

Minutes of the Managing Board meeting

1 Meeting opened by the Presidency

1.1. Introduction, registration, and a word of welcome from the President



Members of the Managing Board –Paris 2014

Ms. Elisabet Arp, the President of WAPES welcomed all those present. She noted that the Managing Board has never seen so many participants. 14 Country members were represented, as well as auditors Martin Fitches (United Kingdom) and Feixia Li (China), and Honorary President Camille Mouté à Bidias (Cameroun). Two observers were also present: Aurelio Parisotto of the ILO and Jackie Morin of the European Commission.

The President reminded the participants of the important role that PESs play in enabling labour markets across the globe to function correctly. She also stated that WAPES is achieving its strategic objectives for the 2012-2015 period, as evidenced by the increasingly close partnerships maintained with key partners, such as the ILO, OCDE; the G20 labour, for example.



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1.2. Approval of the agenda ([see document 1.2](#))

The agenda was approved, the sole amendment being to cover point 5 prior to point 4.

2 Report on activities

2.1. Overview of activities in 2014 ([see document 2.1](#))

The Executive Secretary, Ms. Lenka Kint, presented an overview of the activities undertaken throughout 2014.

2.2. Report on the regions by the Vice-Presidents

2.2.1. Report on the Africa region ([see document 2.2.1](#))

The regional report for Africa was presented by the Vice-President of the region, Mr Nyanga-Elenga. In addition to the collaborations and exchanges of experience between the PESs within and even outside of the region, the Vice-President came back on the workshop in Brazzaville in March 2014, which produced a memorandum of agreement on the training of employment advisers that is currently being finalised with CRADAT [Centre Régional Africain d'Administration du Travail – African Regional Centre for Labour Administration] in Yaoundé, Cameroon.

In his report, the Vice-President did not go without mentioning the problems that the region is facing. Amongst the issues he cited were the economic conditions that are reducing the opportunities for job creation, and the short supply of labour in both quantitative and qualitative terms, which is resulting in insufficient job training.

2.2.2 Report on the MEAC region ([see document 2.2.2](#))

The regional report was presented by the Vice-President of the region, Mr Beitallah Ould Ahmed Leswed. Despite the overall reduction in the unemployment rate recorded in certain member countries, the rate of unemployment amongst young people remains a major concern for the MEAC region. Since the last report, several workshops and study visits were carried out in and even beyond the region.

2.2.3 Report on the Americas region ([see document 2.2.3](#))

Mr Bienvenido Castillo, Vice-President of the region was not able to attend the meeting. He submitted his report, which was presented by the consultant for the Americas region, Mr Peromingo.

In its efforts to implement the WAPES strategic plan 2012-2015, the Americas region organised three workshops on two critical subjects: **the mobility of the labour force and poverty**. Those who attended the workshops had the opportunity to exchange knowledge and experiences of the process of managing labour force mobility. They managed to agree upon a regional plan of action to manage vacant posts between the countries. As far as labour force mobility is concerned, following the workshop in Guatemala in October 2013, a labour force mobility project was signed between Mexico and Guatemala, and between El Salvador, Honduras and Guatemala.



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[2.2.4 Report on the Europe region \(See document 2.2.4\)](#)

Ms Annie Gauvin presented the report on behalf of the Vice-Presidency of the Europe region. She discussed the unemployment rate, especially amongst young people, which continues to grow, the issue of labour migration in Europe and she observed that the challenges are consistent with WAPES's strategic priority areas.

In addition to the events held by the region throughout 2014, Ms Annie Gauvin celebrated the positive contact between WAPES and the European Union, as demonstrated by Jackie Morin's attendance at this Managing Board meeting.

[2.2.5 Report/Strategic Plan 2015 for the Asia-Pacific region \(see document 2.2.5\)](#)

As for poverty, as well as exchanging ways to optimise social investment, the workshop in Peru in November 2014 enabled participants to share good practices in supporting vulnerable persons and integrating them into the labour market.

For 2015, the consultant proposed the idea of organising an event in Columbia or North America to unveil the results of the WAPES study, subject to the Managing Board's consent of course.

