



STRATEGIES & CHALLENGES FOR PUBLIC EMPLOYMENT SERVICES

Survey report

2023



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Introduction



Message from the WAPES President,

Dear members,

For the second year running, WAPES has conducted a survey among its members to find out what issues they are facing in the current year. As was the case last year, we note that the contributions of the members who responded were very rich. They will feed into a great deal of work and reflection.

The results of this survey enable us to draw up a true panorama of the actions of the public employment services (PES) in the face of the transformations that are impacting them. Your information provides us with concrete data on the realities of the PES and the challenges they face. In this way, WAPES is able to respond more accurately to the various requests from its members and partners, to guide benchmark requests between member PES with greater precision, and to provide the elements needed to reinforce the guidelines laid down by our Board of Directors and adjust our association's activities accordingly.

Our objective this year was to significantly increase the response rate so as to have broader and more exhaustive information for each of our regions. We would like to thank the 38 public employment services who responded, and we hope that those who were unable to contribute this year will join us in supporting this initiative for the next edition.

We hope that, as you read through this work, you will be able to appreciate the commitment of our organisations and our employees, who, every day, proudly and with commitment carry out the tasks of our public employment services.

Nouredine BENKHALIL

WAPES President - ANAPEC DG

Methodology

The survey questionnaire is designed to allow open-ended responses so that respondents can freely describe their situation.

The verbatims collected in this way are processed in two parallel ways:

- They are divided into different thematic categories using a system of keywords, so that we can build up a statistical and graphical picture of recurrences, and above all compare them with data from the previous year.
- They are analysed qualitatively to identify trends, directions, innovations and salient features for each of the respondent PES

The aim is twofold: to draw up a realistic overview of the strategies and issues to which the PES are committed for 2023, and to observe their evolution in the light of the data collected in 2022.

As the reference sample of respondents (38 PES) is virtually identical to that of last year, we can consider that the analysis of the trends revealed by the 2023 survey in relation to the 2022 results may prove significant. That's why this year we're introducing these comparisons, which we'll be giving you an interpretation of.

WAPES regions	No. of responding PES
Africa	8
America	4
Asia Pacific	3
Europe	19
Mopa	3
Grand total	38

As in the previous year, the representation of the different WAPES regions in the responses does not always allow the analysis to be segmented by region. Nevertheless, we suggest that you identify and share the salient points for each region, and we have listed the approaches or strategies which, for different reasons, seem to us to be of interest, either because they illustrate common concerns, or because, on the contrary, they present an inspiring singularity.

We would like to thank the public employment services that took the time to respond to this survey, giving us the opportunity to share their successes, priorities and concerns for the current year and, more generally, for the future:

National Agency for the Promotion of Youth Employment (ANPEJ) - Senegal; SECO-TC - Switzerland; National Employment Agency - Mali; National Employment Agency (NEA) - Cambodia; Emploi-Québec for the development of measures and Services Québec for the provision of services - Canada/Québec; Employment and Social Development Canada - Job Bank - Canada; Turkish Employment Agency (İŞKUR) - Türkiye; Azerbaijan Public Employment Agency - Azerbaijan; National Employment Agency - Republic of Moldova; Labour and Employment Agency of Bosnia and Herzegovina - Bosnia and Herzegovina; Croatian Employment Service - Croatia; Department of Employment and Workplace Relations - Australia; National Agency for Employment and Self-Employment (ANETI) - Tunisia; Employment Center - Mozambique; National Employment Office (ONEM) - Congo (Democratic Republic of); National Agency for Employment and Skills - Albania; National Employment Authority - Kenya; VDAB - Belgium; Arbeitsmarktservice Österreich, AMS - Austria; UWV - The Netherlands; Pôle emploi - France; Employment Service of Slovenia - Slovenia; Arbetsförmedlingen - Sweden; National Office for the Promotion of Employment - Chad; Centros de Empleo - Uruguay; National Employment Agency (ANEM) - Algeria; NES National Employment Service (NFSZ Nemzeti Foglalkoztatási Szolgálat) - Hungary; National Employment Fund (FNE) - Cameroon; Korea Employment Information System - Republic of Korea; Servicio Nacional del Empleo -Peru; Le Forem - Belgium; Agence nationale pour l'Emploi (AnpE) - Benin; Eesti Töötukassa/Estonian Unemployment Insurance Fund - Estonia; National Agency for the Promotion of Employment and Skills (ANAPEC) - Morocco; Federal Service for Labour and Employment (ROSTRUD) - Russian Federation; Servicio Público de Empleo Estatal (SEPE) - Spain; IEFP - Instituto do Emprego e Formação Profissional - Portugal.

Warning

In our comments, we will refer to the verbatims of certain PES to illustrate our points.

These references are not exhaustive because, of course, on most subjects, each country/PES is involved. It's more a question of us illustrating our point with an example, a more concrete experience, and, for you, an indication of how to identify a potential contact via our members' area, should you wish to find out more.

Whether or not you took part in this survey, don't hesitate to share your thoughts and experiences in your WAPES space.

To access the Members' Area: www.wapes.org/en



To access the Member Area: WAPES on the networks:



www.wapes.org



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www.facebook.com/wapesorg

Your achievements in 2022?

Question: What are the three most significant successes, achievements or progress made by your PES over the past year?

Four themes recurred strongly this year in the comments on the progress and/or successes of the past year (2022):

- Regional strategies and partnership policies
- Actions on the labour market
- The development of digitisation
- Adapting service offerings

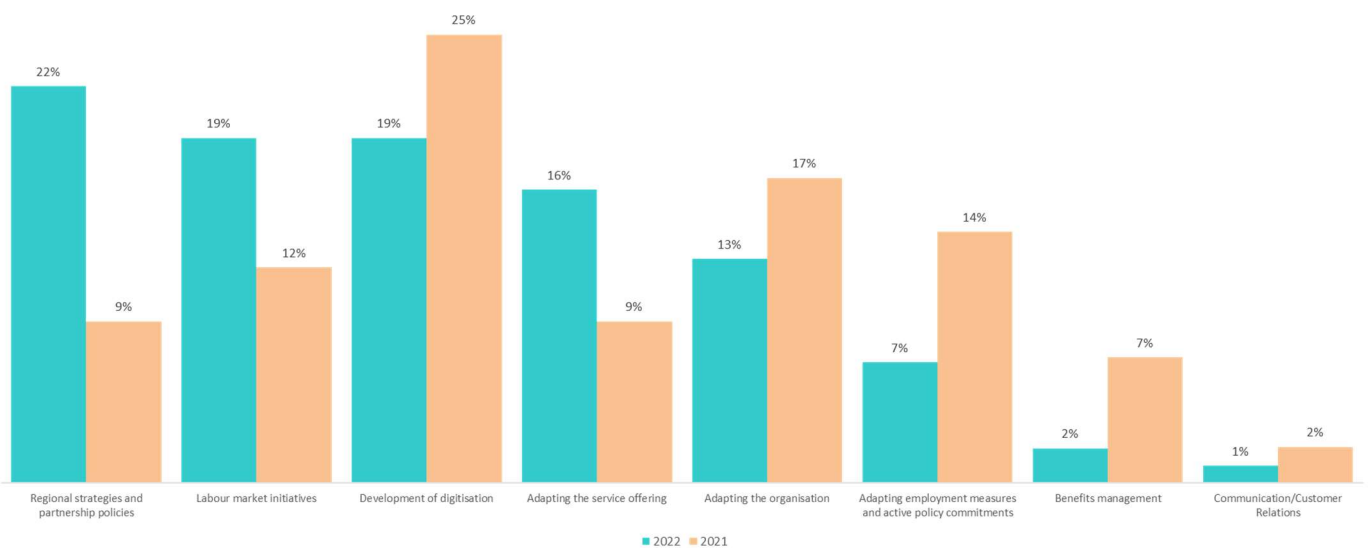


Fig.1: Our successes 2022-2021 - comparative data

The graph above shows a quick comparison with the data from the same question in 2022 (referring to activity in 2021).

A first observation: For the majority of the PES, 2022 will therefore have been a good time to reposition themselves more strongly in terms of territory, with significant results in terms of developing accessibility to services (developing the network, setting up operational partnerships with both public and private structures). This repositioning has often been facilitated by changes in government policy (regulatory or legislative changes with associated reforms).

A second observation: Making the most of concrete, measured actions in the job market. On reading the verbatims, we note that the shared results in figures measure the real impact of the PES's action on their territory and on the population. Compared to the analysis carried out in 2022, there is much more concern about actual performance and measuring the impact of actions, and less about quantifying the resources mobilised.

Third observation: the strategic commitment to the development of digitisation expressed in 2022. Whether directed towards users and the public, or placed at the service of advisers and/or their managers, this commitment has been transformed into progress and success. But if we compare our results with the expression collected in 2021, a period still strongly marked by the effects of the COVID-19 pandemic, we can observe a lesser recurrence. This is not to say that the digital issue is any less significant, but the return to a level of activity comparable to the post-covid period, the effects of the economic recovery, new social tensions or armed conflicts that the PES have once again had to deal with, has led to a rebalancing of achievements with a return to the successes that underpin the action of the PES: their repositioning as a

pivotal player in the territories, with a real “operationalisation” of partnerships, the measurement of concrete (and controlled) results of their actions on the labour market, and their ability to adapt their service offerings increasingly through iterative processes.

Organisational changes, including ambitious reforms of employment laws or overhauls of the landscape of employment players in some countries, are also less frequently cited, but once again we should note that we are no longer in a situation comparable to that of 2021.

As we said, 2020 was a disruptive year, in which transformations were often achieved empirically. 2021 was a year of consolidation, of anchoring our achievements and progress, so we could describe 2022 as an “offensive” year or one of operational development on the ground. And, for certain PES, of anchoring and recognition in their territories.

What strategies did we announce last year? For the record, here is what our respondents told us for the 2022 guidelines in terms of actions on our environments:

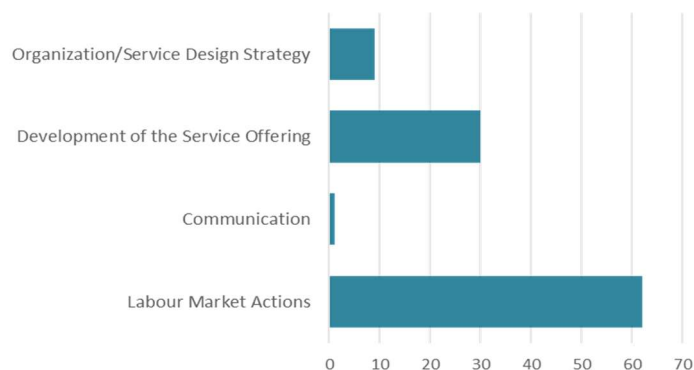


Fig. 2 Graph 2022: “Environmental actions” themes (Vision 2022)

Our analysis at the time foreshadowed this priority for action on the labour market and revealed three inseparable axes:

1. Actions on the labour market
2. Developing the service offering
3. The organisation and strategy for designing the service offering

The analysis of the “Action on the labour market” sub-theme reflected this desire for territorialised action.



Fig.3 Graph.2022: Sub-themes related to actions on the labour market (Vision 2022)

These are indeed the results and successes that we can collectively observe, but what the verbatim reports also reveal is that to achieve these ambitions, the PES have in practice demonstrated openness and a search for synergy with other players in the field of employment or social protection.

Regional strategies and partnership policies

In many countries, it seems that a new step has been taken in the territorialisation of public employment services. The aim is to support decentralisation and increase the density of the network of services, and often to play a pivotal, federating role in the field, with more and more “one-stop shop” concepts (Benin, Democratic Republic of Congo, Senegal, etc.), and to strengthen operational relations between the central or federal levels and the deconcentrated levels, the autonomous regions (Spain, Peru, Belgium - Flemish Region).

In terms of partnerships, we note initiatives aimed at mapping, listing and coordinating players to take action at local level, and widening access to services for users (Peru). The territorial coverage of the PES is often an asset recognised by governments, which have successfully entrusted it with broader intervention missions. This is the case, for example, with Chad, which a few years ago was entrusted with the deployment of a programme of financial support for food-producing agriculture¹ in the southern regions through the granting of interest-free loans, and which successfully manages the recovery of these loans thanks to its strong presence.

We also note in the verbatims that 2022 was also a year of strengthening for many PES cooperating on an international scale. This is particularly the case in 6 of the countries in the Balkans region of Europe involved in the ESAP II Project (Employment and Social Affairs Platform), with a commitment to “Benchmarking” between the six economies of the Western Balkans (Albania, Bosnia-Herzegovina, Croatia, Macedonia, Serbia and Montenegro).

This is also the case in African countries which, under the AASEP banner, are sharing their experiences, pooling resources to develop ambitious projects to improve intermediation processes, develop green jobs and strengthen the skills of their advisers and managers.

Actions on the labour market

The first observation we can make on this subject is that, much more than in the previous survey in 2022, the PES expressed their performance in this area with precise figures, which shows a genuine concern to measure the real impact of the action and, in a number of countries, significant progress in the capacity to equip themselves with information and data systems on the labour market, incorporating international standards (Bosnia Herzegovina).

Many PES report a return to more favourable situations by 2022 in terms of job recovery and unemployment reduction, and in some cases even better than what they experienced before the end of the COVID-19 period (Canada, Austria), with convincing results in terms of the decline in long-term unemployment (Australia, Austria). In many countries, this recovery has also revealed and often increased tensions between supply and demand, creating real labour shortages in some sectors. In these countries, the PES are heavily involved, with programmes to re-mobilise unemployed workers (young people, CDLs, senior citizens), provide vocational training, and provide support for job changes and career reorientation (Cameroon, Morocco, Cambodia, etc.). These initiatives have included proactive information and skills development initiatives to meet the needs of sectors in short supply (hotels and catering, tourism, health, logistics, construction, etc.) as quickly as possible or developing sectors such as green jobs (Sweden, Slovenia...) and digital (Albania, France...).

¹ For the 2021-2022 season, ONAPE has made a total of 1.219 billion euros available to farmers in the provinces of Chari-Baguirmi, Logone Occidental, Logone Oriental, Mandoul, Moyen Chari, Mayo-Kebbi Est, Mayo-Kebbi Ouest and Tandjilé, with the aim of creating jobs for young people in rural areas, helping agricultural groups and individuals to increase their production, and fighting poverty in rural areas. The Office had demanded repayment before the next crop year. ONAPE's recovery rate for these loans is over 90%.

In addition, the ongoing armed conflict between Ukraine and Russia has triggered a major migratory movement in Europe, and the majority of European PES are mobilised to welcome and support refugee populations (Estonia, Hungary...).

Development of digitisation

The investment of the PES in the digitisation and dematerialisation of services had been underway long before the Covid period, and the two successive years of confinement and social distancing have been an opportunity to accelerate this transformation and to take decisive steps both in the delivery of services, with a major change in usage, and in the organisation of work and the production of these services within our own organisations; the ways in which we work or deliver services have become more systematic, but always with a concern to maintain a balance between remote and physical access, and to preserve fairness in access to services, including for people who do not master the basic skills needed to use these new technologies, or who simply do not have access to them. One example of this is the deployment of “Digital Employment Terminals” in the major cities of Cameroon, bringing services closer to the population and providing them with better information on the job market.

Public employment service portals are expanding (Albania, Algeria, Austria, Switzerland, Turkey, Moldavia, Croatia, Hungary, Australia, Tunisia, Russia, etc.), offering new opportunities both for job seekers to find advice and job opportunities, and for employers to find profiles that meet their needs.

Distance learning is also playing an important role, providing greater access to skills development programmes (Tunisia, Australia, Belgium-VDAB, etc.), as well as the use of mobile applications (Cambodia).

Artificial intelligence is also continuing to develop, offering finer and more effective matching possibilities (Republic of Korea) and overcoming the obstacles posed by the “physical” distance between users and services (e.g.: Job Exchange - Peru).

Digitisation is also transforming, facilitating and streamlining internal production and service management processes, providing advisers and managers with day-to-day support in their activities (Belgium - Forem, Croatia...).

Lastly, digitisation and the development of our data exchange and processing capacities have enabled us to consolidate our labour market information systems and to make the indicators available more reliable and develop them to better monitor and measure action on the ground (Senegal, etc.).

Adapting service offerings

This year, the notion of “simplification” in the service offers appears in the verbatims. And that in two ways:

- Simplifying access to services or the law (administrative simplification)
- Simplification of service architecture (operational simplification)

Administrative simplification makes it easier for users and companies to access assistance and services, resulting in greater responsiveness and shorter implementation times (simplification of income support for participants in employment measures and services, particularly in training in Canada-Québec). This simplification is the corollary of the digitisation of services: the development of mobile applications generally requires a review of processing procedures.

In Algeria, for example, ANEM will complete the computerisation of benefit management by 2022. In the same spirit, we are seeing service offerings evolve with a reduction in the number of service levels.

The Estonian PES (Eesti Töötukassa) has moved from a three-tier to a two-tier career guidance system, with a view to improving the efficiency and quality of advice and enhancing employees' skills.

Consultancy is also facilitated by the development of expert systems based on profiling and skills inventory and referencing projects (İŞKUR in Turkey).

The PES are also continuing to diversify the methods of contact with users, by encouraging pro-action. This is particularly the case with the use of or participation in trade fairs (FNE Cameroon, which is setting up an employment exchange at the 8th International Trade Fair for Business, SMEs

and Partnerships - PROMOTE; NEA in Cambodia, which has attracted more than 36,000 visitors over two events).

The issue of accessibility remains at the heart of our concerns, with a desire to extend the service to areas where the communications infrastructure is less dense or is in the process of becoming denser; or always with the idea of facilitating access with the development of dedicated platforms. This is the case, for example, in Benin, where the ANPE set up a call centre in 2022 to provide all users (jobseekers and company directors) with up-to-date information on the agency, its activities, projects and programmes.

This is also the case in Mozambique, where the PES, following the example of other countries such as Morocco and Canada, is developing mobile units to reach out to the population.

Ensuring that services are accessible to people with disabilities remains a priority for all the PES. This is reflected in the adaptation of services, from vocational training (Mozambique) to the creation of a dedicated, specialised agency, as in Albania (National Agency for Employment and Skills).

In a number of countries, we note that the range of services offered is being successfully extended to support entrepreneurship, with a particular focus on very small businesses and self-entrepreneurship, as is the case in Morocco with ANAPEC.

We are also noticing that more and more PES are adopting user satisfaction measures (SECO Switzerland).

Adapting organisations

With a recurrence rate of 17% in the responses to the previous survey (2022), the subject of adapting organisations is still present (13%) in the success stories cited this year.

Digital transformation means transforming our organisation and adapting our work processes. The PES are equipping themselves with methodologies and tools, and strengthening their partnerships to share data in order to understand the context, monitor developments (Labour Market Information System), equip themselves with tools for steering and measuring impact, and to be able to adjust and move forward with convincing results (Labour and Employment Agency of Bosnia and Herzegovina; Azerbaijan Public Employment Agency, etc.).

We also note the many reforms underway in the organisation of the PES: Arbetsförmedlingen in Sweden is completing its reform by streamlining its services. In 2023, the same applies to France, where the players from the various French public employment services (including Pôle emploi) are collectively considering a new model for collaboration and enhanced coordination. This is also the case in Australia with the transition of employment services from “job active²” to the new employment services model, Workforce Australia.

