



german cooperation

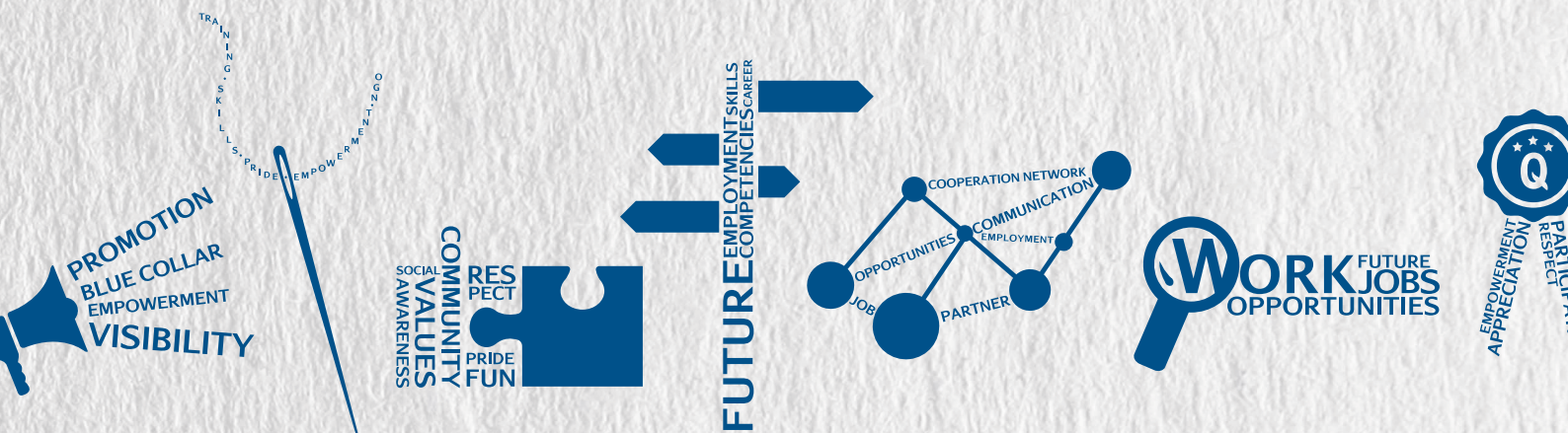
DEUTSCHE ZUSAMMENARBEIT

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# 8.1 EXAMPLE OF A COMMUNICATION STRATEGY





## Communication Strategy GIZ TVET/LM Programme



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# YOUR WAY TO A BETTER FUTURE!

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# Communication Strategy GIZ TVET/LM Programme



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# Communication Strategy GIZ TVET/LM Programme



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## 0. Objective of the Communication Strategy

**Key Issue: How do we tackle the image problem of the national TVET and LM Programme?**

In order to guarantee a successful positioning of the TVET and LM Programme in the public and among all partners and stakeholders a communication strategy that contains several instruments and measures will be implemented throughout the next two years. This demands a special focus on rolling planning to ensure a planning that is always up to date and adjusted to changes of the environment.

The objective of this communication strategy is to strengthen the public image of the TVET and LM programme among current and potential partners and the public. According to the manifold fields of activities a coherent and clear public profile and image of the entire programme and all its components/core processes needs to be communicated to the public and all partners and stakeholders. Therefore, a communication strategy is essential that defines the objectives and goals of the programme and which communication measures make them visible.

The communication strategy defines:

- Objectives of the communication activities respective to the programme
- Target groups
- Themes and messages
- Instruments and measures

Furthermore it specifies the responsibilities, the time frame and budget and can therefore serve as guideline in terms of communication activities of an individual programme.

## 1. Current Status

GIZ has been active in the Palestinian Territories since the 1980s. GIZ supports institutions at all levels and uses virtually the full range of its instruments: short and long-term national and international advisors at central government level as well as development advisors and CIM returning experts that provide services to local partner organisations.