Guatemala joined WAPES in 2014 and Columbia expressed interest in becoming a member. The Vice-President of the Asia-Pacific region, Mr Kilsang Yoo, presented the strategic plan 2015 for the region. Mr Kilsang expressed delight at the success of the training programmes organised by the region in 2014, in particular the workshop on the dual training and professional guidance system that KEIS [Korea Employment Information Service] organised in October 2014 in conjunction with WAPES and with the involvement of the ILO. Several workshops are planned for 2015, as well as a strengthening of collaboration with the Americas region. The Vice-President also committed to increasing the visibility of WAPES in the region

[2.3 Overview of members \(see document 2.3\)](#)

New member

The Executive Secretary presented a request for membership by Guatemala – the only new member in 2014 – to the members of the Managing Board.

Decision: Guatemala's admission as a new member was approved by the Managing Board.

Potential new members

The Executive Secretary listed the countries that have demonstrated an interest in becoming a member, namely South Africa, Namibia, Zambia, Malaysia, Belarus, Poland, Albania and Columbia. These countries have not yet decided to introduce officially their requests to become a member of WAPES.

Outgoing members

The members of the Managing Board were informed that Ireland and New Zealand have decided to leave the association.

It was asked which explanations were given to those leaving countries to convince them not to do so. The President referred to the working groups that will discuss this issue.

3 Treasurer's report ([see document 3](#))

Before presenting his report, the Treasurer of WAPES, Mr Komaromi, reassured members of the Managing Board that WAPES's finances are at a healthy level and the Association has spent less than anticipated. As of 10 September 2014, approximately 50% of the budget was spent.

In 2014, 73% of members paid their annual membership fees, which brought in 78% of the anticipated budget. The Treasurer congratulated the MEAC region on all of its members having paid their membership fees for 2014.

He mentioned that El Salvador and Italy have not paid their membership fees since 2010 and 2011 respectively and reminded members that, under Article 31 of the Statutes, members that have not paid their membership fees for three years may be expelled from the organisation.

At the members' request, the Executive Secretary explained that WAPES does not measure the ability of a new member to pay its membership fees. The Treasurer calculates the membership fees for the country and it is up to the country in question to determine whether it will be able to pay that amount. She also explained the different steps taken to follow up the payment of membership fees, namely: sending reminder letters, refusing to grant any subsidies, informing the Vice-Presidents and consultants following up with the regions.

The members requested to be brought up to speed with the budget forecast on 31 December of that year from now on, to allow a better assessment of the financial and budget documents presented in CA each year in autumn.

4. New strategy for WAPES - Continuing improvement and engagement; measures to be introduced ([see document 5](#))

The President remarked that, with a view to continuing to give added value to our members, WAPES must strive towards continuing improvement of the organisation. For the coffee break, the President divided the participants into working groups to discuss the following questions:

- 1) Are we justified in considering additional or alternative options of providing support to our organisation in order to live up to the growing opportunities and expectations? (Group 1)
 - 2) Are we justified in contemplating ways to further improve the added value that comes with being a member of WAPES? (Group 2)
 - 3) What steps do we need to take that will help us towards achieving this added value? (Group 3)
- The first group is led by Germany and includes Japan, China, Croatia, the EU and the Honorary President.



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- The second group led by Korea includes Argentina, the Netherlands, Turkey, Hungary and the United Kingdom.
- The third group is presided over by Congo-Brazzaville and includes Belgium, France, Mauritania, Mali and the ILO.

After the coffee break, the groups shared the results of their discussions:

Group 1: the participants concluded that it is important to be aware with members' expectations of the WAPES Secretariat. The group believed that decentralisation is needed to reduce the burden on the Secretariat – resources and new technology permitting. The group suggested redefining and redistributing the tasks amongst the Secretariat and the members. Each member needs to be afforded the opportunity to take on something on behalf of WAPES.

Group 2: to determine the added value that comes with being a member, we need to be familiar with member countries' expectations of the Executive Secretariat.

The group found that it is important to assess member satisfaction in relation to their expectations. A study has been proposed on this matter. Why not add it to the activity plan for 2015? Let members and potential members identify their expectations. The group members suggested increasing the visibility of WAPES activities, which would be good for its reputation.