In regions where services are more decentralised (at regional or autonomous state level), we note the same desire to harmonise services and technologies (Federal Service for Labour and Employment -ROSTRUD).

In the search for efficiency, the organisation charts of the Directorates are evolving, as is the case, for example, within ANAPEC's General Management, with a new organisation chart comprising six Central Directorates instead of just three, and the strengthening of the Entrepreneurship and International Placement components in the range of services on offer.

Last but not least, the transformation is accompanied by major investment in staff skills development (ANEM in Algeria, the Labour and Employment Agency of Bosnia and Herzegovina, etc.) and support for changes in working conditions and working methods linked to hybridisation (collaboration, teleworking, etc.), as the VDAB in Belgium has already undertaken to do in 2022.

² <https://www.dewr.gov.au/jobactive>

Trends and innovative actions in 2022

Countries	Public Employment Service	Is there an innovation that you have put in place for 2022?
Albania	National Agency for Employment and Skills	The Integrated Case Management (ICM) system between the two services, to meet the needs of economic assistance (NE) recipients This group of service users with multiple psychosocial and health needs, and a need for an intensive individual approach to ensure empowerment and facilitate their integration into the labour market.
Algeria	National Employment Agency (ANEM)	The development and implementation of an IT application dedicated to the processing of unemployment benefit claims
Australia	Department of Employment and Workplace Relations	Continue to focus on reducing the number of long-term participants in employment services. Continue to support jobseekers and employers to help reduce emerging labour market shortages. Supporting workers, including older Australians and jobseekers, in the transition to a net zero economy.
Austria	Arbeitsmarktservice Österreich, AMS	Matching with skills, progress in job application
Azerbaijan	Azerbaijan Public Employment Agency	"Labour and employment" sub-system (EMAS)
Belgium	VDAB	1 Ethical advice for AI - 2 SURE 2050, a sustainable property vision (for VDAB offices and training facilities) - 3 Migration from countries outside the EU
Belgium	Le FOREM	<p>One of the innovations introduced in 2022 is the multidisciplinary teams. Multi-disciplinary teams are set up to provide face-to-face support, whether in a sector or socio-professional context.</p> <p>For example, in order to make the most of the multi-disciplinary nature of the socio-professional teams, it is planned to set up team meetings involving reference advisers, MDE (Maison de l'Emploi) advisers, INAMI (Institut National d'Assurance Maladie-Invalidité) advisers and social assistants. Depending on the situation and requirements, a member of the Operator Relations Department, a business advisor or a psychologist may also be present. At sector level, meetings will be held mainly with reference advisers, MDE (Maison de l'Emploi) advisers and business advisers. Depending on the situation and needs, trainers could also join the previous professionals.</p> <p>The content of meetings can cover:</p> <ul style="list-style-type: none"> ▪ Discussions about cases in the course of support where the referral adviser or social worker feels "short of solutions". ▪ Talks about the specific needs of the target audience that team members encounter on a regular basis. ▪ The transmission of information specific to the target audience, with the aim of specialising the teams. ▪ Etc.

Countries	Public Employment Service	Is there an innovation that you have put in place for 2022?
Benin	ANPE	Pay beneficiaries with little or no education under the Youth Inclusion Project using the Kiakiapay aggregator (mass management of apprenticeship allowance payments)
Bosnia and Herzegovina	Bosnia and Herzegovina Labour and Employment Agency	The innovations were mentioned and developed in the previous response (page 10).
Cambodia	National Employment Agency (NEA)	- The National Careers and Productivity Fair 2022 was organised as a joint physical and online platform. - Development of the NEA Soft Skills mobile application
Canada	Employment and Social Development Canada - Job Bank	<ul style="list-style-type: none"> Canada launched the Jobs for Ukraine program through the Job Bank to help Canadian employers connect with and hire Ukrainian job seekers in Canada. The program was announced at the same time as the ³CUAET visa on March 17, 2022. To support business initiatives and green jobs, Job Bank has activated its job search services to highlight sustainable jobs and workplaces for jobseekers.
Canada/Quebec	Emploi-Québec for the development of measures and Services Québec for the provision of services	Improving and simplifying the income support policy for participants in employment measures in order to provide greater incentives for unemployed people to move towards the labour market.
Congo (Democratic Republic of)	NATIONAL EMPLOYMENT OFFICE (ONEM)	Revision of the website by deployment and development and development of the ROME/RDC
Croatia	Croatian Employment Service	Introduction of a voucher system for the education of workers and the unemployed.
Spain	SEPE	An important aspect of the Recovery, Transformation and Resilience Plan (RTRP) is to improve the digitisation of public employment services. This is why work is underway to renew all IT applications, particularly those designed to improve the payment of unemployment benefit, as well as new information technology systems.
France	Pôle emploi	Digital innovations (new EMPloi Store, Mes aides, mes évènements)
The Russian Federation	ROSTRUD	Public services in the field of employment in 2022 have been optimised and implemented in accordance with the new standards of activity in the field of employment.
Mali	National Employment Agency	The adoption of innovative and collective projects in the fields of digitisation, training and the promotion of green jobs
Mozambique	Employment centre	Setting up the mobile job centre
Peru	SERVICIO NACIONAL DEL EMPLEO	Implementation of a job exchange with artificial intelligence

³ Canada-Ukraine Emergency Travel Authorization

Countries	Public Employment Service	Is there an innovation that you have put in place for 2022?
Republic of Korea	Information system on employment in the Republic of Korea	Setting up an intelligent career guidance service: Service that analyses jobseekers' CVs based on various job-related data and provides personalised job requirements, labour market information, a career development roadmap, etc.
Republic of Moldova	National employment agency	Guiding supported employment for people with disabilities
Senegal	National Agency for the Promotion of Youth Employment (ANPEJ)	Focus on subsidising young project leaders through Kits, leaving aside part of the funding aspect to avoid misappropriation of objectives.
Slovenia	Slovenian Employment Service	The "Referral as a Reference" project is an innovative approach to job matching.
Switzerland	SECO-TC	Launch of a wide range of e-services
Chad	NATIONAL OFFICE FOR THE PROMOTION OF EMPLOYMENT	Credit recovery strategy
Tunisia	ANETI	Governance and digitisation of services
Türkiye	Turkish Employment Agency (İŞKUR)	Programme for participation in the production process
Uruguay	Employment centres	Implementation of a new concept for the IL service, launch of the development of the labour market system

Acting on our environments

Question: Name three priorities for your PES to act on its environment (tensions in the labour market, territory, economy, sectoral support, etc.) over the next year.

As in the previous year, we find in the classification of the PES respondent's priorities by major area the same majority mobilisation of commitments to support changes in the labour market, adjustment of service offers and adaptation of service delivery schemes. The significant difference lies in the appearance of the unemployment insurance management theme and the apparent disappearance of the communication theme, but a more detailed analysis of the sub-themes shows us that the “communication” function is reflected in the 2023 ambitions by a stated desire to strengthen operational partnerships, which implies more targeted communication with local players and beneficiaries.

Q4: Answers by field	2023	2022
Actions on the labour market	73	62
Developing/adapting the service offering	23	30
Organisation and strategy for designing the service offering	8	9
Unemployment insurance and assistance	3	0
Communication	0	1

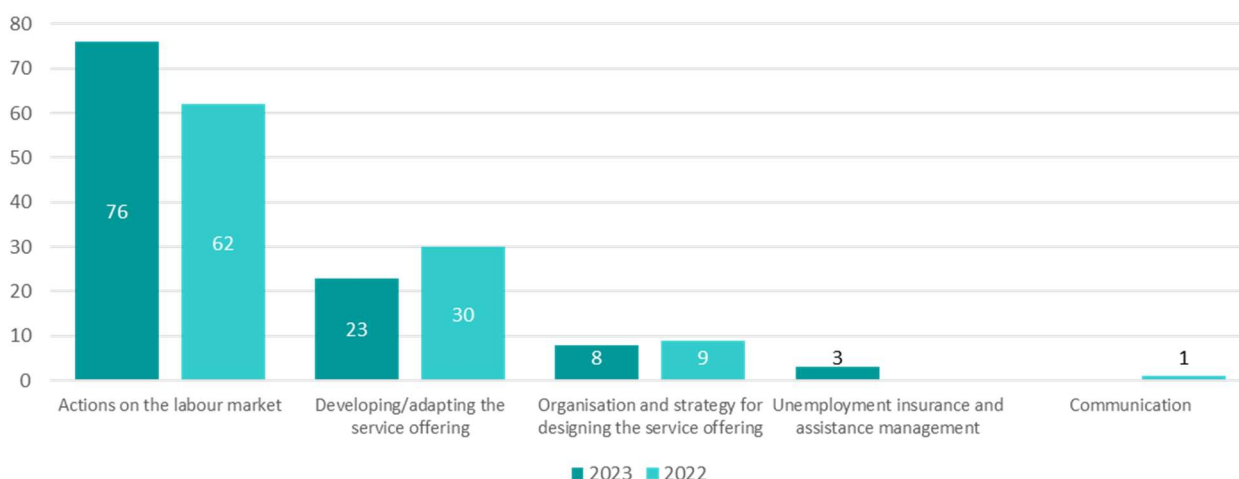


Fig.4 Graph. Q4: Responses by field - 2023/2022 comparison

Focus on: Actions on the labour market

Sub-domain details	No. of replies
Active employment policy, regional initiatives and operational partnerships	42
Labour shortage	10
Combating discrimination	8
MT Information System	7
Business relations and prospecting	5
Political crisis/armed conflict	4

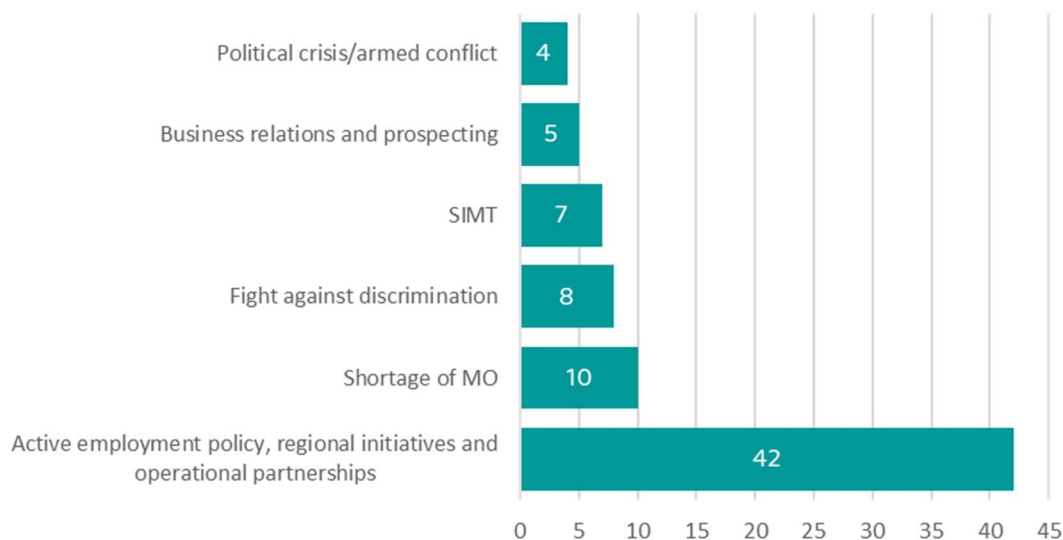


Fig.5: Graph Q4 2003 - Labour market actions by sub-domain

Developing active policies supported by operational partnerships

The ambitions in terms of actions on the labour market were already strongly stated in 2022, with a strong commitment to the Active Employment Policy sub-domain, developed at regional level and involving the various players in the labour market, particularly local authorities.

68% of PES respondents (25 out of 37) mention in their guidelines for 2023 the implementation of actions and programmes aimed at developing a more inclusive labour market, with partnership agreements signed with decentralised local authorities and agreements with public or private operators.

In addition to signing agreements or conventions, the PES are showing a willingness to structure and organise governance, for example by setting up local employment committees (as in Benin with the establishment of CLIDES⁴, as recommended by the new Benin National Employment Plan). In the context of changes in active policies, we note a desire to respond more precisely and more closely to the needs of the labour market, with initiatives such as Estonia's to limit the areas of training to better meet the needs of the labour market. The methodology and principles of organisation and management of labour market training in the Estonian PES will be completed this year.

Reflections on the labour market and the consequences of the demographic situation⁵ in many countries of the northern hemisphere, given the observation made since the 1990s of a slowdown in the entry of new young workers into the labour market, an ageing working population, etc., and therefore the need to maintain an employment rate that is a direct factor in social and economic balance (balancing social accounts, meeting the needs of economic development, etc.).

Coping with labour shortages

The second most recurrent sub-area, cited by 24% of PES respondents (9⁶ out of 37), concerns strategies for dealing with labour shortages. The effects of the post-COVID economic recovery, combined with major changes in the relationship between work and people's aspirations, are having a major impact on recruitment difficulties in many sectors, particularly for those sectors where this structural difficulty has been heightened by the economic situation, such as hotels and catering, healthcare, construction and transport, but also in sectors that are being impacted either by the transformation of the economy (decarbonisation, digitalisation, etc.) or by the relocation of

⁴ Local Committee for Integration and Economic Development

⁵ in the Russian Federation

⁶ Australia; Austria; Belgium; Croatia; France; Switzerland; Netherlands; Tunisia; Türkiye

activities, which is generating a massive need for new skills, as is the case in many sectors of industry. This is generating a massive need for new skills, as is the case in many industrial sectors. In addition, the crisis at COVID 19 was an opportunity for many working people to change careers, moving away from jobs with unattractive working conditions and pay to better-recognised jobs that offer a better work-life balance. The growth in teleworking and the digital dematerialisation of activities have created a new social “divide” between blue-collar and white-collar workers. The PES are therefore heavily involved in intermediation, which can only be transformative, as it is necessary to act as much on the expressed needs of companies and employers as on information and the re-mobilisation of certain sections of the population who are unemployed or looking for work in order to meet these needs.

Combating discrimination

The priority guidelines for Mali, Turkey, Azerbaijan, the Republic of Moldova, Albania and Sweden include commitments to support the integration and/or reintegration of vulnerable groups such as young people, particularly NEETs, and groups still suffering from discrimination such as women. PES help to reduce inequalities in access to the labour market or to income-generating activities.

Continuing to develop and improve the reliability of information systems

The major challenges facing public employment services today and, in the future, with the transition to a greener economy, digital transformation and demographic change, require us to collect, analyse and disseminate relevant information to inform users and decision-makers, and to build forward-looking responses.

The PESs of Canada-Quebec, Bosnia-Herzegovina, Mozambique, Albania, the Republic of Korea and Benin are sharing guidelines for 2023 for collecting, making reliable, processing and sharing data on the labour market, the structure of the active population and the long-term unemployed, so that they can take appropriate action. Increasingly, we are seeing data being shared with the various parties involved in labour market action, including players from the private sector. KEIS, PES of the Republic of Korea opens up public data to the private sector.

Business relations and prospecting

At a time when many countries are experiencing increasing recruitment difficulties in a number of sectors of the economy, the PES are stepping up their actions but are also reviewing their approach to companies, to better understand and develop the demands of employers (VDAB Belgium, NEA Moldova, IEFPPortugal, etc.).

Prospecting remains a priority area of commitment, with the search for partnerships with economic development agencies and key accounts, and increased international prospecting to provide better support and guidance for international mobility (ANEM in Algeria, ANAPEC in Morocco, etc.).

Political crisis/armed conflict

Unfortunately, 2023 is still a year marked by numerous political tensions and armed conflicts, which are having a major impact both on the labour markets (impact of economic sanctions) and on the movement of people (refugees, migrants, etc.). Africa, South America, Asia and Europe are confronted with social and political tensions (war, inflation, scarcity of certain food resources, impact of climate change, public health problems, etc.), and the PES are being called upon and mobilised to provide short-term responses and support to the populations affected.

Focus on: Developing and adapting the service offering

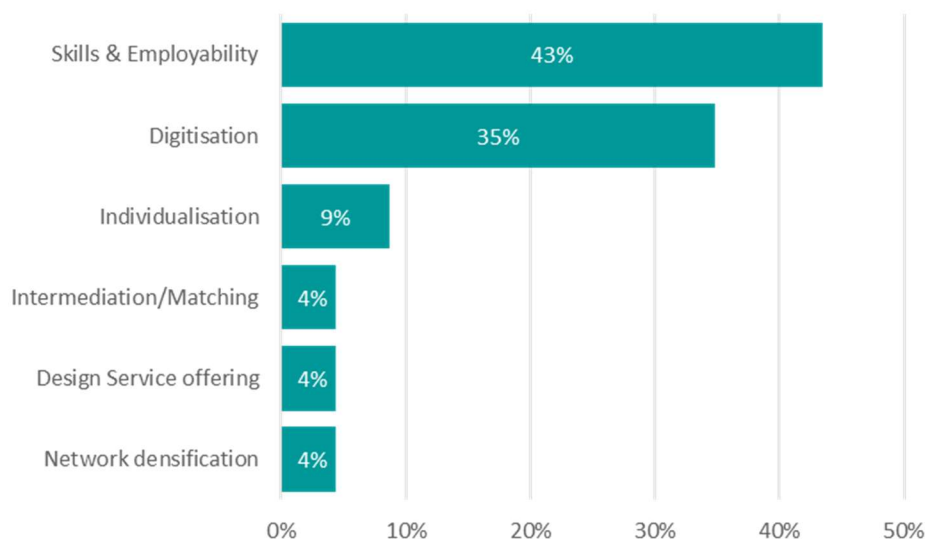


Fig.6 Graph Q4 2003 - Development and adaptation of the service offering by sub-domain

Analysis of the responses reveals the PES' concern to work on both content and form, with, as we can see from the graph above, 2 major groups with close parity: "Skills & Employability" and "Digitisation".

Skills & Employability

43% of the responses indicate that the services on offer are geared towards developing the **skills** of working people by mobilising training and professional integration policies and mechanisms, with a clear ambition to support the **employability** of the entire working population.

This point has already been made in the light of the increasing number of partnerships entered into by the PES (universities, schools, professional sectors, etc.) and the more global approach to securing career paths.

Here are a few concrete examples:

- NEA in Cambodia is developing a new career guidance and management manual with the support of Swisscontact⁷ as part of its Skills Development Programme.
- Employment and Social Development Canada - Job Bank, designs programs to help all Canadians, regardless of their skill level, develop their skills to better prepare for, obtain and maintain employment, adapt and succeed in the workplace, and improve labour mobility.
- Australia's Department of Employment and Workplace Relations supports all working people, including mature Australians, as well as job seekers, in the transition to a net zero economy.
- ONEM in the Democratic Republic of Congo, with the support of the International Labour Office, is setting up its *Répertoire des Emplois et Métiers* (ROME) and undertaking initiatives to strengthen key skills.

Digitisation

Digitisation remains the second major focus for the PES in 2023. We'll come back to this subject later, as it also has a major impact on the question of the direction to be taken in terms of user services. Technology has enabled us to maintain services during the various periods of confinement during the pandemic, and this has led to an acceleration in the transformation of service delivery practices; the use of digital services that are now not only accepted but also requested by users. This transformation is also having a very positive impact on the organisation of activities in the PES, because the success of the digital transformation also involves seeking to simplify processing and administrative procedures, and strengthening the skills of advisers, who are now becoming familiar with "hybrid" work situations. Added to this is the fact that, since the first level of information can be

⁷ Swisscontact: Swiss Foundation for Technical Cooperation

provided almost entirely independently by the user, advisers are now more challenged to provide advice and support.

