooling partners 	<ul style="list-style-type: none"> Employers/ Sponsors Learners -Individuals
Support Function	LMI	<ul style="list-style-type: none"> MoEST 	NA	<ul style="list-style-type: none"> NA
	Curriculum Development	<ul style="list-style-type: none"> MoEST/ Curriculum Development Centre (CDC) 	<ul style="list-style-type: none"> PABSON 	<ul style="list-style-type: none"> Individual experts
	Professional Development (TOTs, Management Skills)	<ul style="list-style-type: none"> MoEST 	<ul style="list-style-type: none"> Education Training Centers (ETCs) / and Resource Centers (RCs) 	<ul style="list-style-type: none"> Public and private Schools Individuals
	Professional Development (Assessors, Managers Training)	<ul style="list-style-type: none"> MoEST/CEHRD 	<ul style="list-style-type: none"> Education Training Centers (ETCs) / and Resource Centers (RCs) 	<ul style="list-style-type: none"> Public and private Schools Individuals
	Learning Materials	<ul style="list-style-type: none"> Janak Education Material Centre 	<ul style="list-style-type: none"> Private Sector Associations Private publishers 	<ul style="list-style-type: none"> Public schools Private schools
	Counselling	NA	PABSON	<ul style="list-style-type: none"> Public and private Schools Teachers
	Certification	<ul style="list-style-type: none"> MoEST / National Examination Board (NEB) 	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> Public schools Private schools
	Skill Testing	<ul style="list-style-type: none"> NSTB 	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> Skill Testing Centres

M4P Functional Groups	Functions	Stakeholders level		
		Macro	Meso	Micro
Rules	National Policy and Strategies	<ul style="list-style-type: none"> MoEST 	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> NA
	Institutional Quality Assurance/ Assessment	<ul style="list-style-type: none"> MoEST / NEB 	<ul style="list-style-type: none"> Provincial Ministry of Social Development (PMoSD) Education Units at Municipalities 	<ul style="list-style-type: none"> Self-Assessment
	Programme Affiliation	<ul style="list-style-type: none"> MoEST 	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> NA
	Occupational Standards	<ul style="list-style-type: none"> CBS 	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> NA

3.2.2 Functional system mapping of M2 Un-regulated skills market

Figure 7: Functional system mapping of M2. Unregulated skills market – M2.1 No certificate or In-house Certificates

M4P Functional Groups	Functions	Stakeholders level		
		Macro	Meso	Micro
Core Function	Supply	• NA	• Employers' Associations	• Private TTPs • Business and Industries
	Demand (funding for skills development)	• NA	• Development Partners/ Projects • UN Agencies (ILO, UNDP, UNICEF, UN Women, ...) • INGOs	• Learners • Employers, Business and Industries • NGOs • CBOs
Support Function	LMI	• CBS	• NA	• Private TTPs • Business and Industries
	Curriculum Development	• CTEVT	• NA	• Individual experts
	Professional Development (TOTs, Management Skills)	• NA	• TITI	• Professional Development Training Providers • Business and Industries • Individuals
	Professional Development (Assessors, Managers Training)	• NA	• TITI • NSTB	• Business and Industries • Individuals
	Learning Materials	• NA	• Private Sector Associations • Private publishers	• Private and public institutions
	Counselling	• NA	• NA	• Private TTPs • Business and Industries • Individuals
	Certification	• NA	• NA	• Business and Industries • Private institutions • NGOs/CBOs
	Skill Testing	• NSTB	• NA	• Skill Testing Centres
Placement	• NA	• NA	• Business and Industries • Private institutions • NGOs/CBOs	

M4P Functional Groups	Functions	Stakeholders level		
		Macro	Meso	Micro
Rules	National Policy and Strategies	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • NA
	Institutional Quality Assurance/ Assessment	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • Business and Industries • Private institutions • NGOs • CBOs
	Programme Affiliation	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • NA
	Occupational Standards	<ul style="list-style-type: none"> • CBS • NSTB 	<ul style="list-style-type: none"> • Sector based technical Committees • Sector based Industry representatives 	<ul style="list-style-type: none"> • Business and Industries • Private institutions

Figure 8: Functional system mapping of M2 Unregulated skills market – M2.2 External Certificates

M4P Functional Groups	Functions	Stakeholders level		
		Macro	Meso	Micro
Core Function	Supply	• NA	• NA	<ul style="list-style-type: none"> • Private TTPS • Business and Industries
	Demand (funding for skills development)	• NA	• Development Partners/ Projects	<ul style="list-style-type: none"> • Learners • Employers
Support Function	LMI	• NA	• NA	• NA
	Curriculum Development	• NA	<ul style="list-style-type: none"> • International Educational organization • International corporate organization • International Associations 	<ul style="list-style-type: none"> • Private TTPS • Business and Industries
	Professional Development (TOTs, Management Skills)	• NA	NA	<ul style="list-style-type: none"> • Professional Development Training Providers • Individuals
	Professional Development (Assessors, Managers Training)	• NA	• NA	<ul style="list-style-type: none"> • Professional Development Training Providers • Individuals
	Learning Materials	• NA	<ul style="list-style-type: none"> • International Educational organization • International corporate organization • International Associations 	<ul style="list-style-type: none"> • Business and Industries • Private institutions • NGOs • CBOs
	Counselling	• NA	• NA	<ul style="list-style-type: none"> • Business and Industries • Private institutions
	Certification	• NA	<ul style="list-style-type: none"> • International Educational organization • International corporate organization • International Associations 	<ul style="list-style-type: none"> • Business and Industries • Private institutions • NGOs • CBOs
	Skill Testing	• NSTB	• Professional Bodies	• Skills Testing Centres
	Placement	• NA	• NA	• Business and Industries

M4P Functional Groups	Functions	Stakeholders level		
		Macro	Meso	Micro
Rules	National Policy and Strategies	<ul style="list-style-type: none"> • MoEST • MoLESS 	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • NA
	Institutional Quality Assurance/ Assessment	NA	<ul style="list-style-type: none"> • International Educational organization • International corporate organization • International Associations 	<ul style="list-style-type: none"> • Business and Industries • External training institution
	Programme Affiliation	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • International Educational organization • International corporate organization • International Associations 	<ul style="list-style-type: none"> • Business and Industries • External training institutions
	Occupational Standards	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • International Educational organization • International corporate organization • International Associations 	<ul style="list-style-type: none"> • Business and Industries

Figure 9: Functional system mapping of M2 Unregulated skills market – M2.3 Migration focused skills development

M4P Functional Groups	Functions	Stakeholders level		
		Macro	Meso	Micro
Core Function	Supply	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • NAFEA 	<ul style="list-style-type: none"> • Private TTPs • Manpower Agencies
	Demand (funding for skills development)	<ul style="list-style-type: none"> • NAFEA 	<ul style="list-style-type: none"> • Development Partners/ Projects • SAMI project 	<ul style="list-style-type: none"> • Learners • International Recruiters
Support Function	LMI	<ul style="list-style-type: none"> • CBS • NAFEA 	<ul style="list-style-type: none"> • CTEVT • NAFEA 	NA
	Curriculum Development	<ul style="list-style-type: none"> • NA • 	<ul style="list-style-type: none"> • CTEVT 	<ul style="list-style-type: none"> • Private TTPs • Manpower agencies • International Recruitment Agencies
	Professional Development (TOTs, Management Skills)	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • NAFEA 	<ul style="list-style-type: none"> • Professional Development Training Providers
	Professional Development (Assessors, Managers Training)	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • NAFEA 	<ul style="list-style-type: none"> • NA
	Learning Materials	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • CTEVT • International Educational organization • International corporate organization • Development Partners/Project related to Migration • NAFEA 	<ul style="list-style-type: none"> • Migration Resource Centres • Private TTPs
	Counselling	<ul style="list-style-type: none"> • DOFE • FEPB 	<ul style="list-style-type: none"> • NAFEA • International Associations 	<ul style="list-style-type: none"> • MRCs • Educational organization • International corporate organization
	Certification	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • CTEVT 	<ul style="list-style-type: none"> • Private TTPs • Manpower agencies • Business and industries
	Skill Testing	<ul style="list-style-type: none"> • NSTB 	NA	<ul style="list-style-type: none"> • International recruitment agencies • Skills testing centres
	Placement	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • NAFEA • International recruitment agencies 	<ul style="list-style-type: none"> • Manpower agencies • International Recruitment Agencies

M4P Functional Groups	Functions	Stakeholders level		
		Macro	Meso	Micro
Rules	National Policy and Strategies	<ul style="list-style-type: none"> Department of Foreign Employment (DOFE) Foreign Employment Promotion Board (FEPB) 	<ul style="list-style-type: none"> CTEVT NAFEA 	<ul style="list-style-type: none"> Manpower agencies International Recruitment Agencies
	Institutional Quality Assurance/ Assessment	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> CTEVT NAFEA 	<ul style="list-style-type: none"> Manpower agencies International Recruitment Agencies
	Programme Affiliation	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> CTEVT NAFEA 	<ul style="list-style-type: none"> Manpower agencies International Recruitment Agencies
	Occupational Standards	<ul style="list-style-type: none"> CBS FEPB 	<ul style="list-style-type: none"> CTEVT NAFEA 	<ul style="list-style-type: none"> Manpower agencies International Recruitment Agencies

3.3 Sector based stakeholder mapping analysis

The sector-based stakeholder mapping analysis is conducted based on M4P Functional groups i.e. Core Functions, Support Functions and Rules and respective sub functional groups. Furthermore, current picture (who does, who pays, inadequate/mismatch/absent), diagnosis and future picture (who will do, who will pay) is assessed and analysed for key stakeholder and potential partner organizations.

