

Activation for Recovery

ILO-WEC Webinar



International
Labour
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Activation for Recovery

25/09/2020

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Introduction

Moderation

Tom Hadley

Section 1: Setting the infrastructure for activation

- Activation Policies for recovery: *Ms Kristine Langenbucher*
- The framework for a private role in activation?: *Mr Denis Pennel*
- Sustaining ALMPs under fiscal pressures: *Ms Susanne Kraatz*

Section 2: Skilling and Career Guidance for Activation

- What Skill strategies and packages are needed to support quick and sustainable integration?: *Mr Pedro Moreno da Fonseca*
- Career management – facilitating successful work transitions: *Ms Murielle Antille*
- Securing the financial capacity for the skilling challenge: *Dr. Paul Comyn*

Wrap-up

- Mr Sangheon Lee
- Ms Annemarie Muntz



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Introduction





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Section 01

Setting the infrastructure for activation

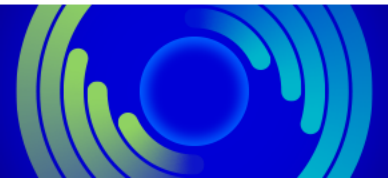
TACKLING CORONAVIRUS (COVID-19)
CONTRIBUTING TO A GLOBAL EFFORT

Activation Policies for Recovery

Kristine Langenbacher
Directorate for Employment, Labour and Social
Affairs

Government action has been bold, but must refocus

- **By May 2020:** about 50 million jobs across OECD economies supported by retention schemes (around 10x compared to GFC).
- **Now:** need to restructure measures to adapt to economic recovery.
- **Restructuring:** make measures more sector-specific
 - Which sectors will be permanently smaller after the crisis?
 - Which ones will grow?
 - Failure to support restructuring could trap resources in non-productive “zombie” firms and jobs and reduce opportunities for people switching to more productive and higher-paid jobs.



Vulnerable workers most affected by crisis

Job retention schemes have been/are cushioning the impact on open unemployment in a number of OECD countries

Job postings and hirings were frozen

More vulnerable workers are bearing the immediate labour market impacts of C19 crisis

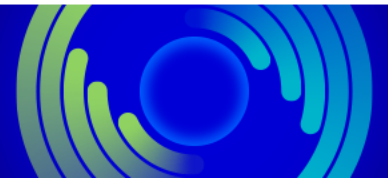
Youth

Non-standard workers

Low-wage earners

Women

Help people find new jobs. Target those most in need.



What activation policies for recovery?

What works for whom?



Public & private employment services in the frontline for jobseekers, workers and employers

- More digital services; when and how to offer F-2-F services; prioritise vulnerable jobseekers;
- Support geographical mobility of jobseekers (re-location incentives).



Moving from preserving jobs to supporting (re-)hiring of workers

- Employment incentives to support rehiring of jobseekers;
- Requires careful design to reduce the risk of subsidising (re-)hires that would have occurred even without incentives.



Vocational education & training to support re-allocation to expanding sectors

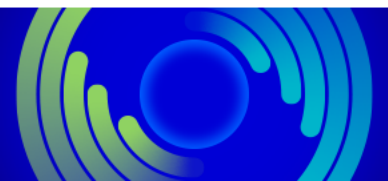
- New opportunities for displaced workers, lower-skilled workers, youth; what role for e-learning?



Re-thinking job retention schemes through introducing “active” element?

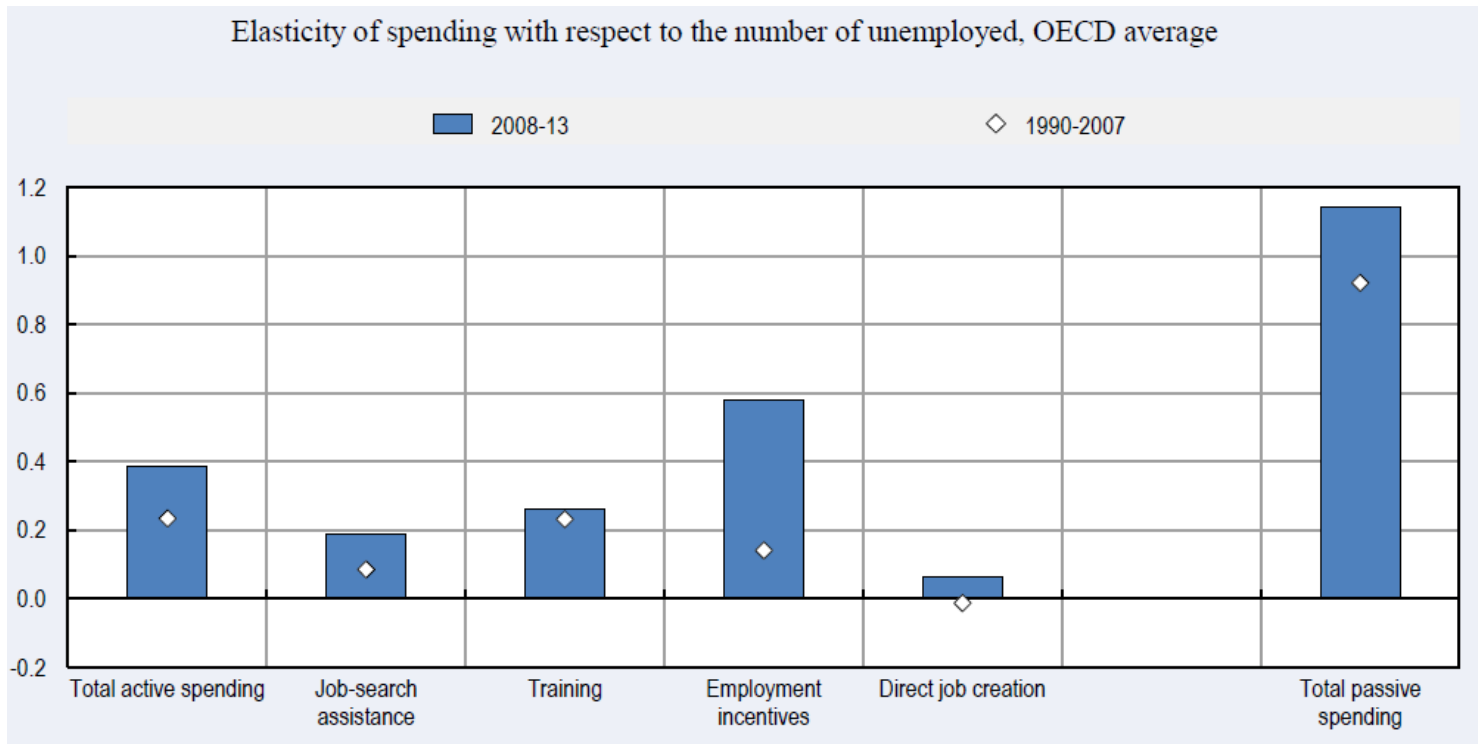
- E.g. participation in training a requirement for receiving short-time work subsidies;
- Challenge: Training must be compatible with part-time work and irregular work schedules.

