

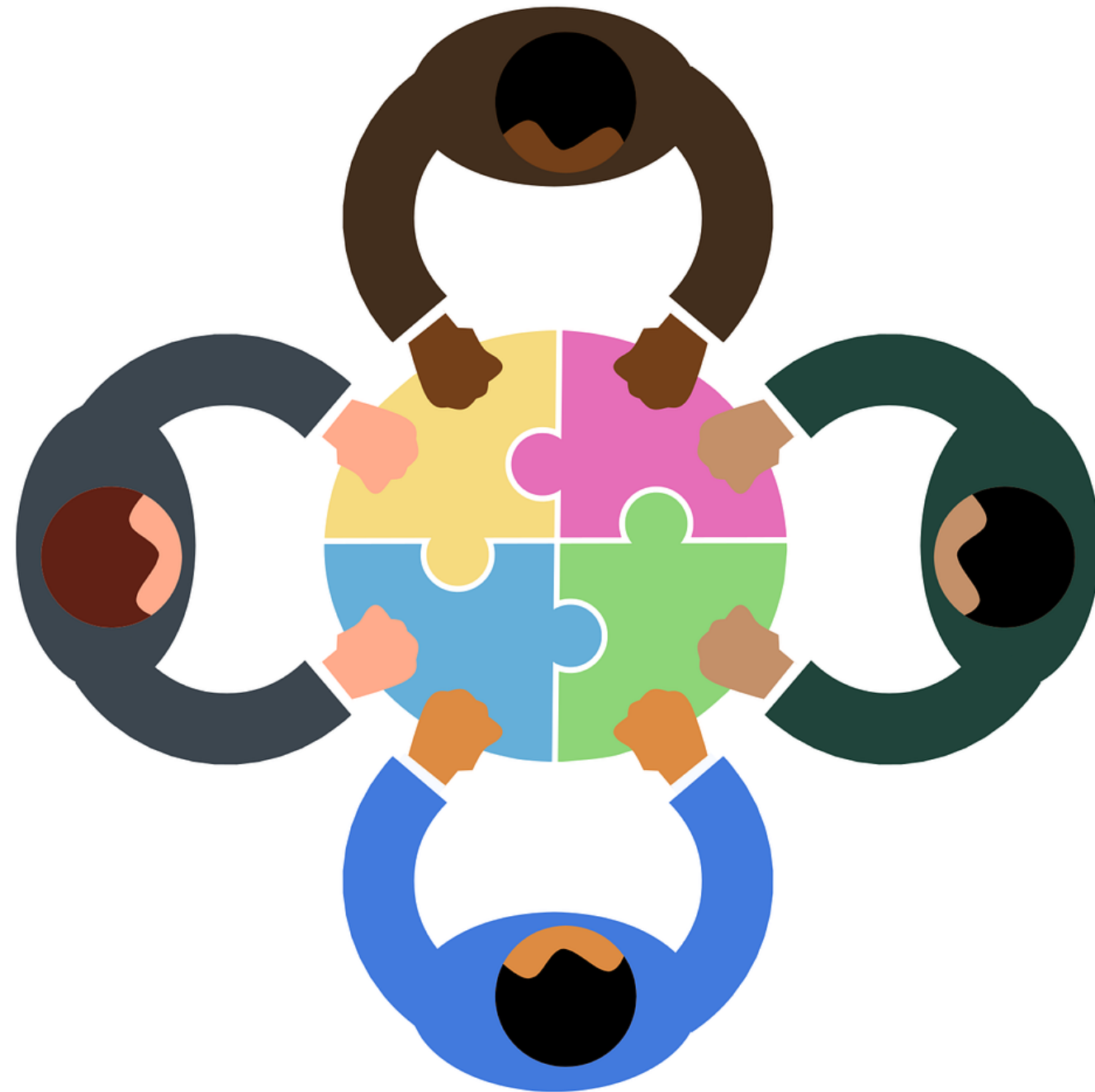
SEALC Network

PES Partnerships for Effective Dialogue

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SEALC Network Webinar

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What do we mean by Partnership?

- A broad range of approaches to access private capabilities to achieve public goals. World Bank (2012)
- “Deployed by many users to mean simply what they want it to mean” Rees , Mullins, Bovaird 2012
- Close relationship with shared decision making and shared commitment of partners Wood (2010) and Scoppetta (2013)
- “Joint development of products and services through sharing risks, costs, and resources ”. Hodge and Grieve (2005)

PES working with other organizations

- 1** PES partnership working constitutes multiple ways of collaborating with a wide range of organizations and agencies to achieve strategic and operational labour market objectives
- 2** Partnership working includes a broad range of institutional and service delivery arrangements covering both methods of working and the form that collaboration takes
- 3** How PES work with partner organizations is determined by their institutional setting i.e. the governance arrangements in their country
- 4** PES have evolved from public sector monopoly delivery organizations to delivering services as part of a mixed economy of employment service providers
- 5** PES are no longer viewed as single delivery organizations but as agencies working as part of a wider employment service ecosystem
- 6** The strength of partnership working and service co-ordination with stakeholders is key to successful customer service

PES Evolution of PES Partnership Working Policy Framework



ILO Unemployment Convention No 2 (1919) recognised role of PES promoted establishment of national employment service free of charge to users with governing body including representatives of employers and workers.

