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Introduction to strategic partnerships: creating the conditions for sustainable employment

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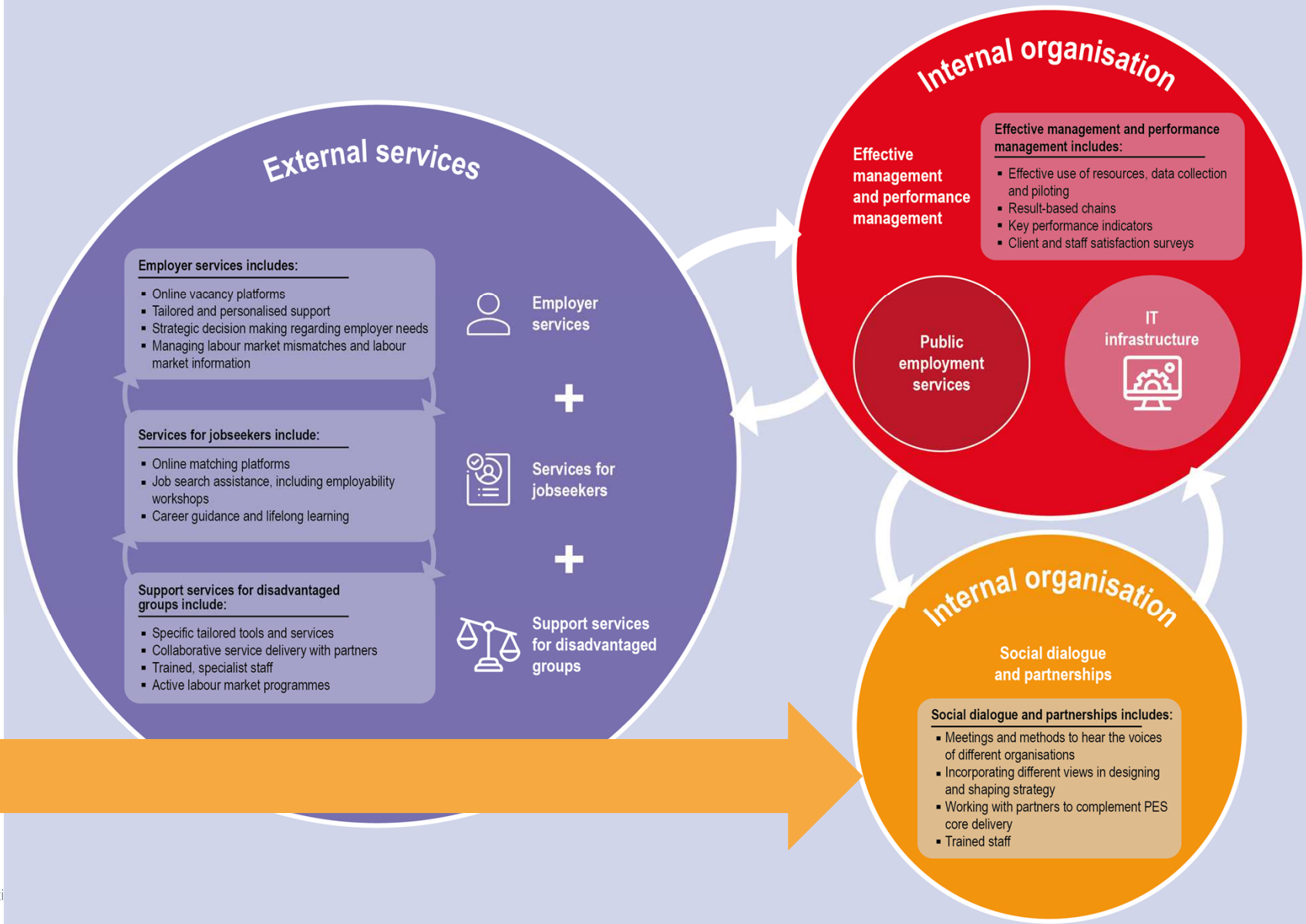
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Agenda

- Value of working with partners in all aspects of PES delivery
- Internal organisation – what does there need to be in place within the PES to maximise the potential of partnership working
- Tripartite social dialogue – what it is, how to implement it and its' added value
- Strategic partnerships for integrated service provision and reducing skills mismatches