Figure 10: CROSS Sector based stakeholder mapping

S.N	M4P Functional Groups	Function	Name of Stakeholders (Institutions/Organizations)	Ref Market System	Current Picture (who does, who pays, market failure)	Strategic fit to improve performance addressing market failure (Intervention Strategy)	Possible partnership with श्रीप	Future Picture (who will do, who will pay)
1.	Core function	Supply	MoEST/CTEVT	• M1.1	<ul style="list-style-type: none"> • GoN pays • TVET projects pays • Mismatch of skills training with market demands • Less linkage of training with business & Industries • Centralized system 	<ul style="list-style-type: none"> • Regular and updated LMI • Decentralized system addressing provincial structure • Better involvement of employers in system design, implementation & evaluation 	<ul style="list-style-type: none"> • Develop system for running business driven training programmes • TA to government to strengthen MoEST/CTEVT system. 	<ul style="list-style-type: none"> • CTEVT together with employers' associations • GoN pays • Business and Industries pays partially
2.	Core function	Supply	MoLESS/VSDTC	• M1.1	<ul style="list-style-type: none"> • GoN pays • Mismatch of skills training with market demands • Less linkage of training with business & Industries • Less focus on employment 	<ul style="list-style-type: none"> • Involvement of employers in system design, development, implementation and evaluation 	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • VSDTC in collaboration with employers • GoN pays • Business and industries pays partially
3.	Core function	Supply	MoICS/CSITC	• M1.1	<ul style="list-style-type: none"> • GoN pays • Mismatch of skills training with market demands • Focus on training rather than self-employment 	<ul style="list-style-type: none"> • Provide support services for self-employment • Updated curricula with workplace-based learning 	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • GoN pays • Focus on self-employment

S.N	M4P Functional Groups	Function	Name of Stakeholders (Institutions/Organizations)	Ref Market System	Current Picture (who does, who pays, market failure)	Strategic fit to improve performance addressing market failure (Intervention Strategy)	Possible partnership with श्रीप	Future Picture (who will do, who will pay)
4.	Core function	Supply	CTEVT run Public Polytechnics and Technical Schools	<ul style="list-style-type: none"> • M1.1 	<ul style="list-style-type: none"> • GoN pays • Project pays • Individual pays • Outdated training equipment and technology • Absence of appropriate trainers • Less practical/work place learning 	<ul style="list-style-type: none"> • Updated training equipment and technology • Capacity building, industry exposure training for Trainers • Focus on practical/work place learning 	<ul style="list-style-type: none"> • Conduct business and industry driven training programmes in collaboration with business and industries 	<ul style="list-style-type: none"> • GoN pays • Partial pay from Business and Industries • Individual pays • Industry-institute collaboration
5.	Core function	Supply	CTEVT affiliated private Polytechnics and TTPs	<ul style="list-style-type: none"> • M1.1 	<ul style="list-style-type: none"> • Project pays • Individual pays • Less practical/work place learning 	<ul style="list-style-type: none"> • Focus on practical/work place learning 	<ul style="list-style-type: none"> • Conduct business and industry driven training programmes in collaboration with business and industries 	<ul style="list-style-type: none"> • Partial pay from Business and Industries • Individual pays • Industry-institute collaboration
6.	Core function	Demand	FNCCI	<ul style="list-style-type: none"> • M1.1. • M1.3 • M1.4 • M2.1 • M2.2 	<ul style="list-style-type: none"> • Individual pays • Less skills need match 	<ul style="list-style-type: none"> • Focus on work place learning 	<ul style="list-style-type: none"> • Design skill development as per industry need • Capacity building • Conduct business and industry driven training programmes in collaboration with TTPs 	<ul style="list-style-type: none"> • Partial pay from Business and Industries • Industry-institute collaboration
7.	Core function	Demand	CNI	<ul style="list-style-type: none"> • M1.1. • M1.3 • M1.4 • M2.1 • M2.2 	<ul style="list-style-type: none"> • Individual pays • Less skills need match 	<ul style="list-style-type: none"> • Focus on work place learning 	<ul style="list-style-type: none"> • Design skill development as per industry need • Capacity building • Conduct business and industry driven training programmes in collaboration with TTPs 	<ul style="list-style-type: none"> • Partial pay from Business and Industries • Industry-institute collaboration

S.N	M4P Functional Groups	Function	Name of Stakeholders (Institutions/Organizations)	Ref Market System	Current Picture (who does, who pays, market failure)	Strategic fit to improve performance addressing market failure (Intervention Strategy)	Possible partnership with शीप	Future Picture (who will do, who will pay)
8.	Core function	Demand	Nepalese Young Entrepreneurs Forum (NYEF)	<ul style="list-style-type: none"> • M1.1. • M1.3 • M1.4 • M2.1 • M2.2 	<ul style="list-style-type: none"> • Individual pays • Less skills need match 	<ul style="list-style-type: none"> • Focus on work place learning 	<ul style="list-style-type: none"> • Design skill development as per industry need • Capacity building • Conduct business and industry driven training programmes in collaboration with TTPs 	<ul style="list-style-type: none"> • Partial pay from Business and Industries • Industry-institute collaboration
9.	Core function	Demand	FWEAN	<ul style="list-style-type: none"> • M1.1. • M1.3 • M1.4 • M2.1 • M2.2 	<ul style="list-style-type: none"> • Individual pays • Less skills need match 	<ul style="list-style-type: none"> • Focus on work place learning 	<ul style="list-style-type: none"> • Design skill development as per industry need • Capacity building • Conduct business and industry driven training programmes in collaboration with TTPs 	<ul style="list-style-type: none"> • Partial pay from Business and Industries • Industry-institute collaboration
10.	Core function	Demand	FNCSI	<ul style="list-style-type: none"> • M1.1. • M1.4 • M2.1 	<ul style="list-style-type: none"> • Individual pays • Less skills need match 	<ul style="list-style-type: none"> • Focus on work place learning 	<ul style="list-style-type: none"> • Design skill development as per industry need • Capacity building • Conduct business and industry driven training programmes in collaboration with TTPs 	<ul style="list-style-type: none"> • Partial pay from Business and Industries • Industry-institute collaboration

S.N	M4P Functional Groups	Function	Name of Stakeholders (Institutions/Organizations)	Ref Market System	Current Picture (who does, who pays, market failure)	Strategic fit to improve performance addressing market failure (Intervention Strategy)	Possible partnership with श्रीप	Future Picture (who will do, who will pay)
11.	Core function	Demand	Employers' Association	<ul style="list-style-type: none"> • M1.1. • M1.3 • M1.4 • M2.1 • M2.2 	<ul style="list-style-type: none"> • Individual pays • Less skills need match 	<ul style="list-style-type: none"> • Focus on work place learning 	<ul style="list-style-type: none"> • Design skill development as per industry need • Capacity building • Conduct business and industry driven training programmes in collaboration with TTPs 	<ul style="list-style-type: none"> • Partial pay from Business and Industries • Industry-institute collaboration
12.	Core function	Demand	Business and industries	<ul style="list-style-type: none"> • M1.1. • M1.3 • M1.4 • M2.1 • M2.2 	<ul style="list-style-type: none"> • Business and industries pays • Less employability skills 	<ul style="list-style-type: none"> • Provide employability skills 	<ul style="list-style-type: none"> • Co-investment for skills development • Co-investment for production growth • Co-investment for access to market 	<ul style="list-style-type: none"> • Business and Industries pays
13.	Support functions	LMI and Analysis	CBS	<ul style="list-style-type: none"> • M1 	<ul style="list-style-type: none"> • GoN Pays • Donor Pays 	<ul style="list-style-type: none"> • Regular study and updates 	<ul style="list-style-type: none"> • Institutionalization of LMI 	<ul style="list-style-type: none"> • GoN pays
14.	Support functions	Training Needs Assessment	CTEVT	<ul style="list-style-type: none"> • M1.1 	<ul style="list-style-type: none"> • GoN pay 	<ul style="list-style-type: none"> • Regular study on TNA 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • GoN pays • CTEVT R&I Division
15.	Support functions	Curriculum Development	CTEVT-Curriculum Division	<ul style="list-style-type: none"> • M1.1. • M1.2. 	<ul style="list-style-type: none"> • GoN Pays • DP/Project Pays • Curriculum development committees/experts develops 	<ul style="list-style-type: none"> • More involvement of Sector based Employers' Association in design development and implementation • Better collaboration with other Ministries and implementing agencies for use standard CTEVT curriculum • Updated curriculum available and accessible online 	<ul style="list-style-type: none"> • Dynamic curriculum system development • Design of Business-driven dynamic curriculum • 	<ul style="list-style-type: none"> • GoN pays • Employers Association/Sector council together with CTEVT Curriculum Division

S.N	M4P Functional Groups	Function	Name of Stakeholders (Institutions/Organizations)	Ref Market System	Current Picture (who does, who pays, market failure)	Strategic fit to improve performance addressing market failure (Intervention Strategy)	Possible partnership with श्रीप	Future Picture (who will do, who will pay)
16.	Support functions	Professional Development	TITI	<ul style="list-style-type: none"> M1.1. 	<ul style="list-style-type: none"> GoN Pays DP/Project Pays TITI 	<ul style="list-style-type: none"> Use application based professional development Mentoring 	<ul style="list-style-type: none"> Professional development for Trainers and managers in collaboration with Business and industries 	<ul style="list-style-type: none"> GoN pays TITI together with Employers Association, Business and Industries to conduct professional development programmes
17.	Support functions	Professional Development (TOTs, Management Skills)	Federation and association of Private TTPs	<ul style="list-style-type: none"> M1.1. 	<ul style="list-style-type: none"> GoN Pays DP/Project Pays TITI conducts 	<ul style="list-style-type: none"> Establish placement and counselling units in each private TTPs Capacity building for placement and counselling services 	<ul style="list-style-type: none"> Professional development for Trainers and managers in collaboration with Business and industries 	<ul style="list-style-type: none"> GoN pays TITI together with Employers Association, Business and Industries conduct
18.	Support functions	Professional Development (Assessors, Assessment managers training)	NSTB	<ul style="list-style-type: none"> M1.1. 	<ul style="list-style-type: none"> GoN Pays DP/Project Pays NSTB and TITI conducts 	<ul style="list-style-type: none"> Decentralization of training programme at provincial level 	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> GoN pays NSTB and TITI together conducts
19.	Support functions	Learning materials	CTEVT Curriculum Division	<ul style="list-style-type: none"> M1.1. M1.2 	<ul style="list-style-type: none"> GoN pays DP/Project pays Individuals 	<ul style="list-style-type: none"> Updated curriculum, instructional manuals 	<ul style="list-style-type: none"> NA 	NA