Increasingly, technology is supporting the advisor with high added-value analysis of profile or CV data, combined with environmental data to offer leads or suggestions for action. KEIS in the Republic of South Korea, for example, is implementing a service that analyses jobseekers' CVs based on various employment data and provides personalised advice, information on the job market, a career development roadmap, and so on.

Secondly, technology offers an effective and efficient way of providing solutions in more remote areas and making them more accessible to everyone. In this respect, we have heard from a number of PES, such as ANPEJ in Senegal, NEA in Cambodia, the Employment Centres in Uruguay and Mozambique, SECOT-TC in Switzerland and NES in Hungary.

And in most countries, the PES are also supporting this development by undertaking digital skills training initiatives and seeking partnerships to help reduce the digital divide.

The graph (fig.6) then shows 3 themes, which may be less frequently mentioned than the previous two but are nonetheless characteristic of the PES' approach to service provision.

Individualisation is a dominant feature of the services offered by the PES. The National Employment Service in Peru has demonstrated this by mobilising a new model of services that integrates several services for the promotion of employment, employability and entrepreneurship included in a strategy called **Road to Employability** that establishes a mix of services differentiated according to the profile and needs of users. Azerbaijan's Public Employment Agency is also contributing its experience in implementing Individual Employment Programmes.

Intermediation and matching, our core business, still needs to be explored in greater depth, and in this area the approaches and tools are evolving, because with the rapid changes in professions, jobs and skills, matching increasingly requires multi-criteria approaches (as opposed to multi-criteria approaches), which are more heuristic than algorithmic. In a market characterised by skills shortages, both the search for a vacancy and the search for a candidate require broader, more disruptive and more creative searches. Today, intermediation requires a genuine “transformative” convincing action to act on both candidates and recruiters and thus create new areas of convergence.

The design of service offerings: Following the example set by Slovenia's Employment Service, the research, development and implementation of new service models requires the PES to work with more agile methods that include users in the design process, either through direct contributions (such as the LAb at Pôle emploi in France⁸) or by stepping up sourcing of feedback and evaluation of user satisfaction.

Lastly, as we can see in the various issues expressed by the PES, particularly in the context of supporting the economic and social development of territories, the PES are using various means to expand their network and territorial coverage. The ANPE in Benin is committed to the installation and operationalisation of Local Employment Promotion Units (ULPE) in all the communes of Benin to serve as the operational arms of the thirteen (13) departmental branches.

⁸ <https://www.pole-emploi.org/digitalinnovation/le-lab/le-lab-pole-emploi---un-accelera.html?type=article>

Improving services for our users

Question: Name three priority directions taken by your PES to develop services for users/customers and the public over the next year.

Q5: Answers by field	2023	2022
Broadening the service offering	49	37
Organisation/Management	25	24
Developing digital services	22	24
Human Resources actions	4	4
Labour Market Information Systems	2	5

The grouping of the various responses to this question into broad categories reinforces and complements the lines of action already addressed in the previous question on the environment.

The service offering, the internal organisation and management associated with it, the digital development of services, support for our human resources and labour market information systems remain the main areas of focus for Public Employment Services around the world.

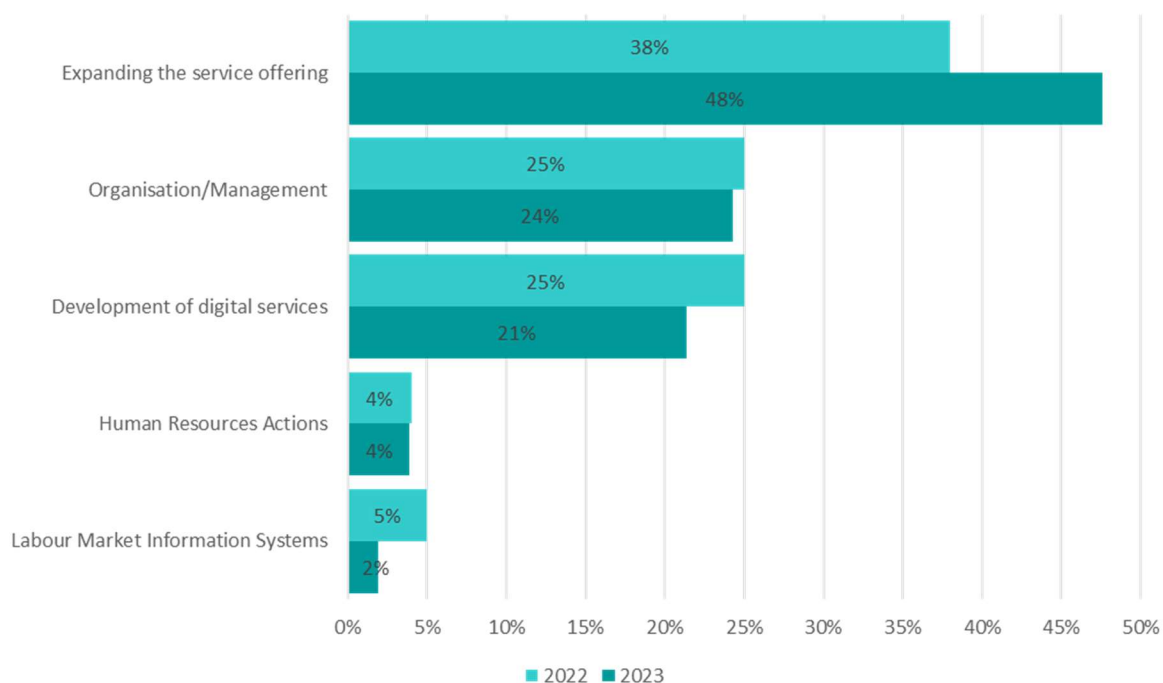


Fig.7 Graph Q5 2003 - Priority directions for service development - Comparison 2023/2022 (% of responses)

With reference to 2022, by 2023 we will see even greater commitments to broadening the range of services offered by the PES, and undoubtedly more than in 2022. And this year, some trends are becoming more tangible, heralding a significant change in service philosophies. For a long time, with high unemployment rates in the majority of countries and more stagnant economies, the priorities of the PES have remained focused on jobseekers, with the stated aim of reducing inequalities in access to employment in a highly competitive labour market. With the economic upturn accompanied by numerous post-covid recovery plans, but also profound changes in social expectations, it is now companies that, for the most part, find themselves in a competitive situation: the shortage of job offers is now being replaced by a shortage of candidates...

In the light of this, we can see from the analysis of the responses to this survey that even if the PES are mobilising strongly to reduce these “short-term” labour shortages, they are continuing their fundamental actions on the “structural” aspects of the labour market. This is because most of the sectors of the economy hit by the increase in labour shortages are sectors that have long been accustomed to these tensions due

to “structural” issues (pay, working conditions, under-investment in vocational training, inadequate initial training, etc.).

Finally, as a more detailed analysis of the sub-themes under the heading “Broadening the range of services on offer” shows, the PES are continuing their efforts to make the labour market accessible to all, and are paying particular attention to the most vulnerable.

The decline we have seen in the area of labour market information systems can be explained by the fact that a great deal of work has been done in this area in previous years.

Today, although there is still room for improvement, the PES have equipped themselves with these systems and/or set up the necessary partnerships to share labour market data.

Focus on: Broadening the service offering

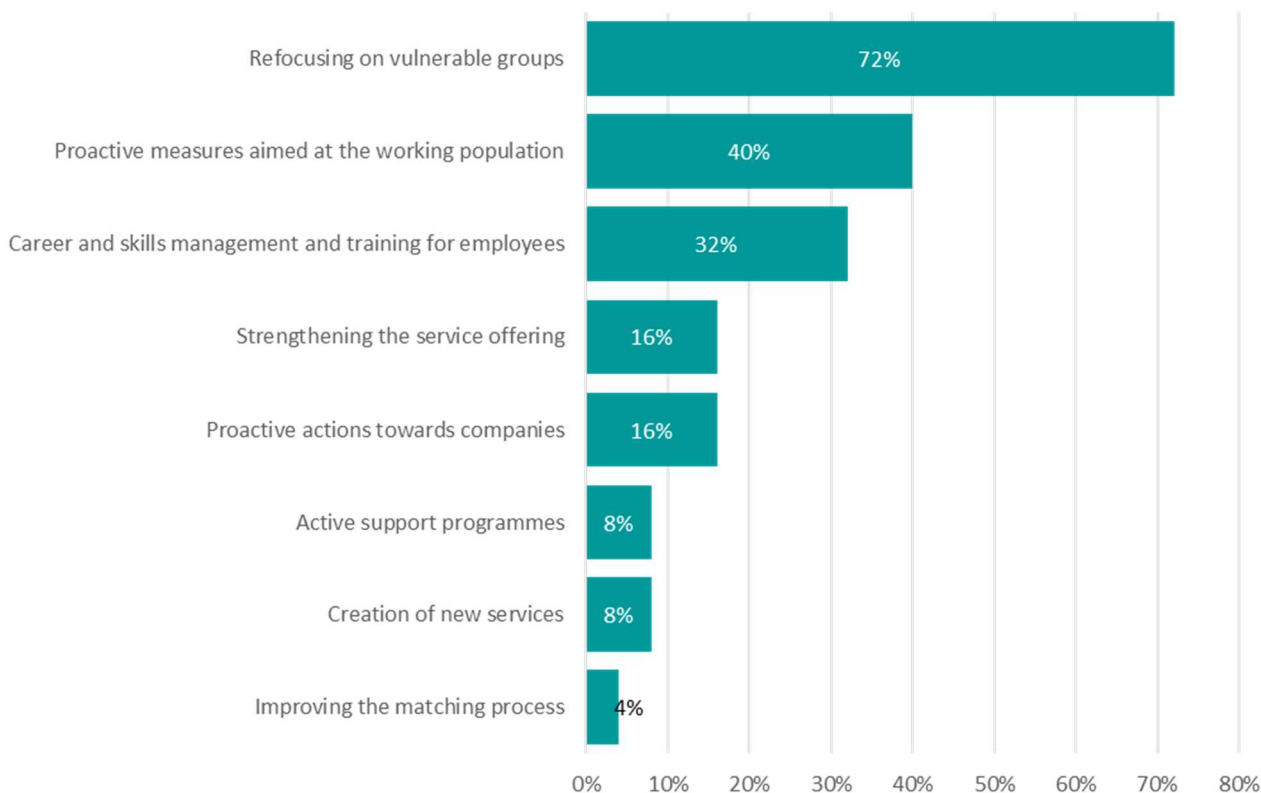


Fig.8 Graph Q5 2003 - Broadening the service offering by sub-domain

The first observation is that the three themes that come out on top are, respectively, refocusing actions and services on vulnerable or disadvantaged groups, proactive actions towards the working population and skills management/vocational training.

Vulnerable groups

The issue of vulnerable groups is really taken into account in different ways, with segmentation depending on the region and the employment environment, but most of the PES see it as a pillar of their public action.

The ANPEJ in Senegal is putting in place a strategy dedicated to jobs described as precarious, just as Australia (DEWR) is placing an ongoing emphasis on providing tailored services that meet the needs of disadvantaged cohorts. In Mali, the ANPE is involved in socio-professional integration initiatives to address and prevent the risks of exclusion, particularly for young people and NEETs (those without jobs, education or training).

This commitment can be found in almost all the respondent countries, for example with the Azerbaijan Public Employment Agency, the Croatian Employment Service, KEIS in the Republic of Korea, SEPE in Spain, NEA in Moldova and Pôle emploi in France.

These so-called vulnerable groups include, but are not limited to, young people (NEETS), people with disabilities, the long-term unemployed (LTU), precarious workers and migrants.

More proactive actions towards users (working people and businesses)

In reading the comments associated with this sub-theme, we note a broadening of the public benefiting from the services, but also a desire to deal with intermediation issues further upstream. As a result, the ONEM in the Republic of Congo has seen its Articles of Association revised to strengthen its missions towards companies. In Canada, Emploi Québec for the Development of Measures and Service Québec for the Provision of Services work upstream with employers to help them adapt their human resources management practices to the current labour shortage.

The ANPE in Benin is involved in implementing the *Talents Africains à l'International* (T.A.I.) project, which aims to deploy a cohort of 200 young people in 150 companies in the UEMOA (West African Economic and Monetary Union), with the status of International Volunteer, enabling them to benefit from an allowance exempt from income tax, and many other advantages such as high-quality social cover, as well as the payment of travel expenses by the host company.

Career and skills management

Skills development and vocational training are essential levers in facilitating professional integration or reintegration, and are key pillars in securing professional careers and career management. Whatever the country and its income level, establishing an effective link between employment and training is a major challenge and a constant concern for our PES. The skills needs of the economy and businesses do not evolve in the same timeframe as the training system, whether for initial or continuing training.

The Employment Centre in Mozambique sets up pre-professional training courses open to young people to help them become acculturated to the world of business and develop professional skills.

IEFP (Instituto do Emprego e Formação Profissional) in Portugal is increasingly adapting its training responses to the needs of the labour market, using tailor-made training. The institution sets up training and retraining processes to prevent unemployment and, where it already exists, to improve the conditions for returning to the labour market. The IEFP, like a number of other PES such as NFSZ in Hungary and ONAPE in Chad, bases its activities on the introduction of systems for classifying occupations and skills (such as ESCO⁹, the European system, ROME 4.0 in France¹⁰ and ROAME¹¹, which is shared by a number of sub-Saharan African countries), which improve the quality of the processes for identifying job applications and vacancies. These repositories for classifying and describing occupations and skills are essential tools for establishing a common language between the various players in the world of employment and vocational training. They are also the most relevant tools for improving our matching processes between skills supply and demand.

The FOREM, in Wallonia (Belgium), has set itself a strategic goal of making training more accessible and dynamically managing the impact of training resources on the fluidity of the labour market. FOREM believes that improving accessibility is essential to raising the skill levels of the Walloon workforce. It combines this with **steering training provision according to its impact**, making labour market transitions

⁹ ESCO is a multilingual classification system for European skills, competences, qualifications and professions. It is part of the Europe 2020 strategy. The ESCO classification identifies and categorises skills, competences, qualifications and occupations relevant to the EU labour market, education and training. It systematically presents the links between the different concepts.

<https://esco.ec.europa.eu/en/about-esco>

¹⁰ ROME, *Répertoire Opérationnel des Métiers et Emploi* drawn up by the French PES Pôle emploi:

<https://www.pole-emploi.org/opendata/repertoire-operationnel-des-meti.html?type=article>

¹¹ ROAME, *Répertoire Opérationnel Africain des Métiers et Emplois*, <https://www.afdb.org/pt/news-and-events/repertoire-operationnel-africain-des-metiers-et-des-emplois-roame-lancement-des-travaux-en-guinee-conakry-18456>

smoother for both jobseekers and workers, and meeting the needs of growth/shortage sectors, particularly through partnerships.

In addition, the development of training for sectors experiencing shortages/growth can be based on extended and strengthened partnerships with companies operating in these sectors, enabling investment to be shared (for example, training at the company's workplace) and facilitating access to trainers (training professionals and workers passing on their experience). In this context, the Forem, relying on its partners and on the reputation of companies, as well as on an objective diagnosis of the causes, particularly at local level, is committed to taking initiatives aimed at identifying and promoting professions (some of which are sometimes considered unattractive) in order to help increase the number of people entering training.

Focus on: Organisation and management

In the “Organisation and management” area, as in 2022 (33%), integrating the experience of users of our services and tools remains a major focus of our organisation and the architecture of our service production processes (32%).

On the other hand, the management of service providers and partnerships with local players, which accounted for only 4% of responses in 2022, are now cited in 24% of responses. This reflects a strong repositioning of the PES at the heart of networks of local players, who, without hegemony, are building and enhancing the range of services on offer in local areas by adding other skills, as is the case with certain groups, with openings in the treatment of social or health issues (addictions, etc.) that can interfere with a return to employment.

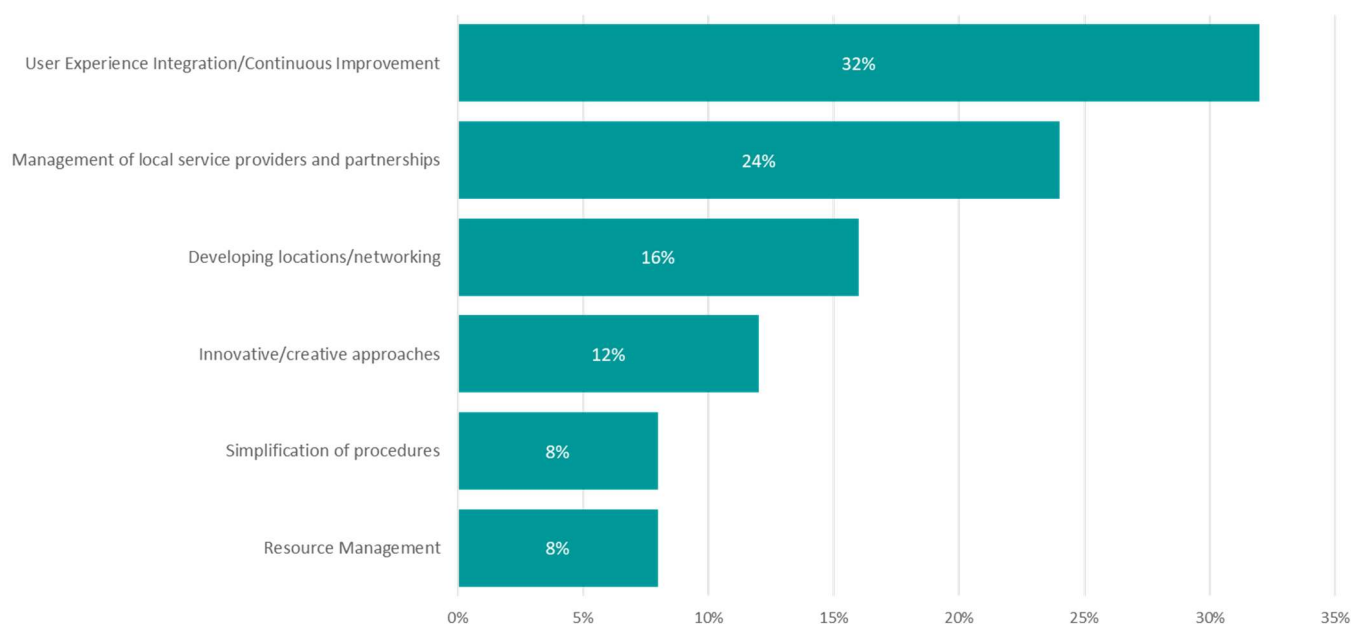


Fig.9 Graph Q5 2003 - Organisation and Management by sub-domain

The development of locations and the network's territorial coverage, which was cited by 29% in 2022, has dropped to 16% here, but we can link this theme to the previous one, as it is undoubtedly also the sign of a change in strategy by many PES, which are favouring new partnerships to cover wider areas or issues rather than the development of new units. There is no doubt that this is a search for efficiency, effectiveness and greater responsiveness.

This strategy is also reflected in the “Innovative/Creative Approaches” sub-area, with some rather pragmatic initiatives, such as in Mozambique, where the National Employment Service encourages the promotion of self-employment through the direct supply of production tools.

