Source:
A 2015 World Economic Forum report & case studies exploring the role of the private sector in tackling unemployment worldwide and successful strategies that firms have used to-date.
NOTE: Content included in this Insights Byte has been directly sourced from this report. If you plan to make reference to it, you must cite the original source.

Insight & Learning Question (What do we want to learn about?):
What is the private sector’s role in driving S2S outcomes? What does successful private sector involvement look like at each step of a skilling program (beneficiary selection, developing skills, learning validation, connecting to long-term opportunities, and long-term support)? How can the private sector take the lead in these collaborations?

Insight Byte:
3 areas have been identified where the private sector can be most impactful in addressing current skills gap & employment challenges. Models that have proven particularly successful along these 3 dimensions & appear to be replicable across diverse contexts are...

- **Develop employment skills:**
  - Employers engage their employees in collaborating with public authorities and education institutions to design curricula and deliver formal education and technical training
  - Foster core employability skills in formal education through experiential learning for students, including internships, shadowing employees and field trips
  - Establish a clear framework for vocational training which links to academic education and includes standards and transferable certifications
  - Extend the organization’s training opportunities along the value chain and provide incentives for suppliers and distributors to participate in training
  - Re-skill and up-skill workers for new roles according to evolving industry needs and combine training with job placement services
  - Foster lifelong learning through flexible training modules and programs, with transferable certifications

- **Foster entrepreneurship** *(raise the economic capacity of the ecosystem in which the business is embedded)*
  - Develop and certify entrepreneurial skills through practical tools, such as real-life case studies, student-run business projects and opportunities to shadow entrepreneurs
  - Engage entrepreneurs as lecturers and mentors in formal education and training systems
  - Offer mentorship to start-ups by facilitating exchanges with experienced entrepreneurs and employees
  - Create networking platforms and co-working spaces for start-ups to foster collaboration and innovation
  - Create visibility and recognition for start-ups and entrepreneurs through award schemes
  - Provide loans, training and other incentive schemes to entrepreneurs along the value chain
• **Connect talent to markets:**
  - Provide career guidance and job search support as part of formal education systems
  - Facilitate access to job market information by leveraging organizational networks and employee perspectives
  - Close information gaps on vocational training and apprenticeships for prospective applicants through image campaigns and role models
  - Provide specialized placement support targeting traditionally marginalized groups
  - Reintegrate out-of-work talent into labor markets through customized training and placement support
  - Promote flexible working models to keep older workers and those with family constraints engaged

**Lessons Learned for Successful Private Sector Collaboration Across These Various Initiatives:**
- While a single business can create a partnership with a local academic institution for its own talent needs, for example, partnerships between multiple businesses in a sector and academic institutions can result in an overall increase in the quality of the talent pool available to all, often in a more cost-efficient way and with greater societal benefits
- While many types of business-led initiatives can have a positive impact on communities, they are most likely to be sustainable for the business to maintain over time if they are connected to a core business concern (e.g. initiatives that support entrepreneurs in a business’ own value chain)
- Before designing an intervention, it is important to have a clear understanding of the full talent value chain and the desired impact a business wants to achieve.
- Tailoring interventions to the local culture and socio-economic context and taking into account specific needs of the target audience is critical to achieving sustainable results. For example, investment in vocational training programs is unlikely to be successful in cultures where there is a strong premium placed on university qualifications.
- Leadership and management support is crucial to sustain initiatives, engage partners, gain broader buy-in within the organization and mobilize employees.
- In an environment of ongoing technological and economic disruptions, jobs and skills interventions will be most successful if they are sustainably designed with a proactive, long-term approach rather than one that is reactive or based on past successes.
- ICT can be a key enabler in enhancing impact, especially when on- and off-line elements are combined, and increasing scale by reaching a much larger and more diversified group of beneficiaries. ICT can also significantly lower the costs of execution and delivery, allow for faster adaptation to geographic and socio-economic contexts and serve as an attractive tool for engaging younger generations.
- Piloting activities to test them within a small group of beneficiaries before rolling them out on a larger scale is helpful for anticipating potential problems and understanding what success looks like.

**Taking Action: What can you do next with this knowledge?**
- Share these insights with your S2S practitioner partners to see how they can leverage the private sector more in their S2S program(s). Ask them if they have experience in the private sector collaboration space related to these findings that they’d like to share. If so, leave a comment in the section below for us to “harvest” and share with the network.
  - Reach out to the project leads currently working on CC Insights & Learning projects related to private sector collaboration to learn more about the insights we’re gaining in the domain.
    - Solutions for Youth Employment: Angela Jhanji (angela.jhanji@accenture.com)
    - Norwegian Research Grant: Jennie Perzon (jennie.perzon@accenture.com)
    - Plan International Latin America Grant: Roshni Venkatesh (rshni.venkatesh@accenture.com)
Let us know what you thought of these points! What were your key take-aways? What other reports/case studies did it make you think of that could be relevant for the group?

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<td>In a recent webinar called “Connecting Talent with Opportunity in the Digital Age” on June 4th 2015, the key area identified where the private sector can have the greatest impact was providing the necessary information regarding skill demand so that skilling professionals know where to focus their efforts. Employers need to create visibility into their skill needs and put “skin in the game” by engaging in the skilling process itself (e.g. via internships).</td>
<td>Anna Roumiantseva (<a href="mailto:anna.roumiantseva@accenture.com">anna.roumiantseva@accenture.com</a>)</td>
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