S.N	M4P Functional Groups	Function	Name of Stakeholders (Institutions/ Organizations)	Ref Market System	Current Picture (who does, who pays, market failure)	Strategic fit to improve performance addressing market failure (Intervention Strategy)	Possible partnership with श्रीप	Future Picture (who will do, who will pay)
20.	Support functions	Certification	CTEVT-Examination Division	<ul style="list-style-type: none"> • M1.1. 	<ul style="list-style-type: none"> • GoN pays • Polytechnics, Technical Schools and TTPs pays • Individual pays • CTEVT-Examination Division provides certificates for Diploma and TSLC level 	<ul style="list-style-type: none"> • Technology based system use • Timely conduct examination and provide certificates 	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • GoN pays • Polytechnics, Technical Schools and TTPs pays • Individual pays • CTEVT-Examination Division provides certificates for Diploma and TSLC level
21.	Support functions	Certification	VSDTC	<ul style="list-style-type: none"> • M1.1. 	<ul style="list-style-type: none"> • VSDTC • GoN pays • Traditional training 	<ul style="list-style-type: none"> • Update curricula and training modality • Market linkage 	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • GoN pays • New demand driven training
22.	Support functions	Certification	CSICB	<ul style="list-style-type: none"> • M1.1. 	<ul style="list-style-type: none"> • CSITC • GoN pays • Traditional training 	<ul style="list-style-type: none"> • Update curricula and training modality • Market linkage 	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • GoN pays • New demand driven training
23.	Support functions	Skill test	NSTB	<ul style="list-style-type: none"> • M1.1. 	<ul style="list-style-type: none"> • NSTB • GoN pays • Project and Sponsors pays • Limited occupational skills standards (OSS) 	<ul style="list-style-type: none"> • Update OSS • Develop new OSS • Develop higher level skills standards for existing and new occupations • Design specific OSS for migration 	<ul style="list-style-type: none"> • Support in skill testing for business-driven apprenticeship programmes • 	<ul style="list-style-type: none"> • GoN pays • New demand driven OSS
24.	Support functions	Placement and employment services	Private Employment Service Providers	<ul style="list-style-type: none"> • M1.1. • M1.3 • M1.4 • M2.1 • M2.2 	<ul style="list-style-type: none"> • Employer pays • Free for jobseekers and employers 	<ul style="list-style-type: none"> • Use of private job portal • Identification of skilled people matching with employment need 	<ul style="list-style-type: none"> • Capacity building in HR skills and management • 	<ul style="list-style-type: none"> • Employer pays • Free for jobseekers and employers

S.N	M4P Functional Groups	Function	Name of Stakeholders (Institutions/ Organizations)	Ref Market System	Current Picture (who does, who pays, market failure)	Strategic fit to improve performance addressing market failure (Intervention Strategy)	Possible partnership with श्रीप	Future Picture (who will do, who will pay)
25.	Support functions	Placement and employment services	Public ESCs	<ul style="list-style-type: none"> • M1.1. • M1.3 • M1.4 • M2.1 • M2.2 	<ul style="list-style-type: none"> • GoN pays • Free for jobseekers and employers 	<ul style="list-style-type: none"> • Use of ESC job portal • Motivation for employers to use ESC services 	<ul style="list-style-type: none"> • Link business and industries with public ESC for using services • TBC 	<ul style="list-style-type: none"> • GoN pays • Free for jobseekers and employers
26.	Rules	National Policy and Strategies	MoEST-TVET Division/ TVET Sector Development Unit (TSDU)	<ul style="list-style-type: none"> • M1.1 • M1.2 	<ul style="list-style-type: none"> • GoN pays • TSDU develop TVET implementation strategies 	<ul style="list-style-type: none"> • Decentralized system addressing federalization and provincial structure 	<ul style="list-style-type: none"> • Technical Assistance in new TVET implementation strategies in collaboration with SDC, ADB • TBC 	<ul style="list-style-type: none"> • GoN pays • CTEVT and line Ministries
27.	Rules	National Policy and Strategies	MoLESS	<ul style="list-style-type: none"> • M1.1. • M1.2 	<ul style="list-style-type: none"> • GoN pays • Employment policy 	<ul style="list-style-type: none"> • Action plan and implementation of Employment Policy • Decent work policies and strategies • Decentralized system addressing federalization and provincial structure 	<ul style="list-style-type: none"> • Technical Assistance in developing action plan and implementation of employment policy in collaboration with ILO, SDC, ADB, WB 	<ul style="list-style-type: none"> • GoN pays • Implementing partners
28.	Rules	Institutional Quality Assurance and Assessment	CTEVT-Accreditation Division	<ul style="list-style-type: none"> • M.1.1 	<ul style="list-style-type: none"> • GoN pays • CTEVT accreditation division 	<ul style="list-style-type: none"> • Monitoring and assessment • Grading of TTPs 	<ul style="list-style-type: none"> • TBC 	<ul style="list-style-type: none"> • GoN pays • Private Polytechnics, TTPs
29.	Rules	Programme affiliation	CTEVT-Accreditation Division CTEVT-TECS Division	<ul style="list-style-type: none"> • M1.1. 	<ul style="list-style-type: none"> • GoN pays • CTEVT accreditation division 	<ul style="list-style-type: none"> • Monitoring and assessment • Expansion of affiliation based on TVET institution mapping addressing federal, provincial and local government structure 	<ul style="list-style-type: none"> • Support in expansion of private Polytechnics, TVET institutions • TBC 	<ul style="list-style-type: none"> • GoN pays • Public and private Polytechnics, TTPs

S.N	M4P Functional Groups	Function	Name of Stakeholders (Institutions/Organizations)	Ref Market System	Current Picture (who does, who pays, market failure)	Strategic fit to improve performance addressing market failure (Intervention Strategy)	Possible partnership with शीप	Future Picture (who will do, who will pay)
30.	Rules	Occupational standards	CBS	<ul style="list-style-type: none"> M1 	<ul style="list-style-type: none"> GoN pays Nepal Standard of Classification of Occupation (NSCO) development 	<ul style="list-style-type: none"> Update on NSCO Institutionalization of NSCO 	<ul style="list-style-type: none"> Support in NSCO updating engaging Employers Association, Sector Councils in collaboration with ILO 	<ul style="list-style-type: none"> GoN pays CBS together with Employers' Associations Employers uses NSCO
31.	Rules	Occupational standards	NSTB	<ul style="list-style-type: none"> M1.1 	<ul style="list-style-type: none"> GoN pays DP/Sponsors develop new OSS 	<ul style="list-style-type: none"> Update on OSS Develop new OSS 	<ul style="list-style-type: none"> Support in developing business driven occupational standard development TBC 	<ul style="list-style-type: none"> GoN pays NSTB pays Business and Employers pays Individuals pays

Figure 11: AGRICULTURE Sector based stakeholder mapping

S.N	M4P Functional Groups	Function	Name of Stakeholders (Institutions/Organizations)	Ref Market System	Current Picture (who does, who pays, market failure)	Strategic fit to improve performance addressing market failure (Intervention Strategy)	Possible partnership with श्रीव	Future Picture (who will do, who will pay)
1.	Core function	Supply	MoALD run training programmes	• M1.1	<ul style="list-style-type: none"> • GoN pays • Project pays • Mismatch of skills training with market demands • Less commercial agricultural and livestock development programmes 	<ul style="list-style-type: none"> • Commercial agriculture programme design and development • Market development 	<ul style="list-style-type: none"> • Support in value chain in commercial agriculture and livestock programme development • TBC 	<ul style="list-style-type: none"> • GoN pays • Business and Industries pays partially • Individuals self-employment
2.	Core function	Supply	CTEVT run public polytechnics, technical schools, rural training centres	• M1.1	<ul style="list-style-type: none"> • GoN pays • Project pays • Mismatch of skills training with market demands • Less commercial agricultural and livestock development programmes 	<ul style="list-style-type: none"> • Commercial agriculture programme design and development • Market development 	<ul style="list-style-type: none"> • Support in value chain in commercial agriculture and livestock programme development • TBC 	<ul style="list-style-type: none"> • GoN pays • Business and Industries pays partially • Individuals self-employment
3.	Core function	Supply	CTEVT affiliated private polytechnics and TTPs	• M1.1	<ul style="list-style-type: none"> • GoN pays • Project pays • Individuals pays • Mismatch of skills training with market demands • Less commercial agricultural and livestock development programmes • More theory-based programmes 	<ul style="list-style-type: none"> • Mentoring and engage of lead farmers and experts in the field • Market development 	<ul style="list-style-type: none"> • Support in value chain in commercial agriculture and livestock programme implementation • TBC 	<ul style="list-style-type: none"> • GoN pays • Individuals self-employment
4.	Core function	Demand	GON	• M1.1	<ul style="list-style-type: none"> • Individual pays • Mismatch of skills • Reduced position in Agriculture based organizations and research institutes 	<ul style="list-style-type: none"> • R& D activities 	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • GoN pays • Employers pays • Individual pays

