



Contents

ABOUT GEMS	01
OUR MISSION	02
OUR BOARD	03
ABOUT CITY & GUILDS	04
ELEVATING SKILLS & TRANSFORMING LIVES	06
GLOBAL FOOTPRINT	08
GLOBAL SKILLS DEVELOPMENT	10
OUR SERVICES	13
SHAPING WORLD-CLASS EDUCATION SYSTEMS	14
CASE STUDIES	16
OUR PEOPLE	24
QUALITY ASSURANCE STANDARDS	26
LOOKING TO THE FUTURE	27
WORK WITH CITY & GUILDS	28

ABOUT GEMS

GEMS Pathway Pakistan, a proud subsidiary of GEMS Middle East Holding UAE, is dedicated to transforming education in Pakistan by partnering with government ministries, universities, colleges, and schools. Our mission is to enable our clients to enhance learning outcomes, develop essential skills, and enrich the lives of children and young people.

We have formed valuable partnerships with hundreds of educational institutions and have supported the professional development of thousands of teachers. This commitment has resulted in the improvement of education for millions of children across the nation. Our extensive experience in designing and implementing large, technically complex education projects sets us apart, offering proven and practical expertise in delivering education services across diverse contexts.

Through innovative solutions and a relentless pursuit of excellence, GEMS Pathway Pakistan strives to build a brighter future for the next generation.



OUR MISSION

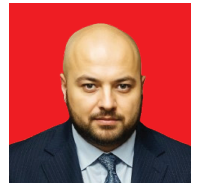
At GEMS, our mission is to ensure that all students have the opportunity to improve their lives through access to high quality education. We achieve this by providing governments and clients with access to the best expertise available and by actively managing our programs and projects. This ensures that governments, schools, and teachers have the tools needed to improve learning outcomes and build better futures.



OUR BOARD

Dr Amir Saadati

Executive Director GEMS Middle East Holding



Rt Honorable Lord Paul Boateng

Member of United Kingdom House of Lords



His Excellency Dr Yasseen Abbas

Cardiac Surgeon & President of Iraq Red Crescent



Dr Kodo Aziz

Cardiac Surgeon & Co-Founder British International University



Professor Richard Grose

Dean for Global Engagement, Faculty of Medicine & Dentistry, Queen Mary University of London