Following the example of Peru's National Employment Service, we note that the PES are increasingly involved in proactive communication campaigns aimed at a wider population (fairs in collaboration with regional governments, in higher education establishments, etc.).

Simplifying access to services and the procedures for obtaining advice and financial aid is also a significant commitment for 2023, as is the case for AMS in Austria and the Job Centres networks in Uruguay, which are working on making services available through simple and accessible (digital) tools.

User Experience Integration and Continuous Improvement

Often associated with the development of digital services, the PES undertakes continuous improvement initiatives to ensure the quality and relevance of the services delivered. Digitalisation makes it easier to measure feedback from users. As indicated, for example, by Employment and Social Development Canada - Job Bank in Canada, the aim is to improve the experience and results of service to users (customers), supported by increasingly homogenous digital services. Most PES, such as Arbetsförmedlingen in Sweden, ANETI in Tunisia, the National Employment Service in Peru, or AMS in Austria, capitalise on these experiences and feed customer evaluations back into the service engineering process, and in some cases do not hesitate to involve customers upstream in the design of services (e.g. the Lab at Pôle emploi in France).

Continuous improvement and measuring the impact of services or activities are now a common feature of the PES organisation. As an extension of these initiatives, the positive impact on PES capacity building should be highlighted:

- Either as part of a sub-national strategy, as presented, for example, by KEIS in the Republic of Korea, which is also developing services for other partner employment services, such as advice on building the capacity of employment service institutions and setting up a quality support system for employment services.
- Or international cooperation strategies such as those developed by WAPES with SamPES, or the exchanges between Japan, the Republic of Korea and Cambodia as part of the Joint Project, or the Benchmarking approach of the PES of the member countries of the European Union.

This point is one of the main thrusts of the 2015-2025 Long-Term Strategy, which WAPES has taken forward into 2022 through the deployment of the SamPES methodology with the active participation of 17 African PES.

Management of service providers and local partners

This theme covers all the guidelines and actions taken by the PES to build effective collaborations, with a concern both to pool resources and to apply the simple principles of subsidiarity. Cooperation with local authorities (e.g. VDAB in Belgium-Flanders) is often the key to effective territorialisation of employment action. The NEA in Kenya says that public employment services should work with other organisations such as educational institutions, training providers and not-for-profit organisations to provide comprehensive support to job seekers.

IEFP in Portugal aims to deepen the partnerships already established and promote new ones, creating a different basis for rebuilding relationships with other players or operators in the training and labour market, whether public or private. The need to work in partnership is expressed by the majority of PES respondents.

And in many countries, like the ONEM in the Democratic Republic of Congo, we note the desire to work closely with private employment services and to play a pivotal role in mutual, coordinated action, the effectiveness of which can be transparently assessed so that it can be taken forward.

Expanding locations and network coverage

The Employment Centres in Mozambique, like the FNE in Cameroon, are continuing their roll-out and coverage of the country. The ONEM in the Democratic Republic of Congo advocates the creation of a network of skills centres or job centres, an idea put forward as part of the National Employment Plan in Benin, which gives the ANPE the task of setting up one-stop shops.

In Spain, following a change in the law, SEPE is transforming itself into an Agency to provide a more qualitative solution closer to the public.

Focus on: Developing digital services

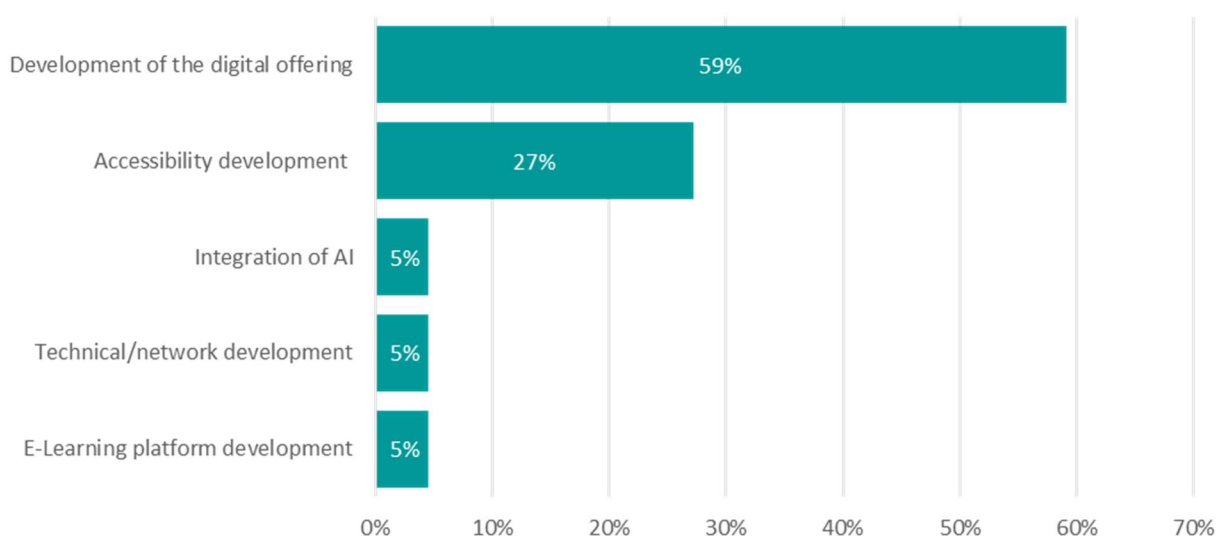


Fig.10 Graph Q5 2003 - Development of digital services by sub-domain

Developing the digital offering

Strengthening and developing the digital services on offer remains a reaffirmed priority for most of the PES respondents (NEA in Cambodia, İŞKUR in Turkey, NAES in Albania, Eesti Töötukassa in Estonia, FNE in Cameroon, LEA in Bosnia Herzegovina, NES in Hungary, ANEM in Algeria, ANAPEC in Morocco, SEPE in Spain, the Employment Centres in Uruguay, the Employment Service in Slovenia, ANETI in Tunisia...).

Developing techniques and the network

But it is interesting to see that for many PES, it is also, as we mentioned in the previous question, a means of developing accessibility to services, with two aspects: the question of “geographical” accessibility, with ANPEJ in Senegal developing connection points in rural areas as an illustrative example of this strategy; in the same spirit, NEA in Kenya, which wants to give priority to remote service platforms; İSKUR in Turkey, which is developing services via applications for smartphones; and finally, Arbetsförmedlingen in Sweden, which is developing programmes to strengthen digital skills in order to make services accessible to all.

Another advantage of digitisation is that, as well as providing access, it allows users' experience and satisfaction to be tracked, and quality and performance indicators to be produced to develop continuous improvement approaches, as cited by Peru's National Employment Service.

In a trend already observed in last year's 2022 survey, some respondents mentioned the renovation of information systems and networks, which were often built using obsolete technologies; data management (reliability, protection, etc.); and the use of data to turn these information systems into high-performance decision support systems.

The gradual introduction of Artificial Intelligence

As expressed in particular by the Republic of Korea (KEIS), we can see that the significant investment made in the use of artificial intelligence by many PES is also aimed at meeting these challenges of transforming the working environment of our employees. This year KEIS is working on setting up “intelligent” services:

- *advanced intelligent services for matching job vacancies*
- *intelligent career guidance services*

Focus on: Human Resources actions

Although not very formalised as such, this axis is nevertheless very present, transversally in most of the operational guidelines mentioned by the PES respondents. Explicitly mentioned by the AMS in Austria, the issue of **acculturation and developing the digital skills** of public employment service staff is an essential factor in supporting the transformation of our organisations and services. In addition to the need to develop digital skills, the impact of these changes on business activities, particularly for advisers, but also for other professions, means that core skills also need to be reviewed and developed. The development of support services, with the stated aim of refocusing on more vulnerable groups who are a long way from employment, requires **advisers** to mobilise specific professional knowledge and skills. In the same way, the desire to develop a service relationship and new services for the benefit of companies, with a particular focus on support for small and medium-sized enterprises, most of which do not have HR skills, requires people with a solid knowledge of job and skills management and basic notions of human resources management. This point is particularly taken into consideration by FNE in Cameroon, ONAPE in Chad and ANETI in Tunisia. These players are representative of the PES that operate in the specific environment of African economies, and are still heavily involved in the development of entrepreneurship, which they see as an effective lever for economic growth and the fight against informality in the workplace.

We will develop this theme further in the chapter devoted to supporting the transformation of our internal organisations

Targets for government programmes and action plans for 2023

Question (Q6): - Are there any national (government) programmes or plans, planned or underway, for specific audiences (working people and businesses) or national priorities?

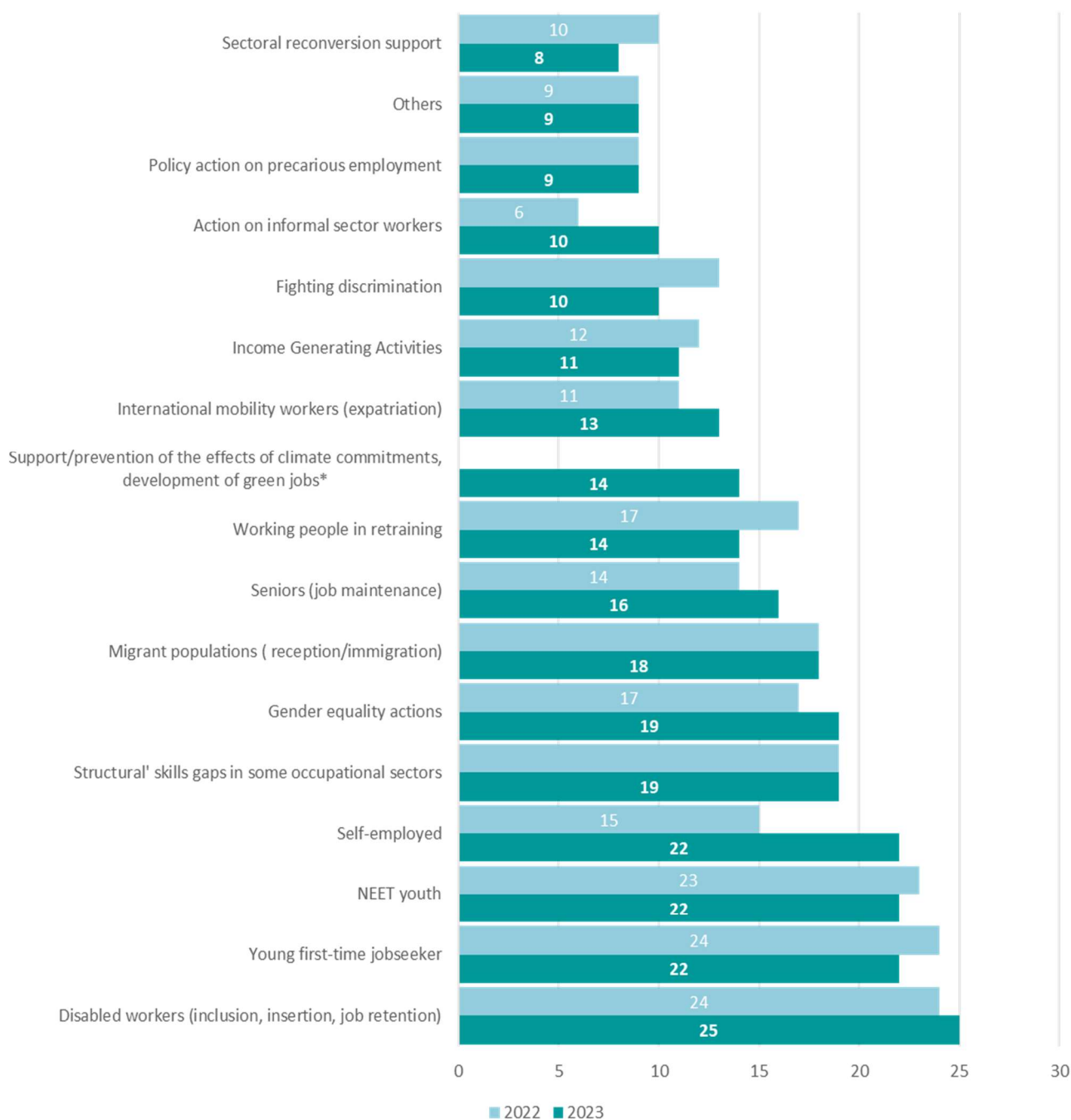


Fig.11 Graph Q6 2003 - Targets for government programmes - Comparison 2022/2023¹²

If we compare the 2023 responses and their ranking with the 2022 data, we can see a certain stability in employment policies, which are often committed to multi-year plans.

¹² * No data prior to 2022 for the theme “Support/prevention of the effects of climate commitments, development of green jobs”, which we have added to the questionnaire this year.

As last year, we find the three priorities shared by many governments to reduce inequalities in access to work for people with disabilities, young people entering the world of work and the category of young people with no job, education or training, what we call NEETs.

But to better understand these regional particularities, we suggest that, even if the sample is smaller in some regions and therefore not as representative, we look at the same ranking for 2023 by WAPES region.

Focus on priorities for the African region

Responding countries: Senegal; Mali, Mozambique, Congo (Democratic Republic of), Kenya, Chad, Benin, Cameroon.



Fig.12 Graph Q6 2003 - Targets for government programmes - African Region 2023

For the African region, we can observe a clear recurrence of two themes: **support for self-employment** and, very closely related to this, **the integration and maintenance in employment of people with disabilities**. This is followed by a series of 5 equally weighted themes: income-generating activities, international mobility and labour migration, integration of young people entering the labour market, and support and prevention of climate change. On this subject, if, with the usual precautions, we look at the rankings for the other regions, the greater recurrence of this theme in Africa indicates a priority commitment and a concern already expressed by the AASEP through its agenda, which provides for the organisation at the end of 2023 of a regional workshop to draw up a common plan for the development and promotion of green jobs by the member public employment services.

As in the MOPA region, support for self-employment is a major priority.

For a majority of countries in the southern hemisphere (Africa, Asia and Latin America), the development of entrepreneurship is identified as the major lever for taking action on the realities specific to their labour market, namely:

- Opening up new integration opportunities for the young graduates who enter the job market every year

- Capitalise on educational investment, offering young people an alternative to emigration or unemployment.
- Contributing directly to reducing the weight of the informal sector and increasing the proportion of decent jobs by supporting individual initiative
- Reduce inequality and discrimination by promoting access to support tools and services for more vulnerable groups (development of female entrepreneurship, creation of integration activities for young people in difficulty or people with disabilities, etc.).
- Entrepreneurship is also a driver of innovation for the economy, thanks to the new opportunities opened up by the development of digital technologies and the emergence of new forms of work.

Finally, we can note that action to integrate and maintain disabled people in employment remains a priority for African governments and PES.

Focus on political priorities for the American Region 2023

Responding countries: Canada, Canada/Quebec, Uruguay and Peru.

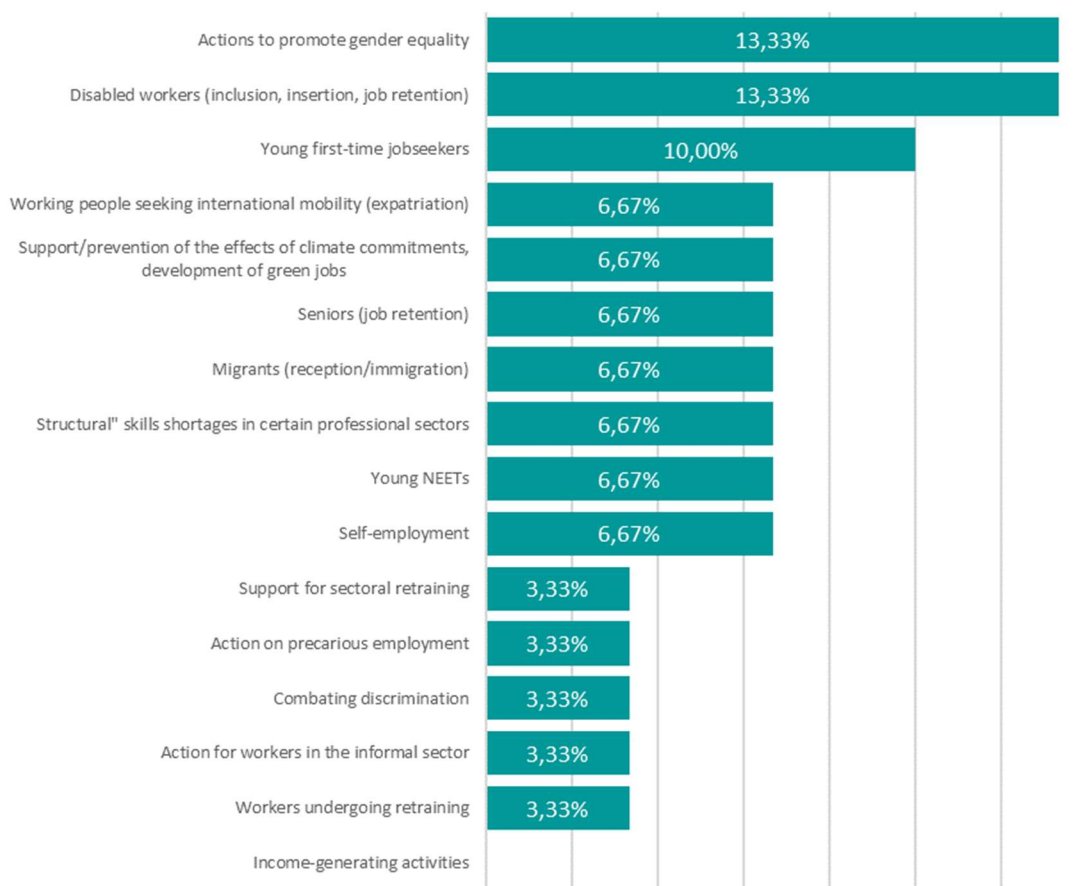


Fig.13 Graph Q6 2003 - Targets of government programmes - American Region 2023
(Themes without data because they were not cited in the associated responses for the region concerned)

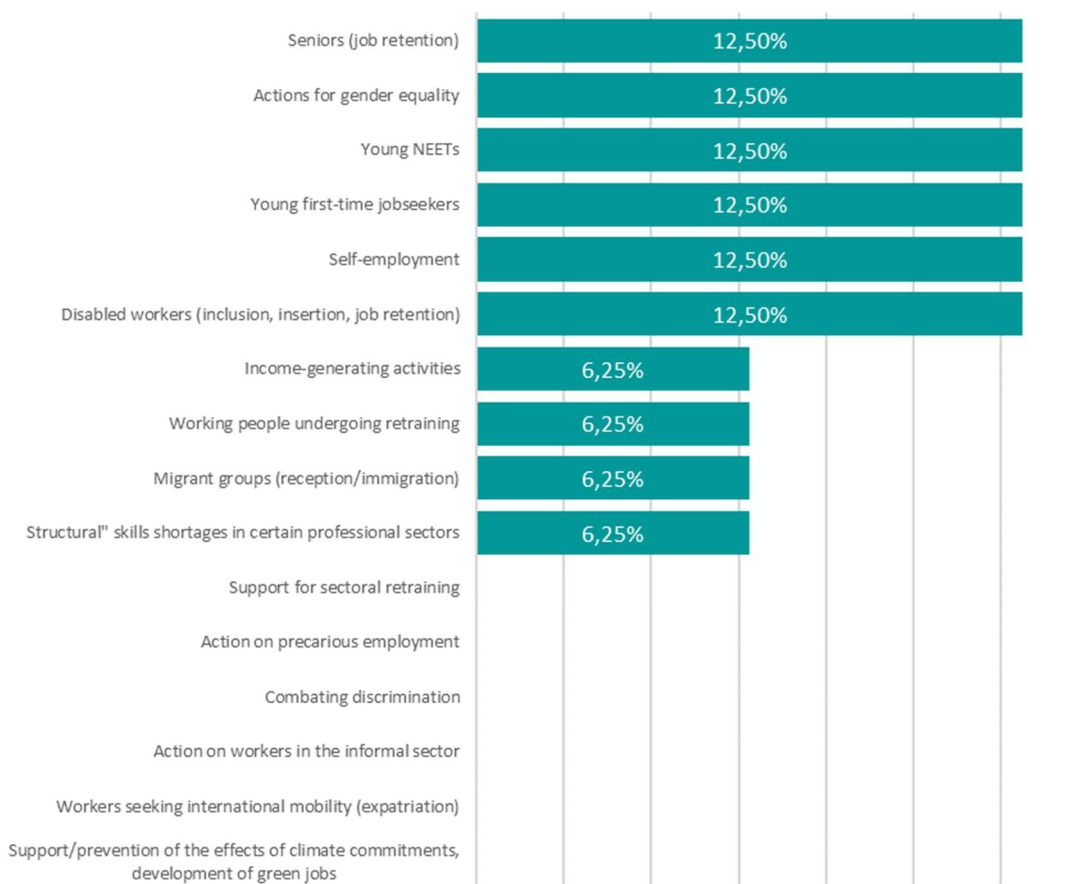
Although the sample for the region is small, with only 4 PES respondents, the top 2 issues of **gender equality and support for people with disabilities** are cited as priorities in all responses. International mobility and migration then occupy the same rank as in most regions. Two of the major challenges for the future, namely supporting the transformations linked to climate change and the demographic effects (ageing of the working population) with the need to take into account the employment of senior citizens, are cited here in the second group (6.67%). This group also includes the issue of **young NEETs**, and the need to address the **structural skills shortages** in certain sectors of activity that are undergoing or will undergo profound change.