S.N	M4P Functional Groups	Function	Name of Stakeholders (Institutions/Organizations)	Ref Market System	Current Picture (who does, who pays, market failure)	Strategic fit to improve performance addressing market failure (Intervention Strategy)	Possible partnership with शीप	Future Picture (who will do, who will pay)
5.	Core function	Demand	Federation of Women Entrepreneurs Association	<ul style="list-style-type: none"> M1.1 M2.1 	<ul style="list-style-type: none"> Individual pays Less skills need match 	<ul style="list-style-type: none"> Workplace based learning leading to employment programmes 	<ul style="list-style-type: none"> Conduct business and industry driven workplace based leading to employment programme Support for growth in agriculture products Market linkage and development 	<ul style="list-style-type: none"> Employers pays Individual pays
6.	Core function	Demand	Fishery Association of Nepal-Bharatpur, Chitwan	<ul style="list-style-type: none"> M2.1 	<ul style="list-style-type: none"> Individual pays Less skills need match 	<ul style="list-style-type: none"> Workplace based learning leading to employment programmes 	<ul style="list-style-type: none"> Conduct business and industry driven workplace based leading to employment programme Support for growth in agriculture products 	<ul style="list-style-type: none"> Employers pays Individual pays
7.	Core function	Demand	Dairy Industry Association	<ul style="list-style-type: none"> M1.1 M2.1 	<ul style="list-style-type: none"> Dairy Industry pays Individual pays Less skills need match 	<ul style="list-style-type: none"> Workplace based learning leading to employment programmes 	<ul style="list-style-type: none"> Conduct business and industry driven workplace based leading to employment programme Support for growth in dairy products Market linkage and development 	<ul style="list-style-type: none"> Employers pays Individual pays
8.	Core function	Demand	Commercial agriculture farming organizations	<ul style="list-style-type: none"> M1.1 M2.1 M2.2 	<ul style="list-style-type: none"> Individual pays Business and industry pays Mismatch of skills need 	<ul style="list-style-type: none"> R& D activities Market development 	<ul style="list-style-type: none"> Conduct business and industry driven skills development programme Support for productivity growth Market linkage and development 	<ul style="list-style-type: none"> GoN pays Employers pays Individual pays

S.N	M4P Functional Groups	Function	Name of Stakeholders (Institutions/Organizations)	Ref Market System	Current Picture (who does, who pays, market failure)	Strategic fit to improve performance addressing market failure (Intervention Strategy)	Possible partnership with श्रीप	Future Picture (who will do, who will pay)
9.	Core function	Demand	Livestock farming organizations	<ul style="list-style-type: none"> • M1.1 • M2.1 	<ul style="list-style-type: none"> • Individual pays • Business and industry pays • Less skills need match 	<ul style="list-style-type: none"> • R& D activities • Market development 	<ul style="list-style-type: none"> • Conduct business and industry driven skills development programme • Support for productivity growth • Market linkage and development 	<ul style="list-style-type: none"> • GoN pays • Employers pays • Individual pays
10.	Core function	Demand	Trainees	<ul style="list-style-type: none"> • M1. • M2 	<ul style="list-style-type: none"> • Individual pays • Need of specialized skills • Less employability skills 	<ul style="list-style-type: none"> • Provide employability skills 	<ul style="list-style-type: none"> • Support for occupational Skill upgrading • Support for employability/soft skills • Incubation support for self-employment 	<ul style="list-style-type: none"> • Individual pays • Partial pay from Business and Industries
11.	Support functions	LMI and Analysis	MoALD - National Agriculture Research Council (NARC)	<ul style="list-style-type: none"> • M1 	<ul style="list-style-type: none"> • GoN Pays • Donor Pays 	<ul style="list-style-type: none"> • Regular study and updates 		<ul style="list-style-type: none"> • GoN pays
12.	Support functions	Training Needs Assessment	CTEVT	<ul style="list-style-type: none"> • M1.1 	<ul style="list-style-type: none"> • GoN pays 	<ul style="list-style-type: none"> • Regular study on TNA 		<ul style="list-style-type: none"> • GoN pays • CTEVT Research & Info. Division
13.	Support functions	Professional Development	TTPs related to Agriculture and livestock development	<ul style="list-style-type: none"> • M1.1. 	<ul style="list-style-type: none"> • GoN Pays • NARC • DP/Project Pays 	<ul style="list-style-type: none"> • Capacity building for Trainers and Managers 	<ul style="list-style-type: none"> • Professional development for Trainers and managers in collaboration with Business and industries 	<ul style="list-style-type: none"> • GoN pays • NARC together with Employers Association, Business and Industries conduct
14.	Rules	National Policy and Strategies	MoALD	<ul style="list-style-type: none"> • M1 • M2 	<ul style="list-style-type: none"> • GoN pays 		<ul style="list-style-type: none"> • Technical Assistance in Agriculture and Livestock development strategies 	<ul style="list-style-type: none"> • GoN pays • CTEVT and line Ministries

Figure 12: ICT Sector based stakeholder mapping

S.N	M4P Functional Groups	Function	Name of Stakeholders (Institutions/Organizations)	Ref Market System	Current Picture (who does, who pays, market failure)	Strategic fit to improve performance addressing market failure (Intervention Strategy)	Possible partnership with श्रीप	Future Picture (who will do, who will pay)
1.	Core function	Supply	CTEVT run public polytechnics, technical schools, rural training centres	<ul style="list-style-type: none"> M1.1 	<ul style="list-style-type: none"> GoN pays Project pays Mismatch of skills training with market demands Mismatch of Skills Needs 	<ul style="list-style-type: none"> Market demand training Market development 	<ul style="list-style-type: none"> Support in business led training programmes in collaboration with ICT companies 	<ul style="list-style-type: none"> GoN pays Business and Industries pays partially Individuals self-employment
2.	Core function	Supply	CTEVT affiliated private polytechnics and TTPs	<ul style="list-style-type: none"> M1.1 	<ul style="list-style-type: none"> GoN pays Project pays Individuals pays Mismatch of skills training with market demands 	<ul style="list-style-type: none"> Market oriented training programmes Market development 	<ul style="list-style-type: none"> Support in business led training programmes in collaboration with ICT companies 	<ul style="list-style-type: none"> GoN pays Business and Industries pays partially Individuals self-employment
3.	Core function	Demand	Business and Industries	<ul style="list-style-type: none"> M1.1 M1.3 M2.1 M2.2 	<ul style="list-style-type: none"> Individual pays Business and industry pays Less skills need match 	<ul style="list-style-type: none"> Software development Apps development 	<ul style="list-style-type: none"> Conduct business and industry driven skills development programme Support for productivity growth Market linkage and development 	<ul style="list-style-type: none"> GoN pays Employers pays Individual pays
4.	Core function	Demand	Trainees	<ul style="list-style-type: none"> M1. M2 	<ul style="list-style-type: none"> Individual pays Need of specialized skills Less employability skills 	<ul style="list-style-type: none"> Software development Provide employability skills 	<ul style="list-style-type: none"> Support for occupational Skill upgrading Support for employability/soft skills Incubation support for self-employment 	<ul style="list-style-type: none"> Individual pays Partial pays from Business and Industries

Figure 13: TOURISM Sector based stakeholder mapping

S.N	M4P Functional Groups	Function	Name of Stakeholders (Institutions/Organizations)	Ref Market System	Current Picture (who does, who pays, market failure)	Strategic fit to improve performance addressing market failure (Intervention Strategy)	Possible partnership with शीव	Future Picture (who will do, who will pay)
1.	Core function	Supply	CTEVT run public polytechnics, technical schools, rural training centres	<ul style="list-style-type: none"> • M1.1 	<ul style="list-style-type: none"> • GoN pays • Project pays • Mismatch of skills training with market demands • Mismatch of Skills Needs 	<ul style="list-style-type: none"> • Market demand training • Market development 	Support in business led training programmes in collaboration with ICT companies	<ul style="list-style-type: none"> • GoN pays • Business and Industries pays partially • Individuals self-employment
2.	Core function	Supply	CTEVT affiliated private polytechnics and TTPs	<ul style="list-style-type: none"> • M1.1 	<ul style="list-style-type: none"> • GoN pays • Project pays • Individuals pays • Mismatch of skills training with market demands 	<ul style="list-style-type: none"> • Market oriented training programmes • Market development 	Support in business led training programmes in collaboration with ICT companies	<ul style="list-style-type: none"> • GoN pays • Business and Industries pays partially • Individuals self-employment
3.	Core function	Demand	Trekking Agencies Association of Nepal (TAAN)	<ul style="list-style-type: none"> • M1.1 • M2.1 	<ul style="list-style-type: none"> • Individual pays • Less skills need match 	<ul style="list-style-type: none"> • Workplace based learning leading to employment programmes 	<ul style="list-style-type: none"> • Conduct business and industry driven workplace-based training leading to employment programme • Support for growth in agriculture products • Market linkage and development 	<ul style="list-style-type: none"> • Employers pays • Individual pays
4.	Core function	Demand	Hotel Association of Nepal (HAN)	<ul style="list-style-type: none"> • M1.1 • M2.1 • M2.2 	<ul style="list-style-type: none"> • Individual pays • Less skills need match 	<ul style="list-style-type: none"> • Workplace based learning leading to employment programmes 	<ul style="list-style-type: none"> • Conduct business and industry driven workplace-based training leading to employment programme • Support for growth in agriculture products • Market linkage and development 	<ul style="list-style-type: none"> • Employers pays • Individual pays

S.N	M4P Functional Groups	Function	Name of Stakeholders (Institutions/Organizations)	Ref Market System	Current Picture (who does, who pays, market failure)	Strategic fit to improve performance addressing market failure (Intervention Strategy)	Possible partnership with शीप	Future Picture (who will do, who will pay)
5.	Core function	Demand	Restaurant and Bar Association of Nepal (REBAN)	<ul style="list-style-type: none"> • M1.1 • M2.1 	<ul style="list-style-type: none"> • Individual pays • Less skills need match 	<ul style="list-style-type: none"> • Workplace based learning leading to employment programmes 	<ul style="list-style-type: none"> • Conduct business and industry driven workplace-based training leading to employment programme • Support for growth in agriculture products • Market linkage and development 	<ul style="list-style-type: none"> • Employers pays • Individual pays
6.	Core function	Demand	Federation of Handicrafts Association of Nepal (FHAN)	<ul style="list-style-type: none"> • M2.1 	<ul style="list-style-type: none"> • Individual pays • Less skills need match 	<ul style="list-style-type: none"> • Workplace based learning leading to employment programmes 	<ul style="list-style-type: none"> • Conduct business and industry driven workplace-based training leading to employment programme • Support for growth in agriculture products • Market linkage and development 	<ul style="list-style-type: none"> • Employers pays • Individual pays
7.	Core function	Demand	Hotel Professional Federations Nepal (HPFN)	<ul style="list-style-type: none"> • M1.1 • M2.1 	<ul style="list-style-type: none"> • Individual pays • Less skills need match 	<ul style="list-style-type: none"> • Workplace based learning leading to employment programmes 	<ul style="list-style-type: none"> • Conduct business and industry driven workplace based training leading to employment programme • Support for growth in agriculture products • Market linkage and development 	<ul style="list-style-type: none"> • Employers pays • Individual pays
8.	Core function	Demand	Business and Industries	<ul style="list-style-type: none"> • M1.1 • M2.1 • M2.2 	<ul style="list-style-type: none"> • Individual pays • Business and industry pays • Less skills need match 	<ul style="list-style-type: none"> • R& D activities • Market development 	<ul style="list-style-type: none"> • Conduct business and industry driven skills development programme • Support for productivity growth • Market linkage and development 	<ul style="list-style-type: none"> • GoN pays • Employers pay • Individual pays