Monitoring & evaluation



Requires substantial additional investments in active labour market programmes

Spending on active labour market programmes (ALMPs) responded only weakly to the rise in unemployment following the Great Recession



Source: OECD (2017), OECD Employment Outlook 2017, https://doi.org/10.1787/empl_outlook-2017-6-en.

Will this time be different?

TACKLING CORONAVIRUS (COVID-19) CONTRIBUTING TO A GLOBAL EFFORT

Visit the OECD dedicated
COVID-19 digital platform:
<https://oecd.org/coronavirus>

Policy brief on public and private
employment services:
<http://oe.cd/il/covid19briefPES>

OECD Employment Outlook 2020:
<http://www.oecd.org/employment-outlook/2020/>

OECD Interim Economic Outlook:
<http://www.oecd.org/economic-outlook/>

✉ Kristine.LANGENBUCHER@oecd.org

📄 <https://www.oecd.org/employment/activation.htm>



The framework for a private role in activation

Leveraging private labour market
expertise for a quick and decent recovery

Denis Pennel
Managing Director

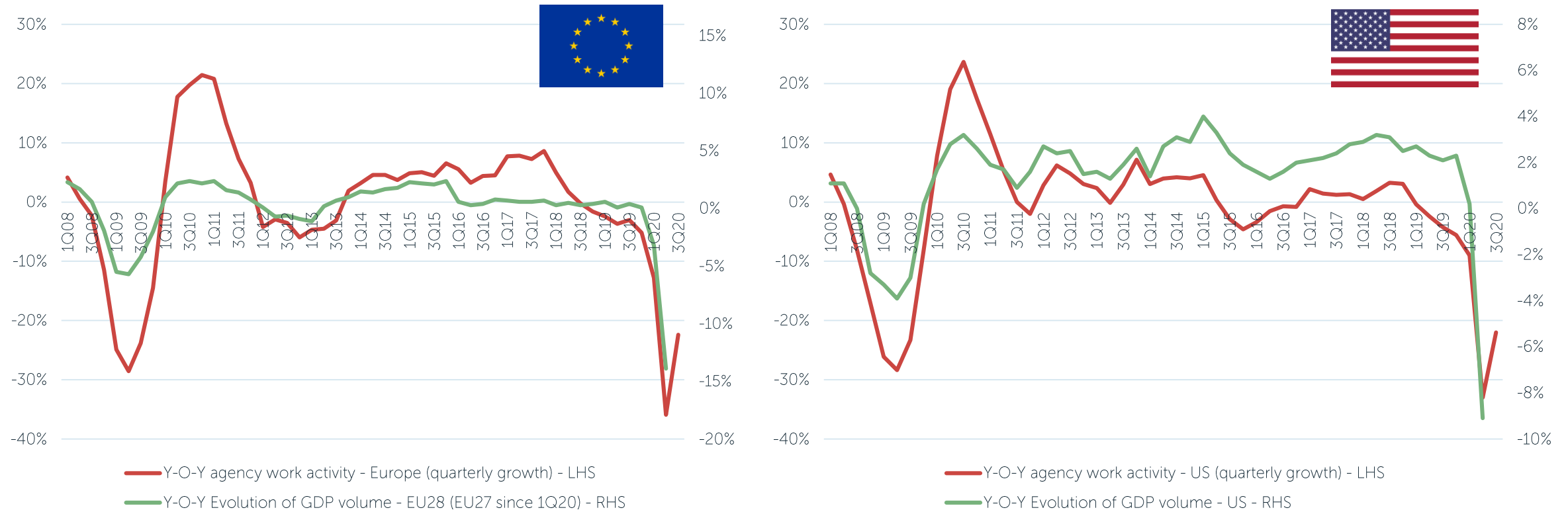
Covid-19: Activation for recovery
25 September 2020

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The private role in recovery of employment

12

The big picture: agency work and economic shock



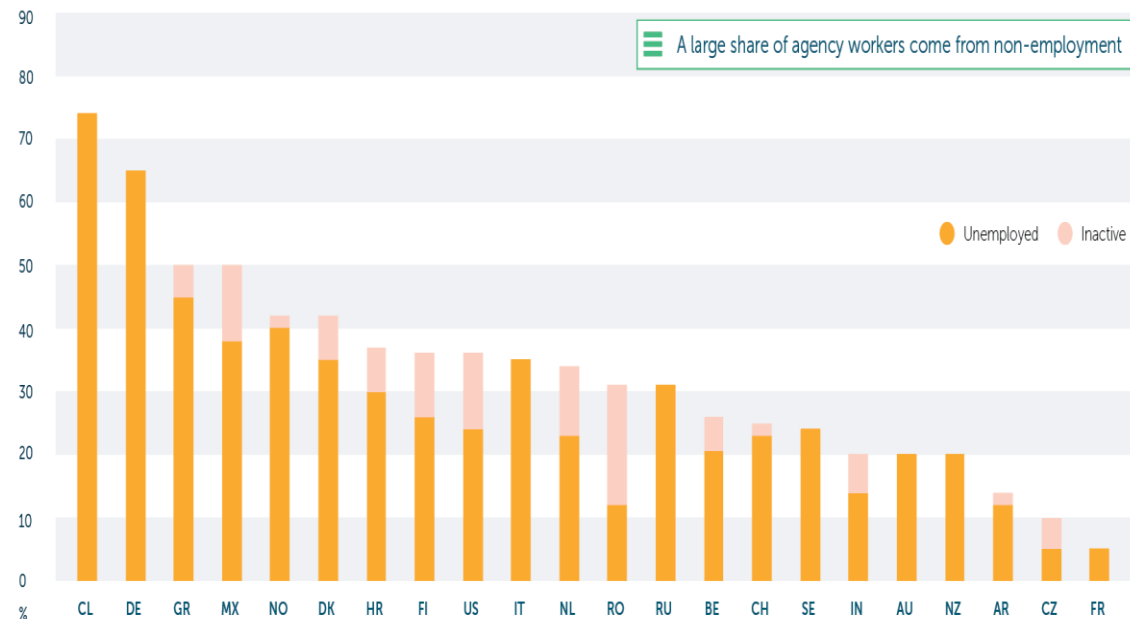
Source: **Agency Work trends during Covid-19** <https://wecglobal.org/uploads/2020/09/Agency-work-trends-during-covid-19.pdf>

