



European Training Foundation

# EUROPEAN TRAINING FOUNDATION

## PUBLIC-PRIVATE PARTNERSHIPS FOR SKILLS DEVELOPMENT

Siria Taurelli, ETF  
4-5 December 2019



# WHY DID THE ETF CARRY OUT THIS STUDY?



Cooperation and coordination between public and private actors in VET and skills policies is growing in ETF partner countries



Drivers for cooperation:

- Skills relevance, shortage and matching
- Implementation concerns



Multiple cooperation mechanisms at work

- PPP one of these mechanisms
- How do context differences matter?

# OBJECTIVE OF THE STUDY

An overview of public-private partnerships to serve mutual learning on:



Types that support  
skills development



Modalities, depending on  
the aim, incentive, level  
(national, sub-national,  
sectoral)



How they can steer  
innovation in skills  
development

# DESIGN OF THE STUDY



Identify and build  
on case studies



Compare countries with  
different traditions of  
public-private  
cooperation



Match case studies  
with governance  
conditions in the given  
context

# PUBLIC-PRIVATE PARTNERSHIPS IN SKILLS DEVELOPMENT ARE:

Mechanisms for coordinating actions and sharing responsibility between public and private stakeholders, with a view to formulating, designing, financing, managing or sustaining engagements (projects) of common interest

Extended notion of public-private partnerships

**VS.**

Prominent definition of PPP in most country laws

# NO UNIFORM PPP CONCEPT BUT COMMON ELEMENTS

1. Relatively stable relationship involving public-private partners on different aspects of the planned project
2. Private sector contributes to project funding
3. Economic operator participates at different project stages
4. Public partner concentrates primarily\* on objective setting in terms of public interest, quality and pricing, and is responsible for monitoring against these objectives
5. Distribution of risks between public and private partner

*\*but in VET/skills the public role goes far beyond*

# FORMING AND IMPLEMENTING PUBLIC-PRIVATE PARTNERSHIPS: WHAT CONDITIONS ARE NEEDED?



Legal  
framework for  
public-private  
cooperation



Fiscal  
arrangements  
for public-  
private  
cooperation



Tradition of  
social dialogue  
and social  
partnership in  
VET and skills



Actors capacity  
to engage in  
dialogue and  
partnership

# PUBLIC-PRIVATE PARTNERSHIPS – FUNCTIONAL FAMILIES



Knowledge-oriented  
(strategy, development  
and governance of  
VET)

Skills needs forecasting

Policy evaluation and  
review (public-private  
consultations)

Quality assurance and  
qualifications  
frameworks



VET provision-  
oriented

Curriculum  
development

Training provision

School or training  
centre management

Guidance and career  
counselling



Resource-oriented

Provision of  
specialised training  
equipment

Investment into  
training infrastructure

# CASE STUDIES



Knowledge-oriented  
(strategy, development  
and governance of  
VET)