Core PES services



Working with partners is transversal to all PES activities

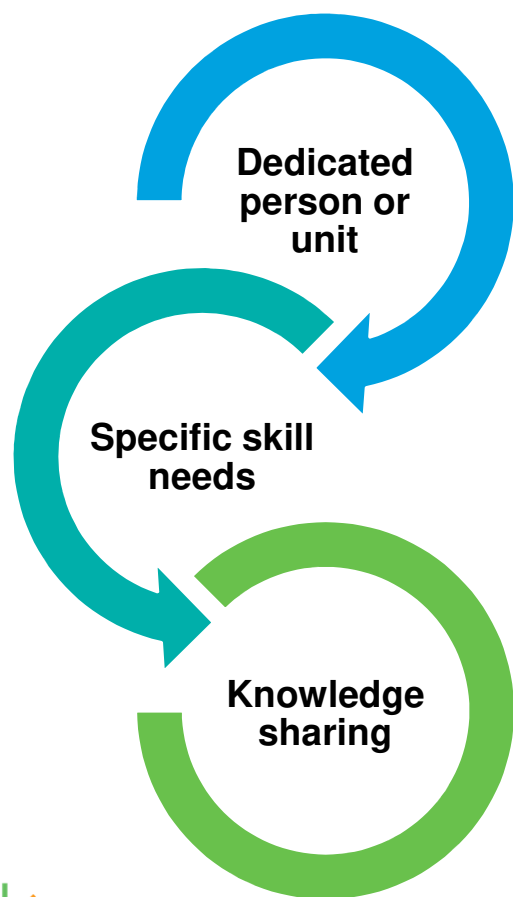
- **Building partnerships with strategic partners offers valuable insights and connections**
 - Short term and long-term benefits
 - Connect partnership working to wider economic strategic goals
- **PES offer unique and in-depth insights into the labour market**
- **Choose partners that reflect different aspects of PES delivery and wider labour market**
 - Umbrella organisations, NGOs...
 - Ministries, local/regional governments...



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Internal organization for developing and working with partners



- Strategic partnerships take time to build up so best practice is to have a specific ‘account manager’, or team
- Different skill set needed for working with partners
 - Networking abilities critical
 - Communication key
 - Awareness and knowledge of PES services
- Regular systems to gather views and knowledge from partners
- Use insights and knowledge gained to create better services
 - Share relevant messages with appropriate teams in a timely manner

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Strategic partnerships
and tripartite social
dialogue

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Tripartism and social dialogue

International Labour Organization definition of tripartism:

“The interaction of government, employers and workers (through their representatives) as equal and independent partners to seek solutions to issues of common concern”

International Labour Organization definition of social dialogue:

“All types of negotiation, consultation or information sharing among representatives of governments, employers and workers or between those of employers and workers on issues of common interest relating to economic and social policy.”

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Key steps to applying the ILO social dialogue approach



Step 1. Scoping exercise to identify potential workers and employers organisations



Step 2. PES reaches out to identified workers and employers organisations



Step 3. Agreements signed between PES and other organisations



Step 4. Support structures built to support social dialogue



Step 5. Series of meetings scheduled with all parties present



Step 6. Mutual trust developed between all partners

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Using social dialogue to develop programmes or strategies

Round table discussion to gather suggestions and improvements

Developing the approach by incorporating feedback

Positive impact: PES show that they listen to others and have an enhanced reputation

Using tripartism to develop strategic programmes in the Republic of Bashkortostan, Russian Federation

- First region to design and adopt a tripartite format
- Developed and designed 'Decent Work in the Republic of Bashkortostan' programme
- Worked with other parties to define tasks and responsibilities for implementation to 2025
- Improve employment conditions and defend workers' rights

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Strategic partnerships
for integrated service
delivery and skills'
mismatches

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Working with partners to make the shift from standalone to integrated provision

- Partnerships can include government agencies and stakeholders with core mandates related to economic and social rights
- Consider working with private sector, not-for-profit organisations and non-governmental organisations to maximise capacity, bring in expertise and knowledge of certain groups

Key aspects of successful strategic partnerships for integrated service delivery:

- A **client-centred approach**, which builds services around client needs;
- **Multi-disciplinary teams** drawn from different agencies, and/or partners;
- **Ease of access** to services by different providers;
- **Information sharing and individual case management**; and
- **Flexibility to adapt** service to local conditions.

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Strategic partnerships can help to reduce the skills mismatch

- Collect, analyse and share information on skills supply and demand
- Apprenticeship programmes are a valuable way for employers to train and recruit workers
 - They are also a useful vehicle for VET and the labour market to exchange information on current and future skill needs
- Partnerships between VET and the labour market can lead to:
 - Better knowledge exchange
 - Improving the quality and effectiveness of training

Examples of who PES can work with to develop and promote apprenticeships:

- **Public authorities (such as local education authorities)**
- **Enterprise associations;**
- **VET institutes**
Social partners

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PES partnerships in the future

- Partnerships will become more important as the PES move to a role of supporting workers throughout their working lifetime
- Information exchange with partners will become critical to ensure that PES services effectively and efficiently support the labour market
- COVID-19 crisis emphasises the importance of PES working closely with other partners to cushion the effects e.g. working with partners to help those at risk of redundancy
- A 'culture of collaboration' is essential for successful partnership working, and staff need to have the right skills for this

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