Dr Tony Degazon

Regional Manager City & Guilds



Tabish Habib Fareedi

Country Manager GEMS Pathway Pakistan



Hussain Ajabshah

Quality Assurance Head GEMS Pathway Pakistan



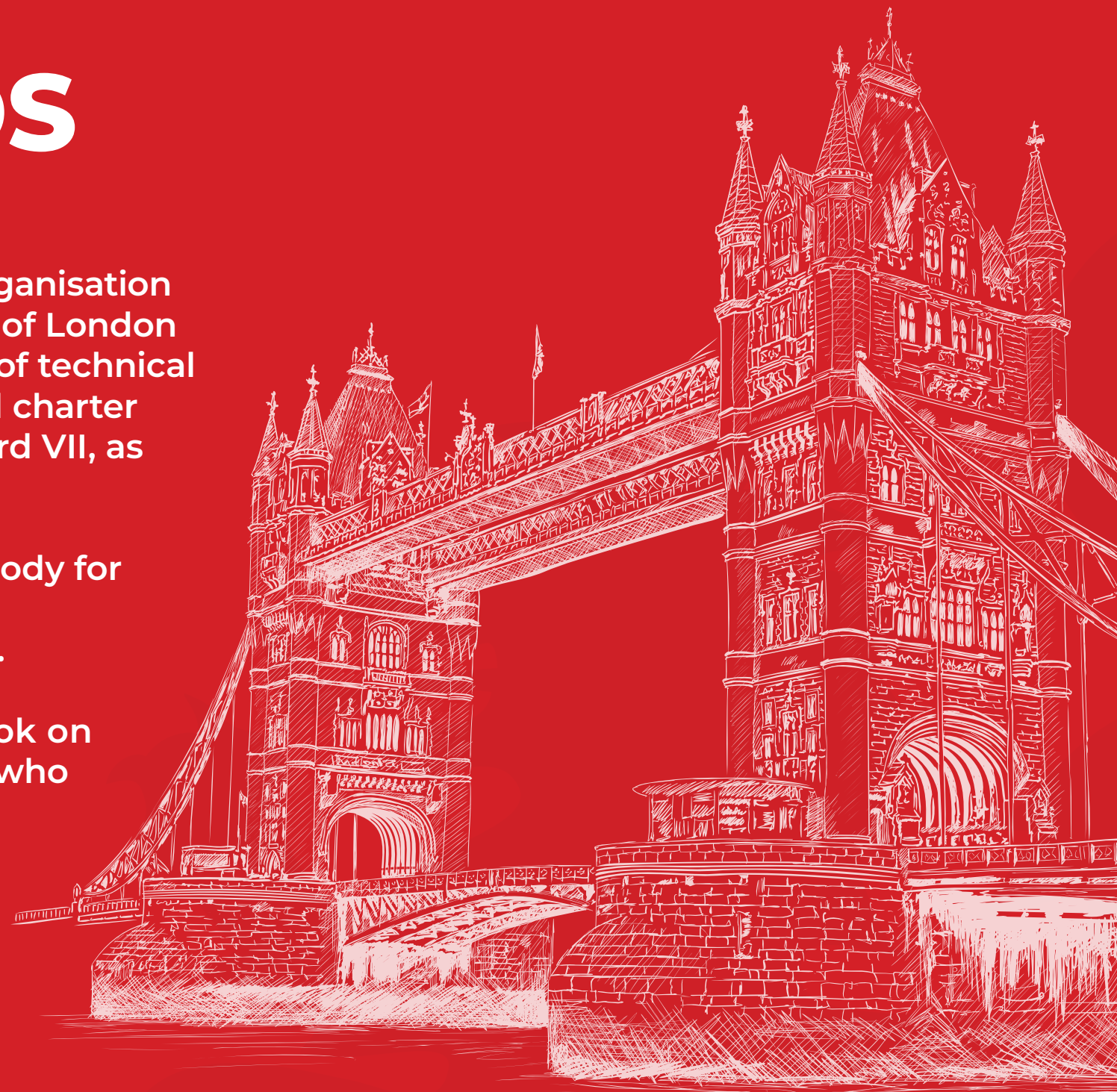
ABOUT CITY & GUILDS

The City and Guilds of London Institute is a renowned educational organisation in the United Kingdom. Established on 11 November 1878 by the City of London and 16 livery companies, it was created to develop a national system of technical education. Since 1900, the institute has been operating under a royal charter granted by Queen Victoria, with the Prince of Wales, later King Edward VII, as its first president.

The institute is also a registered charity and serves as the awarding body for City & Guilds and ILM qualifications. It offers numerous accredited qualifications mapped onto the Regulated Qualifications Framework.

The current president of the institute is the Princess Royal, who took on this role in June 2011, following her father, the Duke of Edinburgh, who served for nearly 60 years. The Chair of Council is Dame Ann Limb, a member of WorldSkills UK's Skills Taskforce for Global Britain, who assumed office in 2021.

City & Guilds is composed of several businesses, including ILM, Kineo, The Oxford Group, Digitalme, and Gen2, all contributing to its mission of advancing education and professional skills.



ELEVATING SKILLS & TRANSFORMING LIVES

PRESENCE
IN MORE THAN
80
COUNTRIES

OVER
10,000
TRAINING
CENTRES
WORLDWIDE

**SKILL &
JOBS**
THE CITY & GUILDS
GROUP CONNECTS SKILLS
TO JOBS SO PEOPLE &
ORGANISATIONS CAN
PROGRESS

**20
MILLION**
QUALIFIED
SINCE 2000

OVER
15,000
MEDALS
AWARDED

26
DIFFERENT
INDUSTRIES

£11.2BN
CITY & GUILDS COURSES
IN THE UK HAVE
CONTRIBUTED
APPROXIMATELY
£11.2BN TO SOCIETY.

70%
OF GRADUATES
SECURE
EMPLOYMENT

GLOBAL FOOTPRINT

We work with various governments & businesses worldwide, supporting them to improve skills education and training.