The post-covid recovery, particularly in the countries of the northern hemisphere, has considerably increased this phenomenon, accentuating major tensions on the labour market and generating **labour shortages**.

So today, as we are also seeing in Europe and in parts of Asia, this is a major challenge to which public services must provide concrete solutions.

Focus on policy priorities for the Asia-Pacific Region 2023

Responding countries: Cambodia, Australia, Republic of Korea.



*Fig.14 Graph Q6 2003 - Targets of government programmes Asia Pacific Region 2023
(Themes without data because they were not cited in the associated responses for the region concerned)*

As in the case of the previous region (America), the sample of PES responding is not sufficient for a proper analysis, but nevertheless the priorities expressed by the 3 PES that responded enable common concerns to be identified. The priority given to keeping older people in work and supporting them, particularly by the Republic of Korea and Australia, is the same as that given by Canada and many other countries in the northern hemisphere, which have to cope with the combined demographic effects of an ageing working population, difficulties in integrating certain categories of young people (first-time jobseekers, NEETS, etc.) into the labour market, and an unprecedented increase in the demand for skills linked to the recovery of the post-covid economy.

Focus on political priorities Europe Region 2023

Responding countries:

Albania, Austria, Azerbaijan, Belgium (The FOREM and VDAB), Bosnia and Herzegovina, Croatia, Estonia, France, Hungary, Portugal, Republic of Moldova, Slovenija, Spain, Sweden, Switzerland, The Netherlands, The Russian Federation, Türkiye

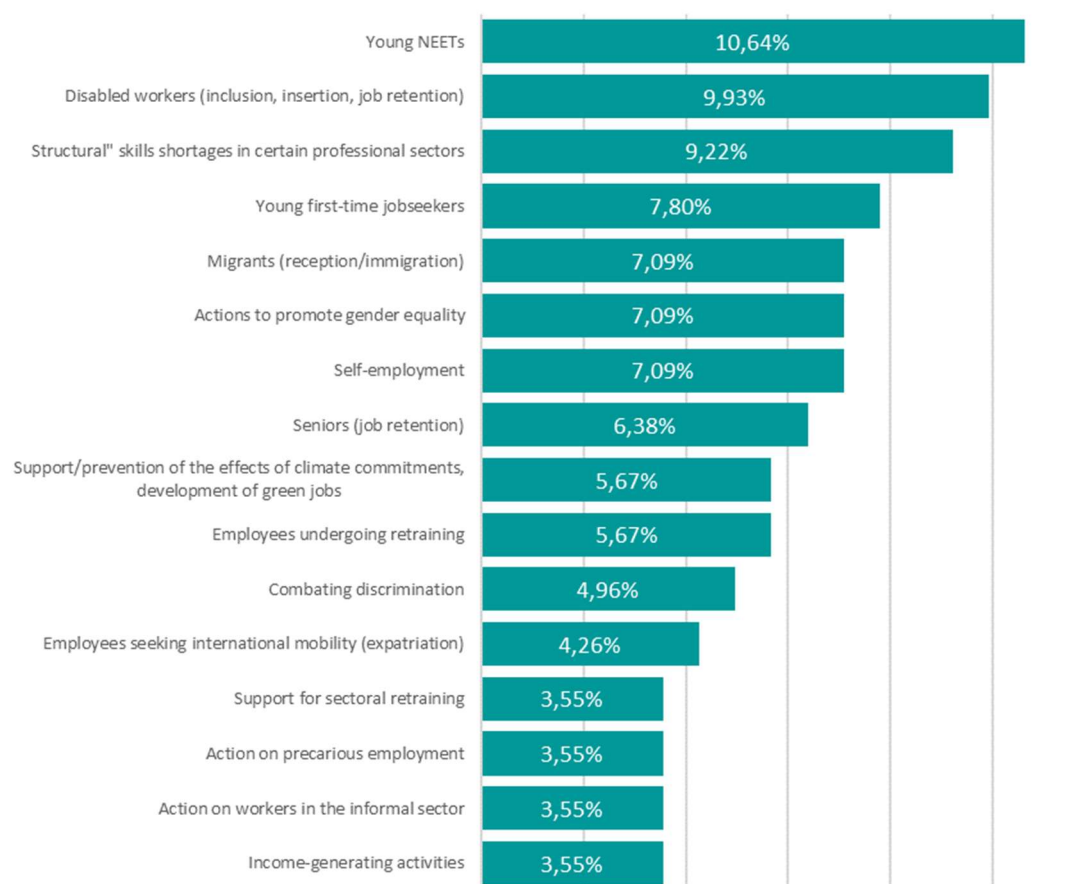


Fig.15 Graph Q6 2003 - Targets for government programmes -Europe Region 2023

With a sample of 19 PES respondents, the graph above can be considered representative of government priorities within the WAPES Europe region.

The issue of young NEETs features prominently in the policies and programmes of a majority of European countries. It is for this reason that the Europe region, with the commitment of our colleagues from Azerbaijan and Turkey, has proposed a conference on this theme on the WAPES agenda. A survey, carried out by our colleagues from the Labour and Employment Agency of Bosnia and Herzegovina, is also underway within the Europe region to look more closely at the issue of support for vulnerable groups, and will be the subject of a communication shortly.

From the various responses to the questions in this survey, we can see that all European countries (EU and non-EU) are now moving towards increasing the employment rate. To correct the effects and prevent the risks of an ageing population, which affects countries in the northern hemisphere and high-income countries the most. We can see that the PES are heavily involved in developing employment for the two “ends” of the working population, i.e. speeding up the integration of young workers into the labour market, and helping older workers to stay in work or to get back into work more quickly if they lose their jobs.

Finally, it is essential to emphasise that the armed conflict between the Russian Federation and Ukraine has also had a major impact on the economy and employment in Europe, and above all has led to large flows of refugees, for whom the European PES have mobilised to welcome and integrate them.

Focus on political priorities Middle East and Arabian Countries (MEAC) Region 2023

Responding countries: Algeria, Morocco, Tunisia.

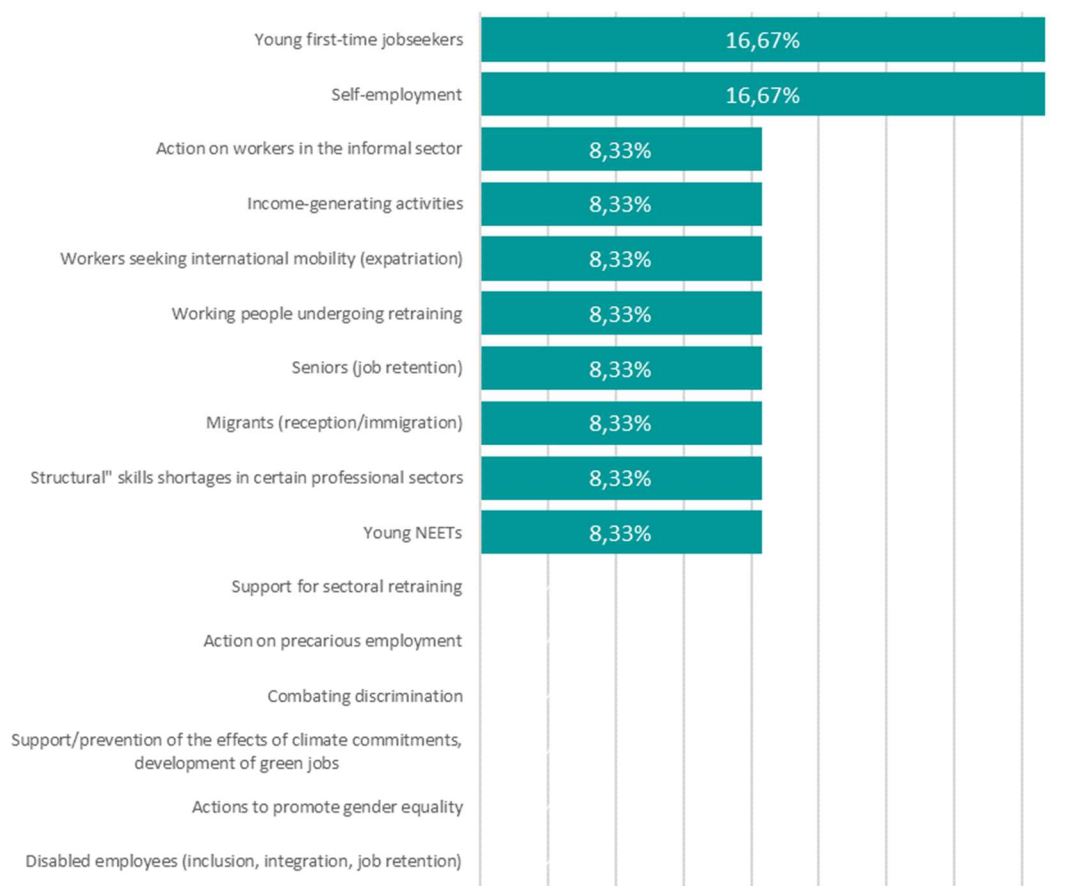


Fig.16 Graph Q6 2003 - Targets for government programmes Mopa Region 2023

For this region, the sample is also statistically small, but demonstrates a strong convergence linked to the similarity of the environments.

Like many countries on this continent, these three countries have a strong youth demographic¹³, although unlike the rest of the continent, we are also seeing a particular focus on keeping older people in work.

The priority remains the integration of young people entering the labour market each year. And as we have seen for the African region, one of the levers for meeting this challenge is the development of entrepreneurship in its various forms. The PES in these 3 countries have developed highly structured service offerings, much broader than those found in European PES, to identify and support entrepreneurs throughout the business start-up process, including the financial aspects.

Another challenge, linked to the aspirations of a young population, is also to stabilise “skills” in the region and control professional migration to avoid a “flight” of skills to other countries that are developing attractive policies to deal with their own shortages. In recent years, the Maghreb countries have also become attractive, particularly to young people from sub-Saharan Africa, and must therefore deal with these migratory movements and, consequently, provide responses in terms of reception and integration. Public employment services are key players in this respect.

¹³ Share of under-30s in the total population: Tunisia 48% , Algeria 54%, Morocco 31% (sources OECD 2022)

Your priorities for internal operations in 2023

Question: Name three priorities for your PES aimed at developing and transforming its internal organisation and the working conditions of its employees.

Q7: Answers by field	2023	2022
Human Resources	40	23
Organisation	27	35
Management/steering	13	10
Equipment/Tools/Digitisation	8	18
Communication	1	3

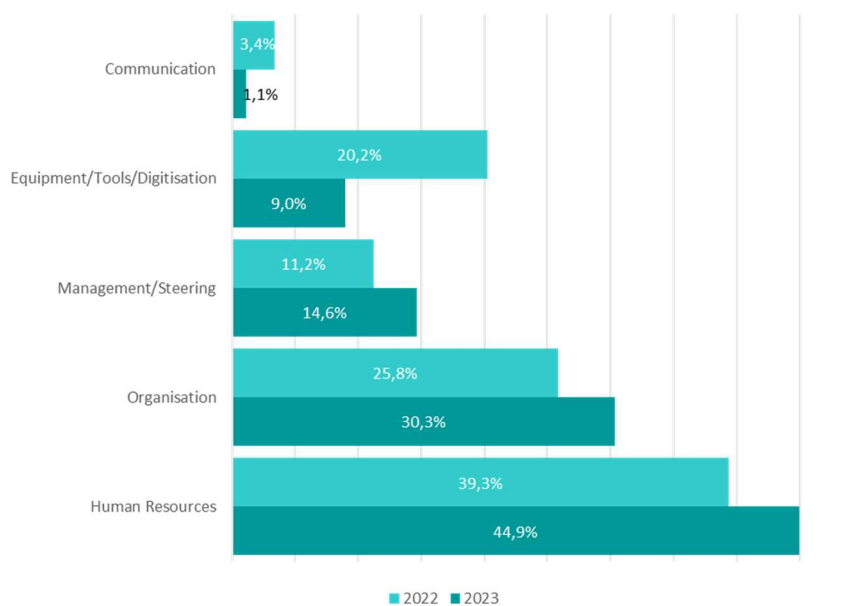


Fig.17 Graph Q7 2003 - Internal operating priorities - Comparison 2023/2022

By comparing the data from the 2022 survey, we can deduce that, overall, the responding PES have adopted a similar approach to internal organisation and working conditions for their employees. But this year we are seeing a significant rebalancing between them.

This year, the focus on human resources has been given greater priority, along with organisation and management. On the other hand, there was a decline in equipment, tools and digitisation, and in communication, compared with last year's figures. This can be explained in part by the fact that in 2021 and 2022, with the effects of the pandemic, substantial investments were made in these two areas, which are now looking for more recurrent operations.

Focus on: Human Resources

With an increase of more than 4 points in the recurrence of this theme in the responses concerning the orientations in terms of transformation of the internal organisation, the responding PES reaffirm the preponderance as a lever for the performance of our services, our human resources and our employees.

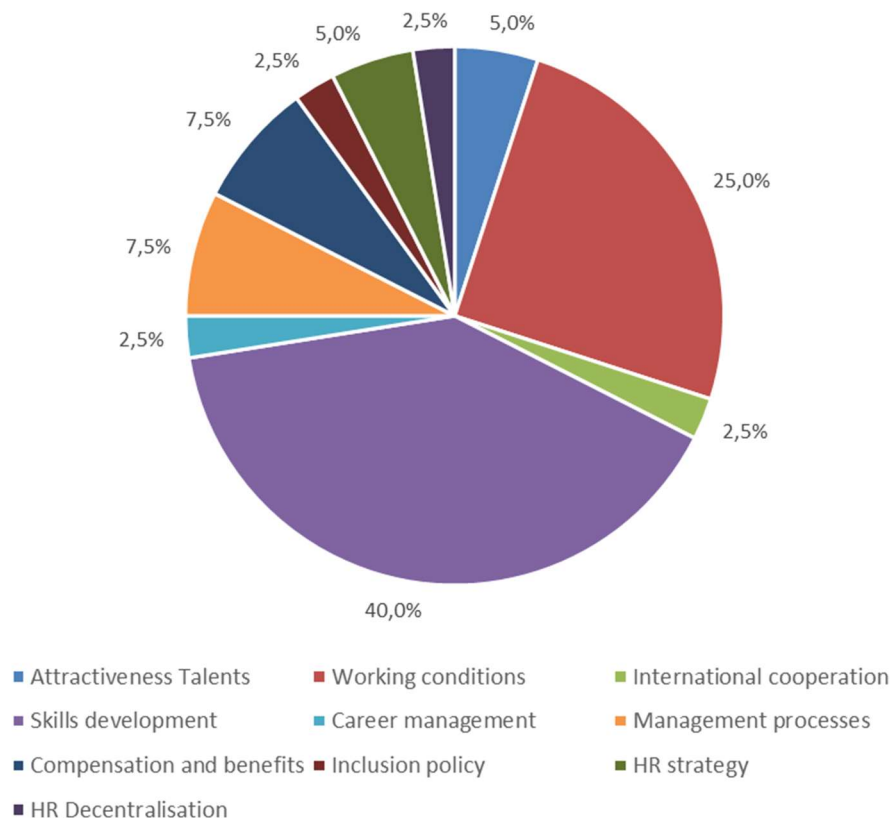


Fig.18 Graph Q7 2003 - Human Resources priorities

Compared to last year, we are seeing a greater diversification of HR themes this year. The common themes with 2022 and their evolution:

Themes	2023	2022	Spreads
Inclusion policy	2,5%	3,0%	-0,5 pt
Career management (internal Mobility)	2,5%	3,0%	-0,5 pt
Attracting talent	5,0%	3,0%	+2 pts
Working conditions	25%	23%	+2 pts
Skills development	40%	65%	-25%

The difference in the “Skills development” theme is partly linked to a rebalancing of the different dimensions of action mentioned by respondents, and in particular to the more explicit appearance of new HR themes:

Themes	% of recurrence
Management processes	7,5%
Management processes	7,5%
HR strategy	5,0%
HR decentralisation	2,5%
International cooperation	2,5%

Investment in developing the skills of employment advisers is cited by the majority as an internal priority in many PES (Senegal, Mali, Cambodia, Turkey, Republic of Moldova, Bosnia Herzegovina, Croatia, Tunisia, Mozambique, Congo (Democratic Republic of), Kenya, France, Slovenia, Cameroon, etc.). The core skills linked to reception, diagnosis and, in particular, mastery of skills-based approaches to professional

intermediation (e.g. *Approches Compétences*, Pôle emploi, France), are supplemented by the integration of methods and tools linked to the digitisation of services. Delivering services remotely using the new tools requires adaptations both in terms of posture and the content of activities (e.g.: jobseeker follow-up interview by video, etc.).

At the same time, many PES are reinvesting the skills they need to strengthen their business services.

As we mentioned in the chapter on changes in service offerings, the development of self-administration services via digital means that the skills of advisers are being refocused on advice and support activities, which requires a mastery of professional skills, new abilities to work in a network with partners, and enhanced skills in career guidance for the working population.

In Africa, we are also seeing the development of a new specialisation of advisers in entrepreneurship support (e.g.: Job developper FNE, Cameroon).

