

SWISS
FOUNDATION
FOR TECHNICAL
COOPERATION


swisscontact

SKILLS DEVELOPMENT IN A CHANGING WORLD



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We create opportunities

Youth employment and skills, Lebanon

GLOSSARY

C-VET Continuing VET, upskilling and re-skilling
ICT Information and Communication Technology
ISD Inclusive System Development
I-VET Initial VET
LaMI Labour Market Insertion

LLL Lifelong learning
SD Skills Development
SDG Sustainable Development Goals
VET Vocational Education and Training
LMIS Labour Market Information System

SKILLS DEVELOPMENT IN CHANGING ENVIRONMENTS

Fast-paced technological transformation, climate change, demographic shifts and growing globalised competition, exacerbated by health challenges, are radically changing the nature of work, the workplace and Skills Development.

Worldwide, over 190 million men and women, mostly youth and vulnerable groups in poverty, are unemployed. Over 75% of the employed survive on unregulated or short-term work, and it is expected that the numbers will increase. The global COVID-19 pandemic, throwing economies into turmoil, has aggravated this situation. There is an urgency to respond to skills needs for the 21st century and provide solutions for how such skills can best be acquired and further developed. With the life cycles of competencies getting shorter due to rapidly changing life and work situations, lifelong learning is becoming more important for staying relevant despite these changes.

Swisscontact's human-centred and systemic response comes from 60 years of experience in empowering individuals, businesses and institutions to help shape such transformations. It recognises that continuous learning is the way to successfully enter the world of work, remain gainfully employed or self-employed and relevant in the labour market through life, whether as a student, a worker or a business owner. Swisscontact's perspective on Skills Development aligns closely with the United Nations Sustainable Development Goals (SDG). It emphasizes the need for inclusive and equitable high-quality education in a framework of lifelong learning (LLL) opportunities (SDG 4), to ensure full and productive employment and decent work for all (SDG 8).



Support for artisanal vocational training project, Bénin



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For over 60 years, Swisscontact has supported governments in reforming their VET systems and labour market institutions. Today, Skills Development includes a wider range of sensitively contextualised offers to enhance employability and access to productive employment and self-employment.

INCREASING EMPLOYABILITY AND INCOME WITH QUALITY VET AND SUPPORT FOR LABOUR MARKET INSERTION

Founded in 1959, Swisscontact believes that Skills Development is critical for social integration and economic development and thus contributes sustainably to poverty reduction. While that commitment has remained strong, the focus of the projects has shifted over time.

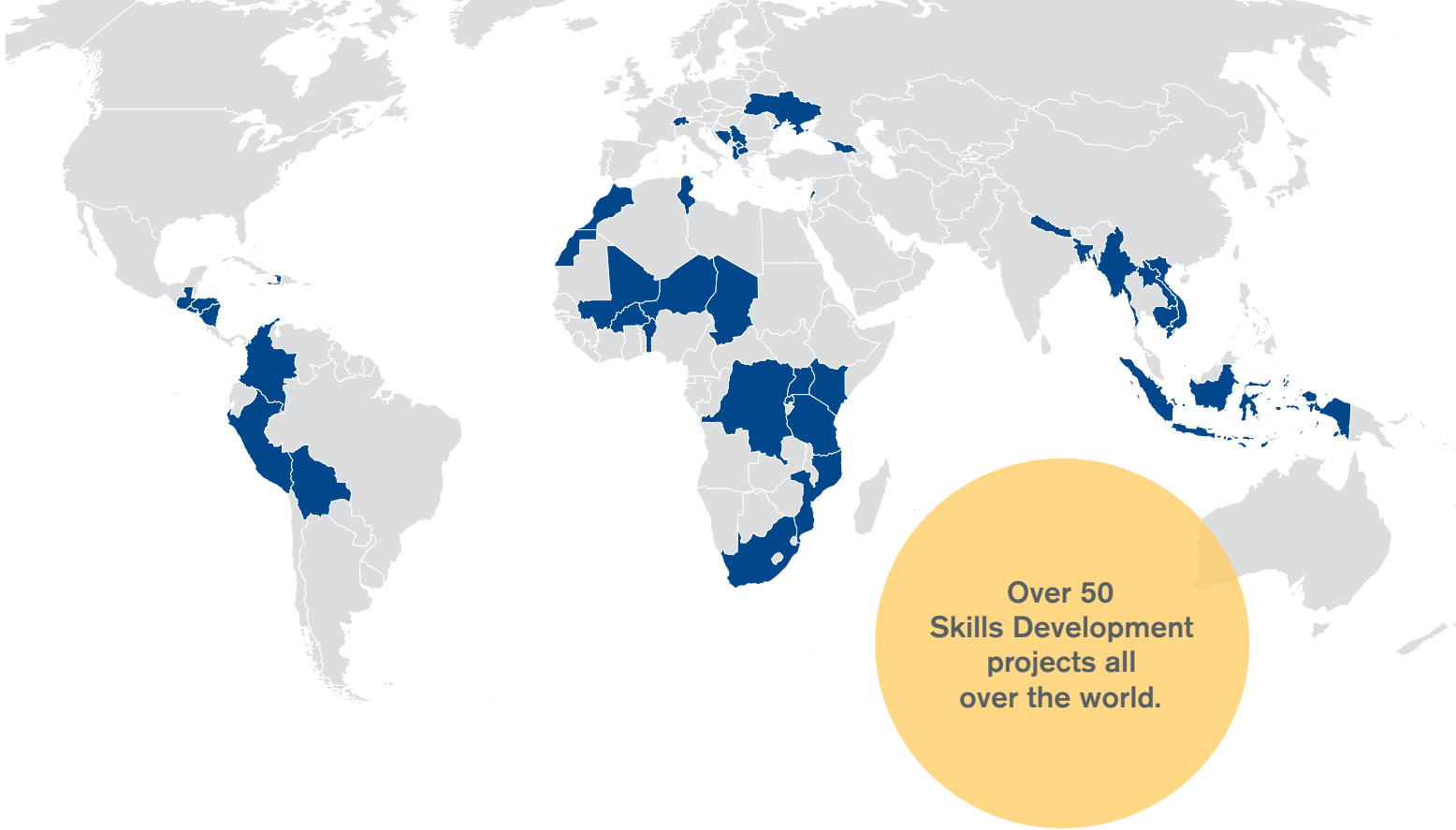
During its first two decades, Swisscontact focused on developing highly qualified technical professionals within the Asian, African, Eastern Europe and Latin American regions, following the Swiss apprenticeship model (Meisterlehre). It was crucial to build the capacity of trainers and school managers to deliver quality VET in close collaboration with the private sector. Due to the lack of facilities at local SMEs, the practical work was conducted in well-equipped training centres. Many of these training centres still exist and continue to train mid-level technical professionals.