S.N	M4P Functional Groups	Function	Name of Stakeholders (Institutions/Organizations)	Ref Market System	Current Picture (who does, who pays, market failure)	Strategic fit to improve performance addressing market failure (Intervention Strategy)	Possible partnership with शीप	Future Picture (who will do, who will pay)
9.	Support functions	LMI and Analysis	Ministry of Culture, Tourism and Civil Aviation- Nepal Tourism Board	<ul style="list-style-type: none"> • M1 • M2 	<ul style="list-style-type: none"> • GoN Pays • Donor Pays 	<ul style="list-style-type: none"> • Regular study and updates 	<ul style="list-style-type: none"> • Strategic partnership 	<ul style="list-style-type: none"> • GoN pays
10.	Support functions	Training Needs Assessment	CTEVT	<ul style="list-style-type: none"> • M1.1 	<ul style="list-style-type: none"> • GoN pays 	<ul style="list-style-type: none"> • Regular study on TNA 	<ul style="list-style-type: none"> • Strategic partnership 	<ul style="list-style-type: none"> • GoN pays • CTEVT Research & Info. Division
11.	Support functions	Curriculum Development	CTEVT- Curriculum Division	<ul style="list-style-type: none"> • M1.1 	<ul style="list-style-type: none"> • GoN Pays • DP/Project Pays • Curriculum development committees/experts develops 	<ul style="list-style-type: none"> • More involvement of Sector based Employers' Association in design development and implementation • Better collaboration with other Ministries and implementing agencies for use standard CTEVT curriculum • Updated curriculum available and accessible online 	<ul style="list-style-type: none"> • Dynamic curriculum system development • Design of Business-driven dynamic curriculum 	<ul style="list-style-type: none"> • GoN pays • Employers Association/Sector council together with CTEVT Curriculum Division
12.	Support functions	Professional Development	TTPs related to Tourism and Hospitality Management	<ul style="list-style-type: none"> • M1.1 	<ul style="list-style-type: none"> • GoN Pays • DP/Project Pays 	<ul style="list-style-type: none"> • Capacity building for Trainers and Managers 	<ul style="list-style-type: none"> • Professional development for Trainers and managers in collaboration with Business and industries 	<ul style="list-style-type: none"> • GoN pays • NARC together with Employers Association, Business and Industries conduct
13.	Support functions	Professional Development	NSTB	<ul style="list-style-type: none"> • M1.1 	<ul style="list-style-type: none"> • GoN Pays • DP/Project Pays • NSTB and TITI conducts 	<ul style="list-style-type: none"> • Decentralization of training programme at provincial level 	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • GoN pays • NSTB and TITI together conducts

S.N	M4P Functional Groups	Function	Name of Stakeholders (Institutions/Organizations)	Ref Market System	Current Picture (who does, who pays, market failure)	Strategic fit to improve performance addressing market failure (Intervention Strategy)	Possible partnership with शीप	Future Picture (who will do, who will pay)
14.	Support functions	Certification	CTEVT-Examination Division	<ul style="list-style-type: none"> • M1.1 	<ul style="list-style-type: none"> • GoN pays • Polytechnics, Technical Schools and TTPs pays • Individual pays • CTEVT-Examination Division provides certificates for Diploma and TSLC level 	<ul style="list-style-type: none"> • Technology based system use • Timely conduct examination and provide certificates 	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • GoN pays • Polytechnics, Technical Schools and TTPs pay • Individual pays • CTEVT-Examination Division provides certificates for Diploma and TSLC
15.	Rules	National Policy and Strategies	MoCTCA-Nepal Tourism Board	<ul style="list-style-type: none"> • M1 • M2 	<ul style="list-style-type: none"> • GoN pays • NTB develops strategies 	<ul style="list-style-type: none"> • Decentralized system addressing federalization and provincial structure 	Technical Assistance in new Tourism development strategies	<ul style="list-style-type: none"> • GoN pays • CTEVT and line Ministries
16.	Rules	Institutional Quality Assurance and Assessment	CTEVT-Accreditation Division	<ul style="list-style-type: none"> • M1.1 	<ul style="list-style-type: none"> • GoN pays • CTEVT accreditation division 	<ul style="list-style-type: none"> • Monitoring and assessment • Grading of TTPs 	NA	<ul style="list-style-type: none"> • GoN pays • Private Polytechnics, TTPs

Figure 14: HYDROPOWER Sector based stakeholder mapping

S.N	M4P Functional Groups	Function	Name of Stakeholders (Institutions/Organizations)	Ref Market System	Current Picture (who does, who pays, market failure)	Strategic fit to improve performance addressing market failure (Intervention Strategy)	Possible partnership with श्रीप	Future Picture (who will do, who will pay)
1.	Core function	Supply	CTEVT run public polytechnics, technical schools	• M1.1	<ul style="list-style-type: none"> • GoN pays • Project pays • Mismatch of skills training with market demands 	<ul style="list-style-type: none"> • Skills development in hydropower construction 	<ul style="list-style-type: none"> • Support in on the job training programmes in hydropower construction • TBC 	<ul style="list-style-type: none"> • GoN pays • Business and Industries pays partially • Individuals self-employment
2.	Core function	Supply	CTEVT affiliated private polytechnics and TTPs	• M1.1	<ul style="list-style-type: none"> • GoN pays • Project pays • Individuals pays • Mismatch of skills training with market demands • More theory-based programmes 	<ul style="list-style-type: none"> • Skills development in hydropower construction 	<ul style="list-style-type: none"> • Support in on the job training programmes in hydropower construction • TBC 	<ul style="list-style-type: none"> • GoN pays • Individuals self-employment
3.	Core function	Demand	Hydro power development organizations	<ul style="list-style-type: none"> • M1.1 • M1.3 • M2.1 • M2.2 	<ul style="list-style-type: none"> • Individual pays • Business and industry pays • Less skills need match 	<ul style="list-style-type: none"> • Skills development in hydropower construction • Skills upgrading 	<ul style="list-style-type: none"> • Conduct business and industry driven skills development programme • Support for productivity growth 	<ul style="list-style-type: none"> • GoN pays • Employers pays • Individual pays
4.	Core function	Demand	Trainees	<ul style="list-style-type: none"> • M1 • M2 	<ul style="list-style-type: none"> • Individual pays • Need of specialized skills • Less employability skills 	<ul style="list-style-type: none"> • Demand based sills training • Skills upgrading • Provide employability skills 	<ul style="list-style-type: none"> • Support for occupational Skill upgrading • Support for employability/soft skills 	<ul style="list-style-type: none"> • Individual pays • Partial pays from Business and Industries
5.	Support functions	Training Needs Assessment	CTEVT	• M1.1	<ul style="list-style-type: none"> • GoN pays 	<ul style="list-style-type: none"> • Regular study on TNA 	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • GoN pays • CTEVT Research & Info. Division
6.	Rules	National Policy and Strategies	Ministry of Energy, Water Resources and Irrigation (MoEWRI)	<ul style="list-style-type: none"> • M1 • M2 	<ul style="list-style-type: none"> • GoN pays 	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • Technical Assistance in Energy and Hydropower sector development strategies • TBC 	<ul style="list-style-type: none"> • GoN pays • CTEVT and line Ministries

Figure 15: LIGHT MANUFACTURING Sector based stakeholder mapping

S.N	M4P Functional Groups	Function	Name of Stakeholders (Institutions/Organizations)	Ref Market System	Current Picture (who does, who pays, market failure)	Strategic fit to improve performance addressing market failure (Intervention Strategy)	Possible partnership with शीप	Future Picture (who will do, who will pay)
1.	Core function	Demand	FNCSI	<ul style="list-style-type: none"> • M1.1 • M2.1 	<ul style="list-style-type: none"> • Individual pays • Less skills need match 	<ul style="list-style-type: none"> • Workplace based learning leading to employment programmes 	<ul style="list-style-type: none"> • Conduct business and industry driven workplace based leading to employment programme • Support for growth in agriculture products • Market linkage and development 	<ul style="list-style-type: none"> • Employers pays • Individual pays
2.	Core function	Demand	Federation of Handicrafts Association of Nepal (FHAN)	<ul style="list-style-type: none"> • M1.1 • M2.1 • M2.2 	<ul style="list-style-type: none"> • Individual pays • Less skills need match 	<ul style="list-style-type: none"> • Workplace based learning leading to employment programmes 	<ul style="list-style-type: none"> • Conduct business and industry driven workplace based leading to employment programme • Support for growth in agriculture products • Market linkage and development 	<ul style="list-style-type: none"> • Employers pays • Individual pays
3.	Core function	Demand	Footwear Manufacturing Association of Nepal (FMAN)	<ul style="list-style-type: none"> • M1.1 • M2.1 • M2.2 	<ul style="list-style-type: none"> • Individual pays • Less skills need match 	<ul style="list-style-type: none"> • Workplace based learning leading to employment programmes 	<ul style="list-style-type: none"> • Conduct business and industry driven workplace based leading to employment programme • Support for growth in agriculture products • Market linkage and development 	<ul style="list-style-type: none"> • Employers pays • Individual pays
4.	Core function	Demand	Garment Industry Association (GIA)	<ul style="list-style-type: none"> • M1.1 • M2.1 • M2.2 	<ul style="list-style-type: none"> • Individual pays • Less skills need match 	<ul style="list-style-type: none"> • Workplace based learning leading to employment programmes 	<ul style="list-style-type: none"> • Conduct business and industry driven workplace based leading to employment programme • Support for growth in agriculture products • Market linkage and development 	<ul style="list-style-type: none"> • Employers pays • Individual pays