Organisational change, changes in working practices and industrial relations, and the widespread adoption of performance and quality management approaches have also had a major impact on managers' skills. A number of PES have therefore set themselves training priorities for this category of staff (e.g. leadership training for Slovenia's Employment Service).

The second recurring theme in the verbatim comments concerns working conditions. This theme is not new in itself, but it took on a particular dimension during and after the COVID-19 pandemic. As in other companies, our organisations are at the crossroads of two trends: the dematerialisation of work and changes in social expectations, which are particularly strong among the younger generations. More collaborative working, supported by new technologies in "hybrid" work situations between face-to-face and remote work, has become a new norm in a number of PES. However, these situations are still under observation because we are not yet assessing all their effects, both in terms of performance and quality of life at work. Our colleagues at Employment and Social Development Canada - Job Bank adopt a common hybrid working model that allows employees to work alternately on site (office) and at home. This orientation seeks to maximise the benefits of mobilising people's collective experience (i.e. cohesion, collaboration and high performance), while maintaining the flexibility and healthy work-life balance of off-site working. A similar commitment is cited by IEFP in Portugal, with a project aimed at stimulating a collaborative culture; and the introduction of a contractual framework for reconciling professional, family and personal life with several measures in this area, namely teleworking.

SECO-TC in Switzerland has also taken steps to individualise the use of teleworking and at the same time develop interdisciplinary teamwork. The AMS in Austria and Pôle emploi in France, like many other PES, are paying particular attention to the development of teleworking, and are also considering the tools that accompany this dematerialisation.

This reflection on the new conditions under which our professions are carried out goes well beyond the framework of the PES that are furthest ahead in digital transformation. As we have seen from the responses to this survey, this transformation is now well underway in all the PES. And so the concern about the quality of the framework for professional practice.

Focus on: Organisation

As with the previous axis, in the 2022 responses we observe a greater diversity of themes relating to transformations in the organisation of the respondent public employment services.

The theme of process review, which last year accounted for no less than 35% of recurring verbatims, represents only 3% this year. This can be explained by the efforts made in previous years with digitisation and changes in operating methods linked to the post-covid period. We can say that the PES have no doubt stabilised most of their macro-processes but, on the other hand, have undertaken significant revisions of their organisation charts (38% of recurrences).

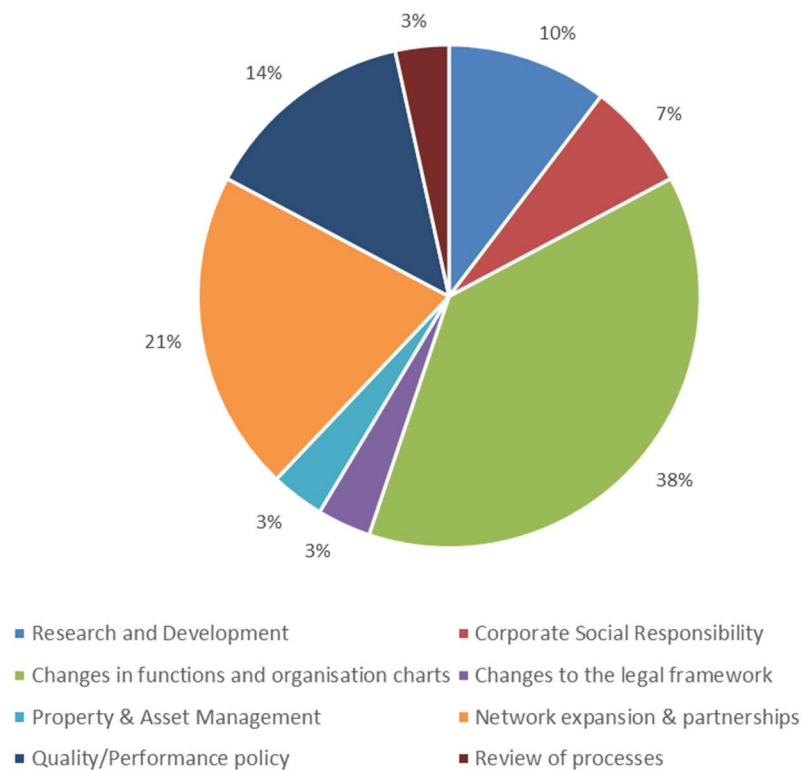


Fig.19 Graph Q7 2003 - Transformation of internal organisations

One example is FOREM (Belgium-Wallonia), which is redefining the work of its sectoral teams and “specialising” advisers in certain sectors of activity: as part of the new adapted support system, FOREM is introducing sectoral support in its face-to-face channels, with jobseekers being supported in relation to the job they are looking for. This means that the reference advisers (and companies) specialise in very specific professional sectors (such as hospitality or construction). The evaluation aspect of the advisers' work is also being taken on board.

Eesti Töötukassa (Estonia) has decided to set up a separate department dedicated to employer services in 2023 in order to place greater emphasis on this target group.

The National Agency for Employment and Skills (Albania) and the VDAB (Belgium-Flanders) are reorganising their human resources departments.

The development of the network, infrastructure and partnerships, which accounted for 17% of responses in 2022, remains high this year at 21%.

In this field, the African PES are very involved, such as the ANPE in Mali, which is seeking to improve the pooling of resources with its partner network; the ANPE in Benin, which is in the process of putting the *Guichet Unique de Promotion de l'Emploi* into operation; and the ANPEJ in Senegal, which is involved in strengthening the Senegalese-German Centre for Employment and Migration¹⁴, in order to increase the value of employment projects and programmes with a migration component.

¹⁴ The Senegalese-German Information Centre for Employment, Migration and Reintegration is part of the Migration for Development programme, which is run on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) in selected partner countries. In Senegal, this programme is implemented in close cooperation with the National Agency for the Promotion of Youth (ANPEJ).

https://gender-works.giz.de/wp-content/uploads/2023/03/Senegal_FRA_Hkl_Selbstdruck-1.pdf

AMS in Austria is launching a programme to reorganise its network of local offices through a project dubbed “ORG Neu”. In Uruguay, the Job Centres network is reviewing its policy of inter-institutional contracts to develop its range of services.

New areas of transformation

With a high recurrence rate (14%), we can see that the issue of **steering activities, quality and performance** remains central to the concerns and orientations of the PES.

One example is the Workforce Australia system, which relies heavily on government-contracted employment service providers. The Ministry's staff therefore receive high-level training to support policy development, IT systems design, contract management, reporting and evaluation.

The FOREM (Belgium-Wallonia) is developing a continuous improvement plan in the following areas, among others:

- Guidance and integration (finalisation of the implementation of the various key factors of adapted support,
- Supporting users in using digital tools,
- Identifying job vacancies in sectors/occupations offering prospects for different profiles of jobseekers,
- Public orientation and consolidation of the business advisor model and development of their customer approach)

More generally, in the PES we are seeing a refocusing of management systems on the measurement of concrete results (evidence) as part of a governance system that is evolving towards more agile modes and more strategic orientations.

This has led some PES to review, with their supervisory authorities, the frameworks for delegation and the legal framework, with reforms and new laws on employment management (ROSTRUD in the Russian Federation, SEPE in Spain, etc.).

Focus on: Management and steering

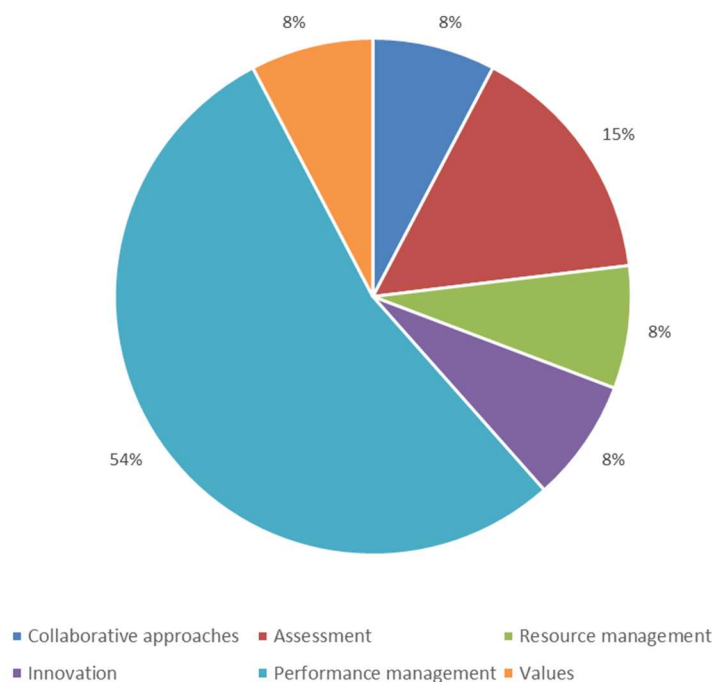


Fig.20 Graph Q7 2003 - Management and steering

The refocusing on quality and performance established in the transformation of organisations logically leads to the recurring and logical theme of the management dimension, with 54% of responses to this question (Q7). In the diagram above, we can easily see the main ingredients that could characterise the PES manager and management policy in 2023:

The first pillar is based on mastery of the management of activities, quality and performance, complemented by skills and the development of tools for the assessment or self-assessment of staff (examples: AMS in Austria, NEA in Cambodia, Pôle emploi in France...).

A second layer highlights collaborative approaches linked to new ways of working, but not only. Indeed, there is a clear desire to optimise synergies within the teams, as in the case of KEIS in the Republic of Korea, which strengthens collaboration between experts. We also find the issue of developing innovation (Azerbaijan Public Employment Agency), which is also reflected in the appearance of innovation and research and development issues in the "Organisation" theme. Examples include ONEM in the Republic of Congo, which has set up a scientific research and development unit; ANPE in Mali, which is investing in innovative and structuring projects; and UWV in the Netherlands, which is developing a customised service development function.

The major challenges and levers for action for the PES in 2023

Countries	Public Employment Service	Q8: What do you see as the key issues (challenges) for your PES in the year ahead?	
			Q9: What do you think will be the main levers available to your PES to respond to these issues and/or meet these challenges?
Albania	National Agency for Employment and Skills	Challenges	<ul style="list-style-type: none"> - Implementation of the youth guarantee and the social fund for the inclusion of people with disabilities - Strengthening human resources and improving infrastructure conditions.
		Levers	<ul style="list-style-type: none"> - Grants for the self-employment assistance programme - New policies for migration services - Practices and models for working with private employment agencies - Policies to combat informality
Algeria	National Employment Agency (ANEM)	Challenges	Matching the skills of jobseekers, particularly first-time jobseekers, with the skills needs of economic enterprises
		Levers	The data relating to the skills needs of businesses in the years ahead and the excellent collaboration between the Agency and the services in the vocational training sector.
Australia	Department of Employment and Workplace Relations	Challenges	<p>Ensure that Workforce Australia's policies deliver results for jobseekers and employers following the implementation of the new model.</p> <p>Ensuring that employment services respond appropriately to the needs of jobseekers and employers in a changing labour market.</p>
		Levers	<p>"A House of Representatives Select Committee on Workforce Australia Employment Services will make recommendations on Workforce Australia's policy parameters. The Committee will investigate and report on:</p> <ol style="list-style-type: none"> 1. The implementation, performance and relevance of Workforce Australia's employment services.

			<p>2. The extent to which Workforce Australia Employment Services delivers services fairly, leaves no-one behind, respects the diverse needs of individuals and helps jobseekers find secure employment, in particular its support for the long-term unemployed and young people; and</p> <p>3. Other matters relating to Workforce Australia's employment services.</p> <p>The Committee will report back by 29 September 2023.</p> <p>There are provisions in employment service contracts that give the Ministry the ability to ensure that providers can effectively support jobseekers and employers in changing economic conditions.</p> <p>Workforce Australia has been designed to encourage providers to invest in building the capacity of participants and to remove barriers to employment, including larger upfront grants, progressive payments and the very long-term unemployment premium.</p> <p>The Australian Government is also developing an Employment White Paper, which will examine the issues, frameworks and policy approaches relevant to the future of the Australian labour market over the medium to long term and will take into account a wide range of views from across Australia, including representatives from civil society, trade unions, employers and governments. The White Paper will be published by the end of September 2023.</p>
Austria	Arbeitsmarktservice Österreich, AMS	Challenges	<p>Threat of recession, but also risks of an "employee-driven market": companies are competing to attract labour, and need to improve their offer (pay, working conditions) to be attractive enough to find the right staff,</p> <p>Demographic change: the baby-boom generation is retiring, mobilising an additional workforce (reducing inactivity, improving conditions of compatibility between health and work).</p>
		Levers	<p>A. Rapid response/reaction to concrete future labour market needs</p> <p>B. Customer focus</p> <p>C. Support qualifications and career guidance</p>
Belgium	VDAB	Challenges	<ul style="list-style-type: none"> • Reduced absenteeism due to illness; Prevention of burnout thanks to a team of stress and burnout coaches; • Reintegration projects for long-term patients via in-house reintegration coaches • Invest in the role of connector to reach non-professionals from an ecosystem of partners • Communication/marketing: demonstration of best practice • Doing more with less: our missions are becoming ever broader, and at the same time we have to reduce staff numbers.
		Levers	<ul style="list-style-type: none"> • A revamped operational model + a mediation propeller model • A new employer approach that explicitly takes inclusion and providing opportunities as its starting point • Laying the foundations for sound data governance • Greater cooperation within the ecosystem.
Belgium	The Forem	Challenges	<p>Among other things, the Forem will have to deal with labour shortages and try to respond to them.</p>

Belgium	The FOREM	Levers	<ul style="list-style-type: none"> • Wallonia's recovery plan (7 projects); As part of Wallonia's recovery plan, the Forem has set up a series of projects: <ul style="list-style-type: none"> ○ Promoting access to employment for NEETs ○ Creating local jobseeker centres ○ Encouraging training for occupations in short supply ○ Setting up the Walloon training passport ○ Investing in training infrastructure and equipment ○ Increasing employment among the long-term unemployed ○ Improving digital inclusion • The NRRP - National Recovery and Resilience Plan (Link) (Link) • European Benchlearning (Link)
Benin	National Employment Agency (AnpE)	Challenges	<ul style="list-style-type: none"> • Successful implementation of the <i>Guichet Unique de Promotion de l'Emploi</i> (GUPE) • Successfully taking on new responsibilities for volunteering and running the labour market information system • To fully satisfy the targets (jobseekers and employers)
		Levers	<ul style="list-style-type: none"> • Studies (audit, PDS, etc.) • Government grants • Motivated and professional team
Bosnia and Herzegovina	Bosnia and Herzegovina Labour and Employment Agency	Challenges	<ul style="list-style-type: none"> A. Reducing imbalances between the demand for and supply of skilled labour; B. Reduce the number of LTUs; C. Increasing the activity rate of young people and reducing the number of NEETs
		Levers	<ul style="list-style-type: none"> A. Improve labour market research, establish closer cooperation with employers and improve cooperation with the education sector; B. Design and implement ALMM for LTU; C. Design and implement measures that will help retain/return young people to education and employment.
Cambodia	National Employment Agency (NEA)	Challenges	Staff capacity for career guidance needs to be improved; the knowledge and skills of the newly recruited workforce are considered irrelevant or do not match industry demand; user access and knowledge of digital PES is limited.
		Levers	Strengthen and extend digital PES services; Strengthen the updating and dissemination of labour market information; Carry out awareness-raising activities to provide and increase awareness of digital PES.

Canada	Employment and Social Development Canada - Job Bank	Challenges	<p>Labour shortages, which are likely to continue in the future (not least due to the ageing of the population), continue to underline the need for a strong, skilled workforce. It will take time for the unemployed to find jobs in new sectors and for global supply chains to increase their capacity and overcome current shortages. The long-standing trend of requiring a higher level and wider range of skills in the labour market is likely to continue, with new skills needed to meet challenges such as the just transition.</p> <p>What's more, the pandemic has changed the way many Canadians work, and teleworking and remote working are likely to continue to spread. As a result, demand for some jobs is likely to increase, while demand for others may never return to pre-pandemic levels. This change in the nature of work should increase the skills, particularly digital skills, that some workers need to succeed in the labour market. It will also increase the need for recycling.</p>
		Levers	<p>Canada will implement new initiatives to help Canadians acquire the skills they need, including connecting them with the training they need to get good jobs in sectors where employers are looking for skilled workers.</p> <p>Canada will continue to support members of groups that have long experienced difficulties in the labour market (i.e. youth, women, persons with disabilities, Aboriginal populations, etc.). Supporting these groups will help improve labour market outcomes as Canada strives for a full and inclusive recovery.</p> <p>Canada will ensure that the right processes are in place to support the development of high quality data, research and analysis required to meet social and labour market needs. This will ensure that policies and programmes are even more responsive to the needs of Canadians.</p>
Canada/Quebec	Emploi-Québec for the development of measures and Services Québec for the provision of services	Challenges	<ul style="list-style-type: none"> • Labour shortages in most regions and sectors of economic activity • Putting unemployed people far from the labour market in motion • Encouraging ongoing training for employees
		Lever	<p>Training for unemployed people to develop skills that are in demand on the labour market. Helping companies to manage their human resources and train their employees, with a view to increasing productivity.</p>
Congo (Democratic Republic of)	National Employment Office (ONEM)	Challenges	<ul style="list-style-type: none"> • Create innovative partnerships to share experience, study visits, etc. • Obtaining the necessary subsidies for the technical actions planned and to be carried out • Complete digitisation of the Office's national services
		Levers	<ul style="list-style-type: none"> • Involvement of WAPES, AASEP, Central Government • Obtaining an increase in employers' contributions to the ONEM • Seeking and obtaining external financing

Croatia	Croatian Employment Service	Challenges	Ensuring a high-quality, customer-focused management system and the digitisation of PES services in order to increase the quality of PES services for end users
		Levers	<ul style="list-style-type: none"> • Customer satisfaction surveys and service improvements based on customer needs, • Standardisation of our department's processes and activities, • Ongoing training for employees in their work with customers
Spain	Servicio Público de Empleo Estatal (SEPE)	Challenges	Transformation into a Spanish Employment Agency and Spanish Presidency of the Council of the European Union in the second half of 2023
		Lever	The involvement of human resources in the aforementioned transformation, as well as the necessary digital tools that will help to improve the way the Spanish Employment Agency operates.
Estonia	Eesti Töötukassa/Estonian Unemployment Insurance Fund	Challenges	One of the challenges could be an increase in the workload of the PES if the economy continues to slow down.
		Lever	<p>Sufficient human capital and resources</p> <p>Clear, understandable messages in our communications so that we can reach a wider audience with our services.</p> <p>More targeted communication aimed at employers and people with reduced capacity for work.</p>
France	Pôle emploi	Challenges	<ul style="list-style-type: none"> • Consolidate the changes set out in the 2019-2022 strategic plan and those implemented following the health crisis • Continuing to improve our service offering to make us more efficient in the run-up to France Travail • Implementing the reform of unemployment insurance and preparing “France Travail”
		Levers	<ul style="list-style-type: none"> • Strong leadership and commitment from employees • An agile organisation, open to change and supported by room for manoeuvre at all levels • A holistic approach, involving external partners in the service of the most vulnerable people

The Russian Federation	Federal Service for Labour and Employment (ROSTRUD)	Challenges	<ol style="list-style-type: none"> 1. Sanctions 2. Demographic ageing 3. Imbalance in the labour market
		Levers	<ul style="list-style-type: none"> • Drawing up State programmes (programme measures) in the field of work and employment • Systematic analysis of the situation on the Russian labour market <ul style="list-style-type: none"> • Digitisation of employment
Hungary	NES National Employment Service (NFSZ Nemzeti Foglalkoztatási Szolgálat)	Challenges	<ul style="list-style-type: none"> • Meeting the challenges of the current economic crisis in Europe. • The end of war and peace in our neighbourhood. • The transformation of the energy mix and its impact on employment
		Levers	<ul style="list-style-type: none"> • Stabilising the employment situation. • Supporting transitions between work and employment.
Kenya	National Employment Authority (NEA)	Challenges	<ol style="list-style-type: none"> 1. Keeping up with rapid changes: The labour market is evolving rapidly and the pandemic has accelerated the pace of change, making it difficult for public employment services to keep up with new developments and trends. 2. A high unemployment rate: The COVID-19 pandemic has led to high levels of unemployment and underemployment, making it difficult for public employment services to match jobseekers with suitable vacancies.
		Levers	<ol style="list-style-type: none"> 1 Digitisation: increased use of digital platforms and tools to deliver effective remote services to jobseekers, such as online job search assistance, virtual career guidance and digital skills training. 2 Personalised support: Providing job-search assistance, career guidance and other forms of support tailored to the specific needs and circumstances of jobseekers. 3 Employer commitment: Strengthen relationships with employers to better understand their workforce needs and match jobseekers with relevant vacancies. 4 Skills development: Provide training and education opportunities to help jobseekers acquire the skills and qualifications they need to succeed in today's job market. 5 Inclusion: Developing inclusive and accessible services that meet the needs of disadvantaged groups such as people with disabilities, immigrants and people on low incomes. 6 Upgrading and improving skills: Provide access to training and education opportunities that help individuals acquire new skills and adapt to new job requirements. 7 Collaboration: Working with other organisations such as educational establishments, training providers and not-for-profit organisations to provide comprehensive support to jobseekers. 8 Flexibility: Show flexibility and responsiveness in the face of rapid changes in the employment market, and be able to adapt and adjust services accordingly. 9 Data-driven approach: Use data and analysis to monitor and understand labour market trends, and to design and deliver services that meet the changing needs of jobseekers and employers.