From 1980 to 2000, the VET system shifted towards wider impact through collaboration with governments. Swisscontact built the capacities of local training systems, including teacher training, curriculum reform, school management, and quality assurance with certification. The interventions also helped strengthen the regulatory legal framework and ensured that investments in VET increased.

Since 2000, Swisscontact's development priorities have grown to include universal access to Skills Development as a critical driver of growth in income and employment to reduce poverty. Addressing the right for Skills Development for all requires a diverse portfolio, ranging from short-term entry-level training to long-term and professionalised training. However, all projects aim to increase employability and labour market integration while improving wages by enhancing the skills and retention of workers. Swisscontact's projects today are increasingly complex, since they work on strengthening systems and institutions at both local and national levels. There is a clearer understanding that enterprise growth must go hand in hand with decent work for individual well-being.

Dependent on the project, Skills Development addresses the following developmental goals:

- Accessibility, inclusiveness and equity
- Employability and mobility
- Productivity and competitiveness in enterprises and industry
- Economic and social stability by reducing unemployment and poverty



A RICH AND DIVERSE PROJECT PORTFOLIO

Swisscontact covers a wide range of Skills Development projects to respond to the specific needs and life situations of learners. Swisscontact's interventions can broadly be grouped into three working areas:

INITIAL VOCATIONAL EDUCATION AND TRAINING



- *VET in rural and urban areas*
- *Centre-based I-VET*
- *VET in higher education*
- *VET in fragile contexts*
- *(Dual) Apprenticeships*

CONTINUING VOCATIONAL EDUCATION AND TRAINING



- *Mobile Training*
- *Industry-based training in enterprises*
- *Higher professional education*
- *Upskilling of workers*

LABOUR MARKET INSERTION



- *Access to information and orientation*
- *Coaching of job seekers*
- *Integration of unemployed workers*
- *Entrepreneurship*
- *Certification and labour market integration for migrant workers*

REACHING A SPECTRUM OF INDIVIDUALS AND PARTNERS

As a capacity builder and facilitator, Swisscontact intervenes and creates impact at the individual, service provider and system levels.

At the **individual level**, interventions deliver technical and vocational skills and post-training and entrepreneurship support so that a wide range of people have access to decent work or self-employment. This includes vulnerable groups like out-of-school youth and dropouts; graduates unable to find work and returning migrant workers. Such services are usually provided by our project partners.

Swisscontact builds capacities of **service providers** to professionally deliver more relevant and inclusive training and after-training support. Partners include public and private training providers, enterprises, employment and labour market institutions and other public authorities. We also encourage closer collaboration with private sector organisations (federations, chambers, sector skills councils, local professional associations) and enterprises to increase the recruitment and retention of graduates and workers at risk.

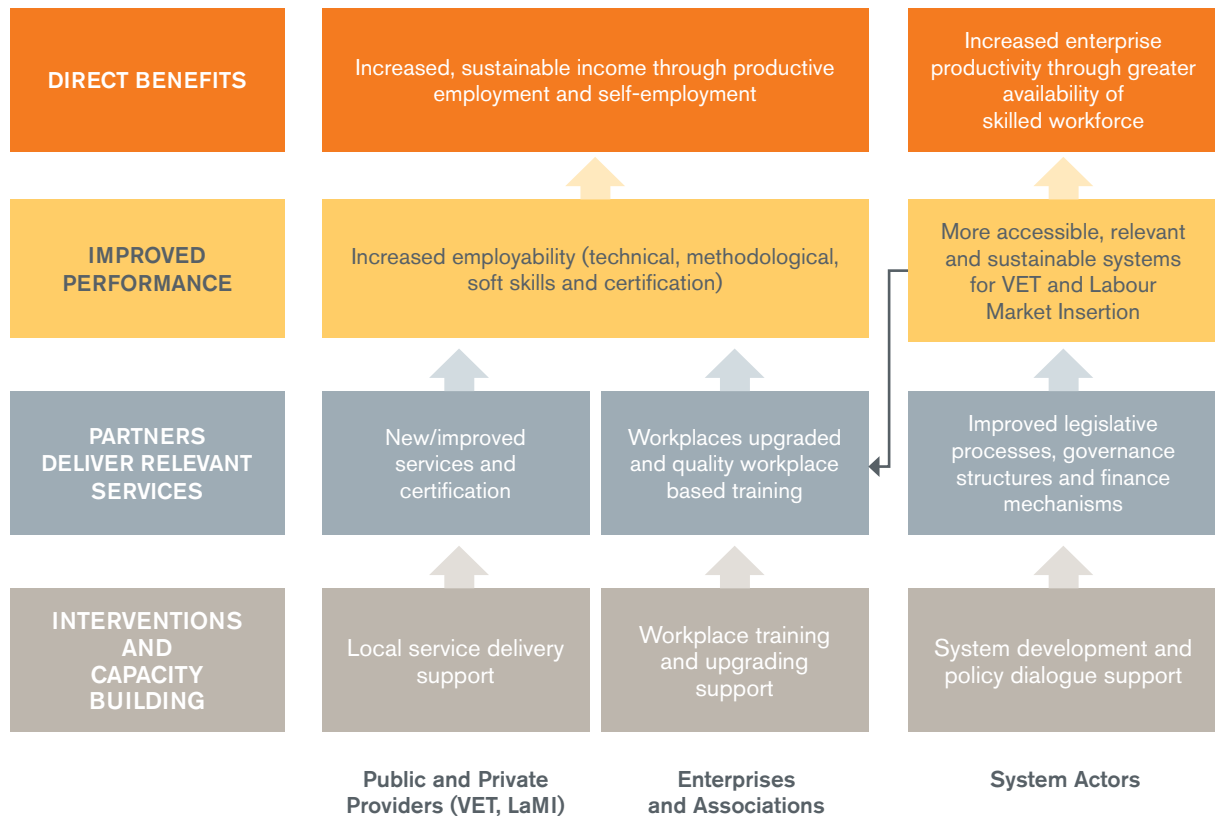
At the **system level**, Swisscontact assists with the design and implementation of new schemes or with reforms to address access, relevance, quality, governance and sustainability of Skills Development. Many projects collaborate with the relevant actors on defining and implementing competency and assessment standards, financing mechanisms or other governance-related issues within national frameworks. Swisscontact supports partners to move away from supply-driven training systems towards ones that are market-oriented and responsive to industry needs, while being accessible and inclusive.



