



**-proposal for a-
WAPES Strategic Action plan 2010-2012**

**To all Managing Board
members
Executive Committee
Brussels, Belgium
April 27, 2010
EC 2010 Document 2-EN**

Introduction

This strategic and action plan for the working period 2010-2012 follows the four priorities already set in the preceding plan for 2006-2009: a) knowledge sharing, b) monitoring/lobbying, c) cooperation and d) management.

Based on the orientations set by the Association's decision making bodies: General Assembly (Dubrovnik 2009) and Managing Board (Kiev 2010) 3 key operational activity fields are identified for which strategic important actions are proposed.



Overall **WAPES objectives** (see Statutes):

- o facilitating contacts between PES members
- o facilitating cooperation
- o promoting the interchange of information and experience
- ➔ by providing services of joint interest and organising congresses, conferences, meetings,...

<p>Operational Pillar I: Events Facilitating contacts through Events</p> <p>Workshops Thematic days World congress</p> <p>On going issues Development issues</p>	<p>Operational Pillar II: Communication interchange of information through Communication includes advocacy function</p> <p>use of the communication tools: website & Newsletter</p>	<p>Operational Pillar III: Expertise includes cooperation enhancing, monitoring</p> <p>developing a cooperation proposal</p>
2010 - 2011 - 2012 timeframe		
<p style="text-align: center;">IV Management as basic layer:</p> <p><u>Adequate working Structures:</u> legal base WAPES support, statutes changes,...</p> <p><u>Adequate Processes:</u> decision making processes (we should complete the management cycle plan, decide, implement, evaluate,) and working processes (who does what for activities)</p> <p><u>Adequate commitment & staff resources:</u> Executive Secretariat team, network of contact persons, other responsibilities</p>		



1 Events

1.1 Strategy

Organizing events, as to provide a platform for global exchange and learning on PES matters, is the core business of WAPES. The following three strategy lines aim to focus the role of WAPES as event manager and enlarge its layout to be a trigger for PES innovation.

1.1.1 Balanced focus in Topic Planning & Event Organization.

The events on a regional basis aim at tackling the topics for which there's a particular regional interest. Interregional activities are tackling issues that transcend the regional focus. The events on a regional basis will be better complemented with interregional activities where a more diversified interregional input increases the successful delivery of the prior set desired event outcomes.

More attention will be put on developing a shared work preparation process leading to these events. The meeting events are more to be regarded as a dissemination moment of a shared work exercise among different members, besides the event hosting organisation. This more outcomes oriented approach will be favoured compared to the current output oriented approach where the event itself is the main objective for developing an activity.

An additional way of reaching higher attention to the event outcomes is to put attention on the after-event activities like delivering reports and related information via complementary communication means. Also more attention is to be given to the evaluation process and therefore the Executive Secretariat will update and re-launch the evaluation criteria.

Linking certain events to each other will be enhanced as to introduce a more time-line and programme-wise approach to event planning.

These more horizontally planned processes can be achieved through peer learning exercises and twinned event organization, i.e. workshop events related to a specific theme could be organized (consecutively) by more than one member organisation or region. During the period 2010-12 for example it would be an idea to twin Middle-East and Arab countries and Europe regions on the topic of PES services for migrants or disadvantaged customers.

Corresponding events could either be organized together or as follow-up, the latter to create a time-line logic of issues that goes beyond regions (as practiced with the topic of youth unemployment in 2006/07 or with the issue on PES measures facing the global crisis that kicked off at the World Congress 2009). This will strengthen the regions involvement to the chosen topic and create a recognizable approach of sustainability of workshops.

For the research on common topics for future events also the planned expert data base (see 3.1) can be a useful source, as well as the "Frankfurt process" used by the Europe



region. Twinned or multilateral events will be backed by setting up a cooperation enhancing fund (see cooperation).

1.1.2 Online Conferencing

Alternative ways of events will be analyzed to facilitate a more regular and economic exchange and follow-up on interesting topics. The Executive Secretariat will look into possibilities of online and video conferencing and moderate a first test with volunteering countries.

1.1.3 Key Employment Events

Alongside the WAPES events specified in 1.2, a list of key employment events will be identified and visited by WAPES officials (President and Vice-President) and other members in order to raise visibility for the association. These events will be identified in function of a number of criteria: a) in it's potential to gather interesting stakeholders to WAPES (see 2.2), b) the possibility to present WAPES externally, and c) within an affordable financial frame.