Regions:

- The Americas & Caribbean
- Europe
- Middle East
- Africa
- South Asia
- South East Asia



Across the City & Guilds Group and our partners, we have access to a range of professionals/experts to support technical and vocational education development projects.

**COUNTRIES MUST INVEST IN THE
DEVELOPMENT OF THEIR WORKFORCE
IF THEY ARE TO SUCCESSFULLY
COMPETE IN THE GLOBAL ECONOMY.**

WE KNOW THAT MANY COUNTRIES
AROUND THE WORLD ARE INVESTING
IN VOCATIONAL EDUCATION TO BOOST
NATIONAL PRODUCTIVITY, ADDRESS
YOUTH UNEMPLOYMENT AND
INCREASE THE NUMBER OF WOMEN IN
EMPLOYMENT. IT IS NO COINCIDENCE
THAT GOVERNMENTS AND LARGE
ORGANISATIONS ARE INCREASINGLY
APPROACHING US TO SUPPORT THEIR
EDUCATIONAL REFORMS



OUR SERVICES



RESEARCH, LABOUR MARKET INTELLIGENCE & SKILLS GAP ANALYSIS

An in-depth understanding of the local labour market is vital for the successful development of a national education system.

We assess the capacity of existing education systems and consult industry experts to identify skills gaps.



DEFINING OCCUPATIONAL STANDARDS

A standardised way of assessing competence across all disciplines and in all countries or regions, provides a benchmark for consistent quality.

We work alongside governments and large employers to develop occupational standards.



SUPPORTING QUALIFICATION DELIVERY

Quality training and teaching is essential to support successful skills development, regardless of the nature of the business or whether it is practitioner or management training.

We help to build capability in education and training providers around the world by designing programmes to meet the needs of industry.



QUALITY ASSURANCE

In order to ensure that employers value our qualifications we have developed a comprehensive quality assurance model that helps to ensure that trainees are correctly assessed and are competent at the tasks they perform.

Our quality assurance starts with our qualifications that are written to meet the needs of industry. We focus on the training centre and the quality of its resources: staff and equipment as well as the quality of the assessment decisions made.

Quality is finally verified by our large team of vocational experts who visit our approved training centres to review assessment decisions made. As a result of our proven capability governments are looking to City & Guilds for support, advice, guidance and management of their quality assurance systems.



ASSESSMENT

Our expertise in vocational assessment is recognised worldwide. Workplace competence requires trainees to have practical experience of carrying out tasks in a realistic work environment.

Our qualifications require assessment of this practical activity as well as assessment of the trainees knowledge and understanding. This expertise has been used by Governments when reforming their vocational education and training systems when we have provided advice and guidance on effective assessment as well as developing different forms of assessment for use within the reformed structure. In industry large organisations have used our expertise to develop qualifications and assessments customised to meet the specific needs of that organisation.



QUALIFICATION DEVELOPMENT

Our qualifications are designed by industry and subject-matter experts to provide clear pathways for people to achieve their skills development objectives.

THE CITY & GUILDS GROUP HAS ACCESS TO RESOURCES THAT SUPPORT THE ONGOING MANAGEMENT & DEVELOPMENT OF PROFESSIONAL AND TECHNICAL SKILLS EDUCATION. THIS PUTS US IN A UNIQUE POSITION TO SUPPORT GOVERNMENTS AND EMPLOYERS TO CREATE LEADING EDUCATION AND TRAINING SYSTEMS

OUR HERITAGE IS IN VOCATIONAL PEDAGOGY, ASSESSMENT AND QUALITY ASSURANCE AND OUR TRACK RECORD SHOWS HOW GOVERNMENTS & ORGANISATIONS TRUST US TO DELIVER ON LARGE SCALE SKILLS EDUCATION REFORM PROJECTS. WE USE MARKET LEADING TECHNOLOGIES TO DELIVER OUR PRODUCTS AND SERVICES, SUCH AS E-VOLVE FOR ONLINE ASSESSMENT, LEARNING ASSISTANT FOR E-PORTFOLIO AND TOTARA FOR CORPORATE LEARNING MANAGEMENT SYSTEMS. THE NEXT FEW PAGES GIVE AN OVERVIEW OF OUR GLOBAL FOOTPRINT AND EXAMPLES OF THE IMPACT WE HAVE MADE ON BUSINESS PERFORMANCE AND ECONOMIC GROWTH



Case Studies & Track record

South Asia

India

The project:

Providing technical assistance to support national skills development.