S.N	M4P Functional Groups	Function	Name of Stakeholders (Institutions/Organizations)	Ref Market System	Current Picture (who does, who pays, market failure)	Strategic fit to improve performance addressing market failure (Intervention Strategy)	Possible partnership with शीप	Future Picture (who will do, who will pay)
5.	Core function	Demand	Federation of Grill and Steel Fabricators Nepal (FGSFN)	<ul style="list-style-type: none"> • M1.1 • M2.1 • M2.2 	<ul style="list-style-type: none"> • Individual pays • Less skills need match 	<ul style="list-style-type: none"> • Workplace based learning leading to employment programmes 	<ul style="list-style-type: none"> • Conduct business and industry driven workplace based leading to employment programme • Support for growth in agriculture products • Market linkage and development 	<ul style="list-style-type: none"> • Employers pays • Individual pays
6.	Core function	Demand	Trainees	<ul style="list-style-type: none"> • M1 • M2 	<ul style="list-style-type: none"> • Individual pays • Need of specialized skills • Less employability skills 	<ul style="list-style-type: none"> • Demand based sills training • Skills upgrading • Provide employability skills 	<ul style="list-style-type: none"> • Support for occupational Skill upgrading • Support for employability/soft skills 	<ul style="list-style-type: none"> • Individual pays • Partial pays from Business and Industries
7.	Support functions	Training Needs Assessment	CTEVT	<ul style="list-style-type: none"> • M1.1 	<ul style="list-style-type: none"> • GoN pay 	<ul style="list-style-type: none"> • Regular study on TNA 		<ul style="list-style-type: none"> • GoN pays • CTEVT Research & Info. Division
8.	Rules	National Policy and Strategies	MOICS	<ul style="list-style-type: none"> • M1 • M2 	<ul style="list-style-type: none"> • GoN pays 	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • GoN pays • CTEVT and line Ministries

4. Key identified potential/strategic partners

The following Figures show the sector based top 6-8 key identified potential partners with possible partnership areas:

Figure 16: identified potential partners and possible collaboration areas (CROSS_SECTOR)

S.N	Function type	Stakeholder (Institutions/ Organizations)	Current key activities	Possible areas for partnership	Potential Nos. of beneficiaries ¹	Follow-up steps
1.	Demand	Federation of Nepalese Chambers of Commerce and Industries	<ul style="list-style-type: none"> • Agro Enterprise Centre • Green Homes Project - UN-Habitat with support of European Union • Nepal Energy Efficiency Programme (NEEP) 	<ul style="list-style-type: none"> • Design skill development as per industry need • Capacity building/mentoring • Conduct business and industry driven training programmes in collaboration with TTPs 	TBC	Further discussion for specific quantitative and qualitative data of skills need for HR
2.	Demand	Federation of Nepalese Cottage and Small Industries	<ul style="list-style-type: none"> • Promotion of Micro, Cottage and Small Industries (MCSIs) through the wide range of activities and services. • Interaction, training, workshops, seminar, conferences, exhibitions • Organized and participation on International Trade Fairs 	<ul style="list-style-type: none"> • Design skill development as per industry need • Capacity building • Conduct business and industry driven training programmes in collaboration with TTPs • Mentoring programmes • Market growth 	TBC	Further discussion for specific quantitative and qualitative data of skills need for HR
3.	Demand	Confederation of Nepalese Industries	<ul style="list-style-type: none"> • Existing CNI's projects: Industrial Policy, SEZ Act, Sick Industry Rehabilitation, Hydro-power Recommendations 	<ul style="list-style-type: none"> • Design skill development as per industry need • Capacity building • Conduct business and industry driven training programmes in collaboration with TTPs 	TBC	Further discussion for specific quantitative and qualitative data of skills need for HR
4.	Demand	Federation of Women Entrepreneurs Association of Nepal	<ul style="list-style-type: none"> • Advocate on issues related to women's economic empowerment • Enhance capacity of women entrepreneurs • Support businesses of women entrepreneurs • Increase outreach of FWEAN 	<ul style="list-style-type: none"> • Design skill development as per industry need • Capacity building / Mentoring programmes • Conduct business and industry driven training programmes in collaboration with TTPs • Market growth • Gender focused programmes 	TBC	Further discussion for specific quantitative and qualitative data of skills need for HR

¹ Inclusion of women and DAGs

S.N	Function type	Stakeholder (Institutions/ Organizations)	Current key activities	Possible areas for partnership	Potential Nos. of beneficiaries ¹	Follow-up steps
5.	Demand	Nepal Association of Foreign Employment Agencies	<ul style="list-style-type: none"> Contact with the foreign employer & related agencies for coordination with recruitment agencies in Nepal. Update the statistic of the Nepalese workers in foreign countries by coordinating with concerned government and recruitment agencies. Organize interaction among lawfully registered foreign employment agencies, individuals, and organizations, particularly to make this profession well managed and courteous. 	<ul style="list-style-type: none"> Conduct business and industry driven training programmes in collaboration with TTPs for migration 	TBC	Further discussion for specific quantitative and qualitative data of skills need for HR
6.	Demand	Vishal Group	<ul style="list-style-type: none"> Multi sector manufacturing products and services Runs Sukalpa (training wings) 	<ul style="list-style-type: none"> Expand Sukalpa (Training wing) Establish new state-of-the-art-wold class training centre Extend scholarship and/or subsidize cost for DAG 	TBC	
7.	Demand	Chaudhary Group	<ul style="list-style-type: none"> Multi sector manufacturing products and services Runs polytechnics 	<ul style="list-style-type: none"> Expand Polytechnic and/or creation of high-quality state of the art training institution Safer migration, utilizing global network of CG 	TBC	
8.	Demand	Laxmi Group	<ul style="list-style-type: none"> Multi sector manufacturing products and services 	<ul style="list-style-type: none"> Creation of training model with inclusion of women and DAGs 		

Figure 17: Key identified potential partners and possible collaboration areas (AGRICULTURE_SECTOR)

S.N	Function type	Stakeholder (Institutions/ Organizations)	Current key activities	Possible areas for partnership	Potential Nos. of beneficiaries ²	Follow-up steps
1.	Demand	Dairy Industry Association	Working for promotion dairy industries Workplace based learning leading to employment in collaboration with ILO	<ul style="list-style-type: none"> • Design skill development as per industry need • Capacity building • Conduct business and industry driven training programmes • Mentoring programmes for productivity growth • Market growth 	TBC	Further discussion for specific quantitative and qualitative data of skills need for HR
2.	Demand	Fishery Association of Nepal	TBC	<ul style="list-style-type: none"> • Design skill development as per industry need • Capacity building • Conduct business and industry driven training programmes • Mentoring programmes for productivity growth • Market growth 	TBC	Further discussion for specific quantitative and qualitative data of skills need for HR
3.	Demand	Nimbus	TBC	<ul style="list-style-type: none"> • Collaboration with Shreenagar Agro Farm for establishment of new institute • Design skill development as per industry need • Capacity development for technical and managerial skills of farmers and entrepreneurs • Market growth 		

² Inclusion of women and DAGs

Figure 18: Key identified potential partners and possible collaboration areas (ICT_SECTOR)

S.N	Function type	Stakeholder (Institutions/ Organizations)	Current key activities	Possible areas for partnership	Potential Nos. of beneficiaries ³	Follow-up steps
1.	Demand	Tootle	<ul style="list-style-type: none"> Ride-sharing app within Kathmandu valley that connects people who are looking for a ride with people who are willing to share their ride in two-wheelers. 	<ul style="list-style-type: none"> Expansion of Services Employment generation for women and DAG Short term learning exposure at UBER or similar businesses in India 	TBC	
2.	Demand	Cloud Factory	<ul style="list-style-type: none"> Cloud Factory offers flexible, part-time online work as well as an opportunity to positively impact your community while contributing to the global economy. 	<ul style="list-style-type: none"> Expansion of services in Narayaghat Market based training in ICT Models to extend training and placement for women and PwD Employer-student meetup program, Hands on learning, Design thinking and managerial skill training for start-ups and SMES in the ICT Sector 	TBC	
3.	Demand	FUSE Machine	<ul style="list-style-type: none"> Creating intelligent software solutions that transform brands, grow businesses and make people's lives easier Partnership with Columbia University 	<ul style="list-style-type: none"> Expansion of services AI fellowship program FUSE Machine-Nepali Universities and colleges collaboration Market based training in ICT Potential linkage with CloudFactory 	TBC	
4.	Demand	Leapfrog	<ul style="list-style-type: none"> Software developers 	<ul style="list-style-type: none"> Capacity building Expansion of Services 	TBC	
5.	Demand	Deerwalk	<ul style="list-style-type: none"> Software developers 	<ul style="list-style-type: none"> Collaboration with Cloud Factory for employer-student meetup program, hands on learning, design thinking and managerial skill training for start-ups and SMES in the ICT Sector 		

³ Inclusion of women and DAGs

Figure 19: Key identified potential partners and possible collaboration areas (TOURISM_SECTOR)