1.2 Action

1.2.1 Europe

On an interregional level Europe is planning one workshop per year for this period. The first one in 2010 on multi-channelling PES services was supposed to take place in the UK, the second one in 2011 on matching systems in France, and the third one will presumably be organized in a yet to be identified country (maybe Armenia) and will be on PES services to groups far away from the labour market in 2012.

A regional workshop will be organised together with the Austrian PES on basic and further training for PES staff and on HR incentives. It will take place in Linz/Austria in the first half of 2011. Also in 2011 there a workshop is envisaged on the recent developments in the one stop shop model in Denmark.

Furthermore, a workshop about labour market monitoring with focus on services for employers is going to be facilitated in Switzerland in 2010 and a peer review initiative on PES internal auditing will be launched in 2010 with a dissemination moment to a broader group of interested members in 2011. Additional ideas for events in the Europe region are considered but need still to be defined in detail in the upcoming working year.

1.2.2 Americas

For the Americas region the topics of the Inter-American Labour Administration Network (RIAL), e.g. modernizing of PES and gender equality.

On the interregional level the America region will organize a workshop on the links between PES and employers in 2010/11.action will be targeted to structure the 2010 agenda alongside



Again, a more elaborated insight of the regions strategy can be crosschecked in the documents of the MB meeting Kiev.

1.2.3 Middle-East and Arab Countries

The Middle-East and Arab Countries Region will organize an interregional workshop on entrepreneurial skills for the youth for 2010 in Morocco.

On the regional level, a seminar on disadvantaged groups on the labour market is planned within the three-annual working frame.

1.2.4 Asia-Pacific

Asia-Pacific is still considering the possibility to offer an interregional event during 2010 which together with the regional planning meeting for future activities.

1.2.5 Africa

Africa is planning one interregional workshop per year. In 2010 it will take place in the Democratic Republic of Congo, in 2011 in Kenya, and in 2012 in the Ivory Coast.

1.2.6. Global interest events and actions.

The 2008 initiative that consisted of a training seminar on fundraising & project expertise will be taken up again and will be further developed. **A training seminar** on technical assistance is planned for 2012 in Ivory Coast.

Based on a number of feasibility options a decision will be made during the first working year 2010 about the location and the preparation of **the 2012 World Congress**.

2 Communication

2.1 Strategy

As a follow-up of the communication strategy paper of Tokyo in 2007, the critical points of the WAPES communication strategy remain a) the way the internal communication is organised within the members network and b) the external promotion of WAPES in (international) forums and interest organisations dealing with employment and labour market issues and c) the promotion of success stories to highlight the usefulness of the association.

The first two needs will be tackled by two main strategy lines.

2.1.1 WAPES branding and stakeholder management



A sustainable vision for WAPES needs to be generated. This could include a face-lift of the mission statement, the development of a Members Charter (that includes the advantages and responsibilities) and dynamic success factors of WAPES that would also be used for evaluations of activities.

These aspects should ideally be developed through a seminar with the members.

WAPES needs to enforce its perceived external image by conducting an effective stakeholder management. On the one hand this includes a more active and comprehensive acquisition policy for new/ ex-members and on the other hand a widened networking to address potential partners of WAPES. Actions taken within this scope will also be budgeted through the cooperation fund.

The annual management report will provide an additional tool to promote WAPES to stakeholders.

Emphasis will be put in improving the online provision of information through the WAPES website and newsletter.

2.1.2 Internal communication

The improvement of internal communication is an ongoing process. Within the upcoming period, a seminar should raise awareness about the importance of this issue for a successful institutional identity. Moreover, the Members Charter will serve as a yardstick for goal-oriented communication within WAPES. Also, the day-to-day communication with members on topics of event organization, content issues and common stakeholder management will be increased and professionalized, e.g. by using the means of online and video-conferencing.

2.2 Action

2.2.1 Activating members and partners

The stakeholder management for potential members and partners will be coordinated by the (vice-) President(s) and the Executive Secretariat.

A priority list of potential member and interest organisations will be generated in close cooperation between the regions and the Executive Secretariat. Further steps are

- identification of the key messages and advantages to be communicated to each of these organisations concerning their membership / cooperation with WAPES.

- choice of the appropriate communication channel for the priority list of organizations to be connect to. (e.g. personal meeting, phone, formal/semi-formal, sending an example of a product / success story, invitation to WAPES activities, ...).