Professional technical training project, Nicaragua

THE GOAL

Improved income and better jobs, increased enterprise productivity with more accessible relevant training as well as labour market insertion systems.



- Our interventions foster inclusive policies, better framework conditions and partner capacities.
- Relevant training and labour market insertion services are available for more participants and disadvantaged groups.
- Their increased employability leads to more opportunities for better jobs or self-employment and higher income.
- Better workplace practices and access to skilled men and women, leads to increased productivity in enterprises.

SECURING WINS FOR INDIVIDUALS, INSTITUTIONS AND THE PRIVATE SECTOR

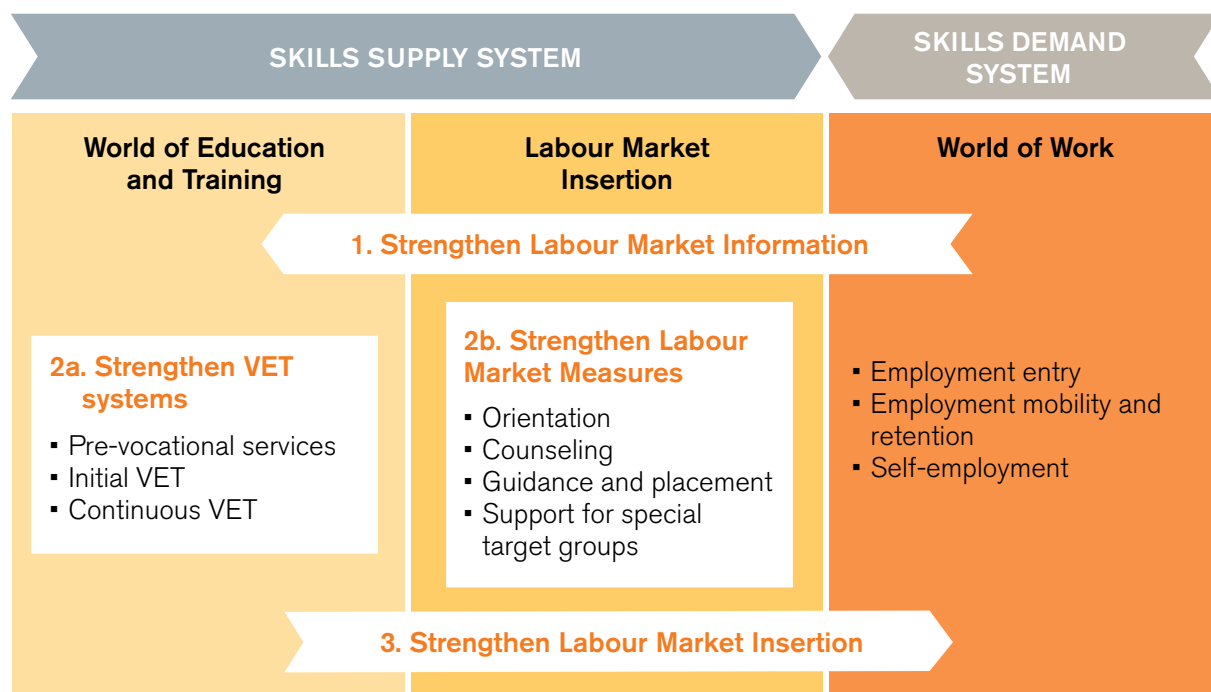
Swisscontact's approach to Skills Development is rooted in Switzerland's robust experience in dual VET, which is supported by strong labour market institutions and based on solid public-private partnership arrangements.

Swisscontact promotes multi-stakeholder engagement in the design, planning, implementation, certification and governance of training delivery and labour market insertion. This is complemented by a well-defined and regulated mechanism for funding, delivering training and labour market insertion services at the local level, where all actors are clear about their roles and responsibilities.

Our dual VET approach is marked by strong private sector engagement in training, in which periods of learning and experience alternate between the workplace and a VET school or training centre. This is especially relevant to the actual conditions of labour markets and for countries that have a weaker VET system without strong private sector engagement, since it emphasises experiential and student-centred learning.