The private role in recovery of employment

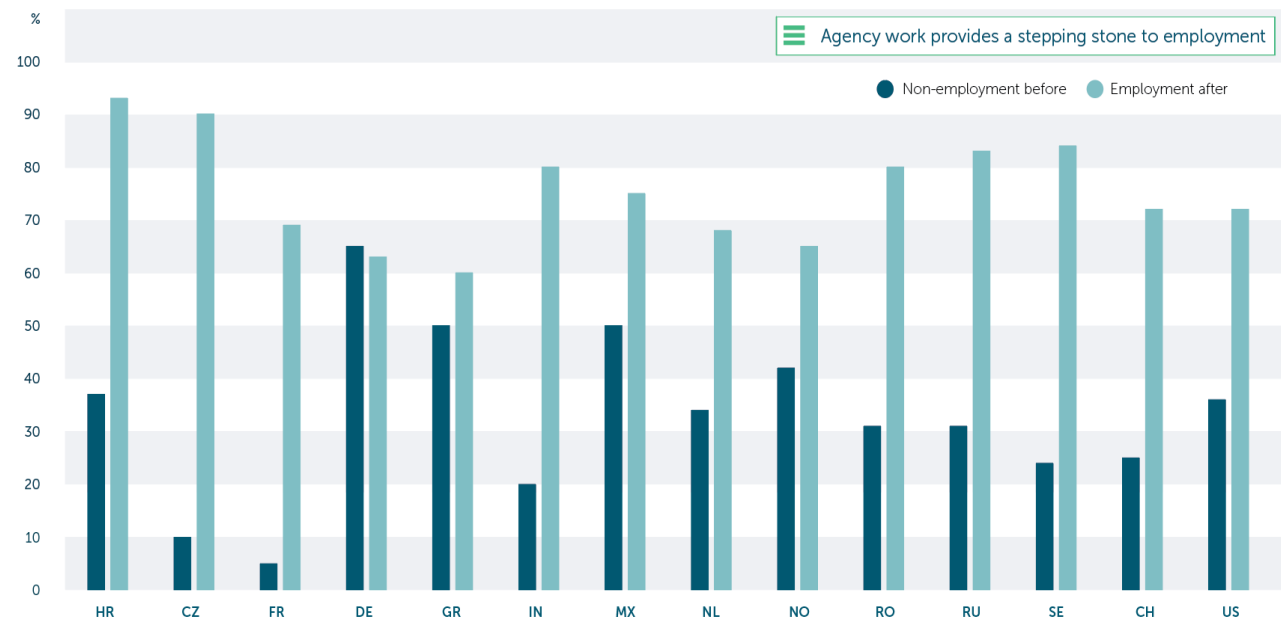
13

Agency work provides a pathway to sustainable labour market participation

Share of agency workers coming from unemployment or inactivity prior to assignment



Share of agency workers in non-employment before and in employment 12 months after entering through agency work



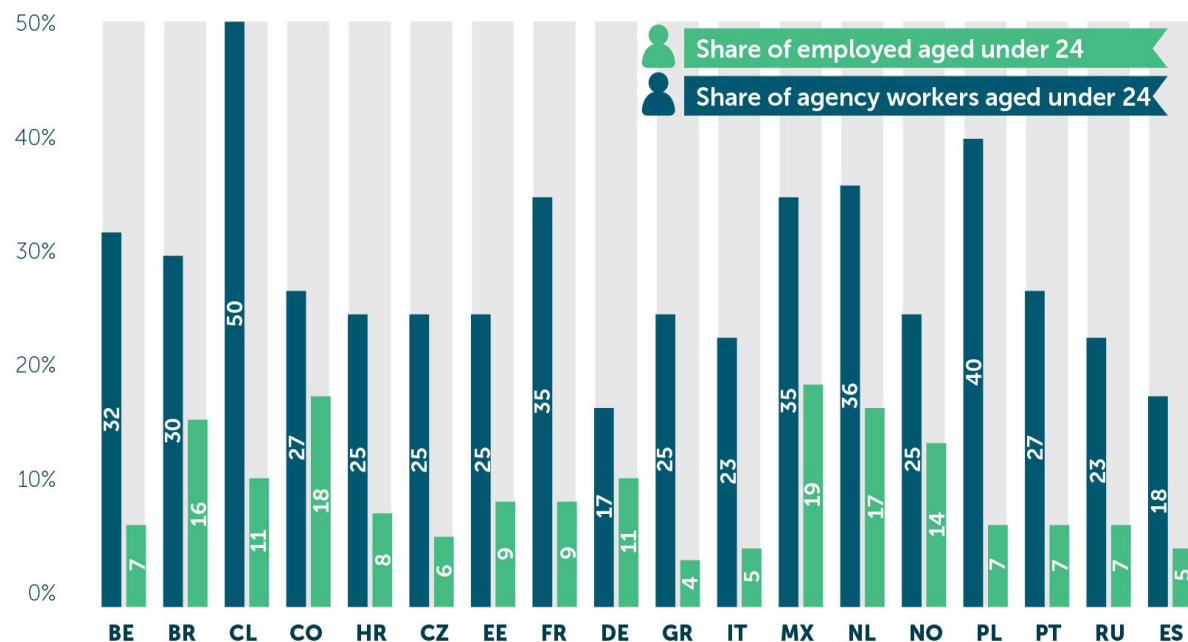
Source: WEC 2020 Social Impact Report: <https://wecglobal.org/uploads/2020/07/WEC-Social-Impact-Report-2020.pdf>