GIZ implements projects on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) in the priority areas of water distribution and sanitation, sustainable economic development and labour market, good governance and support for civil society. The Open Regional Fund for the MENA region initiates Ramallah, March 2014



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cross-border cooperation, helping to secure peace in the region whereas the Regional Social and Cultural Fund supports the population of Gaza and the Palestinian refugees in the Middle East to better cope with the ongoing conflict situation.

GIZ also works on behalf of the German Federal Foreign Office (AA) on a project to develop a digital register of births, deaths and marriages; in the area of peace, security and reconstruction we are involved in strengthening police structures and implement the Future for Palestine project.

GIZ currently employs 113 staff members in its offices in Ramallah and in Gaza, including 19 seconded staff (AMA), 3 CIM integrated experts, 13 development advisors, 5 peace experts and 73 national personnel.

### The TVET and LM Programme

The Programme to Promote Vocational Training and the Labour Market in the Palestinian Territories is commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ). The lead executing agencies are the Palestinian Ministry of Education, the Palestinian Ministry of Higher Education, and the Palestinian Ministry of Labour. The current phase started in 2011 and will finish in 2015 (previous phases ran from 2004-2008 and from 2008-2011).

The objective of the programme is as follows:

An integrated vocational training and labour market strategy as part of the Palestinian Reform and Development Plan is implemented. Young workers have the necessary skills to find employment, maintain their employability and remain active in the labour market, thereby making the Palestinian economy more competitive.

The programme is promoting integrated approaches to improve vocational training, employment and the labour market. The vocational training strategy is helping to develop, establish and put in place all the vital structures and standards required to ensure that vocational training is relevant to the labour market. New curricula and training courses as well as modern teaching methods are leading to improved technical, social and personal skills. The resulting qualifications are transparent, geared to the requirements of the labour market, and comparable to other national and international qualifications.

In particular, the labour market strategy is helping young people find employment by matching supply to labour market needs. Using an integrated approach, the programme is supporting those institutions that offer vocational training and labour market services, and is working with various stakeholders in the vocational training sector throughout the Palestinian territories.

The programme is also receiving additional support from financial cooperation with the European Union and the Swiss Agency for Development and Cooperation (SDC).

### Components and Core Processes

- TVET Education:
  - Upgrading TVET institutions
  - Establishment of Center of Competences

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- Local Employment and TVET Councils (LET Councils), Career Centers
- Strategy Development: Palestinian Occupation Classification (POC), National Qualification Frame (NQF), Human Resource Development (HRD), Curriculum Development and NEA
- Labour Market: One Stop Shop (OSS), Labour Market Information System (LMIS)

## 1.1 Active Communication Instruments and Measurements of the Programme

All measures and activities in terms of communication and PR were carried out by one colleague. This colleague fulfilled these tasks in addition to her regular job duties. A communication strategy has not been developed and implemented so far. Separate communication activities were arranged and organized mostly accompanying projects and activities of the individual components, such as official events and press releases. The efforts in this regard approached mainly local media.

### Current existing Communication Measures

Instrument	Description	Target Group	Responsible	Time
<b>External Communication</b>				
Fact Sheets	Overview of programme objective and its components	Current and potential partners, interested public	Heads of components	Status: 2011
Website	Bilingual website (Arabic/English) Overview of programme objective and its components/projects News, presentation of partners	Current and potential Partners, TVET Institutions, Public, Private Sector	Zubeidy, MoL, MoE, MoHE	ongoing
Newsletter	Bilingual (Arabic/English) News, status up date of current activities, student section, personnel, events, quick facts	International and national partners	Maha	bimonthly
Events	Opening ceremonies, MoU, National Employment Week	Current and potential partners, interested public, media	Maha	As required
Press releases	Bilingual (Arabic/English) In coordination with the components	Local Media (Print, TV, Radio, Online)	Maha	As required
TVET Calendar	Yearly new design,	Potential and	Maha	yearly