We foster dialogue and collaboration between actors to catalyse change and improve their performance of school-to-work transition in the following ways:

1. Strengthen labour market information so that VET and insertion measures are aligned with needs and opportunities
2. Improve the relevance, scope and scale of VET and labour market insertion services
3. Strengthen labour market transition





Vocational Training
Support Programme, Mali

A robust and responsive VET system combined with strong labour market insertion support contributes significantly to the inclusive and sustainable development of a country or region. In addition, Skills Development together with job creation can mitigate youth unemployment and stabilise fragile contexts.



The private sector must play an explicit and decisive role in developing and delivering Skills Development.

VET systems must be inclusive, enable lifelong learning and be linked to labour market insertion.

Skills Development should be a priority and be delivered at all levels with high quality and relevance. By well-resourced, well-managed and capable service providers.

Collaboration, partnerships and good governance should be fostered at local and national levels.



CORE PRINCIPLES

Accessibility, relevance and effectiveness are the core principles underlying Swisscontact's approach to Skills Development.

SHIFTING FOCUS TO LONG-TERM EMPLOYABILITY

With Swisscontact's commitment to Lifelong Learning, acquiring skills becomes more than just a way to secure immediate employment but a step towards long-term employability. It requires the ability of individuals to adapt to rapidly changing labour market demands. To make this possible, Swisscontact emphasizes the integration of 'soft' skills in all Skills Development interventions. Soft skills may be methodological, social, emotional or personal, such as good communication, initiative, leadership, reliability, team work and adaptability. Such qualities build self-efficacy, self-confidence and self-esteem and strengthen motivation, making the person more reflective and self-evaluative, both key attributes for personal development and employability.

FORSTERING ACTION COMPETENCE

Action competence enables a person to respond to specific and complex situations in the workplace and life by mobilising internal resources (knowledge, skills and attitudes) together with external resources (work tools, documents and networks). The best way for learners to acquire such resources is through well-designed, well-facilitated learner-centred programmes that combine classroom and workplace-based learning.

REFORMING PEDAGOGY EMPHASIZING FACILITATIVE METHODS

Swisscontact encourages its partners and stakeholders to shift from teacher-centred to learner-centred pedagogies. Such pedagogies promote self-directed and peer-driven learning by placing learners in contextualised and complex learning situations. An enabling learning environment gives students the time and space to practice active learning through dialogue and reflection. In the process, they acquire valuable skills in self-organisation, communication, time and work management.

REFORMING CURRICULA EMPHASIZING HARD, SOFT AND FUTURE SKILLS

Skills Development can only be as good as the curriculum that drives it. Understanding this, Swisscontact places a high priority on curriculum reform to strengthen action competencies. A key indicator of success is how well the curriculum matches labour market needs and opportunities. However, equally important indicators are learning outcomes such as how effectively students use the knowledge and skills acquired in their work and for their social and personal development.

Designing responsive, learner-centred curricula can only be done effectively in close collaboration with project partners including the government, training providers, enterprises and associations. This would ensure that curricula also respond to the needs of students, and address future requirements like green skills, digital and entrepreneurial skills. They would also address gender, labour rights and decent work, environmental responsibility and entrepreneurship.

BUILDING CAPACITY FOR INCLUSIVE SYSTEM DEVELOPMENT

Swisscontact applies an Inclusive System Development (ISD) perspective in its Skills Development projects. ISD transforms fragmented VET system and labour market institutions by promoting a shared vision among stakeholders and building their ownership for innovations and reforms. This involves engaging with a broad range of system actors including local employers, public and private VET providers, industry associations, and government ministries at the national and local levels.



Rural skills development support programme, Niger

Swisscontact works as a facilitator and capacity builder, supporting and empowering system actors to collaborate and innovate new ways of working. This catalyses positive changes including good governance at every level and policy dialogue that delivers structural transformation. Such exchanges have far-reaching effects as they deepen understanding between stakeholders and build on their capabilities and incentives to own and drive systemic change. Our ISD approach focuses on sustainable change defined by collaboration between actors so that it continues beyond the life of the project. Change is established with key players beyond the actors associated with the project.

To achieve lasting beneficial change, our project design is based on an a thorough participatory analysis of the VET ecosystem. This includes the socio-political and economic context, policy and regulatory frameworks, as well as the support services which ensure that VET is delivered and labour market support provided. The analysis also extends to an analysis of the barriers and their causes which prevent effective performance at the local, regional and national levels. This also helps address Gender Equality and Social Inclusion (GESI), conflict sensitivity and environmental responsibility to ensure positive sustainable outcomes for both the target groups and the ecosystem.

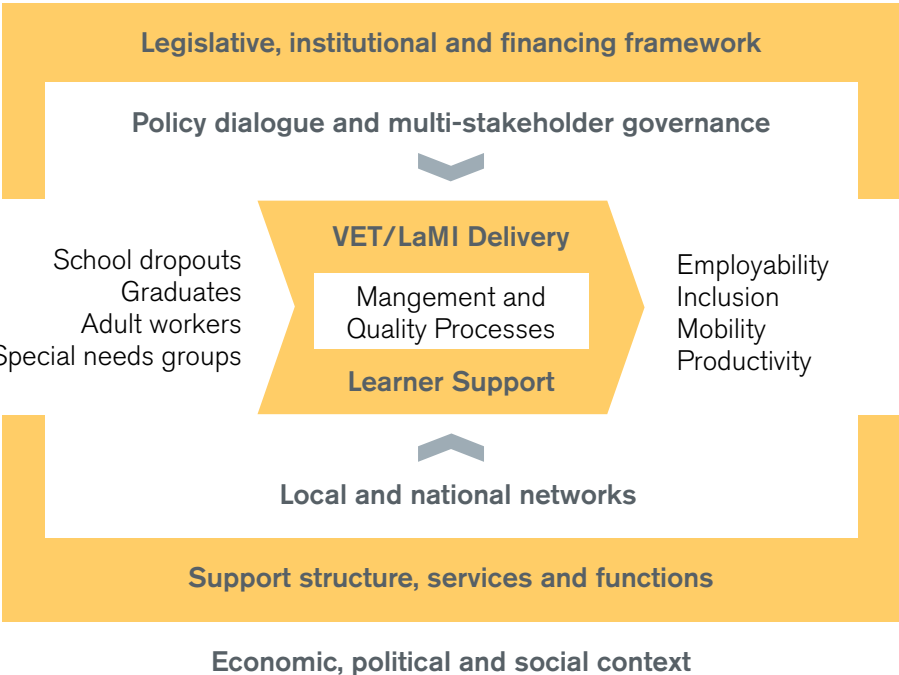
EMPOWERING LOCAL STAKEHOLDERS THROUGH BOTTOM-UP CHANGE FOR SYSTEMIC IMPACT

Swisscontact believes that sustainable system-wide impact can only be achieved through change which is anchored by actors at local and national level and further scaled beyond a project by the system itself.

