

SKILLS

FOR ENTERPRISE

DEVELOPMENT

**For sustainable competitiveness,
social fairness and resilience in
countries of the EU neighbourhood
and Central Asia**



S4E
SKILLS FOR
ENTERPRISE
DEVELOPMENT



ENTERPRISES ARE FACING CHALLENGES AND CHANGE

The world of work is undergoing rapid transformation driven by global trends such as digitalisation, greening, changing consumer demand, market shifts and evolving global value chains.

The Covid-19 pandemic and its impact on economies and markets means it is more vital than ever for enterprises to step up to challenges and accelerate the pace of change.

In the EU neighbourhood and Central Asia, the economic impact of local and international trends, including Covid-19, has meant a reversal of growth in several countries, together with rising unemployment, persistent poverty and growing inequalities, as reported by all the major international economic and financial market reports and forecasts from the European Spring Forecast, the International Monetary Fund (IMF), the European Bank for Reconstruction and Development (EBRD), the Organisation for Economic Co-operation and Development (OECD), the World Bank (WB), and national organisations¹.

Countries have reacted by launching programmes to support enterprises to face the crisis and reduce the risk of higher unemployment. Despite these efforts, businesses, especially small and medium-sized enterprises (SMEs), run the risk of disruption and closure, compelling them to embrace the changes that have been dramatically accelerated by the pandemic.



Key issues to be addressed in meeting the challenges of the future include:

- risks generated by rapid changes in market demand and economic structure;
- opportunities raised by new ways of doing business
- the move towards greening, strongly supported by global trends and the European Green deal and related policies impacting on industries and enterprises of all sizes and sectors; and
- enhanced technological transformation affecting manufacturing and services

Skills are key to embracing opportunities, developing businesses and managing risk. This is why they are at the centre of the European Union's priorities for 2021-24. The skills factor cuts across policy areas, and enables industries, companies and societies to have productive futures. A joint report by UNIDO and the ETF² on the changing needs for skills development as a result of the pandemic, based on a global survey of businesses launched in 2020, concludes that alongside skills development, re-skilling and up-skilling are gaining importance in the transition to a more digitally inclusive and green society.

The ETF's Skills for Enterprise Development initiative focuses on enterprise practices and engagement in skills development.

¹ For an overview of trends and forecast in countries of the EU Neighbourhood and Central Asia see the ETF Report: https://www.etf.europa.eu/sites/default/files/2020-07/mapping_covid_030720_socio_economic.pdf

² <https://lkdfacility.org/resources/global-survey-analysis-changing-needs-for-skills-development-as-a-result-of-covid-19/>

WHAT IS THE ROLE OF SKILLS IN ENTERPRISES?

Skills are at the centre of transformation in enterprises and the world of work. They are essential for everyone throughout their careers, including the transition from school to work. People also require continuous upskilling and reskilling to face the demands of market and sector developments.

Skills are essential for enterprises to adapt to change, anticipate demands and ensure the continuity of business success and competitiveness.

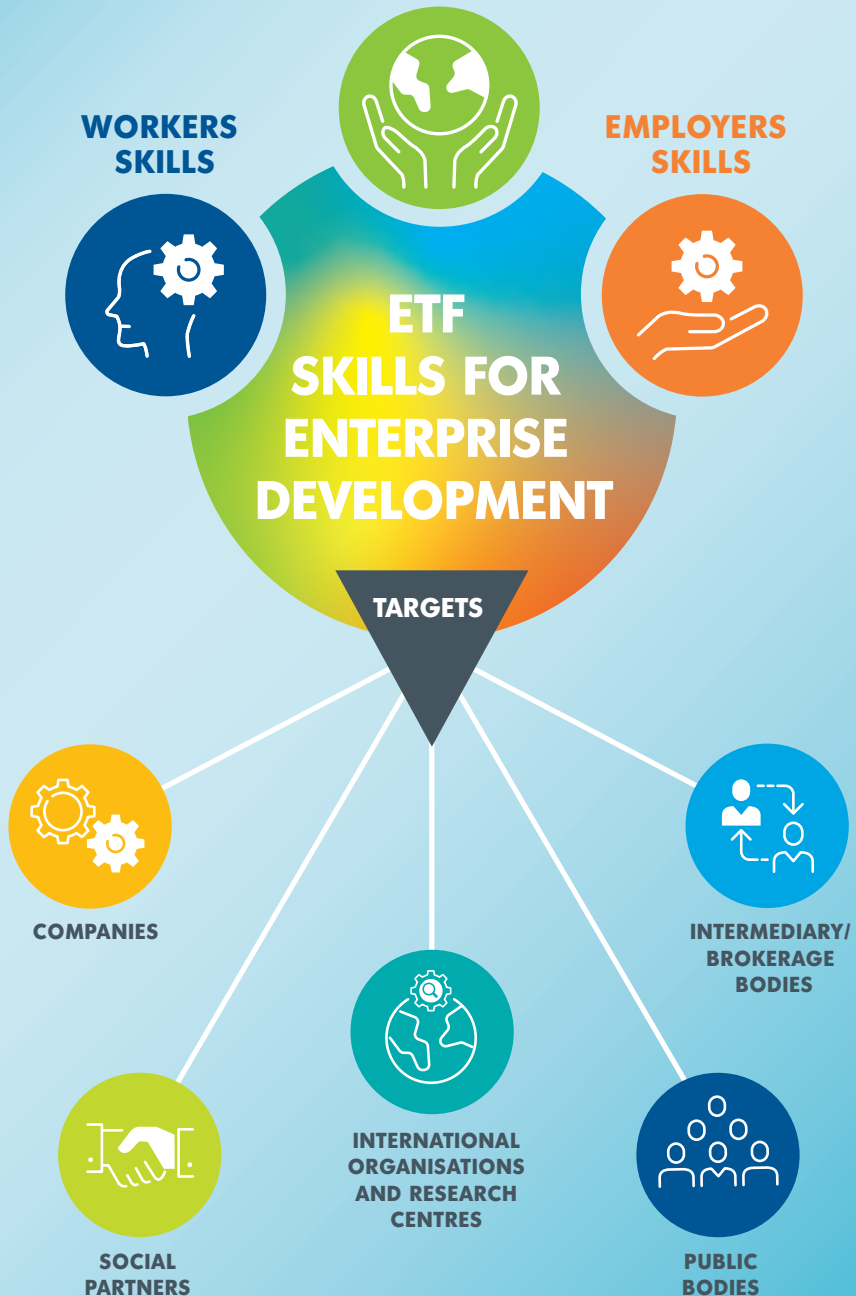
Skills are also key for enterprises to engage with wider objectives, in particular innovation, greening of economies, inclusive labour markets and sustainable societies.

