IFC EDUCATION

SECTOR FOOTPRINT
AND
EMPLOYABILITY ADVISORY
IFC Education Strategy – Focus Areas of Investment

**Objective:** Invest in quality education and training to strengthen human capital and enable people to prosper and be productive in rapidly changing economies

To achieve this, we will develop a portfolio-approach that incorporates:

1. **Developing Foundational Skills including those Critical for the Future of Work**
   - 1a: Create markets for private provision/solutions in Early Childhood (ECE) and Basic Education
   - 1b: Invest in solutions providers to develop critical skills for the future of work
   - 1c: Establish PPPs across all levels of education, including solutions for teacher professional development

2. **Supporting Innovative Business Models and New Technologies across All Levels of Education**
   - 2a: Digital transformation of traditional education institutions
   - 2b: Direct investments in EdTech companies, offering scalable solutions to consumers, businesses, and education institutions
   - 2c: Strengthen enabling environment and mobilize resources for the EdTech ecosystem

3. **Deeper Engagement in Tertiary Education and Expanding into Lifelong Learning**
   - 3a: Deeper engagement in TVET/Higher Ed to achieve scale, impact and improve quality
   - 3b: Invest in solutions to up-skill and re-skill the current workforce, including alternative credentials for life-long learning
   - 3c: Foster development of employability standard in EMs and promote global best practices in employability
Investments in Education by Sector and Region

Financed over **US$2.3 billion** between 2006 - June 2020

IFC Supports Higher, Basic & Other Education, and EdTech Companies with an Active Committed Portfolio of **US$663 Million***

*Includes EdTech Portfolio
Case Studies
12 Case Studies of Private Education Companies to Demonstrate Leading Practices

CCA & ASHA (Philippines)

Ser Educacional (Brazil)

Ideal Invest (Brazil)

Uniminuto (Colombia)

Byju’s (India)

Xi’an Eurasia University (China)

ADvTECH (South Africa)

Luminus (Jordan)

Tec Monterrey (Mexico)

Javeriana (Colombia)

Ashesi University (Ghana)

Coursera
IFC Vitae: employability for higher education

Helping prepare students for the job market
## Employmentability Assessment

- Benchmark employability score and scores for 5 dimensions
- Analyze relative strengths and weaknesses
- Receive bespoke recommendations for improvement
- Access IFC’s Employability Toolkit for implementation

## Customized Advisory Support

- Develop Implementation Roadmap for the Institution
- Enhance employer engagement and curriculum alignment with labor market needs
- Set up Career & Alumni services
- Align strategy and governance, develop KPIs to track employability outcomes

## Promotion of Best Practices

- IFC employability portal [www.vitaeready.org](http://www.vitaeready.org) disseminates knowledge and tracks global trends
- How-to webinars and advice to share experiences within IFC’s education network
- Country events to promote employability and digital skills agenda

### EVOLUTION OF VITAE

<table>
<thead>
<tr>
<th>Year</th>
<th>Description</th>
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<tbody>
<tr>
<td>2019</td>
<td>Employability Assessment</td>
</tr>
<tr>
<td>2020</td>
<td>Customized Advisory Support</td>
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<tr>
<td>2021</td>
<td>Promotion of Best Practices</td>
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A blueprint of the institution and how it supports students to transition to employment
Based on IFC’s knowledge of practices from work with >100 institutions worldwide
Data-driven methodology to provide a benchmark and identify specific strengths and weaknesses
Learning tool to analyze the processes in place for employability, and provide actionable recommendations
Results are confidential to the client

**EMPLOYABILITY ASSESSMENT: A SURVEY BASED DIAGNOSTIC**

1. **Online data collection**
   - Institutional Self-Assessment
   - Student Survey
   - Alumni Survey

2. **Stakeholder interviews**
   - Structured Interviews with Faculty & Management
   - Stakeholder Focus Groups
   - Employer Interviews

3. **Management debrief & report**
   - EMPLOYABILITY REPORT
     - Benchmark employability score
     - Diagnostic of practices and processes
     - Strengths and weaknesses analysis
     - Bespoke recommendations
### Sample of questions

**Strategy for Employability**
- Who from the leadership team is responsible for career development at the institution?

**Career Services**
- Does the institution publish information on career options, graduation and employment rates?

**Employer Engagement**
- What is the process by which course content is aligned with industry and labor market needs?

**Relevance of Learning**
- What is the percentage of faculty who are industry practitioners?

**Output and Outcome Measures**
- What percent of alumni have registered their details with the alumni registration system?
- What percent of graduates gain full-time employment within 6 months of graduation?
Access global good practices in employability

Reflect on strengths and weaknesses, create a common language on employability, and identify roadmap for significant improvement

Strengthen linkages with employers to improve curriculum relevance to labor market

Link alumni to employability services and lifelong learning

Leverage placement track record to enhance brand and reputation

“The IFC employment assessment has brought light into many areas we had not fully reflected upon.”

“You changed the conversation…”

“We had a great experience...it was fruitful, and we learned new things throughout the process.”

“The recommendations on alumni relations have redirected leadership’s thinking…”
CASE STUDY: GHANA TECHNICAL UNIVERSITIES (2019 – to date)

**BACKGROUND**

Ghana selected as a public sector pilot for the Employability Tool:
- Youth employment part of IFC Ghana Strategy FY19-23 and Ghana CPSD
- Regulator requested support as part of transformation of polytechnics into technical universities, with a focus on applying technology to various fields to re-orient technical and vocational training in support of economic development
- IFC assessed the student employability processes at all 10 technical universities with a student population of 60,000+

**INTERVENTION**

- Assessed how the TUs are set up to promote student employability relative to good practices and the regulator framework
- Individual report prepared for each TU post assessment
- Sector-level report for GTEC to examine the regulatory framework in light of cumulative assessment findings

**Key findings:**
- Lack of performance indicator for student employability and lack of data collection at sector and institution level
- Regulator mandate is not closely aligned with labor market needs/realities, limited industry feedback into TU curriculum further limits currency and relevance
- Career services provision and alumni engagement is limited
- Untapped opportunities to differentiate TUs from traditional universities and compete for different student market

**TARGETS AND RESULTS TO DATE**

- For universities: improved capacity to implement current regulator mandate and to go beyond mandate to support students
- For regulator: provide a baseline to monitor TU results over time and provide recommendations to improve framework
- Initial M&E in March 2021: 4/10 TUs have independently improved career services provision based on IFC recommendations at assessment stage
- IFC next steps: in-depth support to 5 TUs to improve processes for industry input into curriculum and set up employability KPI framework
CASE STUDY: BADR UNIVERSITY (2020 - to date)

BACKGROUND

• Private university in Egypt established in 2012.
• Owned and operated by CIRA, the largest integrated educational services provider in Egypt.
• One of the fastest-growing universities in Egypt that caters to middle-income households by providing quality education at an affordable price.
• The University has 14 faculties and 11,000 students.

INTERVENTION

Assessment May - July 2020
• assessed institutional practices in employability to establish baselines and benchmark the University against best practices
• identified good practices in place, detected key shortcomings, and submitted an assessment report with priority remedial actions

Implementation support January - June 2021 [Ongoing]
• provide support to the University with training and capacity building to the University’s staff across three strategic recommendations to set up and/or improve:
  - Career services
  - Institutional research and employability data
  - International partnerships for employability

TARGETS AND RESULTS TO DATE

• Improve institutional structures that support employability at the University to enhance institutional performance
• Provide improved employability services to 11,000 students