The transformation of VET systems and labour market institutions requires time, resources and changes in behaviour, governance and ownership. A bottom-up approach ensures commitment, adoption and a solid foundation for up-scaling based on proof and evidence. When an initiative proves its viability, results are shared with national actors, who are encouraged to replicate the success in other regions and sectors.

A bottom-up approach requires regional and system-level legislative, financial or regulatory support from the broader ecosystem. This is especially the case in decentralised settings so that an intervention achieves greater administrative, pedagogical and financial autonomy. With its bottom-up approach, Swisscontact strengthens local networks and multi-stakeholder governance mechanisms to encourage joint advocacy processes and co-financing mechanisms that involve local and central sources.

The diagram below illustrates how Swisscontact anchors its work at the level of VET and labour market insertion service provision. It does so by strengthening support functions in the ecosystem and the delivery mechanism of the service providers; and facilitating necessary changes at the policy level to ensure durable and scalable solutions that create benefits across the ecosystem.



BUILDING FOUNDATIONS OF A NEW GENERATION OF SKILLS DEVELOPMENT

To ensure a positive impact and contribute to achieving inclusive and sustainable development, Swisscontact applies a sustainability approach to each project. We are particularly committed to four interrelated criteria, which guide Skills Development at all stages of the project's design, implementation and evaluation.



GENDER EQUALITY AND SOCIAL INCLUSION (GESI)

Through enterprise development and training of trainers and learners, Swisscontact enhances their capacities to proactively address visible and invisible barriers in its projects so that women and disadvantaged groups are able to access more SD services, graduate and successfully enter the labour market. Projects develop the competencies of learners and service providers to act with greater sensitivity on issues of gender and social equity.



FINANCIAL INCLUSION

Swisscontact promotes financial inclusion. It facilitates access and builds the financial capability of learners, service providers and enterprises to access financial services, channels and resources and make the best possible financial decisions. Ultimately, individuals can make financial decisions appropriate to their life, work and potential self-employment.



ENVIRONMENTAL RESPONSIBILITY

Swisscontact proactively promotes green skills and green jobs. Through enterprise development and training of trainers and learners, Swisscontact enhances the environmental awareness and performance of enterprises and service providers, supporting the development of skills and practices that reduce waste, improve resource efficiency and protect the environment. Ultimately, this leads to individuals becoming aware of environmental issues and adopting environmentally responsible practices at the workplace and in life.



GOOD GOVERNANCE

Swisscontact actively promotes good governance. Structures and processes are designed to ensure transparency, accountability, effectiveness and efficiency, broad-based participation, responsiveness, rule of law, stability, equality, and inclusiveness. Projects promote public-private partnerships to strengthen and improve the awareness and capability of learners, service providers, enterprises, their associations and government institutions to assume their roles.

PROMOTING PARTNERSHIPS FOR MUTUAL BENEFIT

Swisscontact's success in its Skills Development projects is deeply linked to its strong partnerships and collaborations with the private sector, academia and expert networks. Such partnerships are critical to ensuring relevance and quality but also for financing, providing equipment and sharing technical know-how.

PRIVATE SECTOR ENGAGEMENT

Swisscontact's engagement with the private sector in projects is wide-ranging and touches many aspects of Skills Development, from defining trends, assessing skills gaps and programme design to implementation. In this approach, the private sector is a central actor who both contributes to and benefits from deep participation in Skills Development at all levels of interventions. Swisscontact aims for systemic impact well beyond immediate training benefits specific to enterprises or sectors. It seeks to bring change beneficial to the overall public VET system or labour market institutions and the actors involved through private sector engagement.

STRATEGIC TECHNICAL PARTNERSHIPS

Collaborations with specialised partners enables Swisscontact to design and implement increasingly dynamic and complex projects. These collaborations enable knowledge transfer and exchange as well as adaptability, which plays a growing role. Strategic technical partnerships are often with universities, professional VET schools or enterprises.

CO-FINANCING PARTNERSHIPS AND PPPs

Together with multinational enterprises, Swisscontact builds the capacities of local actors to offer more relevant training that is driven more by the private sector. Such projects might focus on a specific core business such as agriculture, manufacturing, hospitality or construction. They address the severe skills gaps faced by enterprises entering a new country, which sometimes result in the failure of the products or services in the local market. Projects are cocreated with such enterprises and co-financed by a funding agency or foundation.

CONSULTING AND ADVISORY SERVICES

Swisscontact offers tailor-made advisory services to internationally active enterprises or development partners in areas such as strategic advice, project development, training, applied research or monitoring and evaluations in areas of specific expertise that is available in-house.



Swiss entrepreneurship programme, Peru



ENHANCING SKILLS DEVELOPMENT WITH DIGITALISATION

Information and communication technology or ICT, is profoundly affecting the world of work and creating new job opportunities and new skills needs.

