



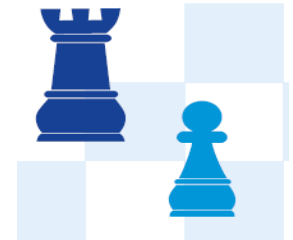
# **Governance of skills anticipation and matching review in Bulgaria**

Stelina Chatzichristou  
Expert, CEDEFOP

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# Skills anticipation and matching

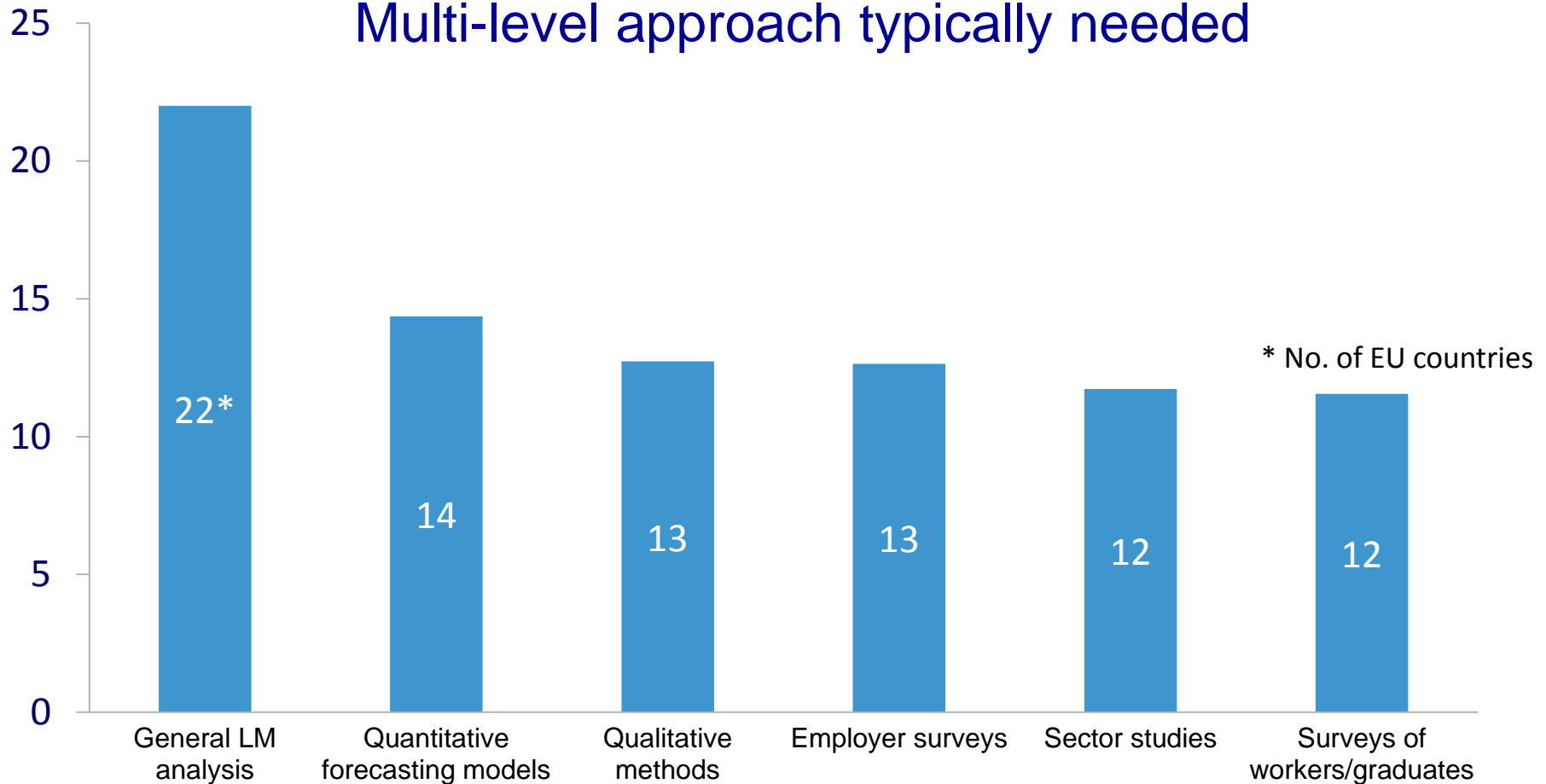


- Labour market actors identify and prepare for future skills needs
  - Systematic process, linked to strategy
  - Reduce skill mismatch
- **Labour market and skills intelligence (LMSI):** information on current and future labour market trends and skill needs
  - Methods, tools
  - Involvement of a range of stakeholders
  - No single, “one-fits-all” method