Italy  
Jordan  
Serbia  
Ukraine



VET provision-  
oriented

Australia  
Belgium  
France  
Germany  
Israel  
Netherlands  
Norway  
Morocco

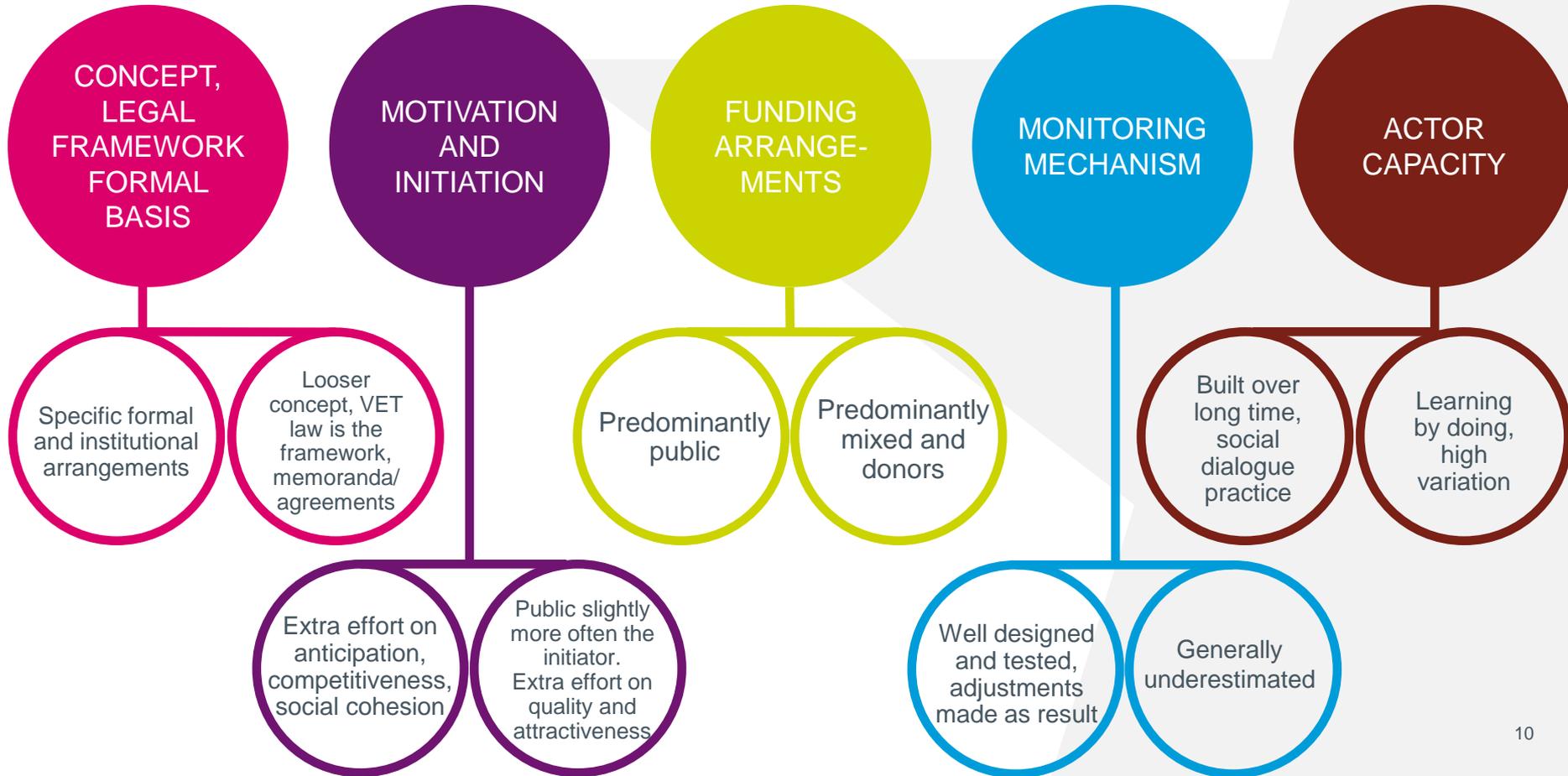
Sweden  
Jordan  
Kazakhstan  
Serbia  
Ukraine