S.N	Function type	Stakeholder (Institutions/ Organizations)	Current key activities	Possible areas for partnership	Potential Nos. of beneficiaries ⁴	Follow-up steps
1.	Demand	Hotel Association of Nepal	<ul style="list-style-type: none"> Promote the hotel industry Raise the standard of the hospitality service by interchange of personnel, assistance in staffing of hotels through education and trainings in the fields of hotel industry 	<ul style="list-style-type: none"> Design skill development as per industry need Capacity building Conduct business and industry driven training programmes Mentoring programmes for productivity growth Market growth 	TBC	to improve their productivity, explore markets and introduce them to the international arena
2.	Demand	Federation of Handicraft Association of Nepal	<ul style="list-style-type: none"> Improve handicraft productivity Explore markets and introduce product to international arena 	<ul style="list-style-type: none"> Design skill development as per industry need Capacity building Conduct business and industry driven training programmes Mentoring programmes for productivity growth Market growth 	TBC	
3.	Demand	Trekking Agencies Association of Nepal	<ul style="list-style-type: none"> Promote the trekking agencies 	<ul style="list-style-type: none"> Design skill development as per industry need Capacity building Conduct business and industry driven training programmes Mentoring programmes for productivity growth Market growth 	TBC	
4.	Demand	Asian Trekking	<ul style="list-style-type: none"> Trekking services Lodge 	<ul style="list-style-type: none"> Scaling up the services with new 8 lodges in Everest Region 		
5.	Demand	Thamserku Trekking	<ul style="list-style-type: none"> Trekking service 	<ul style="list-style-type: none"> Co-invest for setting up a new training college linking to employment 		
6.	Supply	National Academy of Tourism and Hospitality Management	<ul style="list-style-type: none"> Conducts short term, long term training programmes 	<ul style="list-style-type: none"> Design skill development as per industry need Capacity building Conduct market driven training programmes in collaboration with Business and Industries 	TBC	

⁴ Inclusion of women and DAGs

S.N	Function type	Stakeholder (Institutions/ Organizations)	Current key activities	Possible areas for partnership	Potential Nos. of beneficiaries ⁴	Follow-up steps
7.	Supply	Silver Mountain College of Hotel Management	<ul style="list-style-type: none"> • Conducts short term, long term training programmes • National and international recognition of certificates 	<ul style="list-style-type: none"> • Design skill development as per industry need • Capacity building • Conduct market driven training programmes in collaboration with Business and Industries • Expansion of activities at other provinces, districts 	TBC	
8.	Supply	Global Academy of Tourism and hospitality Management	<ul style="list-style-type: none"> • Conducts short term, long term training programmes • National and international recognition of certificates 	<ul style="list-style-type: none"> • Design skill development as per industry need • Capacity building • Conduct market driven training programmes in collaboration with Business and Industries • Expansion of activities at other provinces, districts 	TBC	

Figure 20: Key identified potential partners and possible collaboration areas (HYDROPOWER_SECTOR)

S.N	Function type	Stakeholder (Institutions/ Organizations)	Current key activities	Possible areas for partnership	Potential Nos. of beneficiaries (inclusion of women and DAGs)	Follow-up steps
1.	Demand	Investment Board Nepal (IBN) and Hydro Solutions (HS)	Investment and construction of Hydro power	<ul style="list-style-type: none"> Partnership (IBN, HS, GMR) for capacity building HR leading to employment 	TBC	
2.	Demand	Federation of Contractors Association of Nepal		<ul style="list-style-type: none"> Revive Contractor Association Training Council Business driven skills development programmes 	TBC	
3.	Demand	Youth Community of Nepali Contractors (YCNC)	developed a two-week practical orientation course for engineering graduates interested in joining its member-Construction companies	<ul style="list-style-type: none"> Flexible hands on programme, project-based learning experience 	TBC	
4.	Demand	Multi-actor Alliance: (Jagadamba cement, Sidhartha Cement and others)	Production of various type of cement In house training for fulfilment of Skills HR needs	<ul style="list-style-type: none"> Collective training, apprenticeship and job placement Co-fund for market-aligned polytechnic in Province 2 (Janakpur/Birgunj/Narayanghat) 		

Figure 21: Key identified potential partners and possible collaboration areas (LIGHT MANUFACTURING_SECTOR)

S.N	Function type	Stakeholder (Institutions/ Organizations)	Current key activities	Possible areas for partnership	Potential Nos. of beneficiaries ⁵	Follow-up steps
1.	Demand	Footwear Manufactures Association of Nepal	<ul style="list-style-type: none"> Promote the footwear manufacturing industries Raise the standard of the footwear industries 	<ul style="list-style-type: none"> Business drive skills development leading to employment Expansion of services 	TBC	
2.	Demand	Choudhary Group of Industries (CG)	Industries with various products Industry run Polytechnic Institute	<ul style="list-style-type: none"> Strengthen/expand CG's Polytechnic Institute at Nawalparasi, including by brokering CG's partnership with TATA STRIVE to augment the skills training capacity and scope of the Polytechnic. Support CG in building a quality hospitality-training center (e.g. AITM) that responds to the skill needs of CG's hotels and the larger tourism industry. Leverage and build on CG's ongoing programs aimed at supporting expansion of social businesses/SMEs, such as Unnati and Nepal Social Business Initiative, to build a stronger ecosystem for SMEs from a skills enhancement perspective, especially for women and disadvantaged group-owned businesses outside Kathmandu. 	TBC	
3.	Demand	Laxmi Group of Industries	Food manufacturing related training academy on process	<ul style="list-style-type: none"> New training model for mid-level management Training for Women, DAG Partnership with recognized national/international training institutions 	TBC	
4.	Demand	Surya Nepal, (Multi National Company)	Garment industries On the job training	<ul style="list-style-type: none"> Industry-Institute collaboration Inclusion of Women and DAG 	TBC	
5.	Demand	Golcha/ Arihant Group (Arihant Multi Fibers, Arihant Spiing, and Arihant Polipacks)	Employees about 6000 people in Biratnagar Hiring takes place through word-of-mouth and 3-6 months OJT Staff turnover	<ul style="list-style-type: none"> Co-invest for 3-6 months training 	700-800	
6.	Demand	Reliance Spinning Mills Ltd.	Largest spinning mills in Biratnagar. Manufactures polyester, Viscose, Acrylic yarn including sewing threads	<ul style="list-style-type: none"> Scale up training 500 people/month Inclusion of Women and DAG 		

⁵ Inclusion of women and DAGs

5. Next Steps

This report is dynamic and will be updated throughout the life of the project. This report will feed into and support other सीप studies. The mapping captures and categorizes stakeholders according to the skills market they are engaged in, their role within those markets, assess potential areas of collaboration and identify follow-up steps with these stakeholders. It is intended that the numbering and categorization of markets and functions will be carried over into the assessment of models and will be used to continue to absorb the new stakeholders and models emerging from the Macro-economic and Firm Surveys as well as other outputs of सीप. As such the document will continue to be updated and will help guide our engagement with these key stakeholders and the positioning of the Challenge Fund.

Specifically the skills stakeholder mapping has been developed alongside the Complete Macroeconomic Survey, Skills Firm Survey, Skills Gap Analysis by Sector and will feed into the Skills GESI analysis, Assessment of Existing Training Models, Assessment of Standards/Certifications Required for Models, Assessment of QA Models, which are interlinked. Together these will form the foundation for analysing and identifying specific market failures through the M4P Analysis of the Recommended Models, looking in more depth at the diagnosis level and future picture with “who will do?” and “who will pay?”.

After having the key identified potential partners and recommended training models, the MEL team will conduct the Impact Assessment and support prototyping of the models. Further to this new innovative model will be sent to CF for Piloting A final parallel next step will be for us to engage the Private Training Provider Network and engage them in सीप.

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Annexes

Annex I: Mapping of Government Partners

Annex II: Mapping of Donors and Development Partners

Annex III: List of skills development stakeholders – training providers including Universities, Recruitment companies, Companies/Anchor firms, Industry Associations, Financial Institutions/Banks, other entities providing wrap-around services

Annex- I: Mapping of Government Partners

SN	Name	Type of Institution/ Function	Key Activities	Sector/ Subsector	Coverage Provinces	Areas of Collaboration with श्रीप	Follow up steps
1.	Ministry of Education, Science and Technology (MoEST)	Rule function	<ul style="list-style-type: none"> Responsible for formulating educational policies and plans Managing and implementing educational policies across the country through the institutions under it. Seventy-Five District Education Offices (DEOs) and One Thousand Ninety-One Resource Centres (RCs) at local level are mainly the implementing agencies of the educational policies, plans and programmes. 	All	All	<p>Policy dialogue and sharing project implementation strategies.</p> <p>Possible partnership through TA to government to improve MOEST / CTEVT system.</p> <p>Collaboration to scale up skills development approaches tested through challenge fund.</p>	Sharing project implementation strategies
2.	Ministry of Labour, Employment and Social Security (MoLESS)	Rule function	<ul style="list-style-type: none"> Development of Pure Industrial Relationship Ending Unemployment and Development of Productive and Qualitative Employment System Child Labour Alleviation 	All	All	Policy dialogue and sharing project implementation strategies	Sharing project implementation strategies
3.	Ministry of Agriculture Livestock development	Rule function	<ul style="list-style-type: none"> Responsible for the growth and development of agriculture sector. 	Agriculture, Livestock	All	TBC	
4.	Ministry of Culture, Tourism and Civil Aviation	Rule function	<ul style="list-style-type: none"> Responsible for the growth and development of tourism sector. 	Tourism	All	TBC	
5.	Ministry of Energy, Hydropower and Irrigation (MoEHI)	Rule function	<ul style="list-style-type: none"> Responsible for the growth and development of tourism sector. 	Tourism	All	TBC	
6.	CTEVT	Rule function Supply function	<ul style="list-style-type: none"> Responsible for implementation of TVET policy Affiliation and assessment of private technical training providers Research and Development in TVET sector 	All	All	TBC	
7.	CTEVT-Accreditation Division	Core function	<ul style="list-style-type: none"> Provide Affiliation, Assess Technical Providers 	All	All	TBC	