In Europe the up-coming PES to PES dialogue might work as a suitable door-opener to finding and contacting stakeholders.

2.2.2 Communication thematic days

Interregional communication thematic days will be organized in the period 2010-12. PES Communication experts will exchange their practices about PES promotion and the



internal knowledge management practices and they will contribute to translate the WAPES vision into effective WAPES networking approaches for the association's internal and external communication actions.

2.2.3 Website and Newsletter as key global communication tools

The website's attractiveness should be increased resulting in an increased number of visits. An essential awareness raising tool is the e-Newsletter, which links to website content. For this enhanced ways of content delivery need to be established through a network of dedicated content contributors. Establishing such a network will be a major challenge for the Executive Secretariat as the central capture point for international transferable PES-highlighting contributions.

The newsletter will be published on a quarterly basis. It will offer a brief abstract of five sections linking to more detailed articles published on the website. It will be sent out to all members and additional external subscribers. A management of subscription promotion will be organised. Sections in the e-Newsletter will be about interregional interest topics (focus), news from the regions, interviews with experts and an interactive part (e.g. a questionnaire), which at the same time will work as a feedback opportunity with the internal and external network.

The general accessibility on the website to specific informative documents, such as members presentations used in events, will be improved.

3 Expertise

3.1 Strategy

A recognised WAPES asset is that it gathers a significant expertise level through its member organisations. Experts within the member organisations incorporate knowledge and experience in the field of employment services and in a broader sense on implementation of labour market policy programmes. This asset is for example reflected in the ongoing peer review initiatives organised within the WAPES network but it can be highlighted in an additional number of approaches.

3.1.1 Monitoring of PES Developments and specific Expertise areas

In the upcoming working period the association will envisage the identification of current PES development areas among our member organisations, including mapping of specific expertise areas. This complementary PES-knowledge identification can be integrated in a renewal of the WAPES Survey. This mapping initiative will also allow WAPES to develop a more content driven approach towards partner organisations and in between members. ILO for example identified this WAPES survey renewal as a practical project to cooperate with WAPES in the next working years. WAPES contact persons will remain the essential gateway keepers to manage this expertise information.



This approach could in the future be topped up by further elaborations, such as the virtual library plan suggested by the America Region.

WAPES will produce overviews of World wide trends among the member PES through the development of surveys and specific thematic questionnaires, as it has been doing already in the past years. (NEW)

3.1.2 Thematic clustering via communities of experts

For a number of specific expertise fields:

- a) for HR and staff training experts within PES,
- b) for communication experts within PES,
- c) for ICT experts within PES
- d) for PES networking & cooperation experts

an exchange platform will be created through either physical get-together workshops or through a virtual community forum.

Above mentioned specific expertise PES fields lack often international knowledge exchange opportunities and they can also contribute to necessary developments for and within the internal WAPES network. This is especially the case in the field of communication and training on technical assistance expertise (fund raising).

Workshops on communication related to topics like PES branding, internal communication, success stories and media policy will be organised (see also 2.2).

WAPES needs to build up a basis for internal (from and through the members) and external recognition as an PES expert network and needs for this reason identify a number of expertise topics in which it wants to serve as an expert body. The regional diversity of the association when it comes to choose a common issue of interest is an enriching factor, rather than a block to specialization.

Interregional thematic clusters could be formed and group countries together that are e.g. active in the field of economic migration or in customer satisfaction management. A structured search for relevant themes could be organised during the next Management Board meeting.

3.1.3 Technical Assistance

The general purpose of WAPES to balance know-how between more and less developed regions will be reflect through the supply of training possibilities. Over the next three years WAPES will make the effort to draft a training program to share competencies in the area of fund raising and capacity building, by involving internal and external experts.

3.1.4. Cooperation enhancement through a cooperation fund

WAPES will set up a cooperation fund in order to facilitate study visits and small scale on the field expert exchanges between WAPES members.

This fund shall facilitate bilateral and multilateral cooperation among members of WAPES in the Regions Africa, America and Middle East & Arab Countries and Asia & Pacific. These



members may apply for a grant to cover travel expenses (tickets and per diems for accommodation and meals) to participate in cooperation and technical assistance /capacity building (see also further 5.).