Group 3: before looking at the steps that would drive us forward, the members carried out a brief diagnostic test and found that there is a lack of communication within WAPES; there are a lot of improvements to be made to make the website more informative and to make it easier to find the results of bilateral work; the role of the Vice-Presidents is not clear in practice; the role of the consultants should focus more on technical assistance.

Conclusion: The President suggested that the teams continue to reflect on the subject until the Executive Committee meeting scheduled for February or March 2015.

Turkey volunteered to coordinate this work. The President will draw up the framework and a work schedule to hand over to Turkey at the end of the day.

Schedule proposed at the end of the day: the results of the discussions must be submitted to the Executive Secretariat (lenka.kint@wapes.org) by 20 December 2014. Turkey will compile the results and draft a document between 20 December 2014 and 15 January 2015 to send to the Secretariat and Presidency, who will finalise it by 3 February 2015, when it must be sent for translation.

5 WAPES study 2014 – Progress report ([see document 4](#)).

This report was presented by Mr Peromingo, consultant for the Americas and the Asia-Pacific regions. Mr Peromingo informed members of the Managing Board that WAPES is the only organisation to have access to global data in this field.

Out of the 105 countries who received the questionnaire, 73 countries responded – a response rate of 69.5%. The final outcome will provide an in-depth insight into:

- Information on the labour market



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- Activity and employability (services, accessibility, segmentation, intermediation,...)
- Approach towards the life cycle ((skill gaps between needs and resources in labor markets; state of supporting transitions in the labor market,)
- Working in partnership (networks, coordination management)

The editing process will begin on 24 and 25 November 2014 in Washington. The study is expected to be launched in March 2015 and the final document will be presented at the General Assembly or the World Congress in Turkey in May 2015. For this presentation, Mr Peromingo suggested organising an expert panel to discuss the results. The ILO and Korea offered to read out and comment on the works.

Many members shared their opinion on the subject. Several topics were discussed: how to disseminate the results to other organizations or researchers and experts, valuing the strengths of the study, and ownership of WAPES (not being a partner among others)? How to make visible the added value of the study compared to other existing surveys (Europe), or identifying characteristics of PES by region? Should we organize an "event" for the launching?

6 Presentation of activity plan 2015 ([see document 6](#))

The Executive Secretary presented the activity plan 2015 (see document 6), with some amendments made. Croatia would like to make use of the cooperation fund with the United Kingdom in 2015; this was accepted by the Managing Board.

As regards the Africa region, the President reminded the participants that each region is typically entitled to organise two activities per year. If the region so desires, it can organise the event in Senegal in March 2015, which will be combined with the General Assembly of AASEP [Association Africaine des Services d' Emploi Publics - African Association of Public Employment Services], and as part of the project with CRADAT it will have €12,500 available for a possible second event. This applies only to 2015.

Decision: The Managing Board approved the activity plan 2015, including the requests accepted from Croatia/United Kingdom and the Africa region.

7 Presentation of the budget 2015 ([see document 7](#))

The Treasurer presented the provisional budget for 2015.

This will be finalised in time for the Executive Committee meeting, taking into account the conclusions of the Managing Board discussion with regard to the activity plan 2015 and taking on a communications expert.

8 General Assembly

8.1.1 Process - Introduction, schedule and agenda ([see document 8.1.1](#))

The Executive Secretary explained the proceedings of the General Assembly, expected to take place in Istanbul in May 2015. She went over the responsibilities of the General Assembly and the way in which decisions are made. She presented the agenda and the schedule of activities between the Managing Board meeting in November 2014 and the day of the General Assembly. She asked members if they had any remarks before approving the agenda.



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Decision: The agenda was approved and will be sent to members six months before the General Assembly, taking in account the requested amendments (point on the strategy). Members are requested to adhere strictly to the schedule.

8.1.2 Election process for the General Assembly ([see document 8.1.2](#))

The Executive Secretary reminded participants of Article 17 of the Statutes on the composition of the Managing Board. This is based on two variables: the number of members belonging to each region and the total amount of membership fees.

With regard to the number of members, the Managing Board decided to count the non-removable members as at 4 May 2015 (day before the General Assembly).