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	reflecting TVET topics	current partners		
PR Material	Posters, Roll ups, Banner, Notepads	Potential and current partners, public	Maha	ongoing
Powerpoint Presentation	Introduction and description of programme objectives and components	Potential partners, cooperation partners, media	Heads of components	Upon request
Social Media	- Facebook page "National Employment Week" - 8000 likes - regular updates, news	Public, partners, media	Zubeidy	Accompanying measure during project phase
<b>Internal Communication</b>				
Management Team Meetings	Meeting of heads of components, exchange	team	AV	Biweekly (Mondays)
Teambreakfast	Teambuilding, exchange	team	AV	irregular
Server	Files (PR material, templates, photos)	team	Maha	ongoing

## 2. Communication Strategy 2014/2015

### 2.1 Objectives

**Question: What do we want to achieve with communication instruments and measures?**

The overarching objective of communication measures for the TVET and LM Programme in the PT is to establish an umbrella brand of the TVET and LM programme in the PT that transfers a clear and coherent image of the programme to the public and all partners on a national and international level. The TVET and LM Programme is perceived as leading national provider of all kind of services in terms of educational and vocational training as well as labour market services.

With its communication and PR activities the programme contributes towards publicizing its range of services and skills. Various stakeholders, potential partners and the interested public in TVET and LM themes are informed on a regular basis about current projects, activities and services in the best possible way. The communication between the programme and its partners and the public is fostered in order to achieve synergies, commitment, and engagement and implement resources efficiently.

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In parallel to the establishment of an overall umbrella brand, the objectives and target groups of the individual components and projects need to be defined according to their individual needs and objectives; they should therefore be formulated within each project. Institutions and persons that may benefit from the projects should be given the opportunity to familiarize and identify themselves with the content and the overall objectives. This shall enable them to build up ownership and commitment with the project and firm as ambassadors and multipliers.

In addition, internal communication is driven actively to support the activities of the programme within GIZ in general and to highlight the several activities beyond the PT. It aims to inform the personnel with the programme's projects and activities.

## 2.2 Target achievements

- Public awareness in regard to the importance and value of TVET is raised. The public perceives TVET in a positive way.
- Public awareness for employment instruments is raised. Employers and youth make increasingly use of offered labour market instruments with special emphasis on integration of gender, encouraging female enrolment.
- The cooperation between TVET & LM is improved. The linkages between TVET and the private sector with regard to the quality and labour market relevance of TVET are strengthened, as an outcome creating additional opportunities for internships, apprenticeships and employment.
- Relevant target groups are informed about the establishment of frameworks and instruments of both strategies.
- "TVET and LM" are established as an umbrella brand. The contributions of SDC and EU are better visible.

## 2.3 Impact/Results

- Public/partners are informed about TVET services, approach, aims and professional profiles
- Benefits of TVET education are visible
- Additional internships, apprenticeships and employment opportunities are created
- Parents and Students consider TVET education as first choice equal to university degree.
- Trained PR staff in ministries and among partners that promotes their services

## 2.4 Current and Potential Target Groups

**Question: To whom do we want to deliver our message? Who do we want to target? Who do we aim at?**

The target groups of the communication activities are broad-based and suited according to the components objectives.

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### Clients and commissioning parties

- EU
- Swiss Development Cooperation

### Partners on the governmental level

- Ministry of Labour (MoL)
- Ministry of Education (MoE)
- Ministry of Higher Education (MoHEH)
- Universities (BZU, An Najah, Bethlehem University)

### Partners of the private sector

- Chambers of Commerce
- Business Associations
- Companies/Entrepreneurs

### TVET Institutions

- Colleges
- Vocational Training Centers (VTCs)
- Schools

### General Public and Multipliers

- Parents
- Students
- Teachers, Trainers
- Employees/workers
- Interested public (national, international, non-governmental)

### Media

- National Media (Radio, Print, TV, Online), such as Al Quds Newspaper, Filistin Al Shebab, This Week in Palestine
- International Media, such as German newspaper, DW
- GIZ internal (intranet, facebook, publications)

### GIZ Personnel

- Employees in the country
- HQ in Eschborn/Bonn
- Employees in partner countries
- Business Units

## 2.5 Core Messages and Themes

**Question: What message do we want to deliver to the different target groups?**



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### General public and multipliers (i.e. youth/parents)

#### Core Message

**A TVET education is a good choice for me/my child in terms of education/job opportunities/income perspectives.**

- TVET is attractive and a full equivalent alternative to academic education and not a “second choice”!
- It offers not only educational and career progress but also personal development.
- It provides employment opportunities with regard to good income perspectives.