The private role in recovery of employment

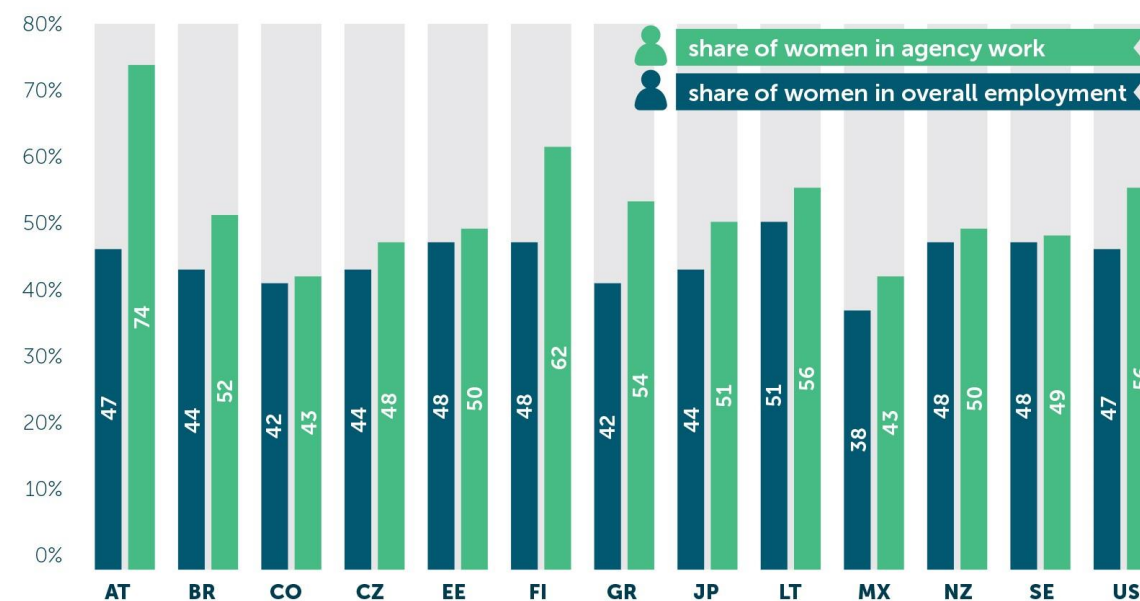
14

Employing disproportionately hit groups

The share of young people in agency work is higher than in the overall employed population



In some countries, agency work offers more opportunities for women to access the labour market



The conditions for a quality labour market matching

15

The policy framework: appropriate regulations and social innovation

Quality Private Employment Services

Legal recognition of PrES allowing for transparency and quality services to jobseekers and businesses:

- Ratification and implementation of Convention 181 on Private Employment Agencies
- Abolishing unjustified restrictions to the use of agency work and private recruitment services
- Ensuring a level playing field for quality providers within and across borders
- Promoting PES / PrES partnership



Social Innovation

An empowering environment for labour transitions through new ways of working, learning and social protection:

- Contract neutral access to safety nets
- Portability of benefits built up across jobs, sectors and forms of work
- Ensuring skilling and employability
- 'Early warning': proactive career guidance and transition support

