

AGENDA

VET GOVERNANCE IN ACTION

ONLINE - ZOOM

9/12/2020

SUMMARY

Multilevel governance is one of the main areas of expertise through which the ETF supports the transformation of VET and skills development systems in partner countries. The multilevel governance approach considers that systems function better when mechanisms for inter-institutional, multi-actor and national/sub-national cooperation are in place.

Partnerships and the sharing of responsibility have a horizontal dimension that reaches out from each level of the system, and a vertical dimension that links national and sub-national levels of the system. Effective actors' coordination and stakeholders' involvement in decision making at all levels of the system are success factors in the design of visions and strategies, and the subsequent policy delivery. Reinforcing coordination and cooperation among public institutions and agencies and with the private sector, including relevant civil society organisations, is therefore an essential part of the logic of multilevel governance.

Good multilevel governance is the consequence of participatory processes rather than the application of a supply-driven blueprint. It uses tools to map and analyse the system whereby current strengths and gaps in VET governance are discussed. This process also reviews the way institutions interact on policies, as well as their functions and ability to coordinate, in order to identify patterns and areas for improvement. It includes policy-learning, based for example on VET governance debates, the exchange of knowledge and the exploration of good practice case studies, with preference for peer-

learning and mutual-learning tools. Policy mediation, a consultative process involving actors within a country or territory who interact with each other with a view to implementing agreed policies, also plays an important role in strengthening governance.

The introduction of multilevel modes of governance requires support, advice and learning. The ETF's VET Governance Toolkit includes tools to spark debates and initiate strategic conversations in ETF partner countries. These tools are supporting the participation of all relevant actors in agreeing on common actions and sharing responsibilities with a view to creating better functioning VET and skills systems.

The toolkit contains the following building blocks. Each block introduces the key ideas and thinking behind the approach.

- Area 1 explains the basic ideas and principles of multilevel governance applied to VET.
- Area 2 provides a method for vision building to define a comprehensive VET reform agenda.
- Area 3 deals with the suitability of institutional arrangements to implement the reform agenda.
- Area 4 covers costing, budgeting, financing and funding, as well as data gathering and analysis.
- Area 5 discusses the role of social partners in linking VET policy to labour market needs.
- Area 6 examines territorial governance for the interplay of national/sub-national levels, issues of decentralisation and place-based policies related to smart growth strategies.
- Area 7 highlights the monitoring and assessment of country progress in multilevel governance.

Although these multilevel governance blocks are presented in an ideal sequence, starting with the development of a shared vision, roadmap and action plan before drilling down into the practical details of implementation, it is possible to start at any one of these blocks, choosing from the toolkit according to the immediate challenge at hand. The value of these blocks rest in particular on the blending of the theoretical frameworks and the experience gained by the ETF through cooperation with partner countries. These blocks include three comprehensive Guides: to Multilevel Governance, to Vision Building, Road mapping and Progress Monitoring based on the Foresight approach, and to the Review of Institutional Arrangements. The more than 60 resources provided in the toolkit include analytical models, key document templates, case studies (in pdf or video format) of relevant ETF interventions in partner countries, and comparative reports from multi-country actions such as the FRAME, GEMM and Entrepreneurial Communities initiatives.

The Toolkit is designed to help partner countries implement their own reform agenda, through supportive institutional arrangements and an adequate legal framework, and enable the contribution of key actors, such as social partners, based on innovative new structures for vertical and horizontal cooperation. The concepts framing the multilevel governance approach and the associated methodologies and tools can be used by each country independently. This will require expertise, which all countries have, and experience, which is progressively 'built by doing'. The ETF will continue to support the national processes of its partner countries and is ready to intervene as requested to provide advice and share knowledge in a timely and useful manner.

The ETF has a flexible approach based on two main forms of support:

- Support for ANALYSIS: This involves mapping the roles of institutions, assessing their progress and identifying ways to leverage their potential. This process is relevant for a large number of ETF partner countries and should lead to awareness of and consensus on the governance issues at stake. Support for analysis can be of particular help to countries that are planning new reforms or implementing those already agreed, and that want to improve their effectiveness. These countries include those that have decided to decentralise VET provision and skills development, and now want to assess what governance systems are needed at the sub-national level. Also taking part will be countries that wish to increase the involvement of the private sector in skills development programmes and are seeking to understand how roles and responsibilities may change as a result, in addition to countries that are looking to revise their system of VET and skills policy financing and may need to identify the full range of suitable policy options.

- Mentoring on the management of comprehensive CHANGE: This entails the provision of advice on the introduction of new institutional arrangements. A strong commitment to better VET governance is a prerequisite for success and a precondition for the ETF proffering support and advice. Successful examples from recent years include advice given in the following areas: the regionalisation of VET in Tunisia and Ukraine; strengthening the legal basis for the involvement of sectoral bodies and capacity building for social partners in Moldova; and the financing of work-based learning programmes in countries such as Armenia, Georgia and North Macedonia.

The Webinar will be held on **Zoom platform**. You will receive a message with link and credentials for the webinar, by email.

This event is organised by the European Training Foundation (www.etf.europa.eu). If you have questions on the content of the webinar, please contact Ms Siria Taurelli at sta@etf.europa.eu and Mr José Manuel Galvin Arribas at jmg@etf.europa.eu

VET GOVERNANCE IN ACTION, 9 DECEMBER 2020, 10.00-11.30 (CET TIME)

Facilitator: Simona Rinaldi, ETF

Time	Session	Facilitator
10:00 – 10:10	Welcome and introduction to the programme	Xavier Matheu de Cortada, Head of Policy Unit, ETF Simona Rinaldi, Specialist in Human Capital Development, ETF
10:10 – 10:20	Ice breaker	
10:20 – 10:40	VET Governance Toolkit presentation	Siria Taurelli, Senior Specialist in Governance and Lifelong Learning, ETF
10:40 – 10:50	Q&A on the presentation of the Toolkit	
10:50 – 11:10	VET Governance Toolkit applications – Breakout rooms session <ul style="list-style-type: none"> • Breakout room 1/Case 1: PPP Study • Breakout room 2/Case 2: Moldova RIA + Advice for monitoring system changes 	Siria Taurelli, Senior Specialist in Governance and Lifelong Learning, ETF José Manuel Galvin Arribas, Senior Specialist in Governance and Life-Long Learning, ETF
11:10 – 11:20	Next Steps - Poll	
11:20 – 11:30	Closing	