### TVET Institutions

#### Core Message

**Education is the key to a satisfying career for many people, and is essential in giving Palestine a well-qualified workforce.**

- Education plays an important role in preparing the students for the right choice of employment, career and future life. The process of personal development, leading to the choice of the future career, begins very early in life. It should be supported by relevant teaching and learning processes, as well career education and career counselling.
- TVET institutions need to work hand-in-hand with the private sector to stay always up-to-date on labour market demands and be able to provide the right competences for employment, career and life.

### Private Sector (Employers, Companies)

#### Core Message

**The services of TVET and LM provides my company with a skilled and educated work force and therefore ensures an economic prosperity to my business.**

- Availability of skilled and qualified labor.
- Participation of the private sector in TVET is vital for enterprises. Establishing and using joint platforms, offering internships and apprenticeships, and using employment services provide the best ways to receive employees with the right qualifications and to ensure efficiency and profitability of the companies.
- As an employer I use my range of influence and possibilities of cooperation with the TVET institutions as best as possible in order to get skilled and qualified employees that are able to fulfill the work I need!

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### Ministries and Governmental Institutions (MoL, MoEHE, MoWA)

#### Message

**TVET and LM services/activities are vital to the competitiveness of the Palestinian economy and are a valid contribution to its economic welfare.**

- Achieve economic and social development.
- Sustainable economic development.
- We need skilled and qualified specialists for the Palestinian labour market in order to make the Palestinian economy more competitive.

### 3. Instruments and Measures

#### 3.1 Overview of Communication Instruments

**Question: What has to be achieved until when? What resources are available? What resources (personnel/time/budget) do we need to allocate?**

**Continuously used instruments to ensure an informed public and to spread our messages of external and internal communication:**

- **Media relations** are aimed at representatives of print/radio/TV and online media. It is important to establish new contacts as well as to maintain relations with existing contacts. Due to its prevalence, the radio and internet (via smart phones) are the instruments in the PT most suited to reach large segments of the population, especially among the youth.
- **Press releases:** Should be published when topics might generate great media interest and when it is needed to disseminate clear messages that are of public relevance. They should accompany events, press conferences and projects milestones.
- **Exclusive interviews:** With high-ranking, important partners and TVET heads of components offered to local media.
- **Media Trips:** Field visits for local (and German) journalists to inform them about current activities and achievements.
- **Media Training:** For employees at partner institutions in order to train them in dealing with the media, establishing media contacts, formulating one's own key message in a precise and comprehensible manner.
- **GIZ Website:** Convey an overview of the work of the programme done locally to GIZ staff via GIZ homepage.

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- **Programme Website:** Offers information and overview of programme services and activities. Not a subject of GIZ corporate design, but GIZ should be presented within its CI regulations though. The responsibility lies with the respective colleagues and partners in the ministries. The responsible communication advisor in the local GIZ office provides consultancy and support on the maintenance of the TVET website.
- **Newsletter:** Electronic newsletter that can be subscribed on the programme website. It is suited to the target groups by offering different formats aiming at different readers (students, employers, ministries, donors).
- **Social Media:** The use of social media (FB, YouTube) reaches out to youth and the interested public in general.
- **Print and PR material:** The fact sheet folder offers information about the different components of the programme and provides an overview of the programme's purpose, its instruments, services and achievements. For all PR material quality and CI standards are vital.
- **Photos, videos:** Image material in high resolution is required for PR material as well as for the website and marketing purposes. A basic supply of photos of each project that shows the current status should be available. The photos must be done professionally and be accessible to all staff members and counterparts. Photos for print purposes must be available as high-resolution tiff-files and for the internet in high jpeg-quality. Short films are produced regularly because visual statements are easier to spread. They can be included in webpages and used for presentations. The short films should be produced by the students who are enrolled in media and film training at the TVET institutions. The copyright of all photos and films should be reserved to GIZ. This must be noted in a written notice.
- **Events:** Design events when the definite target group is identified and clear messages can be formulated. The success is determined by quality of content (occasion), organization and facilitators. Planning and running should be done by PR officers, while content should be provided by responsible persons of the project.
- **Campaigns:** Link topics that are of interest for many people to campaigns with thematic relevance. The aim should always be to associate related topics in order to reach as many people as possible. Close coordination with the ministries and other partners is strongly recommended. In such way, public awareness campaigns of the partners that were as such not meant to aim at TVET/LM topics can be utilized to present achievements and activities of the programme.
- **Internal GIZ Instruments:** Intranet, Brown Bag Lunch, Spotlight of the Year, Facebook page