(Note: This paragraph was moved from the treasurer's input to here)

3.2 Action

The identification of the expertise will start to be delivered by December 2010. The Secretariat will furthermore deliver a decision base for the topical clusters to be discussed on the Management Board in autumn 2010.

Also a training plan will be drafted in 2011 starting the same year.

A peer review is planned on the topic of internal audits coordinated by Germany for 2010/11.

The rules for the cooperation fund will be established by mid 2010.

4 WAPES Management and Support

The discussed aspects at the General Assembly 2009 in Dubrovnik concerning the internal future development of WAPES are being mainstreamed into the management. This includes the **change of legal status** to be executed by the end of April this year, the readjusting of the statutes introducing the opportunity for an associate membership, a more transparent calculation for member-fee and grant criteria, and a clear outline of skills and competencies as well as other HR requirements for the Executive Secretariat (WAPES Support).

The annual action plans will be translated into a work plan for the Executive Secretariat (ES) see also annex 2 with the identified main action lines in 2010 to be treated by the ES. His grid will be further elaborated with more precise ES working details (who, when, where, how).

The upgrading of the association with a legal body status will facilitate the possibilities to connect to contractors for delivering certain activities, but it will also cause a number of changing working processes within the Executive Secretariat to be further elaborated (including bookkeeping & administration issues).

By 2011 the discussion about whether WAPES should get actively involved in fundraising will be reactivated.

4.1.1. Executive Committee and Management Board

The Executive Committee will meet in Brussels on the 27th of April 2010. The Management Board meeting is planned for fall 2010, most probably connected to a workshop activity.



5 Accompanying Budget 2010 proposal from the Treasurer

After the discussion in the meeting of the Managing Board about the activity plans of the Regions I would like to propose the following budget for the year 2010, which you find as an annex. With regards to this proposal I would like to make some comments.

Regional workshops:

as usual, also for 2010 1 workshop per region will financially be supported by WAPES. With regard to these workshops concrete proposals were received from the Regions Europe and Africa. In addition to this in the budget are the costs included of the workshop that was planned in November 2009 in Kiev, but which has been postponed to January of 2010. In fact this means that the costs of six workshops are budgeted. As already in Kiev was announced it is proposed to contribute € 12.500 per workshop. In case speakers are invited from other regions to one of these regional workshop it is proposed to include in the budget € 5.000 (**Interregional component**) to cover travel and accommodation costs.

Related to these workshops a budget of € 25.000 is proposed to cover the costs of the secretariat (travel, translations, ...)

Cooperation Fund:

In recent years resources were available under the title "Revitalisation and activating members". These budgets weren't used, because an appropriate framework was lacking. For the year 2010 it is proposed to launch an experiment under the title of "Cooperation Fund" for which € 25.000 is available.

Although the details need to be elaborated (after approval of this Fund) it should be noticed that grants will be provided if a clear proposal including the costs is signed by the providing and beneficiary member(s) of such a cooperation.

European Activities:

in the recent years the costs of the peer reviews that were linked to the European benchmarking project were financed out of the reserves of the former PPD budget. In 2010 a European programme will finance the continuation of the peer reviews. For the year 2010 it is suggested that a peer learning process on internal auditing will be initiated by the Bundesagentur für Arbeit (the dissemination of the results is planned in 2011). A budget of € 12.500 is planned. Also a workshop about labour market monitoring with a focus on services for employers will be held in autumn in Switzerland.

Communication:

it is planned to publish this year the Management Report 2006-2009, the Management Report 2009 and the report of the World Congress and the General Assembly. The costs of these publications are estimated on € 30.000. Besides these reports also newsletters will be prepared and uploaded to the website. Therefore a budget of €15.000 is proposed.

It is assumed that the upgrading of the website will be finalised in the short term. It is also supposed that costs of this upgrading will be covered by Pôle Emploi. In this context we need to care for the content on the website. It may possible that we need temporary external support to deliver this content. It is proposed to plan a budget of € 10.000.



World Congress and General Assembly 2012:

by analogy to the preceding years an annual reservation of € 50.000 should be planned.

Meetings:

the budget proposal foresees that this year besides the meeting of the Executive Committee (to be held in Brussels) two meetings of the Managing Board will take place (in January in Kiev and later this year in a place to be determined).A sum of € 15.000 is in the proposal.

Secretariat Staff:

the salaries (covered by their own organisations) of the new seconded staff (Mr. Miguel Peromingo and Mr. Jean Pierre Alix) aren't yet known. It becomes more feasible that now also Sweden will send somebody to the executive secretariat in the coming months. Therefore a PM (pro memory) is noted.