			10 Support from public authorities: Take advantage of government support and funding to extend services and support jobseekers and employers.
Mali	National Employment Agency	Challenges	<ul style="list-style-type: none"> Managing the impact of various crises on the labour market (COVID-19, Russia-Ukraine conflict) Climate change Insecurity in part of the country Insufficient financial resources
		Levers	<ul style="list-style-type: none"> Territorial occupation; Available human resources; Political support
Morocco	National Agency for the Promotion of Employment and Skills (ANAPEC)	Challenges	The major challenge for ANAPEC is the informal sector, which accounts for around 15% of Morocco's GDP, according to the latest official figures. In addition to existing levers such as the auto-entrepreneur status or other dedicated programmes, ANAPEC's offering will be based on the compilation of a support package (information and advice, awareness-raising, assistance) and incentive schemes for the transition to the formal sector (incentive measures for conversion to the formal sector).
		Levers	<ul style="list-style-type: none"> Engaging governance and results-based management that rewards performance A modern, diversified system for steering and deploying services Innovative programme engineering and service offerings
Mozambique	Employment centre	Challenges	<ul style="list-style-type: none"> Budgeting by the State and partners for the implementation of numerous programmes and the expansion of the employment infrastructure due to a lack of investment.
		Levers	<ul style="list-style-type: none"> Government recognition of employment priorities Improving investment in employment and improving the public employment offer
The Netherlands	UWV	Challenges	<ul style="list-style-type: none"> Shortages on the labour market. Cooperation with partners in regional work centres Cooperation with other UWV divisions to provide "full services".
		Levers	<ul style="list-style-type: none"> Value-based steering Management training Replacement of existing systems

Peru	National Employment Service	Challenges	<ul style="list-style-type: none"> • Improve the functionalities of digital services and, based on user needs, assess the relevance of segmenting the offer according to service categories (for example: for professionals and technicians, or for people with low qualifications). • Improving interoperability between information systems • Increasing the use of digital labour intermediation services • Expanding the network of employment service providers: Organisation and governance of the network.
		Levers	<ol style="list-style-type: none"> 1. Specialisation in ICT management, specialised services for the analysis and design of "RENUPSEP¹⁵" IT solutions creating mechanisms for the network to continue to grow and function organically. 2. Implementing the Road to Employability strategy. <ul style="list-style-type: none"> • Continue to implement the National Register of Units Providing Public Employment Services-
Portugal	IEFP - Instituto do Emprego e Formação Profissional, I.P.	Challenges	One of the challenges will be to respond more effectively to employers' demands in terms of recruiting workers and meeting workforce requirements. To meet this challenge, it is necessary, in particular, to improve the processes for recruiting immigrant workers. In the context of human resources, the constraints identified are as follows: Lack of human resources; Average age of workers. The difficulty in recruiting workers, given the limited use of mobility in the public administration, where the average age is similar to that of the IEFP. Challenges ahead: Recruit employees through open external tenders in order to rejuvenate the workforce; motivate workers in age groups over 60 through activities that allow them to make the transition to retirement.
		Levers	As far as vocational training is concerned, the main levers/advantages we can count on are the establishment of more and better territorial partnerships, preferably with entities operating on the labour market, i.e. businesses; the use of funding sources such as the new EU support framework; and the design or redefinition of innovative training measures. Strengthen the relationship with employers and create mechanisms, i.e. cooperation protocols, with the country from which immigrants come to Portugal the most, in order to seek greater efficiency in the process of recruiting immigrant workers. A number of internal training projects are already underway, including awareness-raising, training, coaching and other activities designed to meet the needs of employees in the 55+ age group. The induction programme has been reviewed to ensure that new employees receive solid technical training to enable them to integrate quickly and deliver quality services.
Republic of Korea	Information system on employment in the Republic of Korea	Challenges	The main question is how private Artificial Intelligence technology (chatGpt, etc.) can be used in today's workplace to increase productivity.

¹⁵ Registro Nacional de Unidades Prestadoras de Servicios de Empleo Públicas – RENUPSEP: National register of units providing public employment services

		Lever	<ul style="list-style-type: none"> • Improve employees' data management skills • A plan to use private sector capabilities in the public sector • Acquiring your own research staff
Republic of Moldova	National employment agency	Challenges	Matching supply and demand on the labour market
		Lever	vocational training, on-the-job training, guidance for trainees, cooperation with business associations and employers' associations
Senegal	National Agency for the Promotion of Youth Employment (ANPEJ)	Challenges	<ul style="list-style-type: none"> • Strengthening leadership within the youth employment governance ecosystem • Greater mobilisation of resources for the ongoing funding of projects and programmes
		Lever	<ul style="list-style-type: none"> • Qualified human resources • National coverage • Skills approach (e-learning, training action plan) • State support
Slovenia	Slovenian Employment Service	Challenges	<ul style="list-style-type: none"> • Major shortages on the labour market. • Further development of digital services. • Achieving the targets set with a reduced number of staff in the PES.
		Lever	<ul style="list-style-type: none"> • Focus on priorities, • Use digital services, • Get new projects, • Develop partnerships.
Sweden	Arbetsförmedlingen	Challenges	<ul style="list-style-type: none"> • Combating long-term unemployment • And the skills gap.
		Lever	A well-adapted organisation following the reform.

Switzerland	SECO-TC	Challenges	Implementation of the disbursement system
		Levers	Concentration of resources and management attention on the above-mentioned project
Chad	NATIONAL OFFICE FOR THE PROMOTION OF EMPLOYMENT	Challenges	Financial challenges
		Levers	Making representations to technical and financial partners
Tunisia	ANETI	Challenges	Setting up an information system, dematerialisation, business intelligence and having a virtual branch
		Levers	The agency needs to work on communication
Türkiye	Turkish Employment Agency (İŞKUR)	Challenges	<ul style="list-style-type: none"> • Environment • Global economic imbalances • NEETs
		Levers	<p>A. Active labour market programmes</p> <p>B. Digitised service delivery systems</p> <p>C. Cooperation</p>

Uruguay	Employment centres	Challenges	Strengthen the outlook and programmes relating to self-employment, digitise the IL service to a greater extent, set up a prospecting system to enable actions to be better targeted
		Levers	Subsidies and incentives for procurement, better coordination and agreements with institutions for the provision of services, greater digitisation and automation of processes.

Your topics or questions to share between PES

Question: Can you identify three topics or questions that you would like to share with other PES?

The graph below shows the different themes that group together the topics and issues that the respondent public employment services wish to share with their counterparts.

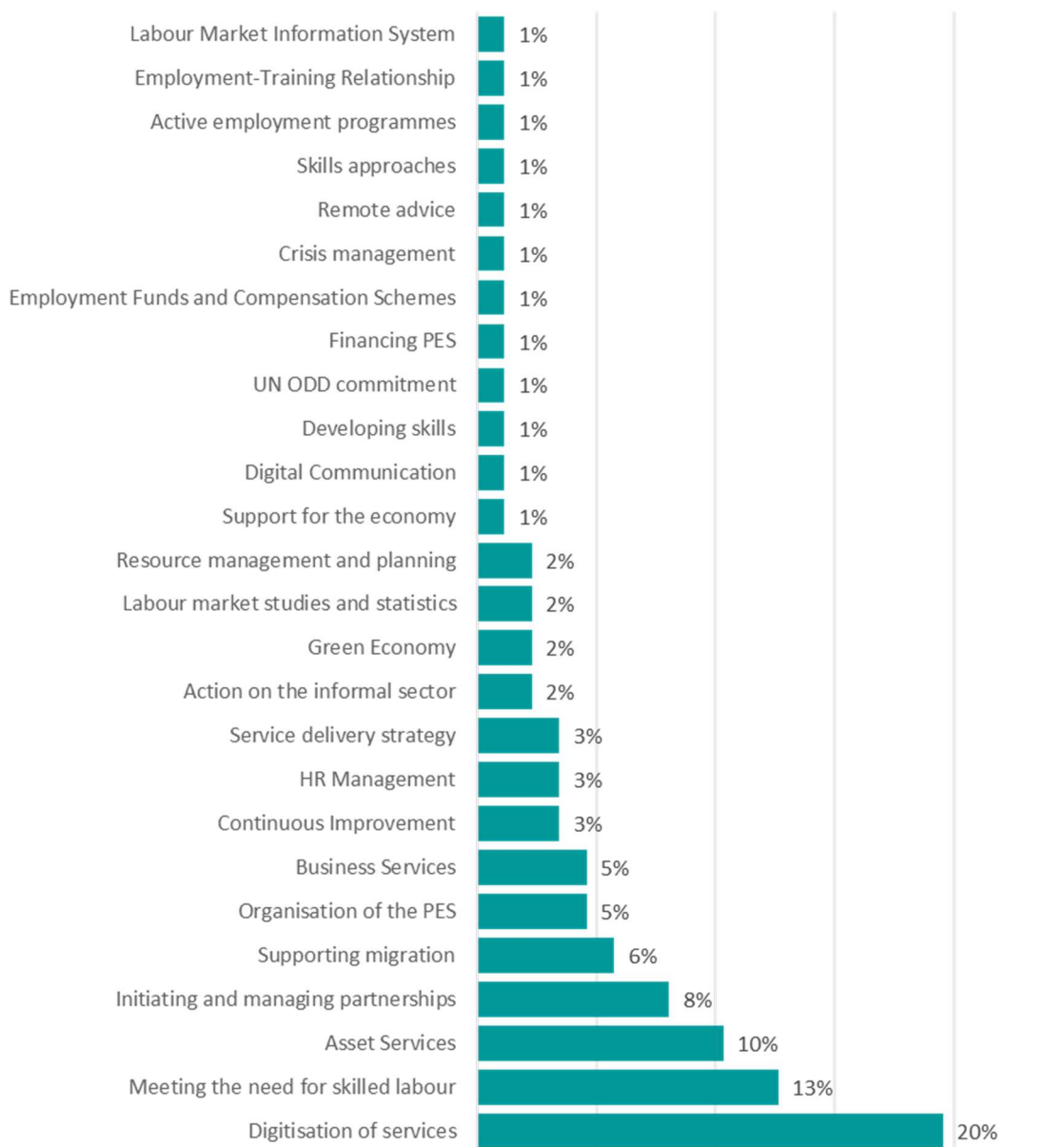


Fig.21 Graph Q10 2003 - Shared topics and questions - Overall ranking

Digitising services

This theme covers several categories of questions: This first series of questions concerns the processes and engineering involved in digitising services. Putting a service online requires a very different kind of engineering from the traditional design of physical services: increasingly, design has to be carried out in short cycles, with lighter, more agile technological solutions, while on the other hand the level of complexity of products is increasing to meet the requirements of ease of use expected by users. The design strategy is

therefore evolving towards more iterative¹⁶ scenarios, which require new skills that must either be developed internally or purchased externally.

Following on from last year's discussions on the uses of artificial intelligence (AI), a number of PES members are keen to continue their exchanges on research and experimentation. The gradual but undoubtedly irreversible use of AI to support certain PES activities raises questions of ethics, access and Big Data management, and ultimately requires us to assess the impact of these new advanced technologies on our professional activities and on our skills for the future.

Table A: Shared issues - Digitisation of services

- Digitising services
- How have the PES moved from providing services to providing them online?
- Digitisation of PES services
- What are other members' experiences of using information technology and artificial intelligence in the delivery of publicly-funded employment services?
- Continued discussions on AI
- Ideas for the future development of digital services.
- The development of information applications dedicated to intermediation management
- Developing the right combination of channel management
- How can the ethical problems associated with the application of AI technology to public services be resolved?
- How can data scientists be protected when developing AI services in PES?
- How can public sector data and private sector data be connected and used for PES?
- Digitising the labour exchange service with artificial intelligence
- Digitisation of the single employment certificate.
- The use of big data and AI in the design and delivery of services.
- Digitisation of employment (transfer of public services in the field of employment to an electronic format).
- Improving service delivery through digitisation
- Virtual job fairs

Meeting the need for skilled labour

One of the first recurring issues is how to tackle the labour shortages that are evident in most labour markets. Most of the tensions that existed before the health crisis, often for structural reasons that the PES had been trying to address for several years (health, personal assistance, hotels and restaurants, industry, building and public works, etc.), have been amplified by the crisis. For many people working in these sectors, successive periods of confinement have been a trigger for a change of profession. The increased use of teleworking for certain categories of employees has opened up a new class divide between “teleworkable” jobs and those that are not. Ambitious recovery plans, falling unemployment in some countries, a return to an “inflationary” economic situation, changes in social aspirations, changes in the relationship to work, the early retirement of older workers, technological developments, etc. - all these factors are having an impact on labour and skills shortages, and are now forcing the PES to use various levers: recourse to migration, skills development policies, re-mobilisation of the long-term unemployed or workers who are no longer in the labour force, etc.

¹⁶ Example of an “agile” approach used by designers (e.g.: Pôle emploi France), “Scrum” is a method for developing complex products. Unlike other models, here project management is streamlined or virtually non-existent (self-supported), giving greater flexibility to monitor and react to changes over time.

Table B: Shared issues - Meeting the need for skilled labour

- What are their strategies for tackling the shortage of skilled workers?
- Are the PES in other countries taking accessibility measures in their service provision for jobseekers? What lessons have been learned?
- Planning and implementing activities to help reduce the imbalance between supply and demand for skilled labour
- Sharing experience on labour and skills shortages
- Sectoral intervention
- The impact of automation and artificial intelligence on the labour market and how public employment services can best prepare workers for these changes.
- Successful immigration to combat labour shortages
- How to remedy major labour market shortages.
- Public sector employment intermediation service
- The match between the training provided, the skills' needs of companies and the qualifications of jobseekers

Services for the working population

On this theme, the expectations are mainly on the way to accompany the various publics and more particularly the most vulnerable publics. As we have seen, for all the PES, the integration of people with disabilities is a shared priority. But the issue of integrating young people into the labour market, particularly young people without jobs, training or qualifications (NEETs), is also a key concern. Faced with labour shortages, action on the employment rate by facilitating the entry of young people into the labour market, encouraging older people to remain in work, and getting people back into the workforce who, for various reasons (health, long-term unemployment, social problems, etc.), are far removed from employment.

Table C: Shared issues - Services for the working population

- What non-tax incentives have been put forward to encourage workers to extend their careers?
 - NEETS employment
 - People with disabilities
 - Planning and implementation of measures to help reduce the number of long-term unemployed people
 - Planning and implementing measures to increase the activity rate of young people and reduce the number of NEETs
 - Provision of services to vulnerable groups
 - How to effectively match jobseekers with job vacancies in a fast-changing labour market.
 - How can we encourage non-working citizens to get involved?
 - Behavioural science in services
- <https://open.spotify.com/episode/2WubdlabNFtpaqlBv5lOqv?si=wW0JUaJAR5GHIC-GB-CkAO>

Initiating and managing partnerships

With a particular focus on the transformation of organisations, the development of partnerships and the different ways of approaching and managing them, with a particular focus on the position to be held by the PES vis-à-vis other public or private operators, is a predominant topic at a time when many countries (governments) are reviewing the territorial organisation of the PES or even their overall strategy (Spain, Australia, France, etc.).

Table D: Shared issues - Initiating and managing partnerships

- Pooling efforts and resources through partnerships
- How can stakeholders help support the function and delivery of the PES?
- Institutional links for service provision
- Partnership between our PES and PES training institutions in advanced countries
- Seeking funding from developed PES and institutions involved in employment issues.
- Soliciting new responsibilities from the PES (enlarge)
- Models of synergy with other public institutions active in the labour market (vocational training, social security, etc.)

Supporting migration

This really is a subject for work and sharing, with the imperative need for constructive dialogue between the PES of the sending countries and the PES of the host countries. It's a complex subject, but one on which most of the PES are heavily involved.

Table E: Shared issues - Supporting migration

- How do PES in other countries help Ukrainian newcomers to enter the labour market and overcome barriers to employment?
- Migration/mobilisation of workers
- Labour migration
- Best practice in economic migration
- Successful experience in recruiting workers wishing to immigrate.

Organisation of the PES

We note that in several countries there are discussions on the organisational models between centralised or decentralised PES. The question is closely linked to the political and territorial division, depending on the number of levels of governance and other specific features of the territory...

Table F: Shared issues - Organisation of the PES

- Exchanges with PES with a decentralised model
- Reformulating and finalising the legal framework for PES services and ALMP procurement.
- A reform process in which we are immersed in questions about the organisation of the Agency.
- Revision of the regulatory framework underway with the new employment law. On-the-job training - new regulations.

Business services

Another recurring question with at least two aspects:

- The first concerns support for the economy through a direct or indirect contribution by the PES to increasing productivity (support for recruitment, skills development, support for SMEs and SMIs, support for entrepreneurship, etc.).
- The second is how to get companies to play a decisive role in the integration of more vulnerable groups and in the fight against exclusion.

Table G: Shared questions - Business Services

- How have the PES helped companies to become more productive?
- Working with employers
- What experience do other members have of engaging with employers to encourage them to take on long-term unemployed people and jobseekers from other disadvantaged cohorts?
- Working with companies.