ILO Employment Service Convention No 88 (1948) described the need for sufficient network of offices to reflect geography and be convenient for workers

ILO Employment Policy Convention No 122 (1964) promoted adoption and implementation of active labour market policies allocates role for PES in supporting workers available for and seeking work.

ILO Employment Promotion and Protection against Unemployment Convention 168 (1988) elaborated means of support to be applied as ; employment services, vocational training (VET), and vocational guidance. Called for establishment of special programmes for persons experiencing labour market disadvantage including women, youth, the long term unemployed (LTU), migrants, workers impacted by structural change.

ILO Private Employment Agencies (PrEAs) Convention No 181 (1997) recognized the role that PrEAs play in a well functioning labour market and called for national laws to enable their operation subject to their providing free services offering specific offers of employment which do not in any way discriminate against workers.

Who are key PES Partners?

Employers/Employers organizations

Vocational Education and Training (VET) providers

Private Employment Agencies (PrEAs),

Temporary Work Agencies (TWAs)

Contracted (for profit) service providers

Social services departments

Social Protection Agencies

Unemployment Insurance funds

Regional and local governments

Trades Unions

Jobseekers using PES services

Why are PES partnerships necessary?

- 1** PES are one (major) component of government system (involving a number of agencies) for delivery of employment, labour market and social protection policies
- 2** Well coordinated systems are better able to manage labour market shocks e.g. Covid 19
- 3** Individual jobseekers , especially long term unemployed (LTU) persons , can have a range of complex and inter-related obstacles to their labour market integration
- 4** Support for those farthest from the labour market can require support from several agencies – these agencies need to collaborate to ensure holistic (joined up) individualized support packages for clients

Why has PES partnership working increased?

PES , increasingly engaging with client groups further from the labour market , need to work with other support organizations as part of service supply chain to assist those with greater employment support needs

Expansion of coverage and capacity of employment services requires investment to develop personalized integration packages

PES mapping of other agencies to identify support partners enables more cost effective and efficient service expansion whilst bridging gaps and avoiding duplication

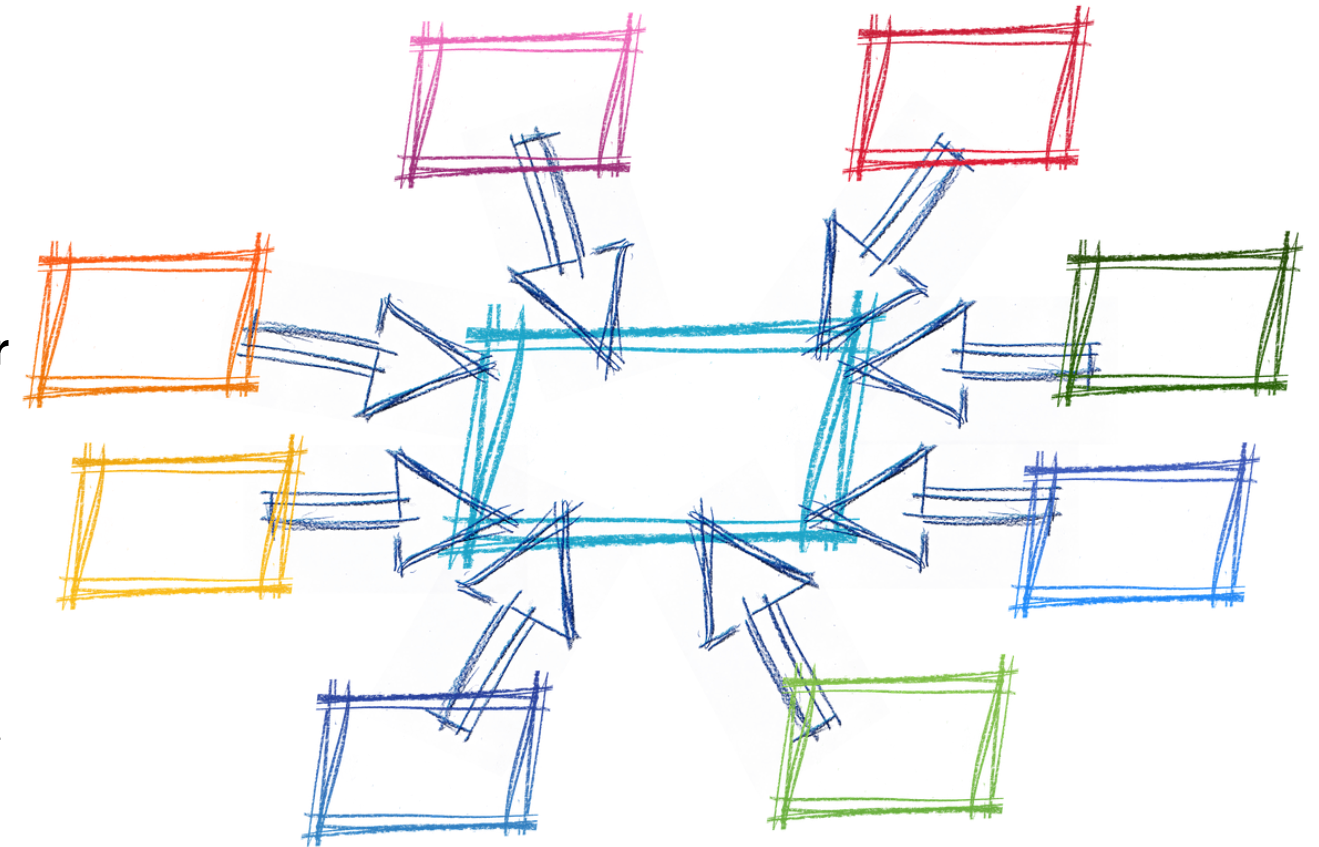
Improved IT through the growth of digital services is increasing connectivity and scope to deliver bespoke services to individuals