The response:

The City & Guilds Group has been involved in the EU-India Skills Development project as part of a consortium funded by the European Commission. Our focus is on supporting the effective gathering of labour market information, developing a national qualifications frame work & building & improving capacity.

Services:

- Supporting Qualification Delivery
- Quality Assurance

The project:

Helping the Indian Government design a technical & vocational education strategy.

The response:

We commissioned a report (A Global Study to get India World-Ready, published in 2011) into the development of Sector Skills Councils (SSCs) in the country. The work started with research of SSCs models in countries including the UK, Australia, Canada, New Zealand, South Africa and the Netherlands, which was complemented with a literature review. The report cross-analysed these findings to provide a set of recommendations to inform policymaking and support further development of SSCs.

Services:

- Research, Labour Market Intelligence and Skills Gap Analysis

The project:

Supporting vocational education and training for marginalised groups.

The response:

The European Commission established a project to develop systems for benchmarking, standard setting, accreditation, certification and curriculum design, with the City & Guilds Group among those consulted. The City & Guilds Group established a number SSCs to help provide an accurate picture of skills gaps & employment opportunities in different industries.

Services:

- Research, Labour Market Intelligence and Skills Gap Analysis
- Qualification Development
- Supporting Qualification
- Delivery Assessment
- Quality Assurance

Pakistan

The project:

Capacity building for the Punjab Government.

The response:

We advised the Technical Education and Vocational Training Authority of Punjab on the design and delivery of 'train the trainer' programmes. We developed these programmes for the local environment and included both best practice in pedagogy and guidance on the development of subject specific skills.

Services:

- Supporting Qualification Delivery
- Qualification Development
- Assessment



Middle East

United Arab Emirates

The project:

Development of National Occupational Standards in Abu Dhabi.

The response:

The City & Guilds Group was commissioned by the Abu Dhabi Quality and Conformity Council to produce 24 occupational standards for the construction, electrical, agricultural sectors and the heating, ventilating and air conditioning industries. These were developed with significant industry input throughout to follow UAE best practice. The standards were delivered in both English and Arabic.

Services:

- Designing Occupational Standards

Bahrain

The project:

Development and implementation of basic vocational qualifications for secondary technical schools.

The response:

We developed a suite of six level 2 qualifications built on a competency-based assessment model. The qualifications included a variety of assessment techniques to suit the local needs of students and teaching bodies, and used local systems where possible to maximise efficiency. To make sure the new qualifications were successfully delivered, we also introduced assurance and monitoring to support ongoing management and ensure teaching methods continued to reflect best practice.

Services:

- Qualification Development
- Supporting Qualification Delivery
- Assessment
- Quality Assurance

Kingdom of Saudi Arabia

The project:

The development of TVET assessment and QA systems, to support Government ambitions to increase participation levels of trained Saudis in the national workforce and reduce skills shortages in key industries.

The response:

The City & Guilds Group was contracted by Saudi Skills Standards (the primary TVET regulatory and awarding body) to provide assessment tools, methodology, quality assurance and capacity building. We created more than 45,000 multiple choice questions and 266 capstone assignments, and supported on the installation of e-portfolio and online assessment software and workforce development for assessors and internal / external verifiers.

Services:

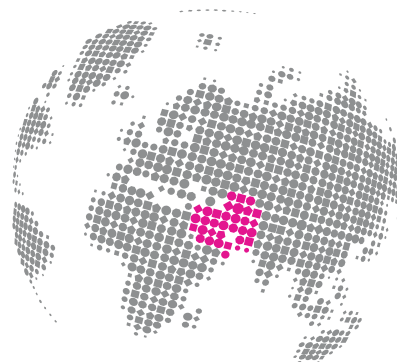
- Supporting Qualification Delivery
- Assessment
- Quality Assurance

The project:

To provide pathways for young Saudis to gain full-time employment in key sectors, through remote learning and on-the-job training.

