



Three Levels of stakeholder Cooperation in Germany

GIZ Symposium on Youth Employment
Promotion in Serbia – WG4 ‘Collective
Leadership and Community Solutions’

M. Henn, Belgrade, 23.09.2015

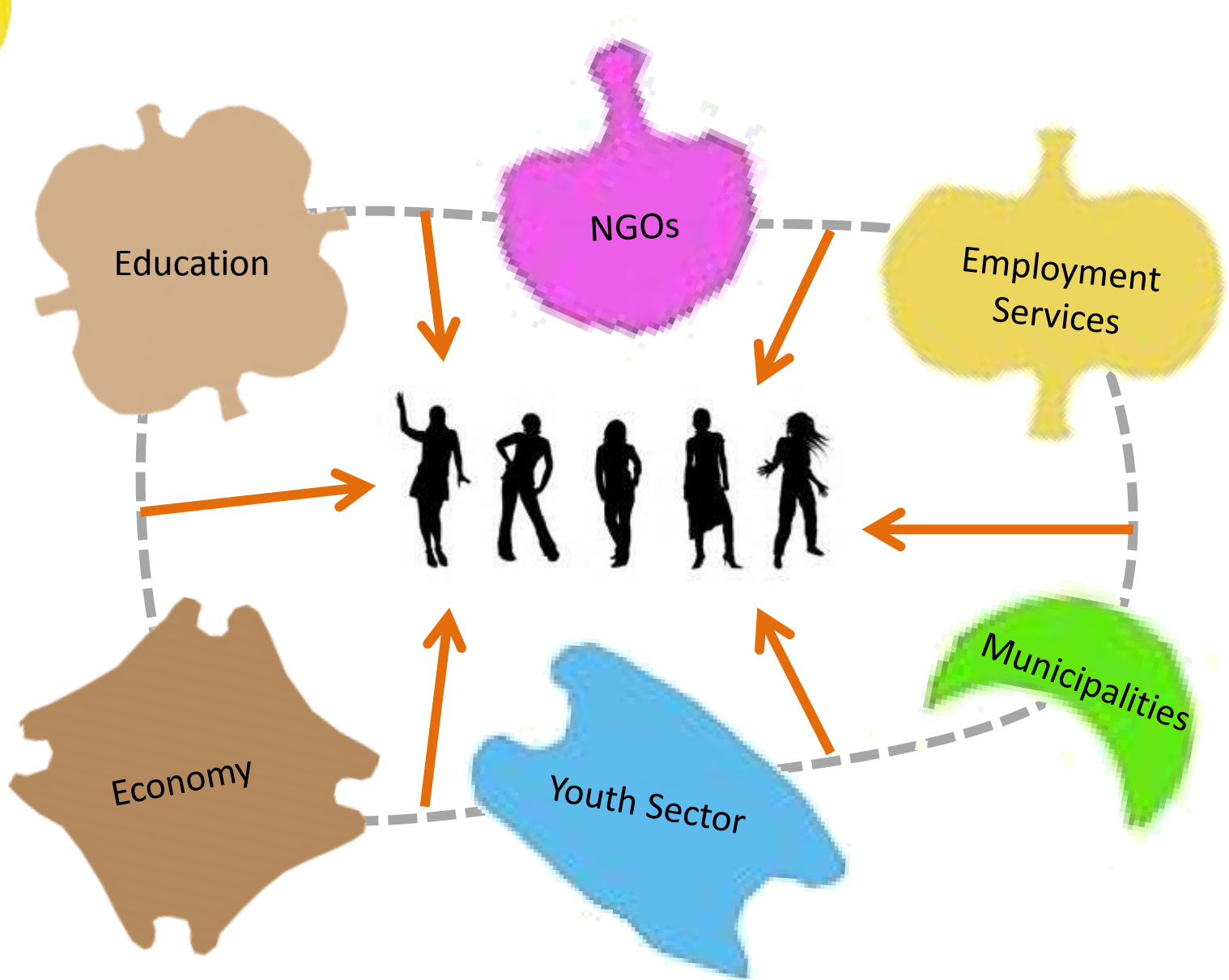




???

- “Youth” – who is that (according to your definition)?
- Is there one best way to fight youth unemployment? One approach? One institution? One instrument?
- What is the goal/ are the goals?
- What is the situation and is it in every community the same?
- Who is ‘producing’ jobs (today and tomorrow)?







Germany: Three Levels of Cross-Stakeholder Collaboration



Germany

- National Training Pact -
- National Training Alliance -



Federal State North Rhine Westphalia

- NRW Training Consensus -



Chamber District of Soest / Arnsberg

- Regional Training Consensus -



STAKEHOLDERS (...)