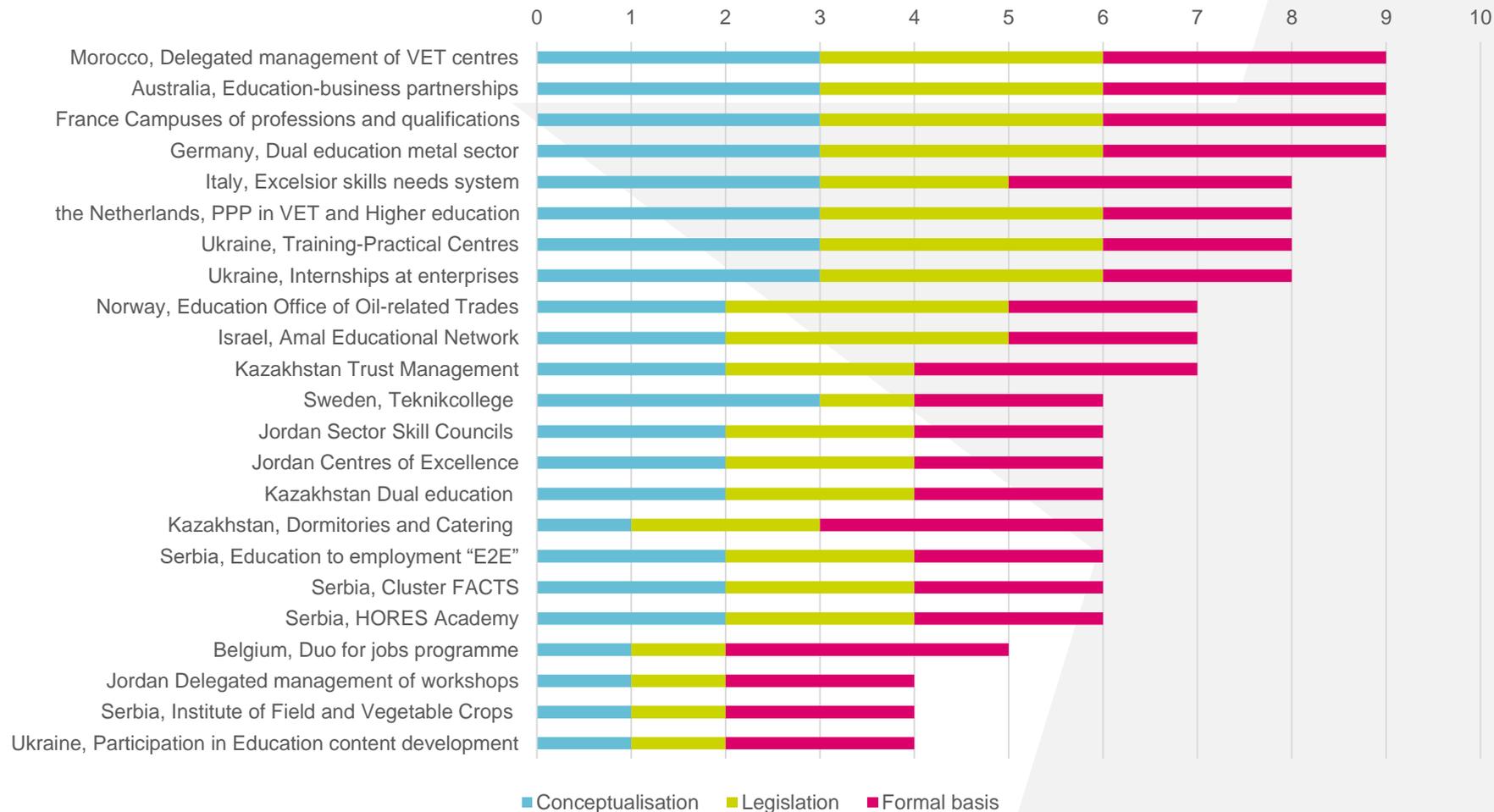
Resource-oriented

Kazakhstan  
Morocco

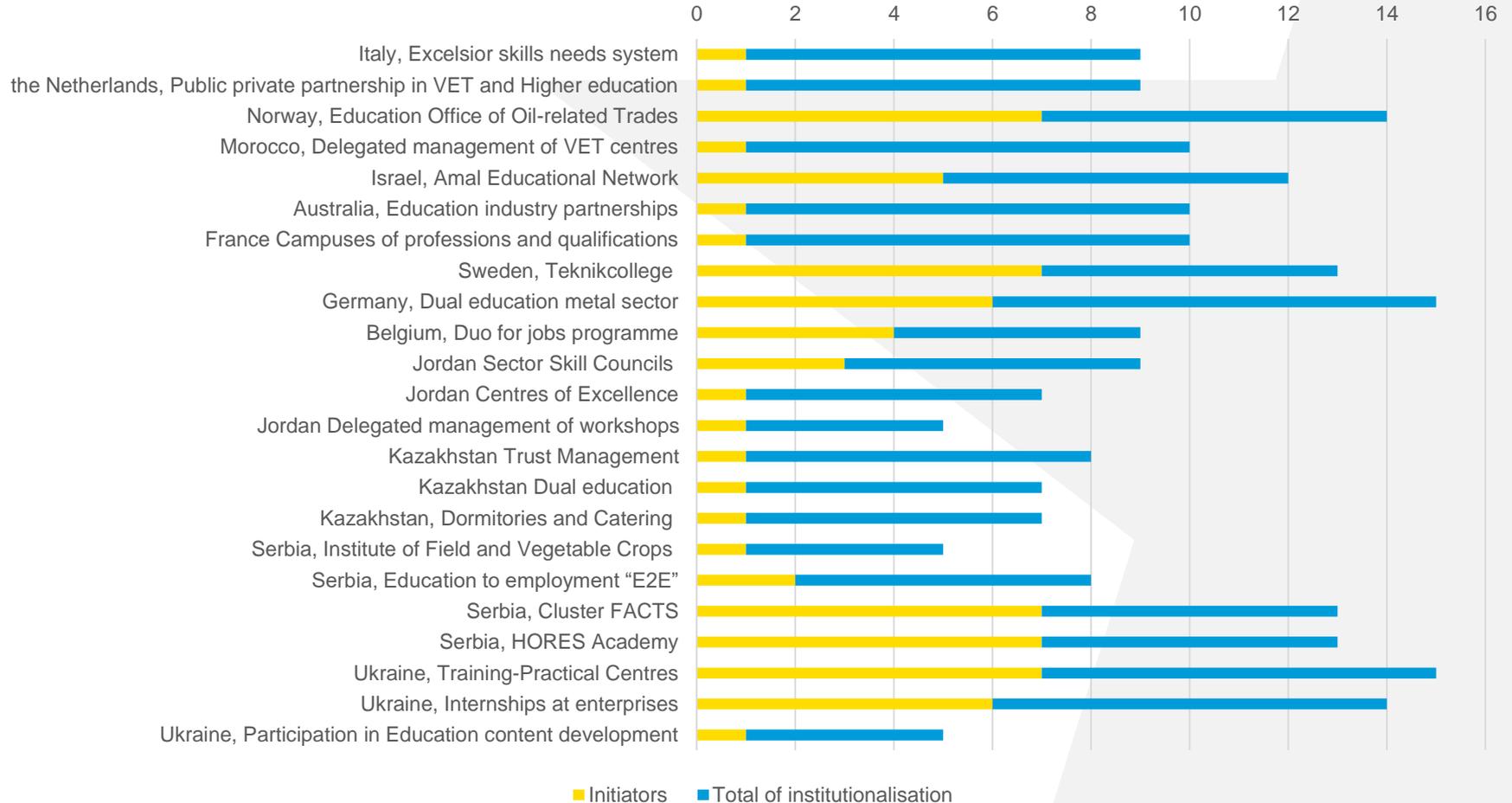
# COUNTRY GROUP DIFFERENCES



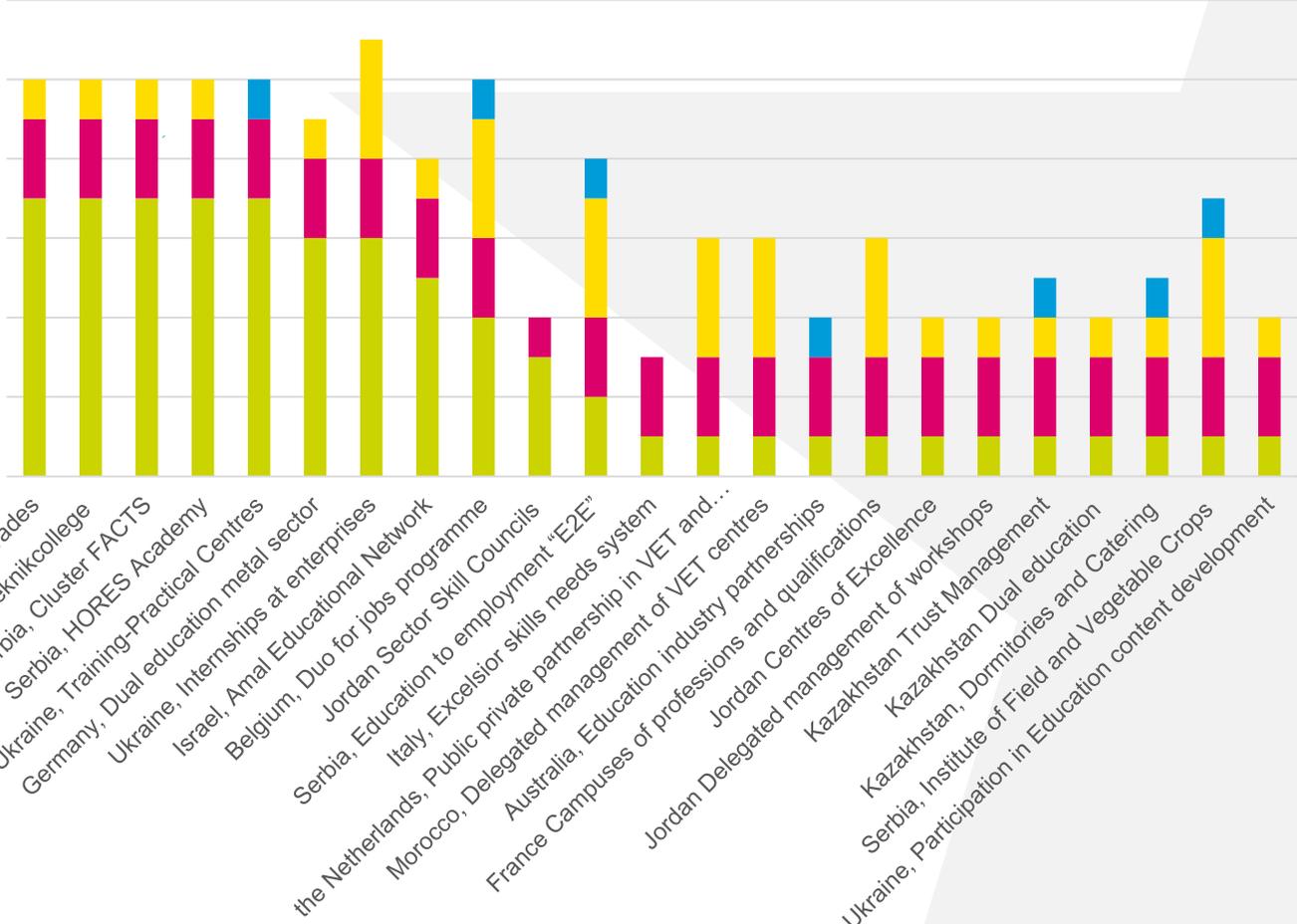
# PPP INSTITUTIONALISATION LEVEL



# INSTITUTIONALISATION AND INITIATOR

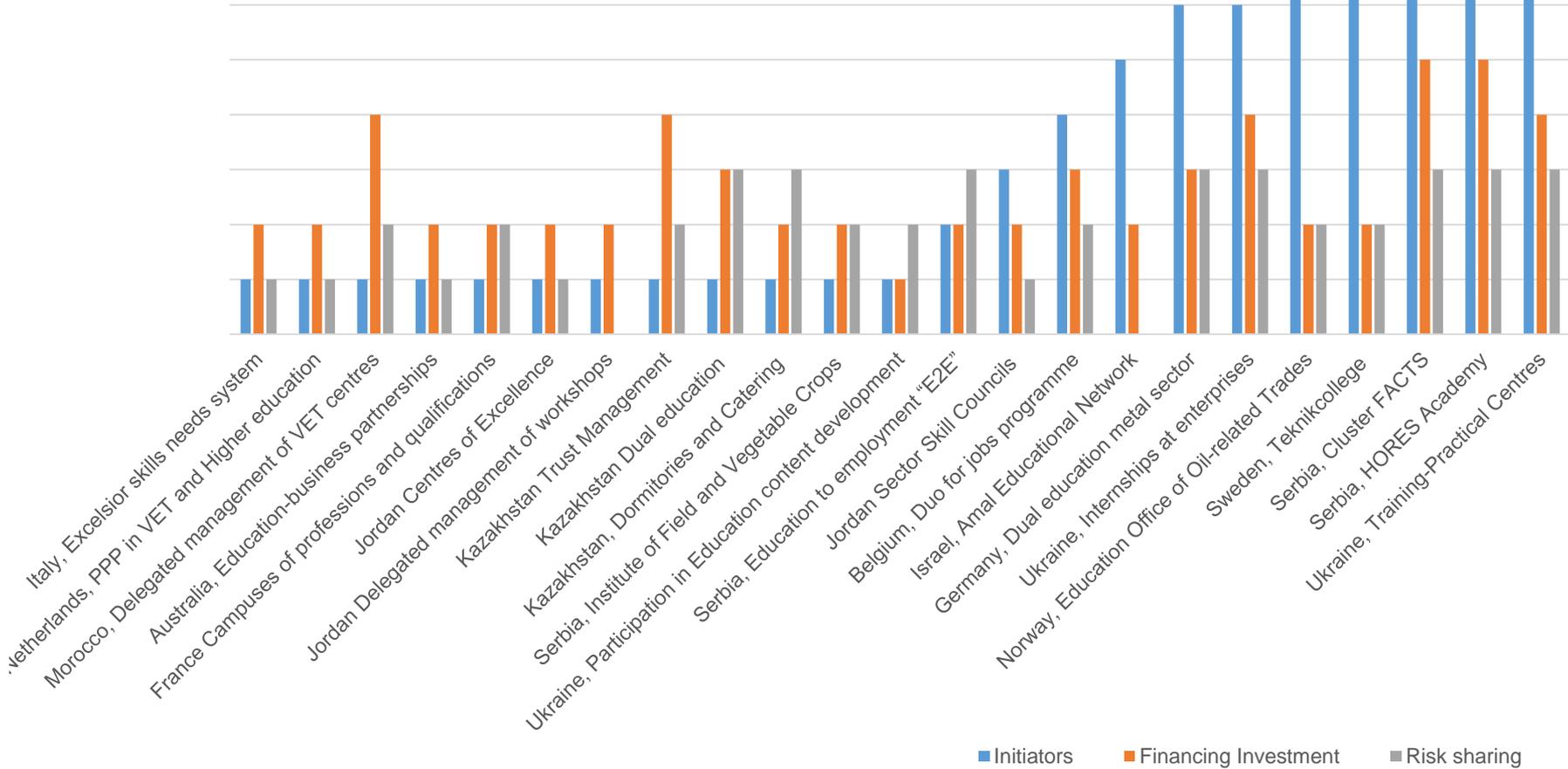


# INITIATORS AND MOTIVATIONS



- Motivation Profit
- Motivation B
- Motivation A
- Initiators

# INITIATORS – FUNDERS – RISK-TAKERS



■ Initiators    ■ Financing Investment    ■ Risk sharing

# CONCLUSIONS – THE PPP EXTENDED NOTION

1. The motivation is not only financial