Despite this, skills are often undervalued in enterprises, in particular SMEs and micro enterprises. Businesses often have limited capacity to analyse skills needs, compounded by limited human resources services and an overriding focus on anticipating the demands of the market.



ENABLING ENVIRONMENT

Policies, instruments, tools and networks



WHAT DOES SKILLS FOR ENTERPRISE DEVELOPMENT DO?

The initiative has two overarching objectives that target the overall vision of engaging enterprises in skills development, and supporting them to develop the skills they need to boost sustainable competitiveness, social fairness and resilience.

- The first is to promote the central role of skills in supporting enterprises from all sectors and sizes in their recovery and future competitiveness demands, in particular through promoting inclusive skills strategies, supporting innovation and greening across all target groups
- The second is to provide a platform for international exchange and knowledge creation to support the development of enabling eco-systems through learning and policy guidance, the transformation of enterprises, and investment in skills development, upskilling and re-skilling

This will be done by:

- Promoting and working closely with networks and initiatives at both international and national level
- Supporting skills development programmes for enterprise development, by leveraging on initiatives organised by intermediary bodies
- Enabling and contributing to networking and sharing good practice, experience and tools, in particular by leveraging peer support, mentoring and coaching
- Catalyzing innovation by supporting design thinking and innovation generation, acceleration and matching



**DELIVER A SOLID KNOWLEDGE
AND PRACTICE BASE**

FACILITATE AN ENABLING ENVIRONMENT

**TO SUPPORT SKILLS DEVELOPMENT FOR ENTERPRISES
ALLOWING FOR INCREASED INNOVATION**

PROVIDE NETWORKS AND OPPORTUNITES

**FOR INTERNATIONAL PARTNERSHIPS, FOSTERING COOPERATION
AND CO-CREATION AMONG PUBLIC AND PRIVATE ACTORS**



A SOLID

KNOWLEDGE AND

PRACTICE BASE

The Skills for Enterprise Development initiative will bring together knowledge from across the ETF's partner countries.

To ensure we have a solid base for action we will:

- a. Collect and share information and analyses regarding skills for enterprise development by exploring practices, policies and measures and identifying cases, practices and tools that could serve as an inspiration to others and inform policy development
- b. Develop new knowledge in partnership with national and international actors, in particular focusing on skills development in the context of purpose driven change: where goals focus on shifting or reinforcing a greener and inclusive society
- c. Share practices, tools and experience to demonstrate how skills development, up-skilling and re-skilling contribute to sustainable competitiveness, social fairness and resilience, thus ensuring business development and continuity for enterprises

In 2020-21 the ETF will work closely with partner countries, national and local public and key private players engaged in evidence collection. Together with country stakeholders and the European Bank for Reconstruction and Development (EBRD)³ the initiative will launch a study to detect how innovative enterprises in the agribusiness sector in Egypt, Georgia, Morocco, Serbia, Turkey, Ukraine, Uzbekistan have put in place inclusive skills strategies and practices to enhance their resilience in dealing with the pandemic and how skills have supported the required changes.

The initiative will also work closely with the United Nations Industrial Development Organization (UNIDO) to detect how the industrial-manufacturing sector has been impacted by the crisis and how practices in enterprises have changed across the globe in relation to skills development, upskilling and reskilling.