Weighting of sharing themes by WAPES region

Given the small sample size for some regions, there is a wide dispersion of themes, and regions with a high response rate necessarily have more themes. Nevertheless, these 5 graphs allow us to make a number of additional observations, in particular notable differences in the ranking of themes depending on the region, and therefore a number of specificities.

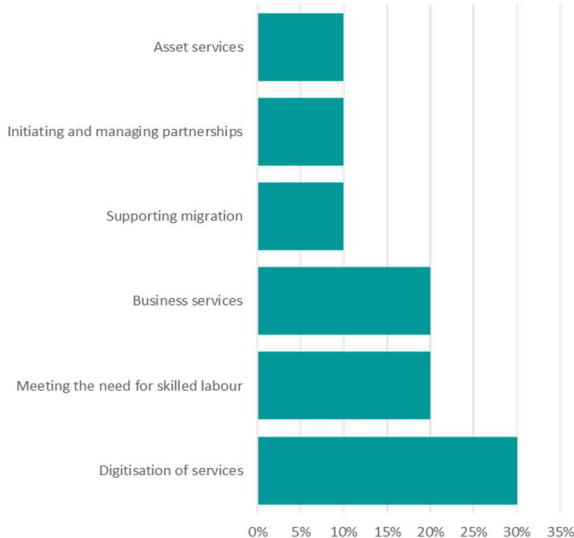
For **Africa**, the need to increase its action and resources through the development of partnerships and continuous improvement are the two most recurrent themes, while all the other themes are equally important.

It should be noted that, thanks to the impetus provided by the WAPES Africa region and the work of AASEP, these issues are now on the agenda.

Fig.22 Graph Q10 2023
- Shared topics and issues - Africa region



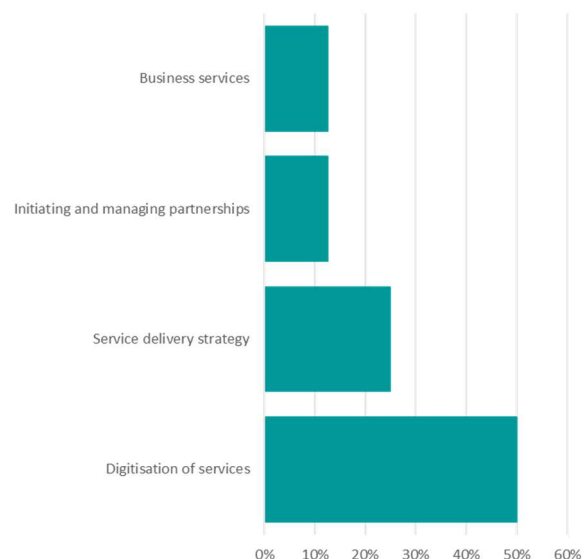
Fig.23 Graph Q10 2023
- Shared topics and questions - American Region



For the **American Region**, there are three major themes: digitisation (particularly for Latin American countries), meeting the need for skilled labour (strongly marked by the quest to share the issue of labour shortages within the northern hemisphere) and the development of employer and business relations and services, issues already mentioned in previous questions.

Then there are 3 themes of equal weight: accompanying migration, partnership and developing services for working people.

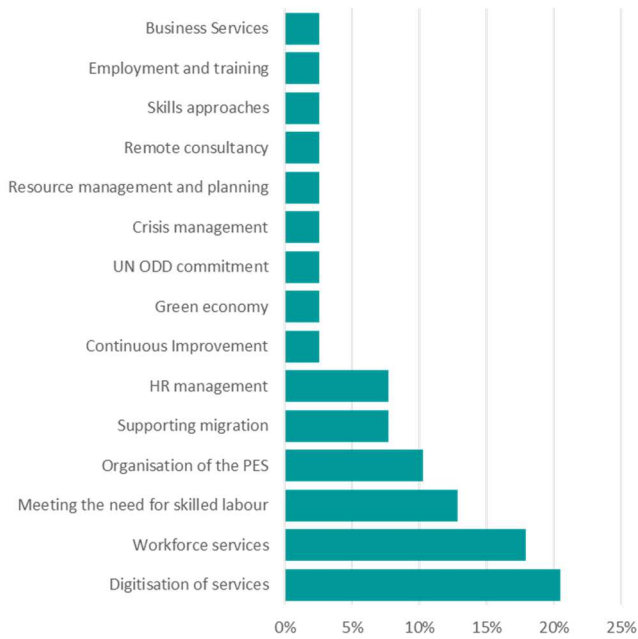
Fig.24 Graph Q10 2023
- Shared topics and issues - Asia Pacific region



In the **Asia-Pacific** region, as in the majority of regions, we find the need to share information on the digitisation of services, with expectations, particularly from KEIS in the Republic of Korea, on sharing practices and thinking about the integration of the use of AI and Big Data tools in the activities of PES.

The strategy for delivering services and the subject of managing partnerships and developing services for businesses are also common themes both at regional level and expressed at global level.

Fig.25 Graph Q10 2023
- Shared topics and issues - Europe Region



For the Europe region, the greater number of respondents to the survey means that a greater diversity of themes is expected. The digitisation of services is once again mentioned as a major theme for sharing and exchanging practices, with a corollary that is expressed through the subject of remote advice (development of advisers' skills also bridging HR management). Adapting our service offer to the changing context, with expectations in terms of meeting companies' labour needs, supporting professional migration and welcoming refugees.

It should be noted that the majority of these sharing points are already on the agenda of the WAPES Europe region.

For the MOPA region, the issue of addressing the need for skilled labour is predominant, but the following 6 issues remain with the same levels of expectation.

Action on the informal sector is a subject shared with the WAPES African region. The project included in the WAPES MOPA region's agenda for a conference on support for entrepreneurship partly responds to this common concern.

Another subject of joint discussion with the Europe region is that of supporting the development of the green economy. As part of a request from the G7 ministers in 2022, WAPES is currently carrying out a study with contributions from the 7 PES of the countries concerned, with the aim of sharing the results more widely with other PES. The Africa region (AASEP) is also committed, with the support of WAPES, to running workshops to develop green jobs.

We therefore need to build international cooperation around this major challenge, and make it a recurring issue to be worked on over the long term.

Fig.26 Graph Q10 2023
- Shared topics and issues - MOPA region



We'll come back to this in our conclusions, but a reading of all the verbatims and the analyses of each theme evoked show numerous connections, and even direct interaction/interrelation between the themes, for example: Demographic change/ Integration of young people/Employment rate of older people increasing/Labour shortages/Migration/Climate impact...

Your expectations for WAPES in 2023

Question (Q11): What are your expectations of the WAPES network?

Countries	Public Employment Service	Your expectations of the WAPES network
Albania	National Agency for Employment and Skills	- Exchange of experience - Data sharing, development of data packages, joint analysis of skills needs based on open data sources, mentoring and technical exchange between members - Joint activities
Algeria	National Employment Agency (ANEM)	The sharing of experience between member PES in the development of computer applications for managing employment intermediation
Australia	Department of Employment and Workplace Relations	Consideration of non-traditional employment, including the use of self-employment and entrepreneurship. Sharing survey results over time. WAPES continues to be a platform for labour and employment agreements and the exchange of information between member countries.
Austria	Arbeitsmarktservice Österreich, AMS	A rapid exchange of ideas
Azerbaijan	Azerbaijan Public Employment Agency	Support for closer cooperation and the exchange of global experiences.
Belgium	VDAB	- Best practices for reaching and mobilising non-professional workers - Best practice in economic migration
Belgium	Le FOREM	The Forem would like WAPES to organise conferences, benchlearning sessions or shared questionnaires on the following topics: <ul style="list-style-type: none"> • The principle of turning to legal migration <p>The Forem is involved in a project aimed at improving the governance of international labour migration to and from partner countries by ensuring that the rights of migrant workers are protected. Legal migration is therefore a theme that we would like to develop further, and possibly set up other similar projects.</p> <ul style="list-style-type: none"> • Initiatives aimed at remote audiences <p>The Forem wants to develop innovative models to get people who are considered to be a long way from employment (the long-term unemployed, NEETs, etc.) back into work. These include actions relating to:</p> <ul style="list-style-type: none"> • Developing partnerships with players, particularly in the social economy and the non-profit sector, as part of a “job first” approach; • Deploying socio-professional teams by, for example, integrating business advisers into the teams to promote the inclusive approach to employers; • The creation of one-stop-shops; • Optimising care for insured persons within the framework of the new partnership between the INAMI (Institut National d'Assurance Maladie-

		<p>Invalidité), the Health Insurances and the Ministerial Cabinets for Health (regional and federal).</p> <p>The Forem will therefore be developing or emphasising original tools and/or methodologies aimed at proactively attracting and bringing back into employment people who have been out of touch, sometimes for many years. To implement these innovative initiatives, Forem will be able to call on the appropriate partners, as well as continuing to offer appropriate and effective support formulas for jobseekers.</p> <ul style="list-style-type: none"> • Transitions from one job to another <p>The Forem aims to promote transitions between jobs. This also involves dynamic access to training.</p> <p>The Forem wishes to implement the following actions:</p> <ul style="list-style-type: none"> • Modularisation of training provision by, among other things, defining new operational procedures for receiving and monitoring jobseekers prior to training; • Increasing the share of digital learning in Forem's training offer by defining a prioritisation plan and developing an “all distance” and “hybrid” training offer; • The development of on-the-job training, in particular by organising the implementation and coordination of the development of the reform; • Strengthening the range of training courses on soft skills and digital skills; • Improving the way in which the range of courses offered is matched to the needs of the employment market. <p>This ambition is set against a backdrop in which the number of voluntary or involuntary career changes and retraining will increase in the future, reinforcing the need for support in job-to-job transitions.</p>
Benin	AnpE	<p>A. Exchange of experience</p> <p>B. Capacity building for AnpE staff</p> <p>C. Miscellaneous grants</p>
Bosnia and Herzegovina	Bosnia and Herzegovina Labour and Employment Agency	Create a database where member organisations can find examples of good practice, presentations of good and bad practice, information on employment policies and measures, different types of expertise, technical assistance, etc.
Cambodia	National Employment Agency (NEA)	To exchange information and good practice within the WAPES network and support better provision of career guidance services.
Cameroon	National Employment Fund	<p>- Exchanging best practice.</p> <p>- Technical (staff capacity building) and material support from wealthy PES to less wealthy PES.</p>
Canada	Employment and Social Development Canada - Job Bank	Create initiatives and mechanisms (forums, workshops, publications, peer review, study groups) to share information between established PES on innovative practices related to key issues such as just transition, sustainable (green) jobs, skills upgrading and retraining, labour shortages, ageing workforce, recognition of foreign qualifications and inclusion of under-represented groups.

Canada/Quebec	Emploi-Québec for the development of measures and Services Québec for the provision of services	A review of best practice and workshops on specific, topical issues. (see questions 10)
Congo (Democratic Republic of)	NATIONAL EMPLOYMENT OFFICE (ONEM)	Strengthen online or face-to-face exchanges between technical experts from member countries to provide clear answers to current questions
Croatia	Croatian Employment Service	Organise events to exchange experience and good practice with other PES.
Spain	SEPE	Continue to contribute to the exchange of best practice and strengthen collaboration between us.
Estonia	Eesti Töötukassa/Estonian Unemployment Insurance Fund	We expect the WAPES network to develop opportunities for cooperation with PES in different regions, sharing good practice and know-how.
France	Pôle emploi	About content: <ul style="list-style-type: none"> ▪ High-level discussions on strategic issues ▪ In addition, very concrete discussions on more technical subjects About tools: - <ul style="list-style-type: none"> ▪ Support for PES in making the best possible use of the WAPES community ▪ - A list of contacts available by region
Hungary	NES National Employment Service (NFSZ Nemzeti Foglalkoztatási Szolgálat)	Learning good practice, transferring and sharing useful knowledge adapted to the organisation and the region.
Kenya	National Employment Authority	<ol style="list-style-type: none"> 1 To provide a platform for sharing best practice and innovative solutions for the delivery of public employment services. 2 Facilitate collaboration and partnerships between member organisations to improve service delivery and increase employment opportunities for jobseekers. 3 To keep members informed about trends and developments in the job market and the impact of technology on the future of work. 4 Provide training and professional development opportunities for public employment service staff. 5 Working with other international organisations and stakeholders to advocate policies that support jobseekers and the public employment services sector. 6 Support member organisations in the development of data-driven decision-making and performance measurement systems. 7 To encourage and support member organisations in implementing the principles of Recommendation 202 of the International Labour Organisation (ILO) concerning the promotion of decent work for all through public employment services.
The Russian Federation	ROSTRUD	
Mali	National Employment Agency	Strengthening the capacities of member PES; Mobilising resources through technical and financial assistance with the support of partners including the ILO.
Morocco	National Agency for the Promotion of Employment and Skills (ANAPEC)	<ul style="list-style-type: none"> ▪ More face-to-face meetings ▪ White papers on specific topics

Mozambique	Employment centre	Increasing involvement in the implementation of actions in favour of jobseekers in member countries
The Netherlands	UWV	Sharing and exchanging practices, challenges and ideas. Mutual learning. Networking and partnerships with other PES.
Peru	SERVICIO NACIONAL DEL EMPLEO	<ol style="list-style-type: none"> 1. Improve the use of digital tools for the management and delivery of employment services. Support for the exchange of experience through study trips with Estonia, a country which we know has made progress in digitising its employment services as part of a developed digital government. 2. Effective tools for monitoring jobseekers who use employment services, from their intermediation to their permanence in employment, which will make it possible to know the impact of the PES on reducing the informality of work and unemployment (on the basis of this, measures could perhaps be taken to strengthen the provision of the service, to know where we are failing or if we are on the right track). 3. Find out about experiences of profiling users according to their level of employability, using digital tools. 4. Find out about experiences of strengthening the network of employment service providers in a decentralised scenario, including public and private players.
Portugal	IEFP - Instituto do Emprego e Formação Profissional, I.P.	Continued activities and exchanges between members, particularly on the most difficult subjects for the PES.
Republic of Korea	Korea Employment Information System (KEIS)	Sharing comparative knowledge on the use of new technologies abroad (AI, etc.)
Republic of Moldova	National employment agency	Sharing best practice
Senegal	National Agency for the Promotion of Youth Employment (ANPEJ)	Paradigm shift in programme approach and resource mobilisation
Slovenia	Slovenian Employment Service	Transferring best practice.
Sweden	Arbetsförmedlingen	<ul style="list-style-type: none"> • That WAPES members make better use of the WAPES platform (website) to share best practice. • That the members of the WAPES network increase their support for the secretariat in order to strengthen its capacities. • Active participation in seminars/events/workshops organised by WAPES.
Switzerland	SECO-TC	Keep up to date with new developments in public employment services.
Chad	NATIONAL OFFICE FOR THE PROMOTION OF EMPLOYMENT	
Tunisia	ANETI	A plus for improving our PES

Türkiye	Turkish Employment Agency (İŞKUR)	Create closer links between members by raising awareness of their challenges and experiences.
Uruguay	Employment centres	Identify actions and the possibility of implementing them to strengthen the PES.

Conclusions and outlook

The responses to the survey confirm our belief that the pace of change in the labour market is accelerating in all countries, albeit in different ways.

The suddenness of the COVID-19 health crisis in 2020 has made us aware (if that were still necessary) of our limitations in predicting the phenomena that can affect our economies and societies. Even if we develop our capacity for anticipation, we know that there will always be areas of uncertainty. And if there's one thing that managers in the public sector have in common, it's that they are constantly having to make important decisions that have an impact, in a context of growing uncertainty.

The changes underway and the challenges they pose for PES are already well known. They are illustrated by the verbatims collected during this survey: the greening of our economies, digitalisation and demographic issues.

Our members' contributions to this survey show that the majority of our PES are already taking action on each of these issues. But we must make two complementary observations:

The first is that these different causes of change are interacting with each other, with "cross-fertilisation" effects; digitalisation and the greening of the economy are increasing skills shortages, creating new risks of exclusion and growing inequalities in access to the labour market. Demographic effects, with the ageing of the world's population and recurring difficulties in integrating young workers and keeping older people in employment, are also factors of instability, making it more difficult to keep up with the changes that need to be made.

The second observation is that their impact is "global" and "systemic", transcending the boundaries of individual territories, which generally means that the implementation of sub-national actions must be complemented by international actions, cooperation and partnerships to work together to find solutions that are also "global" and coordinated on an international scale. The increase in the world's population, galloping urbanisation, the ageing of the working population in the rich economies of the northern hemisphere, the difficulties of integrating and settling young workers in the economies of the southern hemisphere... are all different facets of the same reality. When 'attractive' economies experience labour shortages due in part to the ageing of their working populations, they generate more or less regulated migratory flows. And a consequence already identified by many sending countries is a temporary or permanent shortage of the skills essential to their development, forcing them to reinvest in education and vocational training to meet their own needs. Global warming, famine, poverty and the armed conflicts they engender also trigger population migration flows, adding a further layer of complexity to both sending and receiving countries. So we have no choice but to work together...

We need then to continue our efforts to share experience and brainstorm, building together a more global, systemic vision of the challenges facing the PES in the future. And the advantage of an international network like WAPES is that we can describe, share and compare our realities and perspectives from different and complementary points of view.

This is the work undertaken by our new strategy, in particular through the development of ThinkTanks, which are currently focusing on the theme of the greening of the economy, but which will gradually be extended to other themes.

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Glossary of abbreviations

AMS	Arbeitsmarktservice (PES Austria)
AMSEP	Association mondiale des services d'Emploi Public – see also WAPES/AMSPE
ANAPEC	Agence Nationale de Promotion de l'Emploi et des Compétences (PES Morocco)
ANEM	Agence National de l'Emploi (PES Algeria)
ANETI	Agence Nationale pour l'Emploi et le Travail Indépendant (PES Tunisia)
ANPE	Agence Nationale Pour l'Emploi (PES Benin; PES Mali...)
ANPEJ	Agence nationale pour la Promotion de l'Emploi des Jeunes (PES Senegal)
CLIDE	Comité Local pour l'Insertion et le Développement Economique (Benin)
ESCO	European Skills, Competences, Qualifications and Occupations
FNE	Fond National pour l'Emploi (PES Cameroon)
HORECA	Hotels, Restaurants and Cafés (Industry)
IEFP	Instituto do Emprego e Formação Profissional, I.P.(PES Portugal)
ILO	International Labour Organisation - see also OIT
NEA	National Employment Agency
NEETS	Not in Education, Employment or Training. Young people who do not work and are not in education or training.
NFSZ	Nemzeti Foglalkoztatási Szolgálat (PES Hungary)
OIT	Organisation Internationale du Travail - see also ILO
ONEM	Office National de l'EMploi (PES Republic of Congo)
ONPE	National Office for the Promotion of Employmentl (PES Chad)
ROME	Répertoire Opérationnel des Métiers et Emplois
SECO	Secrétariat d'Etat à l'Economie (PES Switzerland)
SEPE	Servicio Público de Empleo Estatal (PES Spain)
PES	Public Employment Service
UEMOA	Union Economique et Monétaires Ouest Africaine
UWV	Uitvoeringsinstituut Werknemersverzekeringen (PES The Netherlands)
VDAB	Vlaamse Dienst voor Arbeids Bemiddeling (PES Belgium Flanders)
WAPES	World Association for Public Employment Services
PAMT	Politique Active sur le Marché du Travail