### 3.2 Communication Measures 2014/2015

Instruments and measures	Time frame	Resources
<b>Online Media</b>		
TVET Website (Focus should be on description of achievement not only)	Regular updates	PR officers at ministries, communication advisor with

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result/output. Regular updates. News. Involvement of partners)		contribution of whole team and partners
TVET/LM Newsletter	Bimonthly (6x/year)	Communication advisor with contribution of team and partners
GIZ Intranet (News, achievements), GIZ Facebook	According to occasions	Communication advisor
Websites MoL, MoE, MoHEH	Regular updates	PR officers at ministries
Local Websites (links)	Regular updates	Partners and communication advisor
Social Media (FB, Youtube)	Regular updates	Communication advisor with contribution of team and partners
<b>Print Material</b>		
TVET/LM Fact Sheets (last update: 2011. Photos and keywords!)	Needs to be updated (incl. new design) until end of May 2014	Communication advisor with contribution of team and partners
TVET/LM Calendar	yearly	Tine
GIZ Country Brochure (last update: 2011)	2014	Communication advisor with contribution of team
Brochures/leaflets/banners (GIZ, partners)	As necessary	Partners, GIZ TVET team
<b>Press Print (national/international)</b>		
GIZ publications (Wir, Akzente)		Communication advisor in close coordination with GIZ HQ
National newspapers/magazines (Al Quds daily newspaper, Al Ayyam daily newspaper, Falastin Alshebab monthly magazine, This Week in Palestine monthly magazine)	Press releases regard. Events/MoU etc.	Communication advisor with contribution of team and partners
News Agencies (Ma'an, WAFA, Palestine News Network)	Press releases	Communication advisor with contribution of team and partners
Press releases (project achievements, milestones, events)	As necessary (events, milestones)	Communication advisor with contribution of team and partners
Offer of interviews with partners to media	As necessary	
<b>Radio</b>		
PBC		
<b>TV</b>		
PBC/Palestine TV, Al Quds Educational TV		
<b>Media Network</b>		
Media Database	Regular update	Communications advisor
Greeting Cards (Eid, Christmas)		Communications advisor

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<b>Events</b>		
Press conferences	As necessary	
Field trips for journalists	yearly	
Open days (Panels/Exhibitions/Film Screenings/Lectures by TVET/LM colleagues/workshops/taster courses)	Pilot	Communication advisor with contribution of team and partners
Official Events (accompanying project steps, such as opening ceremonies, MoU etc.)	As necessary	Communication advisor with contribution of team and partners
National Employment Week	yearly	Zubeidy. Communication advisor with contribution of team and partners
GIZ Events (Brown Bag Lunch etc.)		
Guest speaker at Panels, symposiums on TVET/LM topics		Communication advisor with contribution of team and partners
Participation in career days etc.		Communication advisor with contribution of team and partners
<b>Further Instruments</b>		
<b>“TVET/LM Lab”</b> <ul style="list-style-type: none"> <li>• Aesthetic/ethics of work</li> <li>• Description of job profiles</li> <li>• Exemplary loop to illustrate TVET education process/job profiles</li> <li>• Ambassadors/multipliers in each TVET institution (students deliver their message)</li> <li>• Open Days</li> </ul>	Pilot 2014	Communication advisor with contribution of team and partners
Short Films (job profiles)		Communication advisor with contribution of team and partners
Exhibitions (Photo, installation, drawings. Should be always produced by students and output/material always related to their education/training/jo)		Communication advisor with contribution of team and partners
Media training (capacity building for counterparts in partner institutions. CIM Fachkraft and DW).		Communication advisor with support of consultant
Power Point Presentations	As necessary	
“TVET/LM Style” (Corporate	According to schedule/planning	Communication advisor