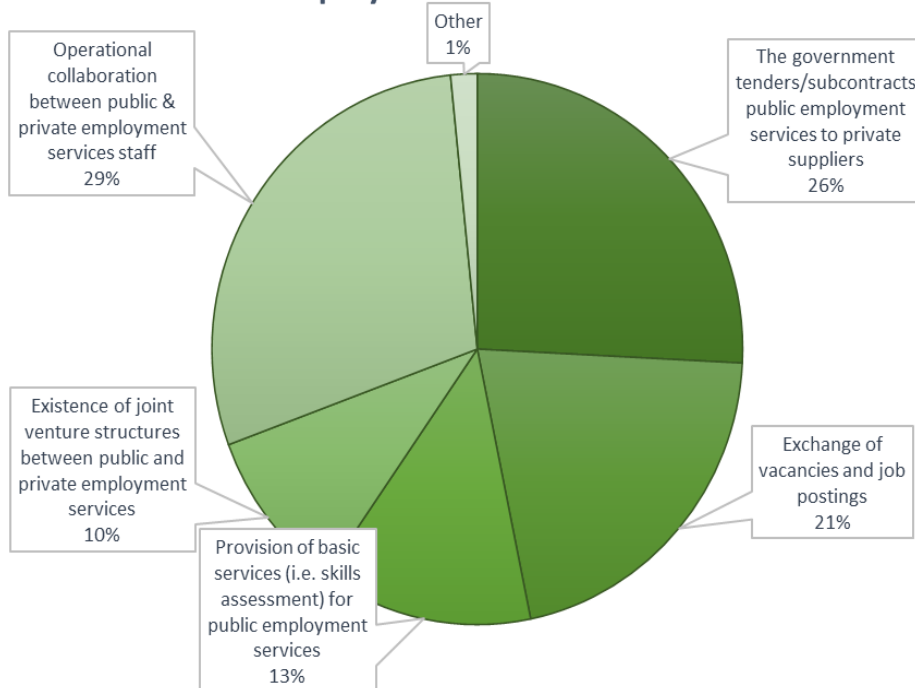


Pooling Labour Market expertise and knowledge

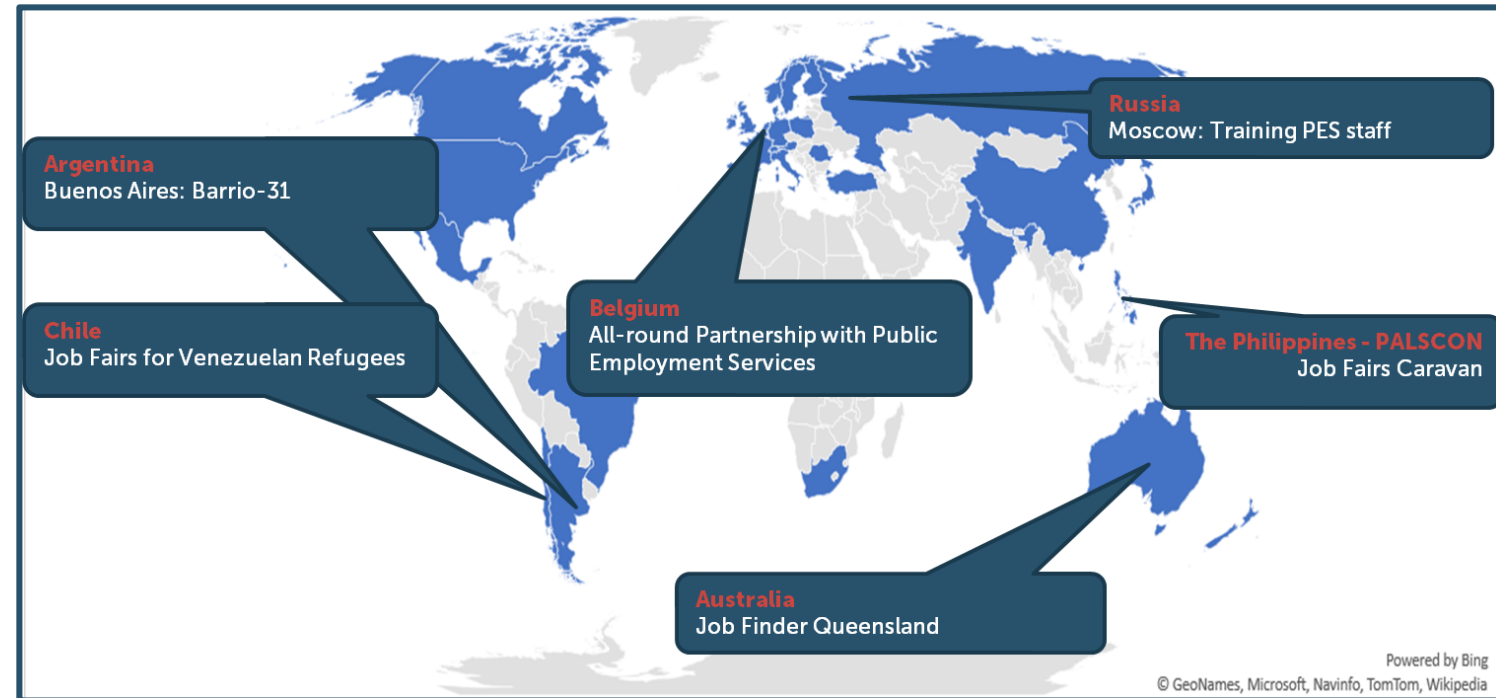
16

Banking on extensive knowledge on partnership

Partnership between Public and Private Employment Services



Source: WEC 2019 Member Survey



Pooling Labour Market expertise and knowledge

The opportunity and urgency to take partnership to the next level



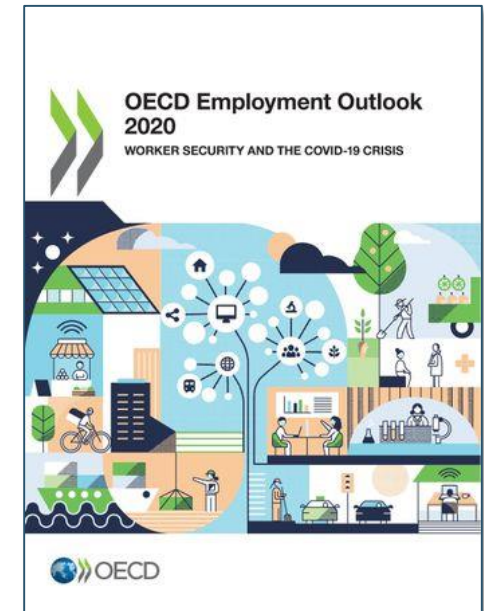
ILO R188 Private Employment Agencies Recommendation

“Cooperation between the public employment service and private employment agencies in relation to the implementation of a national policy on organizing the labour market should be encouraged”



“Public–private partnerships will continue to play a critical role in the aftermath of the pandemic and during recovery, particularly in developing countries where fiscal space and institutional capacity are limited.”

“Jobseekers also need assistance in finding new work. **Public and private employment services need to scale up their capacities** and make larger use of digital services without giving up standard in-person meetings with people with weaker digital skills.”



G20 Labour and Employment Ministers

Ministerial Declaration



“Scaling up public and private employment services and making greater use of digital services, as appropriate, to jobseekers' needs.”



AMSEP WAPES AMSPE

World Association of Public Employment Services
Association Mondiale des Services d'Emploi Publics
Asociación Mundial de los Servicios Públicos de Empleo

Public Employment Services

Shaping active support for recovery

Susanne Kraatz

WAPES Secretariat

**ILO/WECC • Activation policies for recovery •
Webinar, 25.09.2020**

PES priority

Active support for jobseekers and employers



*Example: Vision European PES Network
"Building bridges"*

Recovery – PES activities

PES business as usual? A mixed picture

Quality core services remain the backbone

- Differentiated labour market information
 - job losses / recruitment needs / local level
 - vulnerable groups (young, low-qualified)

-> to shape targeted ALMPs
- Information and counselling for jobseekers and employers
- Supporting job search, placement and recruitment
- Training and more intensive support for those in need

Recovery – PES activities

... with some activities gaining importance

- Placement of all job-ready jobseekers as fast as possible to avoid scarring effects and costs
- Increasing role of training in a situation of a high surplus in labour demand to maintain labour market attachment and to increase employability

Example PES Malaysia

Programme for young graduates combining traineeships / targeted training for a concrete vacancy with a large-scale programme offering hiring incentives for vulnerable groups

Recovery – PES activities

Changes in policy strategy and delivery modes

- **Lessons from last crisis: expanding PES mandate**

Prevention: PES manage job retention schemes (short-time work; partial unemployment)
supporting at the same time employers

Early intervention: NEET youth / before unemployment
PES cooperation with schools, universities;
contact with jobseekers and employers before
unemployment occurs

Preconditions:

-> Resources: staffing, budget for ALMP

-> Partnerships: crisis task forces, rapid response, strategies for young people etc.

Recovery – PES activities

Changes in strategies and delivery modes

- **Impact of Covid pandemic 2020**

Catalyst for digital, remote services and telework

Increasing use of digital platforms, call centres

Enlarging or building up online / blended training

Example Tunisia

Establishing a digital training platform

Support for a fair recovery

Private employment services are important partners for PES

(1 private recruitment agencies, 2 temporary work agencies, 3 integration firms)

PES can **assess quality** and communicate results at all levels (1, 2); **prevent creaming** through result-oriented contracting (3)



supports with the application of its **Code of conduct**, awards for social innovation (based upon ILO Conventions 131, 88)