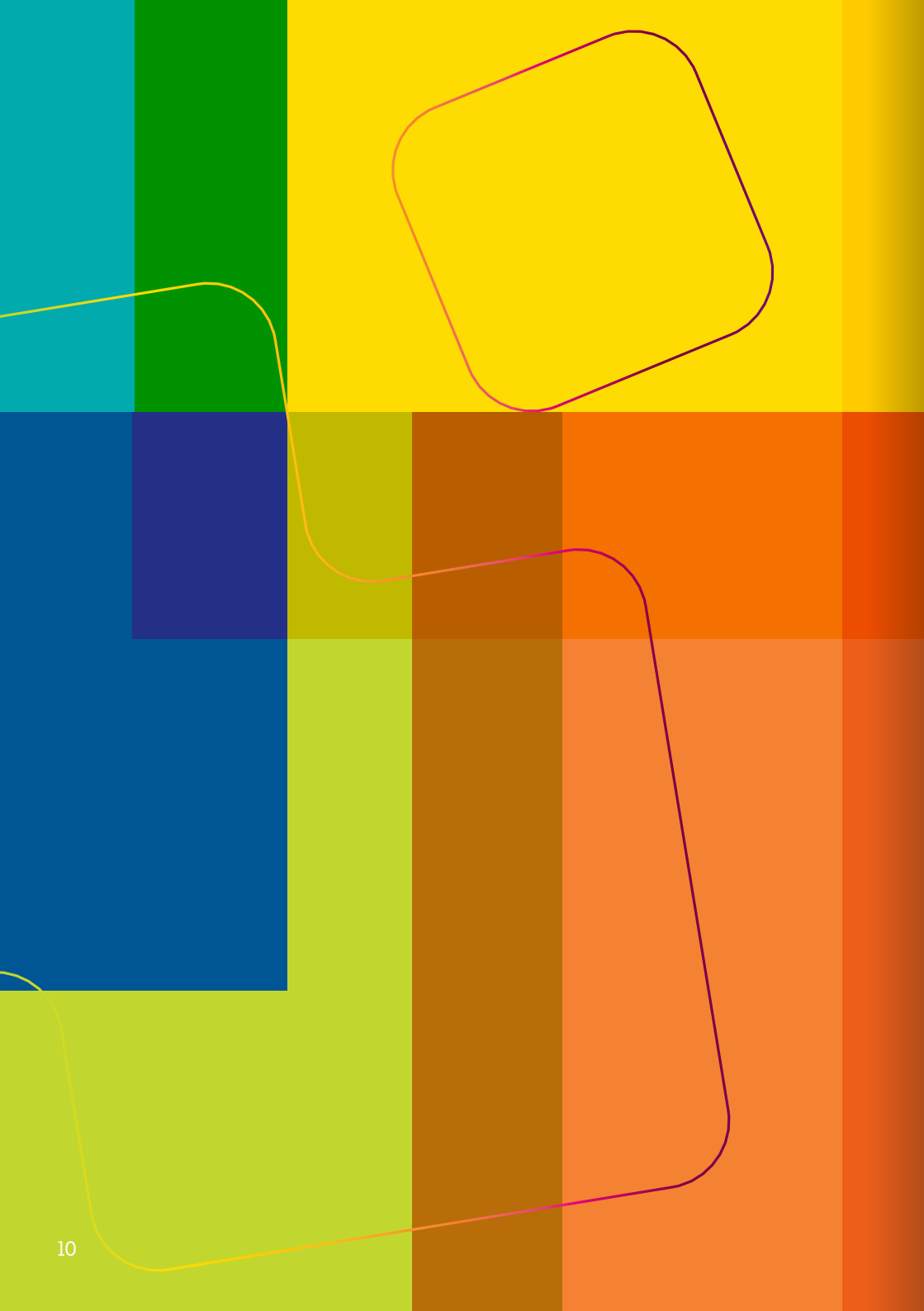
The initiative will also cooperate closely with the European Union (EU) institutions and organisations, as well as with other international and national partners on knowledge development actions and shared demands. The findings will inform advice, facilitation and coaching provided to enterprises, intermediary bodies and policy makers.

Networks and opportunities for international partnerships

The ETF will act as a facilitator, knowledge broker, advisor and coach to the networks and their members. It will do this by creating or supporting existing virtual communities that target skills development for enterprises, by promoting them and offering a quality award to bring them to international attention.

Networks will be invited to focus on one or more sub-clusters including (1) inclusive skills strategies, (2) skills development and green growth, (3) skills development and innovation, (4) skills development and digital transformation.

³ <https://www.ebrd.com/home>



HOW CAN I GET INVOLVED IN SKILLS FOR ENTERPRISE DEVELOPMENT?

- Join the Skills for Enterprise Development virtual community on Open Space and collaboratively share knowledge, research, practice and experience related to skills for enterprise development, in particular focusing on sustainable competitiveness, social fairness and resilience
- Contact us to present your network or to create a new one in your sector, country, or region. Networks will have a joint purpose and share practice and results with other networks internationally. In return the ETF will provide support through expertise, facilitation, coaching and brokering opportunities
- Join our webinars and meetings. All information can be found on the ETF's website and Open Space
- Contact us to join the initiative as an international partner, contributing through joint knowledge development, supporting specific actions internationally or at sector/national level

Contact us on: S4E@etf.europa.eu





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