As existing occupations and increasingly new ones become more technology-intensive, Skills Development needs to responsively adapt curricula and occupational standards. ICT skills are now considered central to employability. Keeping pace with these changes also requires significant innovations in the way how and what people learn. Pedagogies need to better engage with learners, by integrating and combining with new technologies such as blended learning, virtual and augmented reality and artificial intelligence.

Swisscontact considers digitalisation as essential to the modernisation of VET and introduces ICT-based solutions when feasible. However, it is aware of the issues of access and learning challenges that might be faced by disadvantaged groups. Swisscontact digitalisation areas are broadly summarised as:

- School management and administration
- LMIS for training and tracking
- Design and development of blending learning and digital content
- Instructor training, upskilling and promoting learning through exchange
- Assessment, certification and after-training support
- Systems for matching trainees to workplaces
- Digital career guidance and orientation



ENSURING CONTINUOUS LEARNING AND QUALITY IMPACT

Continuous improvements in the efficiency and quality of Skills Development calls for a system of rigorous monitoring and results measurement (MRM) to reflect and adapt. Swisscontact measures impact systematically by using a standardised and comprehensive MRM framework based on the Results Measurement Standard of the Donor Committee for Enterprise Development (DCED).

The MRM system provides timely evidence on project progress towards its planned outputs, outcomes and impacts along with qualitative information to help understand why and how changes have occurred or not. This not only meets reporting and accountability requirements but also guarantees informed decision-making and allows for course corrections through adaptive management.

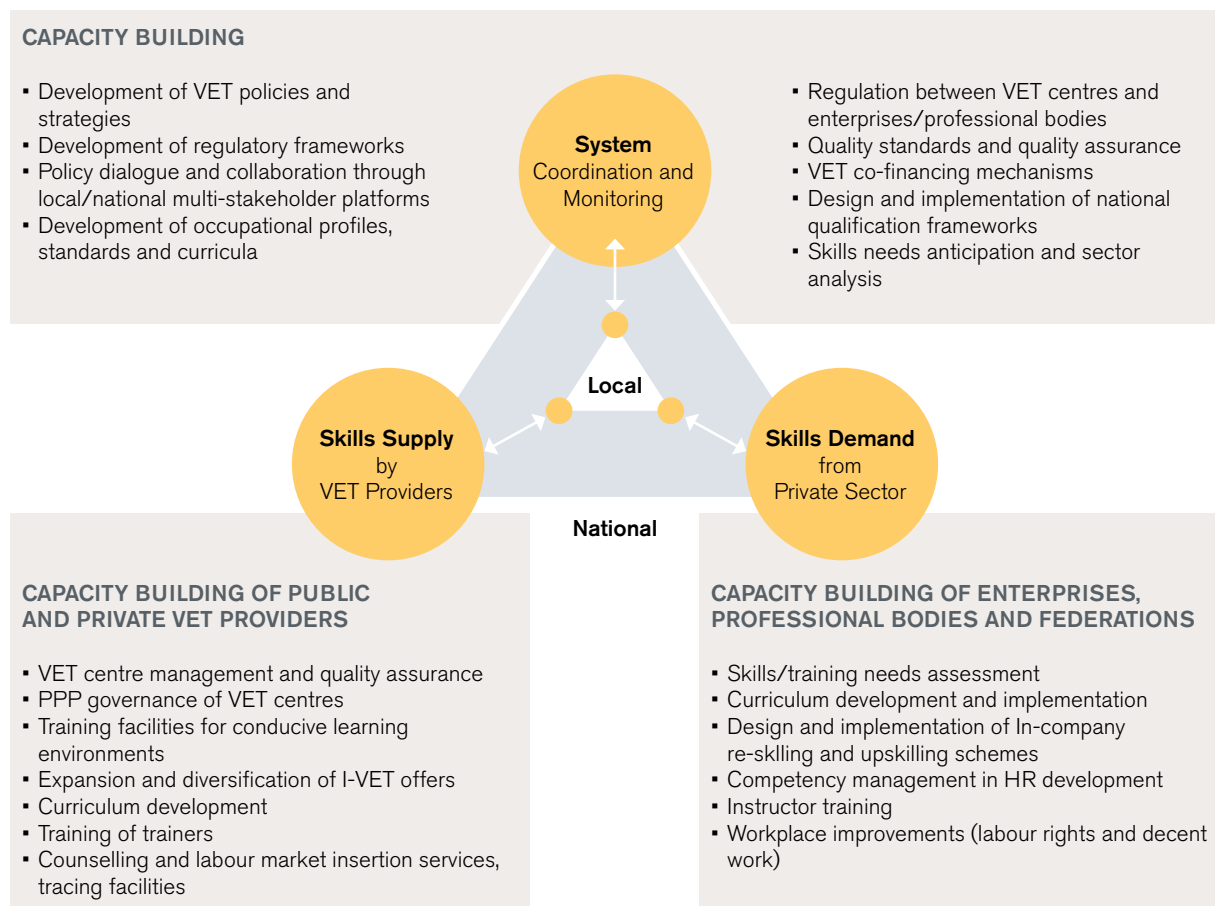
Partner performance and system-level measures are more qualitative and include improvements in framework conditions and support functions. Both directly influence training and labour market service providers to deliver more accessible and relevant services at the institutional level.

I-VET: INITIAL VOCATIONAL EDUCATION AND TRAINING

THE FIRST STEP IN ACQUIRING PROFESSIONAL SKILLS FOR THE WORLD OF WORK

Initial Vocational Education and Training, known as I-VET, prepares young men and women to get a first qualification to successfully enter the world of work or continue to higher education. I-VET prepares them with the knowledge, skills, capabilities and attitudes they need to work as wage-earners or entrepreneurs. I-VET is a key to building a person's long-term employability.

I-VET requires no prior work experience and is usually offered at lower and upper secondary or tertiary levels. Interventions can range from short-term courses delivered by formal and non-formal training providers to long-term courses delivered by formal VET schools, polytechnics or universities.



