



European Training Foundation

EUROPEAN TRAINING FOUNDATION

VET GOVERNANCE

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GOVERNANCE: THE ACTIVITY OF GOVERNING



CONTEMPORARY DEFINITIONS HIGHLIGHT WIDE RANGE OF FACTORS AND STAKEHOLDERS

institutions, processes and traditions
that interact, multiplicity of actors
that play a role in governance



TRADITIONAL DEFINITIONS ATTRIBUTED ALMOST EXCLUSIVE ROLE TO THE STATE

laws, administrative rules, judicial rulings
and practices that constrain, prescribe
and enable government activities

MULTILEVEL GOVERNANCE: WHAT IT IS

Arrangement for **making binding decisions** that engage a multiplicity of politically independent but otherwise **interdependent actors – private and public – at different levels of territorial aggregation**, in more or less continuous **negotiation, deliberation and implementation**, and that does not assign exclusive policy competence or assert a hierarchy of political authority to any of these levels
(Schmitter, 2004)

Interactions among institutions, processes and traditions that determine **how power is exercised, decisions are taken** on issues of public and often private concerns, and **how stakeholders including citizens have their say**

(Oliver, 2009)

MULTILEVEL GOVERNANCE IN VET

Making VET policy based on **coordinated action and shared responsibility** among relevant public and private stakeholders, **at all levels** (international, national, sectoral, regional/local, provider), **and all stages** i.e. objective setting, implementation, monitoring and review of VET.

Good multilevel governance in VET supports **interaction and participation of stakeholders** whilst improving the policy relevance, accountability, transparency, coherence, efficiency and effectiveness.

(ETF based on CoR 2009 & Cedefop 2011)

ETF ACTION ON MULTILEVEL GOVERNANCE IN VET

GOVERNANCE IS EMERGING AS A
PRIORITY:
REVIEW EXISTING INSTITUTIONAL
ARRANGEMENTS

&

VARIOUS REFORM LINES ARE
ACTIVE:
CHANGE PROCESS TOWARDS
EFFICIENT AND EFFECTIVE VET
POLICY DELIVERY

Map existing arrangements:

- review interactions among actors and identify patterns
- review functions and mechanisms in the system

Move to new arrangements:

- adapt to fit reform purpose and goals
- avoid supply-driven blueprint

ETF's VET Governance indicator 1: Comprehensive vision shared within government, and beyond government

Variations 2017-2020

GOV1		2020				
		Level1	Level2	Level3	Level4	
2017	Level1	0%	12%	4%	0%	16%
	Level2	8%	8%	16%	4%	36%
	Level3	0%	0%	44%	4%	48%
	Level4	0%	0%	0%	0%	0%
		8%	20%	64%	8%	

- 17 countries assessed at level 3 or more in 2020

Source: Monteleone (ETF), Policy development in ETF partner countries. Progress monitoring 2017-2020

ETF's VET Governance indicator 2: Horizontal coordination mechanisms in place, between actors

Variations 2017-2020

GOV2*		2020				
		Level1	Level2	Level3	Level4	
2017	Level1	12%	28%	8%	0%	48%
	Level2	4%	24%	8%	0%	36%
	Level3	0%	8%	8%	0%	16%
	Level4	0%	0%	0%	0%	0%
		16%	60%	24%	0%	

- Increase of countries assessed at level 2 and (marginally) 3.
- Stakeholders' involvement is supported by international partners.
- Examples of horizontal coordination mechanisms are: sector committees, tripartite councils

Source: Monteleone (ETF), Policy development in ETF partner countries. Progress monitoring 2017-2020

ETF's VET Governance indicator 3: Vertical coordination mechanisms in place, between levels

Variations 2017-2020

GOV3*		2020				
		Level1	Level2	Level3	Level4	
2017	Level1	4%	25%	4%	0%	33%
	Level2	0%	21%	0%	0%	21%
	Level3	0%	13%	21%	0%	33%
	Level4	0%	0%	0%	13%	13%
		4%	58%	25%	13%	

- Improvement from 2017: most countries assessed at level 2
- The improvement owes rather to the coordination with sectors, than coordination with geographical tiers (national/sub-national/local)

Source: Monteleone (ETF), Policy development in ETF partner countries. Progress monitoring 2017-2020

THE 7 AREAS IN THE VET GOVERNANCE TOOLKIT

★ Area 1

Concepts, ideas and key principles of **multilevel governance** applied to VET.

★ Area 2

Method for **vision building** to define a comprehensive VET reform agenda.

★ Area 3

Suitability of **institutional arrangements** to implement the reform agenda.

★ Area 4

Costing, budgeting, financing and funding, as well as data gathering and analysis.

THE 7 AREAS IN THE VET GOVERNANCE TOOLKIT

★ Area 5

Role of **social partners** in linking VET policy to labour market needs. Role of civil society organisations in lifelong learning.

★ Area 6

Territorial governance for the interplay of national/sub-national levels, issues of decentralization and place-based policies.

★ Area 7

Monitoring and assessment of country progress in VET and skills good MLG.

LESSONS LEARNED IN VET MULTILEVEL GOVERNANCE

1. LEGACY OF CENTRALISED APPROACH IN VET
2. TRUST DEFICIT
3. REFORM PROCESSES BRING GOVERNANCE IMPLICATIONS, BUT OFTEN THESE ARE OVERLOOKED
4. COEXISTENCE OF POLITICAL AND POLICY REFORMS, IN COUNTRIES ETF COOPERATES WITH:
 - Transition context, or overhauling?
 - Stress effects and reform fatigue



THANK YOU