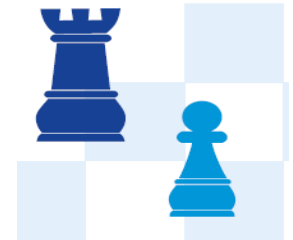
# No single method for producing LMSI

## Multi-level approach typically needed





# Governance of skills anticipation and matching



*A system in which stakeholders coordinate, use and disseminate labour market and skills intelligence (LMSI) to encourage timely adjustment of education and training programmes and to influence employment policies so that they achieve closer alignment with (short-, medium- and long-term) labour market needs whilst supporting lifelong employability of the workforce.*

- Multiple stakeholders
- Various administrative levels
- Different parts of the E&T system (initial, continuing)
- Diverse policies (education, ALMPs, economic, migration, climate)
- Skill needs at different points in time



# LMSI for better skills and training policies

## Informing standards

Updating **qualification frameworks**/learning outcomes; designing new qualifications;  
**occupational standards**

1

## Updating VET

Development of **apprenticeship** programmes; funding VET schools and programmes

2

## Responsive activation

On-the-job **training** and re-training programmes; identification of shortage areas

4

## Informing careers

updating **career guidance** and/or training career advisors

3



# Barriers to effective governance – global patterns



**Human resource capacity**  
(experts, users of LMSI)

**Lack of funds**

**Coordination failures among stakeholders**  
(multi-actor landscape; diverse interests, 'stifled voices')

**Poor statistical infrastructure**  
(methodologies/taxonomies; sample sizes; time series breaks)

**Lack of interest  
& support by policymakers**

**Poor dissemination channels**  
(jargon, uncustomised, online potential underexploited)



# Building blocks of effective skills governance systems

1

## Organisational structure

Well-defined institutions/units for analysis and use of results

2

## Data infrastructure

Reliable, consistent data with sufficient depth

3

## Clear policy intent

Transparent (regulatory) procedure for production and use of results in policy

4

## Social partner inclusion

Involvement and cooperation of all possible actors at different levels (sectoral/local)

5

## Sustainability

Preserve system reputation  
Innovation for improvement  
Regular updates  
Independent budget line

6

## Dissemination

Customisation of LMSI findings for diverse audiences  
Digital technology



## No easy questions

1. *What skills anticipation method(s) should be prioritised to serve national needs? What mix of LMSI methods does the country aspire to have?*
2. *What actions are needed to ensure effective dissemination and use of LMSI by target groups and key stakeholders?*
3. *What is needed to ensure stakeholder involvement fosters effective stakeholder 'influence'?*
4. *What form of skills governance (centralised, decentralised, hybrid) best serves national needs and context?*
5. *Does a country need new institutional settings (e.g. advisory boards, national committees, councils, regional fora) to govern its system better?*





## Governance of skills anticipation and matching review

### Why?

- setting review priorities
- identifying challenges
- engaging stakeholders
- agreeing on the way forward

### How?

- scoping exercise
- system mapping and analysis
- interviews and surveys
- consensus building