EXAMPLES

SKILLS FOR LIVELIHOODS



Socio-economic integration programme for young refugees and the host community through vocational training combined with self-employment support.

SKILLS FOR COMPETITIVENESS



Strengthen school management capacities and support the development of teaching 'factories' within the polytechnics, and a teaching approach based on dual training.

DUAL APPRENTICESHIPS



Provide dual apprenticeship mechanism in selected crafts or specific trades, where industry faces severe shortages of skilled craftspersons and is ready to invest into training.

SWISSCONTACT'S OFFER

To address the school-to-work transition challenge faced by young men and women, Swisscontact's I-VET projects contribute to the transformation of existing VET systems. They build the capacities of VET actors to improve access and delivery of quality and context-specific vocational training. At the institutional level, interventions improve the training and management capacities of training providers, and also strengthen infrastructure and facilities, public-private governance of VET, and management and administration. This includes digitisation and quality assurance tools and mechanisms, besides curriculum development, learner-centred pedagogical approaches and learning materials. Most importantly, Swisscontact builds the capacities of VET partners to collaborate and link learners with enterprises and the labour market. Swisscontact also closely collaborates and builds the capacity of professional associations and networks involved in I-VET.

At the system level, Swisscontact assists national authorities with the design and implementation of entirely new I-VET schemes or reform processes. Many projects also collaborate with stakeholders on financing, regulating and improving the quality of VET systems as well as on competency and assessment standards within national frameworks.

C-VET: CONTINUING VOCATIONAL EDUCATION AND TRAINING

ENSURING LIFELONG EMPLOYABILITY THROUGH UPSKILLING AND RE-SKILLING AND PERMEABLE QUALIFICATION SYSTEMS

Continuous Vocational Education and Training, known as C-VET, is the process and mechanism that supports working age women and men who have completed their I-VET or who have learnt on the job to remain active in the labour market with new and updated skills, knowledge and attitudes.

Many governments increasingly promote C-VET as a part of creating a permeable qualification system that enables lifelong learning for all. Governments realise the urgent need for universal access to C-VET and adapt their systems to include lifelong learning.

C-VET is characterized by its diversity, which ranges from centre-based to enterprise-based formal and non-formal, short and longterm up-skilling and re-training delivered part-time or full-time. It includes both soft and hard skills. C-VET ranges from being fully financed by the employer to being fully financed by the learner. It could lead to a higher level certificate and be directly linked to the competencies required in the workplace.

While learners benefit from higher employability, career progression and increased wages, enterprises and industry benefit directly from a more adaptable and trained workforce. For this reason, they increasingly finance C-VET so that their skills requirements are met.

Building a resilient economic environment calls for C-VET that is closely aligned with industry. Swisscontact interventions ensure that upskilling and re-skilling options are widely available, affordable and relevant to the current and evolving needs of the economy, and also support the professional and personal development of all categories of working men or women, including disadvantaged groups.



EXAMPLES

STRENGTHENING PRIVATE SECTOR ENGAGEMENT IN THE TVET SYSTEM



Self-financed Industry Based Training (IBT) modality in the garment industry using competency-based training and certification approach for customised training delivery, which caters to the specific upskilling, re-skilling and multiskilling needs of sewing machine operators.

HOSPITALITY INDUSTRY LED TRAINING



Workplace-based Skills Development programme in hospitality, delivered by industry experts, together with associations and ministries, leading to national and regional certification.

SWISSCONTACT'S OFFER

Many Swisscontact C-VET projects promote industry-based training in specific sectors like hospitality, readymade garments or construction. By building the HR planning and management capacities of associations and enterprises, including SMEs, Swisscontact encourages them to invest in training and safe work practices as a viable option to addressing their skills-related productivity barriers. Projects encourage enterprises to set up their own training spaces or to collaborate with training providers for tailor-made training solutions that address basic skills, upskilling, re-skilling and multiskilling requirements.

Swisscontact also focuses on the design of new dual C-VET schemes or the reform of existing ones to improve access, relevance and sustainability. This calls for capacity building and effective collaboration with all stakeholders at the system level. Swisscontact provides technical support in the design of incentive schemes that inspire enterprises to train and potentially link workers to assessment and certification. The goal is to develop more permeable training systems and contribute to efforts where C-VET gets integrated into national qualification frameworks.

LaMI: LABOUR MARKET INSERTION

MATCHING THE NEEDS OF JOB SEEKERS WITH THE REQUIREMENTS OF THE LABOUR MARKET

Labour Market Insertion or LaMI acts as an interface that helps job seekers find productive employment or self-employment and get integrated into the labour market. LaMI reaches the unemployed, those at risk of redundancy, vulnerable or marginalized groups and VET graduates who are ready to enter the world of work.

Effective LaMI services are tailored to meet both sets of needs: individual needs to access employment and self-employment opportunities, and enterprise needs so that enterprises have access to skilled and qualified workers. LaMI services are delivered by public employment services or private service providers including NGOs, training providers and enterprises. They can be an integral part of Active Labour Market Measures (ALMM) and are often anchored in the social welfare and public employment system where available.

LaMI also plays an important role when economic slowdowns or external shocks lead to mass unemployment. At such times, LaMI measures provide temporary support such as unemployment benefits.

Swisscontact LaMI support initiatives cover a wide range of measures and instruments ranging from providing information and guidance, individual services and skills development for improving employability, to coaching for self-employment and long-term coaching support.