The response:

When Takamol (part of the KSA Ministry of Labour) established the Dorob 1 & 2 – Pathway to Employment Programme, The City & Guilds Group were contracted to provide services to support the development of assessments for remote learning and on-the-job training. A third-party was responsible for producing the



assessments. As the primary contractor, we took responsibility for the project management, technical advice and quality assurance relating to the design and delivery of eight vocational short course qualifications.

Services:

- Supporting Qualification Delivery
- Qualification Development
- Assessment
- Quality Assurance

Egypt

The project:

Customised corporate qualifications for the Americana Group. Americana is one of the largest and most successful corporations in the Middle East and North Africa region (MENA), spanning 13 countries and more than 63,000 employees covering 21 nationalities.

The response:

We developed a range of qualifications to support skills development and provide structured staff progression within their numerous franchise operations, including KFC, Pizza Hut, Hardees, TGI Fridays and Costa Coffee.

Services:

- Supporting Qualification Delivery
- Assessment
- Qualification Development



Africa

Nigeria

The project:
To support the Department for International Development (DfID)-funded Mafita project, to identify skills that would add value to the businesses of master craftsmen in collaboration with Adam Smith International. Mafita is a six-year programme to increase economic opportunities for 68,000 marginalised youth in northern Nigeria, with a particular emphasis on women and adolescent girls.

The response:
We supported the selection of appropriate training institutions and brokered a partnership with the National Board of Technical Education (NBTE), to develop certification for apprenticeship training.

- Services:*
- Assessment
 - Quality Assurance

Ghana, Kenya and Mauritania

The project:
To identify skills demand and supply in seven key industries, including engineering, legal, supply chain and logistics, hospitality and geosciences, through labour market research into the oil and gas sector in Ghana, Kenya and Mauritania.

The response:
Through a combination of desk research, data analysis and literature and policy review, the City & Guilds Group analysed skills supply and demand in each country and

developed projections up to 2018. The project focused on the medium and long-term policy context and the methods for building capacity. Comparative analysis of other countries and sectors was also undertaken, alongside focus groups with young people and interviews with three stakeholders groups (public and government organisations; private organisations; and education practitioners). The key findings were presented at meetings held in each of the countries. The final report contained recommendations for short-term action and future interventions for each country.

- Services:*
- Research, Labour Market Intelligence and Skills Gap Analysis

Tanzania

The project:
To strengthen youth employment prospects and help the oil and gas industry address a significant skills gap in southern Tanzania.

The response:
The City & Guilds Group began working with Tanzania's Vocational Education Training Authority (VETA), the VSO and BG Tanzania. The two year project - Enhancing Employability through Vocational Training (EEVT) – included health and safety training and assessment to support teachers achieving City & Guilds certificates.

- Services:*
- Supporting Qualification Delivery
 - Assessment
 - Quality Assurance



Europe

Ireland

The project:

Supporting the long-term unemployed in Ireland into work.

The response:

FÁS Training and Employment Authority, part of the ROI Department of Education and Skills, embarked on an ambitious Labour Market Activation programme – Momentum – to deliver education and training programmes to 6500 individuals. We developed an innovative programme that incorporated industry-aligned and relevant technical training based on their qualifications, employability and job readiness. Our work included internationally recognised certification, mentoring and coaching, work placements, and employment support.

Services:

- Supporting Qualification Delivery
- Assessment
- Quality Assurance

Scotland

The project:

To support the Scottish Government increase capacity in providing Masters Level teaching programmes.

The response:

City & Guilds Group in partnership with EIS developed a cost effective learning programme that would lead to a full Masters Level qualification in Education. Focusing on an initial group of 200 teachers the development programme was tailored to the Scottish Government Framework and accredited at SCQF level 11. We provided services in learning and training need analysis, development strategy design, learning resource development, technology integration and full registration, assessment and certification provision. The Scottish government has been very pleased with the innovative mode of delivery used by City & Guilds on the initial cohorts and will be looking to fund more teachers on our programme.