Citizens have increased expectations for higher quality public services and choice

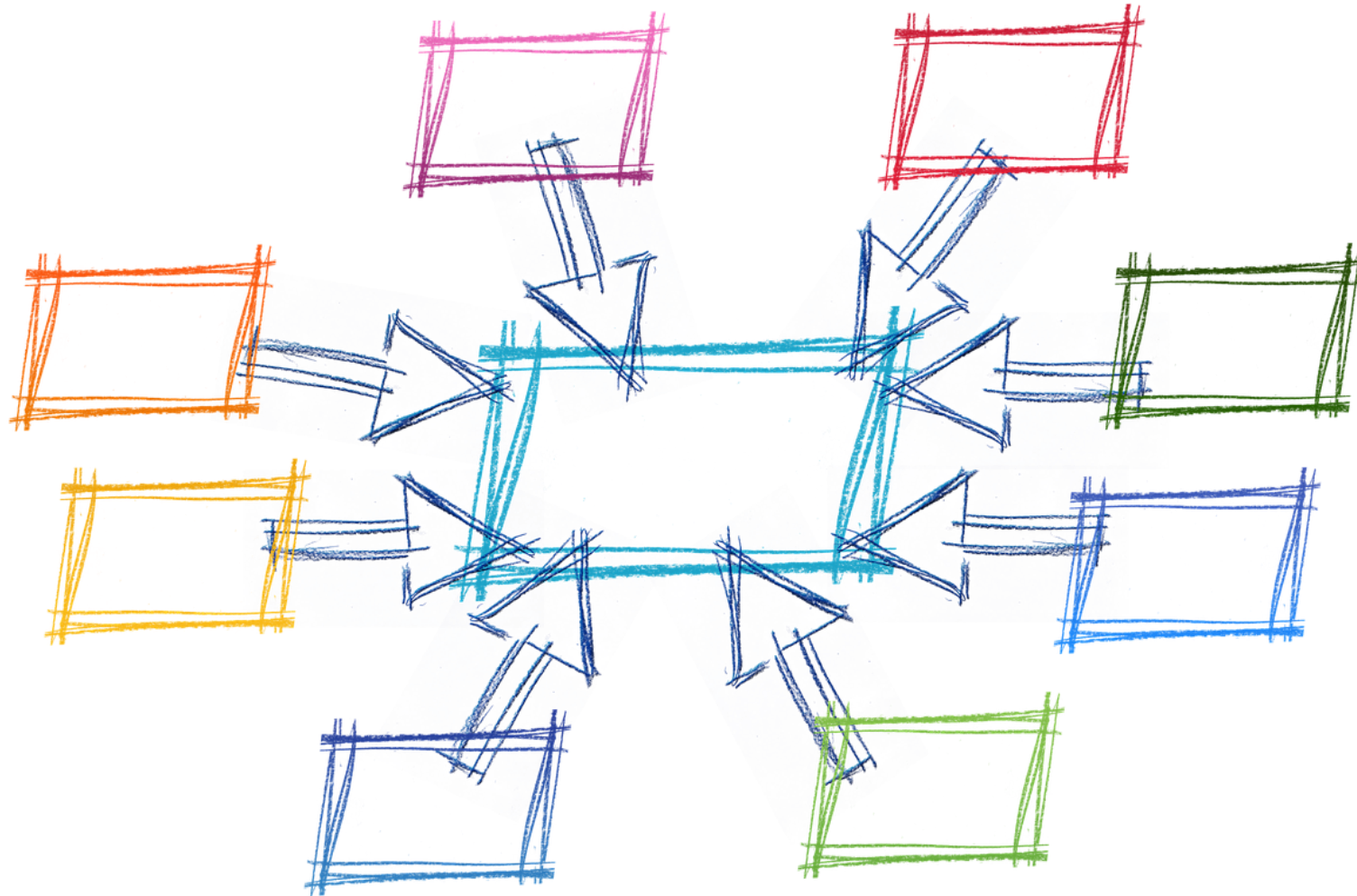


What can Partnerships Offer ?

- New Service Capability and increased Capacity- enhanced or expanded delivery – grants/contracts to establish new services, enhanced cooperation between PES and private agencies, improved school to work transitions better services to employers
- Better local connections and knowledge in service delivery
- Improved flexibility – better linkages between agencies operating in an area , eg bringing together PES , local government, VET providers , better identification of skills requirements and training needs
- Co-ordination of different funding streams and policy initiatives to focus on local economic priorities , eg meeting recruitment needs of sectors with labour shortages
- Increased supply of jobs and expanded access to vacancies –agreements for PES and private agencies to share vacancies, agreements with local employers for PES to access vacancies, agreements to promote work provided through TWAs



What can Partnerships Offer ?



- Skills development to meet labour market needs - through improving the identification of training needs , improving course design and delivery, and better connecting training delivery with job placement requirements
- Increasing results - based delivery and improving the cost effectiveness of services
- Improving performance through competition and choice
- Enhancing the role of PES as manager of local partnership network – working with employers and business associations to combine funding to increase availability and coverage of employment or skills services
- Rapid responses to crisis situations – eg Covid



PES Partnership roles

- PES may be lead organization, or contributing partner working jointly with other organizations
- Partnerships can be “top down” and mandated by national governments or “bottom up” developed voluntarily by the PES and/or agencies such as regional or municipal governments
- Many PES partnerships enable organizations to share information, collaborate and /or pool resources. Local partnerships are often formed in response to a specific challenge ie local plant closure, emergency, or to focus efforts on local priority

PES Partnership models

- 1 National frameworks or strategies** – eg agreements with local government , employer associations, private agencies. Establishing shared objectives and how partners will work together including plans for regular review , flexibility for local partners to make local adjustments, and provide for monitoring and evaluation of outcomes