Instruments and Measures for Labour Market Insertion (LaMI)				
Orientation Services	Individual Services	Development of Employability Skills	Supporting Self-Employment	Supporting Wage Employment
Information Exploration of the world of work Enrolment profiling Linking to offers incl. <ul style="list-style-type: none"> ▪ Pre-vocational training, ▪ I-VET, ▪ Up- Reskilling, ▪ General Education, ▪ Learning Companies ▪ Certification (RPL) 	Counselling, coaching, mentoring for <ul style="list-style-type: none"> ▪ Internships ▪ Enterprise placement ▪ Self-employment ▪ After-training support 	Catch-up education Soft and life skills Entrepreneurial skills On-the-job learning/ internships in enterprises, learning companies	Start- up support (incl. business idea, planning etc.) Linking to financial institutions and markets Linking to technical and business mentoring	Placement Services Incentives Public sector job creation

EXAMPLES

COACHING FOR EMPLOYMENT OR SELF-EMPLOYMENT



A coaching cycle and digital solutions offered by public or private employment agencies to empower unemployed marginalised job seekers to assess their capabilities, learn skills and find opportunities for wage and self-employment.

EMPLOYABILITY SKILLS OF UNIVERSITY GRADUATES



Develop employability skills of university graduates through practical commercial training provided by a learning enterprise with a virtual marketplace.

REINTEGRATION OF RETURNING MIGRANT WORKERS



Access to various services for increasing the chances of socioeconomic integration. This includes recognition and certification of skills and experience acquired abroad, upskilling and labour market matching or self-employment support.

SWISSCONTACT'S OFFER

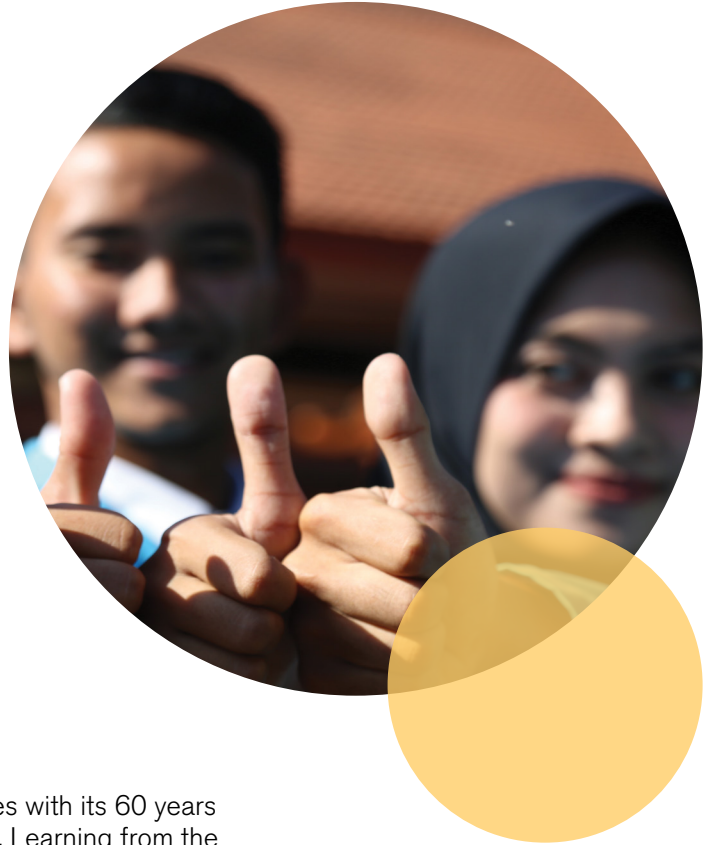
The services are often part of an integrated approach and vary in complexity depending on the local context and the capacities of local market institutions. For example, some countries may limit their services to job matching while others may offer a mix of integrated and tailored services for each target group.

Swisscontact promotes the use of digital platforms and ICT so that LaMI services are more easily accessible. Where possible, labour market information such as job offers is disseminated through websites and social media, increasing the ability of Employment Services to reach marginalised groups. Initiatives are standalone projects or can be combined with I-VET or C-VET to establish or strengthen employment services from training providers and increase the likelihoods that training will lead to productive employment or self-employment.

In its LaMI projects, Swisscontact plays a facilitative and capacity-building role, bringing together private and public actors to jointly take ownership for delivering better and more relevant services. Employers benefit from labour market information and increased access to qualified candidates, while individuals have easier access to jobs. Projects that support the inclusion of specific target groups such as school dropouts and out-of-school individuals may include capacity-building or subsidies to enterprises in their offer.

THE FUTURE: GEARING UP FOR A MORE RESILIENT FUTURE IN A CHANGING WORLD OF WORK

The ongoing transformative changes around the world force us to review many of our belief systems and ways of working. The drivers of these changes include technological innovation, demographic shifts, climate change, pandemics, migration, globalisation and most importantly, increased fragility. Together they redefine the nature of work and what skills will be required. To face these changes, we need to build VET systems and labour market institutions which respond more flexibly to the new needs to ensure income and livelihoods. Only thus can the overall goal of poverty reduction and income security be achieved.



Swisscontact is well situated to meet these challenges with its 60 years of technical cooperation experience across the world. Learning from the rich diversity of these complex projects and testing innovations to increase access, relevance and sustainability of Skills Development in various contexts makes the organisation adaptable and able to anticipate challenges and stay ahead of the curve in designing forward-looking responses.

Swisscontact has always understood that changes in systems and behaviours are more sustainable when partner capabilities are built together based on the strong vision of the stakeholders. This is achieved by creating a collaborative environment and by ensuring strong private sector engagement which can percolate upwards from the local level to scale at the system level.

At the core of Swisscontact's way of working will continue to be a competent and reliable partner, who builds the technical capabilities of actors, catalyses and enables reforms through collaborative efforts in partner countries. To remain relevant, Swisscontact will continue to foster an environment for learning and exchange within the organisation. However, as complexity in future technical cooperation increases, it will intensify its efforts to reach out for reliable collaborative partnerships with internationally reputed Swiss and non-Swiss actors including academia, specialised technical services providers, and most importantly, enterprises and their networks.



Public private partnership for improved plumbing training project, Ukraine

We create opportunities

Swisscontact

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Swisscontact is a member of **Transparency International and UN Global Compact.**