With regard to the costs of the new administrated Officer (Ms Chifa Omari) it is clear that these will be higher than the previous agreement with Actiris. Based on the costs of the last quarter of 2009 the costs may be € 37.000 per year. This means a difference of € 10.000. In the previous situation, Actiris limited the invoice to € 27.000.

At first sight it is proposed to plan a budget of € 37.000 with the recommendation to negotiate with the Belgian PES about their contribution in these costs by analogy of the previous year and taken into account that only one employee of these organisations is seconded to the Secretariat.

Residential costs seconded staff: as Mr. Peromingo is substituting Mr. Baigger, it is assumed that the same secondment conditions will be applied regarding WAPES contributions. With regard to the other seconded employees, the arrangements aren't settled yet. As the start of their activities will be during the year, it is assumed that the costs will not exceed the budget of € 30.000 as it was planned in the previous period. However we may expect that these costs will increase by a full year of secondment. As already noticed the arrangements aren't yet settled. This offers the possibility to negotiate with the seconding organisations on the conditions. In this context one may assume that the different organisations have different regulations on seconding staff members abroad. One size fits all will not be the case. In the first place this is a matter of seconding organisation and the employee and in the second place an issue for WAPES concluding a secondment agreement.

In any case it should be a fair and transparent deal that shouldn't necessary have the same outcome for each seconding organisation.

The main question relates to the financial consequences in the upcoming years. Is it acceptable to spend more than € 30.000 for residential costs ?

For **administrative costs** of the Secretariat a budget of € 25.000 is foreseen.

The **costs of housing and hardware** (€ 18.000) will be covered by the Belgian PES.

A particular budget concerns the establishment of a **legal base of WAPES** (WAPES Support). The foreseen budget of (€ 3000) regards the costs of the notary and other administrative costs (paper, letters and covers).

The foreseen budget for representation and miscellaneous need no explanation.



AMSEP WAPES AMSPE

With regard to the **revenues** (exclusive contributions of member organisations) it is estimated that the revenues out of **membership fees** will be € 350.000. This may be an optimistic estimation in relation to the delicate financial situation in which several members.

Under the revenues also the coverage of the extra European activities is taken into account.

Summary: the total costs of the operations estimated to be € 388.500 of which € 18.000 +PM will be covered by others. The comparison of costs and revenues (including PPD and others) results in minimal deficit of € 8000.

Taken the present economic situation into account I propose to you to agree with this modest budget proposal.

World Association of Public Employment Services
Association Mondiale des Services d'Emploi Publics
Asociación Mundial de los Servicios Públicos de Empleo



Annex 1: Budget proposal 2010

Budget proposal 2010				
	estimated costs			
	total	internal	external	
EVENTS				
Regional workshops (1 per region + Kiev)	75.000	X		
Interregional component to workshops	5.000	X		In case of speakers from other regions)
Workshop related costs in the secretariat	25.000	X		
European Activities	12.500	X		
COMMUNICATION				
Communication	30.000	X		(M.R. 2006-2009+ Report WCC and GA
Newsletters	15.000	X		
External Support content website	10.000	X		
Reservation Worldcongress	50.000	X		
Website	P.M.		X	(France)
EXPERTISE				
Cooperation Fund	25.000	X		
Survey & Data base	P.M.			
MANAGEMENT				
Executive Committee and Managing Board	15.000	X		
Legal Base	3.000	X		
Representation	3.000	X		
Executive Secretariat functioning				
salaries of seconded Secretary Staff	P.M.		X	Belgian PES,Germany,France (Sweder
salary costs administrative officer	37.000	X		
Residential costs seconded staff	30.000	X		
Administrative costs	25.000	X		
Office housing and hardware	18.000		X	(Belgian PES)
Miscellaneous	10.000	X		
Total Costs	388.500	370.500	18.000+PM	
A				
estimated revenues				
	total	internal	external	
Memberships fees	350.000	X		
Contribution salaries	PM		X	
Contribution PPD Budget	12.500	X		
Contribution housing and hardware	18.000		X	
Contribution France Website	PM		X	
Total Revenues	380.500	362.500	18.000+PM	
B				
Estimated Result				
	total	internal	external	
Estimated Result	-8.000	-8.000	0	
C=A-B				