Services:

- Qualification Development
- Supporting Qualification Delivery
- Assessment
- Quality Assurance



OUR IMPACT WITH OUR PEOPLE

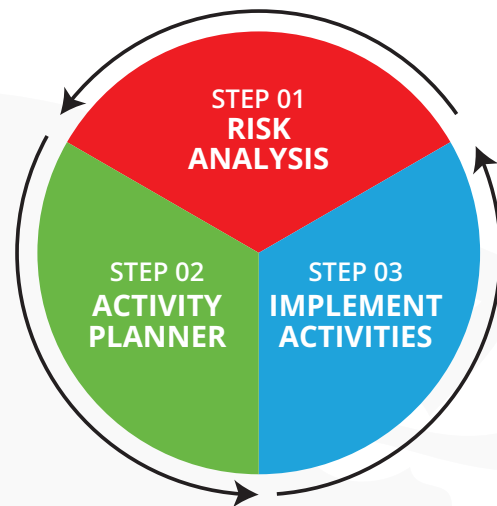
TAKING CARE OF OUR PEOPLE

AT CITY & GUILDS, OUR OBJECTIVE IS TO EMPOWER BOTH OUR LEARNERS AND OUR EMPLOYEES TO THRIVE IN THEIR JOBS AND SOCIETY. INTERNALLY, WE ARE ON A JOURNEY TO IMPROVE HOW WE SUPPORT OUR EMPLOYEES, WHATEVER THEIR GENDER, AGE OR BACKGROUND, TO ENSURE THAT EVERYONE, ACROSS OUR ORGANISATION, IS TREATED FAIRLY

WE ARE COMMITTED TO ESTABLISHING AN INCLUSIVE ENVIRONMENT THAT FOSTERS BELONGING, ENGAGEMENT AND SAFETY OF EMPLOYEES. OUR MOST RECENT EMPLOYEE ENGAGEMENT SURVEY SHOWED THAT WE ARE MAKING PROGRESS, AS WE OUT-PERFORMED OUR TARGETS FOR RESPECT, BELONGING AND CARE. THERE IS STILL MORE WORK TO DO ON WELLBEING, WHICH IS IMPROVING MORE SLOWLY THAN WE HAD HOPED

QUALITY ASSURANCE STANDARDS

The City & Guilds Quality Assurance Model is a risk-based strategy that follows the key steps shown in this diagram. This is an ongoing process designed to tailor quality assurance support activities to the specific needs of each centre.



STEP 1: The Quality Teams will review the information it has regarding the centre, and the specific risks attached to each qualification.

STEP 2: If the Quality Teams assess that it is required, they will create a quality assurance activity planner (normally covering 12 months) that will meet the specific centre needs.

STEP 3: These quality assurance activities are then implemented and monitored to ensure that they are providing appropriate support for centres. Planned activities can be amended if necessary to reflect the changing needs of the centre and/or City and Guilds requirements.

LOOKING TO THE FUTURE

As a purpose-led organisation, we need to be able to deliver quantifiable social impact. The framework we put in place in 2019 is helping us to clearly show all of our actions come together under the umbrella of our social purpose. We have made good progress against the commitments we made in our first report, which demonstrates the scale of our pledge to help people, organisations & society develop skills for growth in a responsible way.

"This report reinforces the concept that skills are a crucial leveller for society. City & Guilds continues to open up opportunities and gateways for people to build skills and progress into & through sustained employment. But we know there is more to do, & we want to build on the work highlighted here, through partnerships, to ensure those most in need have the opportunity to build those skills we know are or will be needed in society."



Faiza Khan MBE, Executive Director,
Corporate Affairs & Foundation,
City & Guilds



WORK WITH CITY & GUILDS

We work with training providers and colleges to deliver qualifications, programmes, & skills solutions that meet their needs. At City & Guilds, we collaborate with education providers worldwide to build a robust and responsive skills system that equips learners for the job market.

We develop industry-led vocational qualifications, training programmes, assessments, and certifications tailored for training providers and colleges. By working with us, you'll have access to a diverse portfolio of qualifications and apprenticeships spanning multiple sectors, with learning pathways from entry-level to senior leadership.

Our unrivalled teams of industry and technical experts are on hand to support your delivery, guiding everything from quality assurance and assessments to funding updates and curriculum planning.