***National Steering Committee***

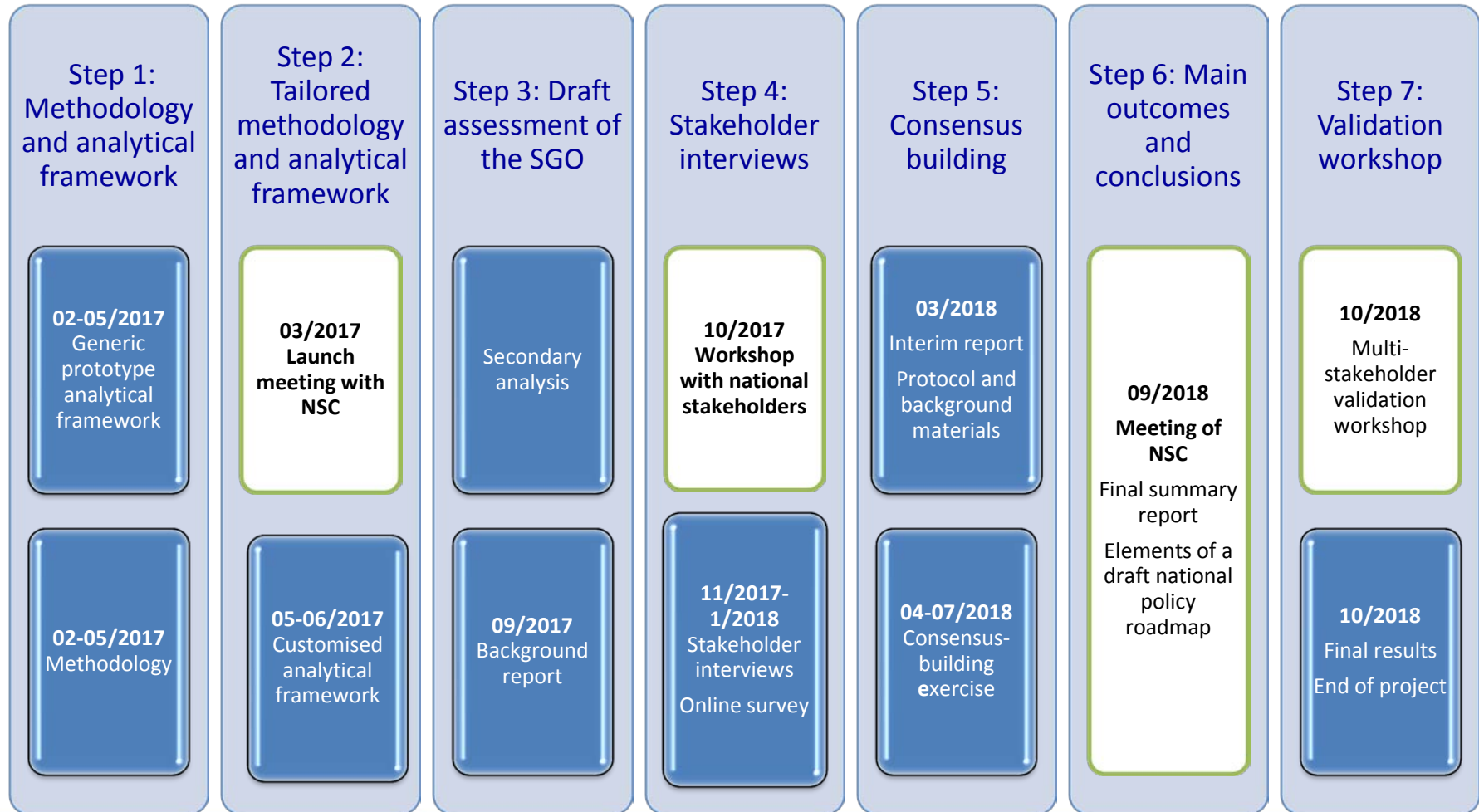


# Analytical framework: Elements

	Organisation	Resources	Stakeholders	Use of information
Foundations	Legal and institutional framework	Funding and human resources	Cooperation arrangements	Feedback mechanisms
Processes	Management and control	Data, methods and expertise	Feedback and validation	Customisation and dissemination
Sustainability	Vision and strategy	Stability	Integration of stakeholder needs	Reputation



# Main steps and milestones of review





# Role of the NSC

## ✓ Advise

Select priority areas for the review to focus on national needs

## ✓ Facilitate

Support involvement of other national stakeholders and institutions

## ✓ Engage

Participate in consensus-building exercise  
Encourage dissemination of findings

## ✓ Review

Validate results and comment on reports/documents at different stages of the review



Thank you for your attention

[Stelina.CHATZICHRISTOU@cedefop.europa.eu](mailto:Stelina.CHATZICHRISTOU@cedefop.europa.eu)