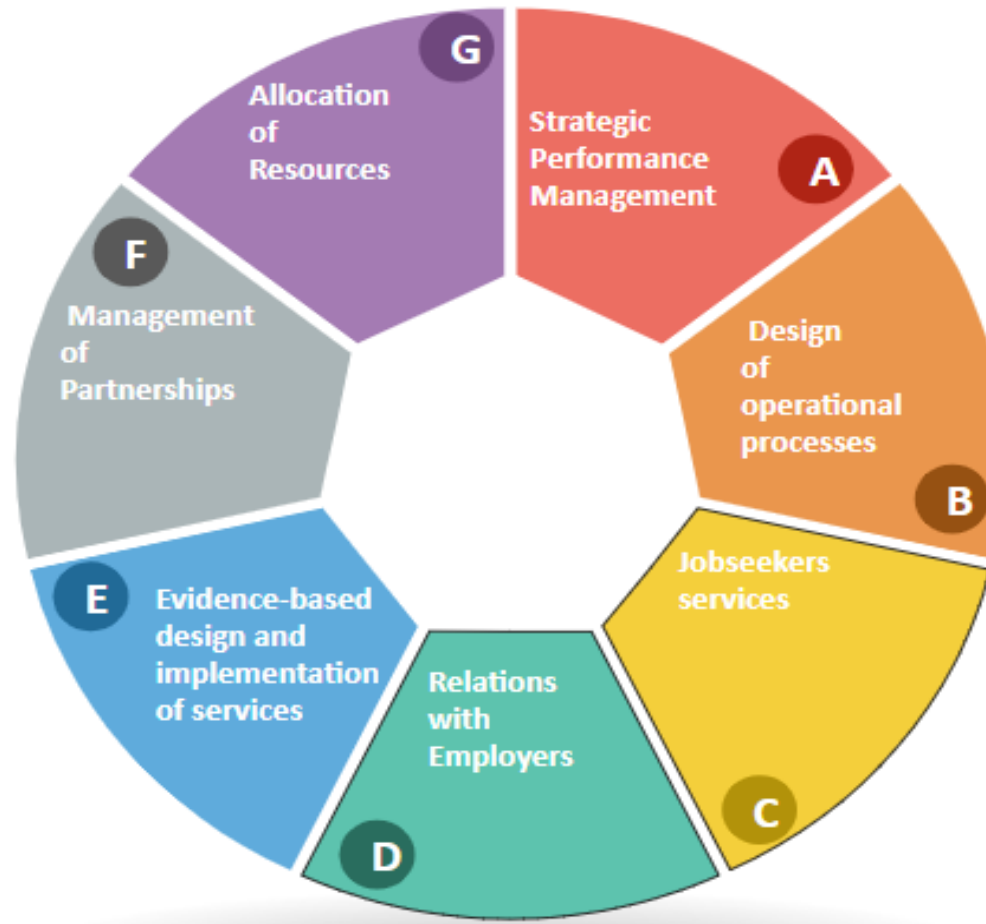


supports through Directive (2008) **equal treatment of agency workers** – a model for regulation

Support for a fair recovery

Calls for strengthening PES and reducing the capacity divide

WAPES as global forum -> **Self-assessment method**
SamPES (pilot Oct. 2020)



Thanks for information to PES Malaysia, PES Tunisia; Secretariat EU PES network

Sources:

ILO/WAPES 2009: [Public Employment Services' Responses to the Global Crisis](#)

European Commission (author N. Duell, 2020): [PES measures and activities responding to COVID-19](#)

OECD (2020): [Public employment services in the frontline for employees, jobseekers and employers](#)

WAPES, ILO, IDB et al. (ed. T. Huort, 2020): PESs are swinging into Action in Response to the COVID-19 Pandemic, forthcoming

European Commission (author B. Gazier, 2020): [The roles of PES in supporting structural changes](#)



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Section 02

Skilling and Career Guidance for Activation

▶ **Adjusting the sails**

Skills strategies for quick and sustainable integration

Pedro Moreno da Fonseca

► This presentation

Challenges brought forth by COVID19

Immediate responses

Skills for recovery and sustainability

Conclusions

► Covid19 intensified challenges

- Pressure towards more digital and automation in workplaces
- Digital generation gap became more critical
- Shifts in globalisation – layoffs and breaks in supply chains
- Returning migrants
- Vulnerable groups more affected – exposed occupations



► Covid19 intensified challenges

Skills policies are a key response

digital skills, workplace reconversion, re-skilling, transitions, reintegration in labour markets

- Returning migrants
- Vulnerable groups more affected



▶ But face-to-face learning, guidance and RPL came to a halt

- ▶ TVET closed and work based learning stopped
- ▶ Difficulties in assessments
- ▶ Delays in conclusion
- ▶ Closure of career guidance centres



▶ Searching for solutions

From a remarkable reaction to full swing recovery



Response: a vigorous turn to distance and digital learning

- ▶ Shift to distance 76% fully or partially remote
- ▶ Wide use of tele-conferencing
- ▶ Use online tools – Google classroom in Nigeria



► Response: a vigorous turn to distance and digital learning

- Media were combined – TV broadcasts in China
- Apprenticeships and WBL theoretical, but tried to adapt - f2f, shortened courses, simulated enterprises (IT), apprenticeships and internships telework (AU), MOOCs, videos
- Assessments – with distancing (EG), case studies, role play (CA), problem analysis, assessment of recorded tasks (CL)



► Setting a course for recovery

Results from 3 global surveys

► Improved cooperation and investment

- Make digital and distance a strategic component of LLL instead of unconnected initiatives
- Inter-ministerial cooperation, multilevel governance and stakeholder participation
- Infrastructure, equipments and tools – vulnerable, MSMEs, TVET
- Establish partnerships with digital providers, developers



► Support learners in skilling and re-skilling

- Skills and literacy of learners – mind the gap
- Financing targets: digital learning, vulnerable, flexible pathways – entitlements?
- Provide career guidance, outreach and livelihood support
- RPL and guidance for quick reintegration of migrants (e-RPL, portfolios)
- Ensure recognition of skills acquired digitally – credentials



► Support trainers and TVET providers

- Develop digital skills and attitudes of teachers and trainers
- Methodological training and pedagogical support – EG conversion of f2f, pedagogical tools develop.- Philippines
- Create practical contents for Apprenticeships, WBL and support assessments
- Use opportunity for innovation (e.g. customised learning platforms - Albania, USA, Sri Lanka, gaming, VR)



► Improve LMI and quickly adjust training offer

- Identify growing occupations and expanding sectors – care, green, blue, orange (health and care in Malaysia, Indonesia, Lebanon)
- Rapid sector skills assessments (Ghana, Kenya, Cameroon)
- Sectoral and regional governance to target skills needs



▶ Enable MSMEs for reconversion

- ▶ Finance targeted training in MSMEs
- ▶ Provide technical support/consultancy combined with financial support (SHRM)
- ▶ Capacitate enterprises for blended learning (Brazil, Israel)



Conclusions

- ▶ COVID 19 intensified challenges and brought new ones
- ▶ Skills are a key driver of for the recovery
- ▶ Go beyond short term measures and innovate
- ▶ *Coordinated* policies at multiple levels: digital, financing, training, guidance, LMI