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Design/office and each workshop/event should reflect the TVET activities and projects: photos, banners, posters, messages/quotes/catering by cooking students)		
Internal: Management Team Meetings, joint breakfast/lunch (to discuss, exchange ideas), team building trip, team workshop (promotes exchange between team members)		Team
<b>Special Events 2014/2015</b>		
Labour Day 2014: 1 May		
GIZ Events 2014: and national events (summer camps etc)		Communication Advisor in close coordination with HQ

### 3.3 “TVET/LM Lab” (pilot in selected TVET institutions in one Governorate)

#### Results

- Job profiles are described and understood.
- Commitment and ownership are created among partners and students.
- Students firm as ambassadors/multipliers. → Current students who act as a link between the TVET institution/TVET and the outside community. They use their own experiences to give people interested in TVET an idea of what it is like to be a TVET student.

- Topics
  - Aesthetic/ethics of work
  - Description of job profiles
- Instruments
  - Open Days
  - Pilot: two weeks workshop in a single TVET institution (Hijam Hijawi College, Nablus)
  - Exemplary loop to illustrate TVET education process/job profiles (e.g. film, comic) produced by students
  - “Installment” of ambassadors/multipliers in each TVET institution (students deliver their message!)

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- Open Days (incl. e.g.: panel discussions with students, teachers, TVET experts; exhibitions presenting outputs of students training; taster courses for interested school students, themed guided tour by students for potential students)
- Formats: Theatre groups, Story Tellers (arab context!)
- Development of new media formats to attract potential students and partners (app?)

### 4. Time Frame: 2014 – 2015

This strategy paper includes not only a short term but also a mid-term strategy outline of communication activities for the TVET/LM programme including the GIZ team as well as all partners. It will be adjusted and revised at regular intervals. Some measures are continuous, such e.g. maintaining the website, newsletter, updating print material etc., others are aimed specifically at events and project milestones and achievements.

#### 4.1 Measures 2014

- Modification Newsletter
- Update Website
- Fact Sheet Folder update
- Build up media database
- March/April: Lab Start/Pilot two weeks workshop
- TVET Style (Workshops, events, institutions)

#### 4.2 Measures 2015

##### Resources: Personnel

- For all internal and external communication activities (consultancy, capacity building, implementation) a seconded advisor is available in the local GIZ office.
- PR officers/counterparts in partner institutions (MoEHE, MoL, FoCC etc)
- Local consultants will be contracted for selected activities (website, newsletter etc.)
- The input/contribution by the team/partners/target groups are needed in order to inject all PR measures with life.
- Local agencies (web, graphic design, and film) will be contracted.
- Selected projects will be run in close cooperation with partner institutions and their students (exhibitions, open doors, film).

### 5. Ensuring Success - Monitoring and Evaluation

#### 5.1 Instruments

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The effectiveness and perception of the programme should be measured regularly and in several ways in order to define how the perception has changed and to assess the effect of all communication measures. And also to define to what degree communication leads to changes in making use of TVET/LM services.