SN	Name	Type of Institution/ Function	Key Activities	Sector/ Subsector	Coverage Provinces	Areas of Collaboration with श्रीप	Follow up steps
8.	CTEVT-Curriculum Division	Supply function	<ul style="list-style-type: none"> Curriculum Design & Development, Manual Design and Development, Provide Equivalency of technical degrees 	All	All	TBC	
9.	CTEVT-Examination Division	Rule function	<ul style="list-style-type: none"> Examination of TSLC, Diploma programmes 	All	All	TBC	
10.	CTEVT-Policy and Planning Division	Rule function	<ul style="list-style-type: none"> Planning and budget allocation 	All	All	TBC	
11.	CTEVT-Polytechnic Division	Rule function	<ul style="list-style-type: none"> Monitoring diploma programmes 	All	All	TBC	
12.	CTEVT-Research and Information Division	Supply function	<ul style="list-style-type: none"> LMI R&D in TVET sector 	All	All	TBC	
13.	CTEVT-Training Division	Rule function	<ul style="list-style-type: none"> Quality Assurance 	All	All	TBC	
14.	CTEVT-Technical Division	Rule function Supply function	<ul style="list-style-type: none"> Quality Assurance 	All	All	TBC	
15.	CTEVT-Technical Education in Community Schools Division	Supply functions	<ul style="list-style-type: none"> Affiliation for community school and assessment 	All	All	TBC	
16.	CTEVT-Eastern Region Office, Itahari, Sunsari	Rule function Supply function	<ul style="list-style-type: none"> Monitoring supervision of TLSC, Diploma and short-term courses/institution 	All	1, 2	TBC	
17.	CTEVT-Mid Region Office, Bharatpur, Chitwan	Rule function Supply function	<ul style="list-style-type: none"> Monitoring supervision of TLSC, Diploma and short-term courses/institution 	All	3,4,5	TBC	
18.	CTEVT-Western Region Office, Kohalpur, Banke	Rule function Supply function	<ul style="list-style-type: none"> Monitoring supervision of TLSC, Diploma and short-term courses/institution 	All	6,7	TBC	
19.	Training Institute for Technical Instruction (TITI)	Supply function	<ul style="list-style-type: none"> Capacity building of Trainers, Managers, Curriculum Developers, Community Development 	All	All	TBC	
20.	Department of Labour and Occupational Safety (DoLOS)	Rule function	<ul style="list-style-type: none"> Labour administration and governance Labour relation Work permits 	All	All	TBC	

SN	Name	Type of Institution/ Function	Key Activities	Sector/ Subsector	Coverage Provinces	Areas of Collaboration with श्रीप	Follow up steps
21.	Employment Service Center (ESC) - Bhadrapur	Supply function	<ul style="list-style-type: none"> LMI Employment services 	All	1 (Ilam, Jhapa, Panchthar, Taplejung Districts)	Industry-institute-job seeker linkage	
22.	Employment Service Center (ESC) - Biratnagar	Supply function	<ul style="list-style-type: none"> LMI Employment services 	All	1 (Bhojpur, Dhankuta, Morang, Sankhuwasabha, Sunsari, Tehrathum Districts)	Industry-institute-job seeker linkage	
23.	Employment Service Center (ESC) - Udayapur	Supply function	<ul style="list-style-type: none"> LMI Employment services 	All	1 (Khotang, Okhaldhunga, Saptari, Siraha, Solukhumbhu, Udayapur Districts)	Industry-institute-job seeker linkage	
24.	Employment Service Center (ESC) - Janakpur	Supply function	<ul style="list-style-type: none"> LMI Employment services 	All	2 (Dhanusha, Dolakha, Mahotari, Ramechhap, Sarlahi, Sindhuli Districts)	Industry-institute-job seeker linkage	
25.	Employment Service Center (ESC) - Kathmandu	Supply function	<ul style="list-style-type: none"> LMI Employment services 	All	3 (Kathmandu, Lalitpur, Bhaktapur, Dhading, Nuwakot, Rasuwa, Sindhupalchok, Kavre Districts)	Industry-institute-job seeker linkage	
26.	Employment Service Center (ESC) - Hetauda	Supply function	<ul style="list-style-type: none"> LMI Employment services 	All	3 (Bara, Chitwan, Makawanpur, Parsa, Rautahat districts)	Industry-institute-job seeker linkage	
27.	Employment Service Center (ESC) - Pokhara	Supply function	<ul style="list-style-type: none"> LMI Employment services 	All	4 (Gorkha, Kaski, Lamjung, Manang, Syangja, Tanahu Districts)	Industry-institute-job seeker linkage	
28.	Employment Service Center (ESC) - Butwal	Supply function	<ul style="list-style-type: none"> LMI Employment services 	All	5 (Arghakhanchi, Gulmi, Kapilbastu, Nawalparasi, Palpa, Rupandehi Districts)	Industry-institute-job seeker linkage	
29.	Employment Service Center (ESC) - Parbat	Supply function	<ul style="list-style-type: none"> LMI Employment services 	All	4 (Baglung, Mustang, Myagdi, Parbat districts)	Industry-institute-job seeker linkage	

SN	Name	Type of Institution/ Function	Key Activities	Sector/ Subsector	Coverage Provinces	Areas of Collaboration with श्रीप	Follow up steps
30.	Employment Service Center (ESC) - Dang	Supply function	<ul style="list-style-type: none"> LMI Employment services 	All	5 (Dang, Pyuthan, Rolpa, Rukum, Salyan Districts)	Industry-institute-job seeker linkage	
31.	Employment Service Center (ESC) - Jumla	Supply function	<ul style="list-style-type: none"> LMI Employment services 	All	6 (Dołpa, Humla, Jumla, Kalikot, Mugu Districts)	Industry-institute-job seeker linkage	
32.	Employment Service Center (ESC) - Nepalgunj	Supply function	<ul style="list-style-type: none"> LMI Employment services 	All	5 & 6 (Banke, Bardiya, Dailekha, Jajarkot, Surkhet)	Industry-institute-job seeker linkage	
33.	Employment Service Center (ESC) - Dhangadhi	Supply function	<ul style="list-style-type: none"> LMI Employment services 	All	7 (Achham, Bajhang, Bajura, Doti, Kailali Districts)	Industry-institute-job seeker linkage	
34.	Employment Service Center (ESC) - Mahendranagar	Supply function	<ul style="list-style-type: none"> LMI Employment services 	All	7 (Baitadi, Dadeldhura, Darchula, Kanchanpur Districts)	Industry-institute-job seeker linkage	
35.	National Tea and Coffee Development Board	Rule function	<ul style="list-style-type: none"> Responsible for tea and coffee development 	Agriculture	All	Sharing information	
36.	Nepal Tourism Board	Rule function	<ul style="list-style-type: none"> Responsible for tourism development 	Tourism	All	Sharing information	
37.	Nepal Electricity Authority	Supply function	<ul style="list-style-type: none"> Responsible for electricity generation, transmission and distribution 	Hydropower	All	Sharing information	

Annex-II Mapping of Donors and Development Partners

SN	Donor	Project	Implementing Agency	Areas of support	Target group and size	Working districts
1.	ADB	Skills Development Project (2013-2018)	CTEVT	The project's expected outcome is development of market responsive and social and gender inclusive TVET system established	Market Oriented Short-Term Training to be provided to 45,000, 10 Public institutions going through change management, Policy, institutional and operational reforms	All
2.	Embassy of Finland	Technical Assistance for Competence-Based Soft Skills Development in Schools in Nepal (TASS) (May 2016- December 2019)	MoE/DoE, CDC and NCED	Additional funding to support education main sector programme on soft skills development (phase II) in grades 1- 10	MOE, CDC, DOE/DEOs, LRCs/RCs and NCED/ETC, Schools, teachers and Students of grades 1-10	10
3.	Korea	Support to Training Institute for technical Instruction (TITI), (2018 - 2022)	KOICA	Strengthening ToT program, HRD, Comprehensive implementation of OSU training, Developing teacher's manual	TITI Instructors, TVET sector instructors	
4.	SDC	Employment Fund-Skills for Reconstruction (EF-SR), 01.01.2018-30.06.2020	Helvetas	Skills training, Door to door reconstruction support to homeowners	Mason's Training to 1'000 women and men; On-site refresher courses and capacity building for 150 women training graduates	Ramechap and Okhaldhunga
5.	SDC	Nepal Vocational Qualification System, (01. 10. 2015 to 31. 08. 2019)	MOE/CTEVT, Swisscontact	Strengthening the capacity of NSTB in regard to its performance and for its gradual transformation to NVQA in future	All youth	All
6.	SDC	Enhanced Skills for Sustainable and Reliable Employment (ENSSURE), (20.01.2016 to 31.12.2019)	MOE/CTEVT, Helvetas	Short-term to medium term skill trainings including apprenticeships, career counselling & enterprising support to unemployed, disadvantaged youth including the enhanced participation of private sectors in the TVET services & decentralization of services at local level	All youth	All

SN	Donor	Project	Implementing Agency	Areas of support	Target group and size	Working districts
7.	World Bank	Enhanced Vocational Education and Training Project (2017-2021)	MOE	(a) Strengthening TEVT regulatory activities and capacity building (CTEVT, NSTB, TITI), (b) Strengthening technical education, (c) supporting short-term training and certification of prior learning	60 TSLC/Diploma institutions, 4,500 TSLC/Diploma students, 75,000 youth, with special focus on lagging regions, poor youth, women, Dalits, other disadvantaged groups	All
8.	EU	EU- Nepal Practical Partnership for Technical Vocational Education and Training reform (TVET- PP)- 2016-2020	CTEVT for component 1; Component 2 and 3- delegation agreement with British council	1. Scaling-up the quality of the TVET provision and implementation and ensuring the reach out to the most disadvantaged; 2. Testing innovative PPP models to expand relevant TVET provision in Nepal; 3. Enhancing the coordination role of the GoN in the TVET system & improving TVET governance;	CTEVT, MoE, TVET providers and job seekers in both formal and informal sector	Component 1: Sanothimi-Bhaktapur (CTEVT premises). Components 2: Nepal nationwide, Component 3: Kathmandu
9.	UNDP	Support to Knowledge and Life Long Learning Skills (SKILLS) (2015-2019)	MoE/CTEVT/ UNDP	1. Improved policy coherence for TVET, 2. Coordinated planning and strengthening of TVET provision by means of monitoring & evaluation system	National Citizens	National Level