▶▶ We cannot direct the wind, but we can adjust the sails

Activation for Recovery

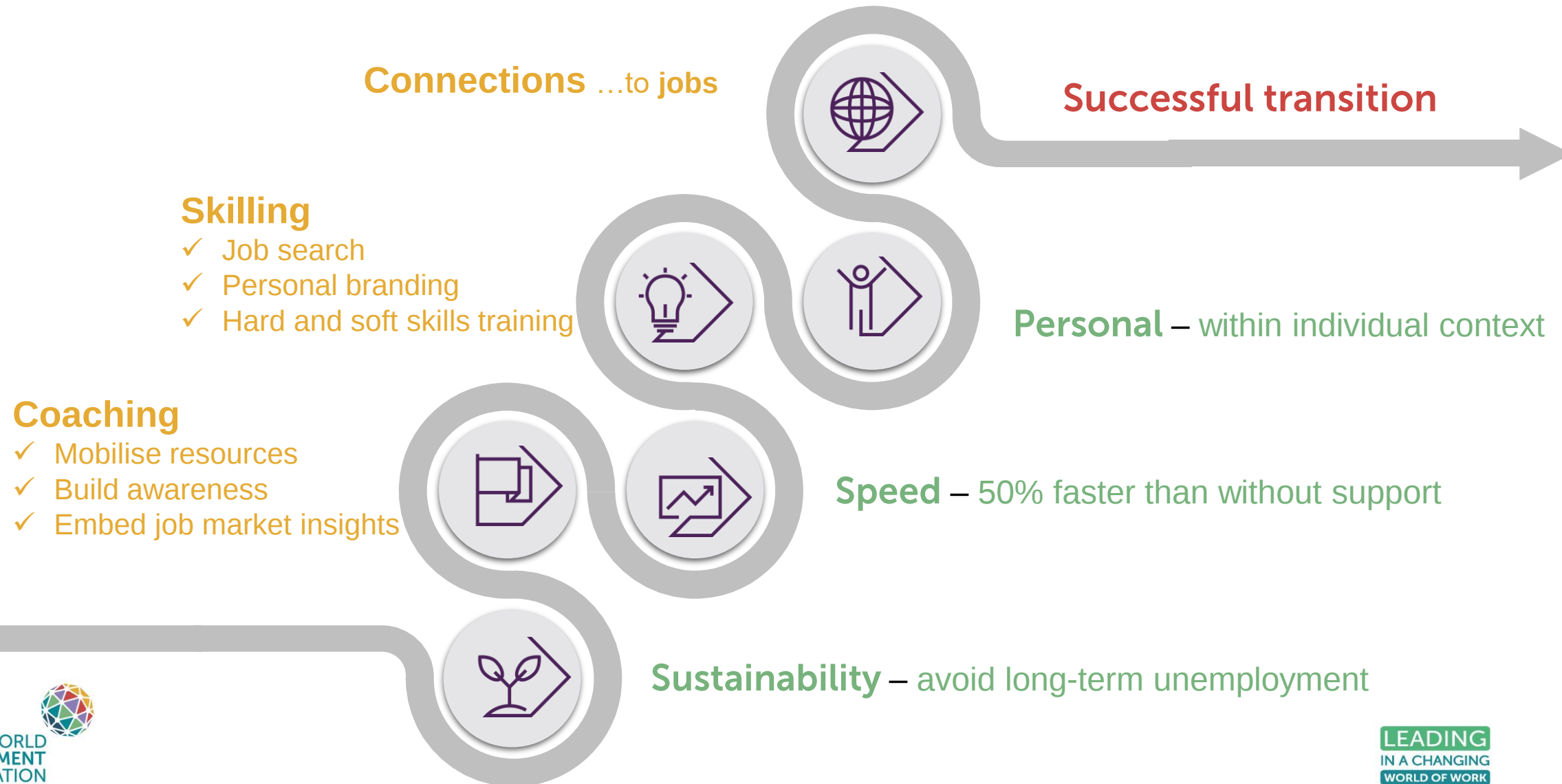
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Career management – facilitating successful work transitions

Ms Murielle Antille

Chair Career Management Taskforce
World Employment Confederation

Career management – facilitating successful work transitions





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International Labour Organization

How to finance the skills challenge?

Dr. Paul Comyn
Senior Skills and Employability Specialist
Employment Policy Department
International Labour Organization
Geneva, Switzerland

Skills





This presentation will consider..

- the financing challenge in the context of COVID and SDG implementation
- innovative financing measures being considered to increase funding of education and training
- funding mechanisms for the upskilling and reskilling challenge



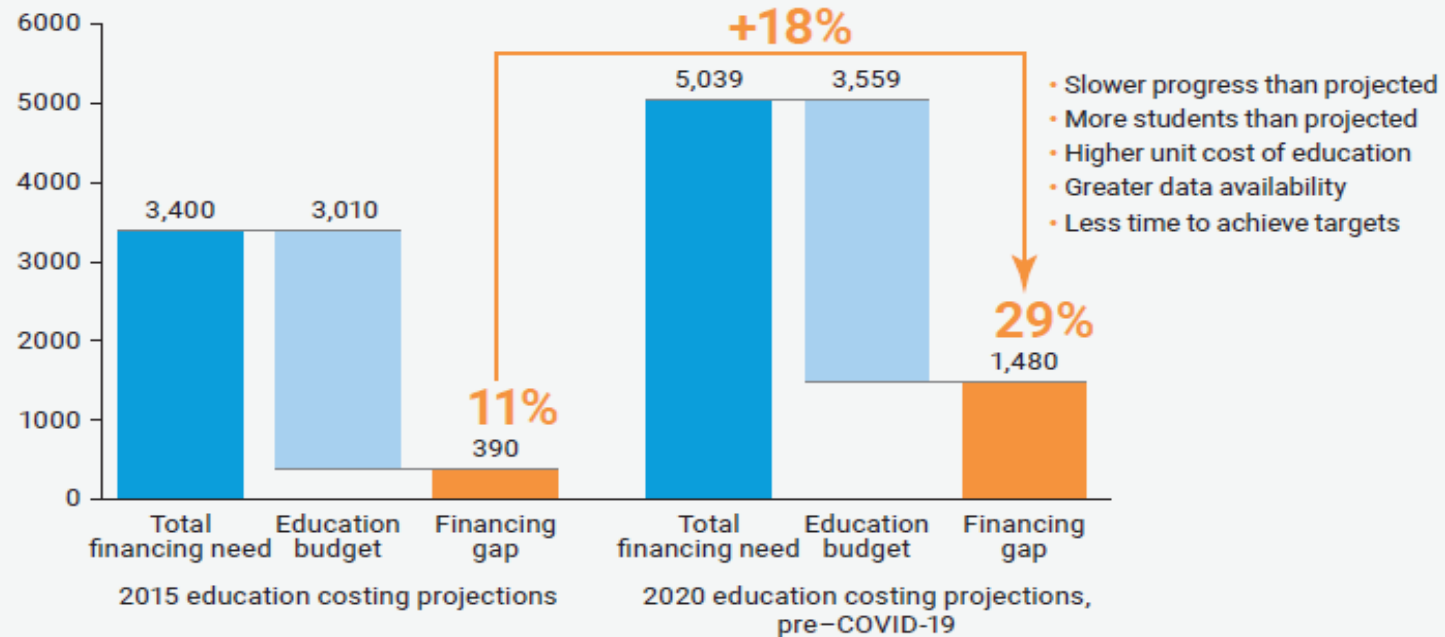
Where are we?