2. The continuity of the relationship matters in all countries
3. The partnerships are open to new members
4. Agreements or memoranda can work well
5. The financing can be mixed
6. The public partner role is greater than objective setting and monitoring
7. The private sector has a clear stake
8. The nature of risks is skills-specific

# CONCLUSIONS ON PPP CASES

1. The public sector is often the PPP initiator and source of financing
2. But the private initiative is frequent where the cooperation is emerging
3. Institutionalisation, different levels
4. Funding arrangements, more options where there is tradition of social dialogue/cooperation
5. Monitoring serves adaptation and learning
6. Sustainability, any plans?

# HOW TO REACH US

## Website

[www.etf.europa.eu](http://www.etf.europa.eu)

## Twitter

[@etfeuropa](https://twitter.com/etfeuropa)

## Facebook

[facebook.com/etfeuropa](https://facebook.com/etfeuropa)

## YouTube

[www.youtube.com/user/etfeuropa](http://www.youtube.com/user/etfeuropa)

## OpenSpace

[openspace.etf.europa.eu](http://openspace.etf.europa.eu)

## Instagram

[instagram.com/etfeuropa/](https://instagram.com/etfeuropa/)

## LinkedIn

[linkedin.com/company/  
european-training-foundation](https://linkedin.com/company/european-training-foundation)

## E-mail

[info@etf.europa.eu](mailto:info@etf.europa.eu)



**THANK YOU**

The text 'THANK YOU' is rendered in a large, bold, sans-serif font. Each letter is filled with a different color: 'T' is yellow, 'H' is pink, 'A' is white, 'N' is light green, 'K' is orange, 'Y' is blue, and 'O' is yellow. The 'U' is light green and overlaps the 'O'.