- 2 Local service delivery partnerships** – development of protocols to share information and allow for referrals between partner organizations or seeking more coordination and coherence in delivery systems .Written partnership agreements (MoU) with common goals grounded in an assessment of local needs and available provision and outline protocols, working methods and respective organizational responsibilities
- 3 Contractual partnerships** – many varieties of contract design , size and duration; client target groups; and payment systems .Challenges involve smart procurement; effective performance and contract management capacity in employment services and availability of a pool of employment service providers able to deliver services



PES Partnership Country Examples

Colombia – a national service model, the work of specialist national unit and the licensing of a network of public and private providers

India – a national online portal, a new model office, local partnerships and start -up funds

China – promoting partnerships with external providers and private providers

Saudi Arabia – a national online portal and contracts with private providers

South Korea – promoting partnerships with private providers and local governments

Australia – employment service provision contracted out to private providers bidding for regional contracts as one of a group of organizations to offer clients choice from a menu of approved providers

Ireland – employment support for LTU contracted out to for profit providers , paid by results as the provider of services across a specific region

Greece – partnership between PES , and Google and Coursera to provide vocational skills platforms

United States – Workforce Development Boards use digital support to improve effectiveness of organization and management of relationships between public sector agencies, stakeholders, and providers in the employment services ecosystem

Conclusions

- 1** There are challenges in PES partnership working, if successful it can enable growth of networks with improved coordination with resources acting as multipliers to increase return on investment in employment services
- 2** Different models and approaches are appropriate for; particular institutional settings, target groups, scale and scope of services to be provided
- 3** A central lead/steer is often needed through Ministries providing resources to initiate and establish partnership working at local level
- 4** Realising advantages from partnership working requires investment in PES management capacity in order to deliver benefits

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Questions?



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Thank you!