Central (Federal Govnmt.)	States' Level (NRW)	Local Level
<ul style="list-style-type: none"> • Federal Ministry of <ul style="list-style-type: none"> • Economy and Energy (Coordinating) • Science and Technology • Labour and Social Affairs • Education and Research • Economy <ul style="list-style-type: none"> • Association of Chambers of Commerce and Industry • Federal Association of German Industry • Federal Employers' Association • The German Federation of Skilled Crafts • Federal Employment Service • Unions • Conference of states' ministries of <ul style="list-style-type: none"> • Education • Economy • Labour and Social Affairs 	<ul style="list-style-type: none"> • NRW Ministry of Labour, Integration, Social Affairs (Coordinating) • State Chancellery Office • NRW Ministries of <ul style="list-style-type: none"> • Education • Economy / Energy • Science and Research • Family, Youth • Health • Regional Directorate of Federal Employment Services • NRW Umbrella Organizations of <ul style="list-style-type: none"> • Enterprises • Unions • Chambers of Industry and Commerce and • Chambers of Trades and Crafts • Association of Crafts Sector • Municipal Employers' Association • Association of Cities and Municipalities. • Association of District Councils 	<p>Chamber of Commerce and Industry (coordinator)</p> <ul style="list-style-type: none"> • (all kinds of) Schools • Training Providers • Employment Office • School supervising (education) authority • Research institutes • Union • Municipal/ district business development corporation • Colleges, universities • Social welfare offices • Employers Association • Chamber of Crafts and Trades • Companies



(...) are PARTNERS

- One shared goal that all partners want to support and can support in their own specific ways (under their respective mandates).
- Combining the strengths of each involved partner
- Understanding each others strengths and limitations
- Coordination (joint effort) services and actions
- Principle of Consensus!
- Major topics:
 - (Dual) VET as worthwhile alternative to academic education.
 - Career Guidance.
 - Private sector contributions (internships, apprenticeships).
 - Continued further (VET) education/ training.
 - Regional and sectoral disparities.
 - (are changing over time as is the situation)





Interlinking stakeholders and levels

- Decision-Making on highest level: Steering committee meetings twice per year (top representatives) -> Legislation, mandating, funding programmes, giving framework for experiments and meetings.
- Monthly Working Group Meetings to prepare decisions
- Local Level = Implementation Level: Not only executing, but producing local solutions..
- Interlinking of all relevant stakeholders and all levels



Minister for Economy and Energy:

German dual TVET ensures low youth unemployment and successful economic development in Germany. It is a valuable alternative to university. Ensuring skilled workforce and quality vocational training are top priorities in this country

Unions' Association

Too many (disadvantaged) young people have a too long transition from school to work and too many fail. Alliance partner do not put the conflict at the center of the dialogue, but the pragmatic search for solutions

Standing Conference of 16 State Ministries of Education:

Threefold goal: Opening up life chances, tapping existing qualification potentials, and creating transition pathways. Systematic Career Guidance for ALL students. A carefully considered and well informed career decision is a prerequisite for success in education, training and employment..

Press conference (14.12.14) launching the **National Training Alliance** (@, Ministry for Economy)

Association of German Chambers of Commerce and Industry:

Shrinking population and lack of skilled labour is a concern for the economy. No youth shall be lost and no (dual system training) place unfilled. CG also for *all* students is important. We provide sufficient numbers of internship and regular (dual system) training places.

Minister of Education

Minister of Labour & Social Welfare

Federal Employment Services





Local Level

- Strong sense of ‘Yes we can’; shared responsibility
- Result oriented (<-> conflict focused) local action plans and evaluation
- All relevant actors represented and responsible: Pragmatic solutions for concrete problems
- Success factors: regular meetings, understanding different perspectives, shared knowledge, shared responsibility, one common vision/goal, holistic approach, partnership, transparency, networking, very specific plans and agreements that are followed up.





Art installation @ the Chamber of Industry and
Commerce in the city of Arnsberg





Starting Point in Serbia?

- Local Level?
- Process:
 - Gather all actors that are relevant for youth employment (can make a contribution)
 - What are the strengths of each actor/ institution (-> defining role and contributions of each)
 - Gain a shared understanding/ definition of the situation
 - Defining role and contribution of each partner
 - Phrasing the common goal
 - Providing services to youth (not to institutions)
 - Specify services, combine them, make them accessible
-> are **meaningful** and accessible for youth





Local Actors Engage in a Moving Dialogue

- Entering entirely new grounds
 - Putting youth at the centre of all decisions/ activities
 - Mounting the courage to fail
 - Using existing means and resources
 - “Red Pill”: Acknowledging reality (actually: Realities) – starting from the situation as it is!
 - Nothing to loose, much to gain!
- > Excellent Moderation required