- Questionnaires
- Online survey on the website
- Hit rates (website, fb)
- Subscriptions (newsletter)
- Media Coverage/press clippings
- Direct Interviews with partners and stakeholders
- Feedback Flashlights (via Website, Facebook)
- All measures should be inserted and reflected in the TVET/LM M&E system

## 5.2 Roles and Responsibilities

Tine Mikliss	Communications Advisor, GIZ, PT
International and local consultants	Planning and support of new activities
TVET/LM GIZ Team	Content contribution
Counterparts Partners	Implementation on governmental/private sector level
Student Ambassadors	Implementation on institutional level

## Appendix: Overview of objectives, target groups, messages, and instruments

Objectives	Target Groups	Messages	Instruments
<ul style="list-style-type: none"> <li>➤ Public Image TVET/LM is strengthened</li> <li>➤ Umbrella brand established</li> </ul>	<ul style="list-style-type: none"> <li>➤ Partners, stakeholders</li> <li>➤ Parents, students</li> <li>➤ Interested public</li> <li>➤ Media</li> <li>➤ Multipliers</li> </ul>	A TVET education is a good choice for my child/for me in terms of job opportunities and income perspectives	Classic PR measures print/TV/radio (press releases, interviews, media coverage)
<ul style="list-style-type: none"> <li>➤ Services on a national level are positioned</li> <li>➤ Synergies are created</li> <li>➤ Efficient use of resources</li> </ul>	<ul style="list-style-type: none"> <li>➤ Active and potential cooperation partners</li> <li>➤ Governmental, non-governmental, private sector level</li> </ul>	TVET/LM services are vital to the competitiveness of the Palestinian economy	Network (media database, partner websites, cooperation, joint events/campaigns)
<ul style="list-style-type: none"> <li>➤ Information about TVET/LM services are provided</li> <li>➤ Visibility increased</li> </ul>	<ul style="list-style-type: none"> <li>➤ Youth</li> <li>➤ Active and potential Partners (national, international)</li> <li>➤ General Public</li> </ul>	TVET and LM services create career and employment opportunities with regard to good	Online PR (website, newsletter, social media)


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	➤ National and international media	income perspectives	
<ul style="list-style-type: none"> <li>➤ Information provided about services and activities of programme</li> <li>➤ Visibility increased</li> </ul>	<ul style="list-style-type: none"> <li>➤ Partners, stakeholders</li> <li>➤ Parents, students</li> <li>➤ Interested public</li> <li>➤ Multipliers</li> </ul>	TVET and LM services are attractive, a full equivalent to an academic education and vital to the competitiveness of the Palestinian economy	<p>PR material (calendar, fact sheets, brochures, give aways)</p> <p>Events (Panels, presentations, career days, open days, exhibitions etc)</p>
<ul style="list-style-type: none"> <li>➤ Information about TVET/LM services are provided</li> <li>➤ Visibility increased</li> <li>➤ Public Image TVET/LM is strengthened</li> <li>➤ Awareness about TVET education is increased</li> </ul>	<ul style="list-style-type: none"> <li>➤ Partners, stakeholders</li> <li>➤ Parents, students</li> <li>➤ Interested public</li> <li>➤ Multipliers</li> </ul>	TVET education is attractive, a full equivalent to an academic education	Lab (Pilot): Open Days, exhibitions, films, panels, tours
<ul style="list-style-type: none"> <li>➤ Knowledge/information exchange took place</li> <li>➤ Visibility of TVET/LM programme increased amongst GIZ staff</li> </ul>	<ul style="list-style-type: none"> <li>➤ GIZ employees in partner countries and Germany</li> </ul>		GIZ Intranet/publications, events, Brown Bag Lunch
<ul style="list-style-type: none"> <li>➤ Capacities/skills in terms of communication and PR skills are improved</li> </ul>	<ul style="list-style-type: none"> <li>➤ PR officers in partner institutions (ministries, chambers, schools)</li> </ul>	We are aware of the benefits of TVET/LM services and glad to contribute to their successful implementation!	Media Training
<ul style="list-style-type: none"> <li>➤ Platform for knowledge/information exchange provided</li> <li>➤ Communication amongst staff members improved</li> </ul>	<ul style="list-style-type: none"> <li>➤ TVET/LM team</li> </ul>	<p>We are the best!</p> 	Team building activities (staff workshops, meetings, trips, breakfast)