- the pandemic has pushed the world into the deepest global recession in living memory with lasting effects on economies and public finances
- in response, many countries have adopted large-scale fiscal packages to support incomes and businesses
- rising inactivity is a notable feature of the current job crisis calling for strong policy attention to labour market programs
- as fiscal pressures increase, and ODA comes under strain, financing of education and training will face major challenges, exacerbating pre-COVID-19 funding gaps



The financing crunch

FIGURE 1: PRE-COVID-19 FINANCING GAP TO REACH SDG 4
(millions of dollars)



Source: UNESCO Global Education Monitoring Report (2020). New realities for education affected by COVID Cost predictions.



Key strategies

National authorities and the international community need to protect financing for education and training by:

- strengthening domestic revenue mobilization
- preserving the share of expenditure for education and training as a top priority
- tackling inefficiencies in spending
- strengthening international coordination to address the debt crisis
- protecting ODA for education and training



Innovative financing

- International Commission on Financing Global Education Opportunity called for further development of five promising proposals:
 - impact investing;
 - education bonds
 - Income contingent loans / income share agreements;
 - disaster insurance for education; and
 - solidarity levies.
- national accounts should count education and training as consumption not investment to reduce public deficits and create fiscal space for greater investment
- innovation in financing education and training comes from partnerships with non-state actors



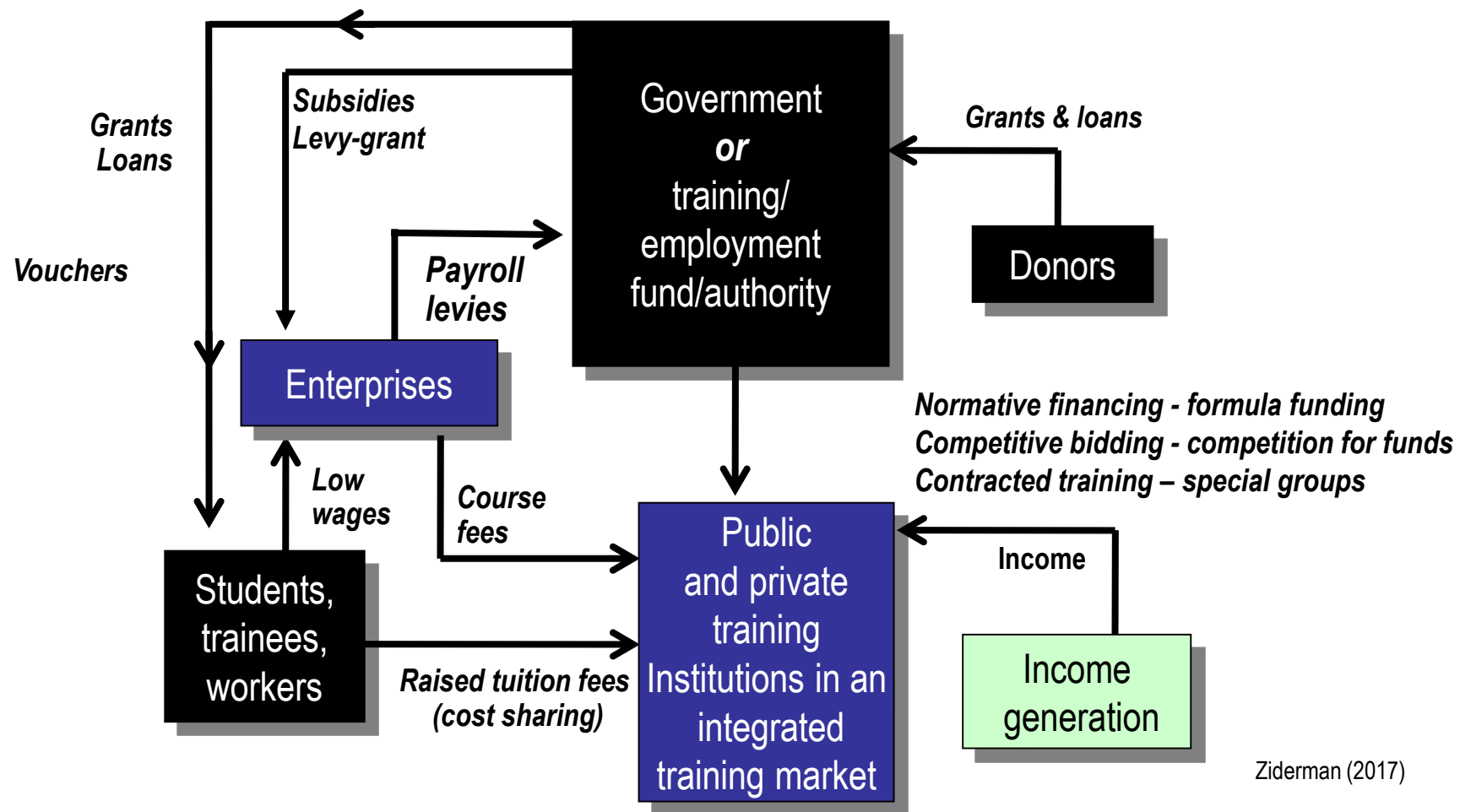
Innovative financing



See: <https://www.norrag.org/>



Integrated & demand-driven training markets are key





Cost sharing measures

- cost sharing of training - Joint Purchase Training Scheme in Finland
- cost sharing of intermediary organisations - Group Training Organisations Australia
- linking Corporate Social Responsibility (CSR) obligations with education and training - 2% profit to CSR in India
- national or sectoral training funds linking workplace and labour market training - Malaysia
- LLL entitlement systems - France and Singapore



Individual learning entitlements

- these such entitlements generally emerge from one of three policy environments: Education & Training, Employment or Social Protection
- many countries have elements of a comprehensive system and the necessary infrastructure in place but not under a single policy
- different models exist. Some put entitlements in the hands of employers, others in the hands of learners. Some require a contribution from learners or employer, others cover the full cost.
- Korea, Scotland, Australia, Japan, Vietnam, Malaysia, Thailand, USA, Morocco, England, EU (Youth Guarantee) provide examples but interest is growing (ILO, WEF, OECD)



Conclusion

- financing of education and training will face major challenges, exacerbating pre-COVID-19 funding gaps
- domestic revenue mobilization constrained
- efforts to preserve the share of expenditure for education and training emerging as a top priority
- inefficiencies in spending must be addressed
- cost sharing measures must be explored
- including the potential of combining training funds and learning entitlements to address individual and labour market needs



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Thanks for your attention

Skills





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Wrap-up





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Mr Shangheon Lee

Director, ILO Employment Policy Department



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Ms Annemarie Muntz

President, World Employment Confederation

Thank you!

ILO-WEC Webinar Series

15 October 2020

Covid-19 - Social Protection for the Recovery

What safety net is needed for the
short term and what structural
gaps need to be resolved on the
long term?