



TCR Italy - Challenges

Claudio Maria Vitali, INAPP



TCR ITALY: the three- surveys rounds

Survey Round 1 – SR1 conducted at the "micro" level to gather information as close as possible to those delivering and benefiting of upskilling pathways
(285 stakeholders and beneficiaires involved)

Survey Round 2 – SR2, conducted at the "meso" level, is designed to re-examine the "micro" level results from the perspective of institutional actors of intermediate level
(49 in depth interviews carried out)

OPINIONS FROM RESPONDENTS WERE COLLECTED ON THREE SPECIFIC K-ISSUES AND ONE TRANSVERSAL:

- **Holistic outreach and guidance services: non - homogeneous distribution and difficulties in reaching out to the most vulnerable**
- **Fragmented offers of tailored learning not always linked to skills assessment – hence the issue of personalisation**
- **Involvement and capacitation of employers in training and in particular SMEs (lack of information on whether they have the capacity to provide tailored training)**
- **Implementation of Reti Territoriali (*territorial networks*) at local level**

TCR ITALY: the three- surveys rounds

Survey Round 3 – SR3 carried out at "macro" level by in depth interviews and focus group: the respondents are those involved in public policy design and decision-making and is aimed at developing policy recommendations, which are discussed and validated with a National Steering Group.

Based on the discussion and feedback of the SG members on outcomes from SR1 e SR2, it was agreed to investigate in SR3 **three key issues** mainly affecting the provision of upskilling pathways in the country:

- ***Functional integration between skills gap analysis and tailored and flexible learning paths***
- ***Accessibility***
- ***Policy implementation and governance***

SR1 AND SR2: HOLISTIC OUTREACH AND GUIDANCE SERVICES: NON - HOMOGENEOUS DISTRIBUTION AND DIFFICULTIES IN REACHING OUT TO THE MOST VULNERABLE

- Outreach activities are currently *neither systemic nor systematic*
- Lack of clear and constant communication* with beneficiaries
- Low level of (inter-)institutional coordination*
- Regional inequalities and heterogeneity in the provision of outreach services
- The value of outreach and guidance activities *is often not fully recognized*
- Monitoring and evaluation of outreach and guidance activities *are not systematically undertaken*

SR1 AND SR2: FRAGMENTED OFFERS OF TAILORED LEARNING NOT ALWAYS LINKED TO SKILLS ASSESSMENT – HENCE THE ISSUE OF PERSONALISATION

- ❑ Identification and assessment of skills are now relatively common practices, but flexible training paths, tailored to individual needs, are not always guaranteed;
- ❑ While a regulatory framework exists, the implementation of identification, validation and certification of skills is still underway;
- ❑ Currently, no financing mechanisms can support long-term interventions: the discontinuity of funding flows for training creates difficulties in the planning and management of interventions;
- ❑ Greater integration and coordination among various funding sources are desirable to avoid redundancy and fragmentation in resource management;
- ❑ Evaluation tends to be primarily quantitative, merely focusing on formal and administrative compliance aspects, and fragmented across territories and interventions.

SR1 AND SR2: INVOLVEMENT AND CAPACITATION OF EMPLOYERS IN TRAINING AND IN PARTICULAR SMES (LACK OF INFORMATION ON WHETHER THEY HAVE THE CAPACITY TO PROVIDE TAILORED TRAINING)

- Lack of culture of lifelong learning (LLL), at company-level in particular: upskilling and reskilling are not considered part of firms' role/function
- Upskilling and reskilling in firms are mainly focused on compulsory and bureaucratic fulfilments
- Workers themselves lose motivation and their awareness of the importance of upskilling and reskilling decreases
- In-company training facilities and services are still lacking
- There is a need to promote and stress the value and usefulness of the skills. For both workers and firms
- Territorial imbalances in access to training provisions and scarce participation of small enterprises
- High costs for personalized training and scarce availability of guiding support services for most fragile workers
- Need to increase the efficiency in resources allocation
- The definition of strategic objectives is often disconnected from M&E evidence

SR1 AND SR2: IMPLEMENTATION OF RETI TERRITORIALI AT LOCAL LEVEL

- ❑ Although a National Law establishing *Territorial networks* was adopted over 10 years ago, **these are still rarely implemented at the local level**
- ❑ In most cases local networks are **not formalised**, are **limited to specific projects**, and only **rely on provisional ad hoc funding**
- ❑ Most stakeholders, although not formally part of a network, frequently cooperate for service provision, particularly in outreach and guidance services
- ❑ Civil society organizations/NGOs play a crucial role in well-functioning integrated services networks, especially to reach vulnerable citizens
- ❑ Beneficiaries highlighted the positive impact of integrated services, citing satisfaction with personalized advice and support. Examples include the integration of career guidance with skill assessment and the provision of training opportunities, as well as support in job search

SR 3 - MAIN CHALLENGES ON THE THREE TOPICS 1/2

FUNCTIONAL INTEGRATION BETWEEN SKILLS GAP ANALYSIS AND TAILORED AND FLEXIBLE LEARNING PATHS

- ❑ The identification and assessment of competences are **relatively common practices**
- ❑ The tailor-made training offer should be designed so that ***employees can adapt their skills to the needs of the firm (and viceversa)***
- ❑ The implementation of these practices ***substantially varies across the different regions and actors*** in the country
- ❑ **Rigid paths** anchored to fixed and pre-established curricula, contents, and teaching methodologies (i.e., **disregarding specific needs**).
- ❑ ***In small and micro enterprises there seems to be a lack of willingness to implement these practices*** due to *limited knowledge of the opportunities and strategic value of CVET* and because of *organizational rigidity*

SR3 MAIN CHALLENGES ON THE THREE TOPICS 2/3

ACCESSIBILITY

Languages and channels used to address potential beneficiaries (especially the most vulnerable) on services and opportunities (information and guidance, social and health protection, tailored education and training) might be:

- better targeted to contexts and beneficiaries, and
- framed within shared objectives and coordinated communication campaigns

SR3 MAIN CHALLENGES ON THE THREE TOPICS 3/3

POLICY IMPLEMENTATION AND GOVERNANCE

- ❑ Constant coordination difficulties - especially at the institutional and national level – for the implementation of the set of policies, devices and legislative acts related to the last three years of planning;
- ❑ Difficulties in the implementation and effectiveness of outreach and guidance activities, which appear to ***be neither systemic nor systematic***;
- ❑ Insufficient efficiency in managing the resources for personalized and flexible upskilling and reskilling interventions (risks of duplication, inefficient allocation or non-allocation).



Thank you!

c.vitali@inapp.gov.it