Decision: The Managing Board commissioned the Executive Committee to discuss the validity of the "total amount of membership fees" variable, to establish a method of clearly calculating the distribution of seats on the Managing Board and to make a final calculation on the composition of the Managing Board for the General Assembly 2015.

8.1.3 Statutes - Amendments to be made ([see document 8.1.3 amended](#))

Decision: The proposals to modify the statutes were approved by the Managing Board, subject to the addition of Articles 17 and 18 "The Executive Secretary shall assist, but not take part, in the voting".

8.1.4 Admissions - Overview of all members ([see document 8.1.4](#))

Decision: The Managing Board approved the document that will be presented at the General Assembly 2015.

8.1.5 Subsidies ([see document 8.1.5](#))

This document presented by the Executive Secretary sums up the conditions and procedures in requesting subsidies within the context of the General Assembly or World Congress.

Decision: The document was approved by the Managing Board.

8.2 WAPES World Congress ([see documents 8.2.1](#), [8.2.2](#) and [8.2.3](#))

Mr Uludag of the *World Congress* working group presented the content and structure of the 10th WAPES World Congress, held under the theme of "*Public Employment Services and the New World of Work*". The success of the Congress is dependent on the contribution and participation of all members, the President re-emphasised. She asked the Vice-Presidents to start thinking about the resources/speakers who could represent each region and share their knowledge. Moreover, Turkey asked the members to send any positive photos or videos of PES activities in the course of the

year to the Executive Secretariat, which will be used to decorate the entrance halls and meeting rooms at the World Congress.

Decision: It was recommended to the steering committee and the working group to reflect on the number of subjects and to consider the connection between parts A and B. Link to the WAPES study. Adapt the subjects to the differences existing in various parts of the world. Do not open up access to the World Congress too much. Emphasise practicality, innovation and digitalisation. These messages will be echoed at the meeting of the steering committee on 21 November. The next step is to send the programme to members and open the call for papers.

9 Communication

9.1. Key messages

Ms Annie Gauvin, who was tasked with preparing and proposing some key messages for WAPES to use, expressed her preference to wait for the results from the three working groups that have just been formed in order to reflect a more collective understanding on the added value of WAPES. The results of this reflection could also be used to prepare the new steps forward to the next 3 years strategy which will be put in place after the next World Congress. The Managing Board accepted this proposal.

9.2. WAPES communication strategy ([see document 9.2](#))

The Executive Secretary presented the results of the examination conducted by a communications expert from VDAB in relation to the new WAPES communication strategy. The analysis revealed that WAPES needs to take on a communications expert immediately, something which has already been mentioned by one of the three working groups.

10 Identifying the meeting locations ([see document 10](#))

The President wanted to know whether the members of the Managing Board believed it to be necessary and important to have a written procedure for choosing the meeting locations.

Decision: It is not necessary to produce a regulation. The wish of rotation is a principle of giving a chance to each region. The document presented can be used as a frame of reference in the event of any issues. For the Managing Board and Executive Committee meetings, the rotation must be respected and we must ensure that each region has the opportunity to organise these crucial meetings.

The next meeting of the Executive Committee will take place in South Korea on 3 March 2015.

11 Information from the Executive Secretariat ([see document 11](#))

The Executive Secretary of WAPES presented a summary of WAPES's achievements as well as the current specific challenges it faces. She reassured members that, with the fundamentals (Values/Mission/Organisational Diagrams) having been redefined, the



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bodies functioning well, a professional team having been established and rigorous financial management in place, internal organisation within the Executive Secretariat is running efficiently. However, she did highlight that there are some challenges, such as the lack of a description of the Executive Secretary's role and the unpredictable nature of the consultant's role due to temporary availability.

Other challenges behind this are the prospects of significant new projects with our partners and the structuring and professionalisation of Communications.

Meeting closed

The Executive Secretary summed up the key decisions made on each point of the agenda.

The **President** closed the meeting at 17:50.

Meeting venue and room: France, Head Quarters of Pôle emploi, rue du Docteur Gley, Paris.

Approved by:

Elisabet Arp
Presidency of WAPES

Robert Komaromi
Treasurer of WAPES

Lenka Kint
Executive Secretary of WAPES

The following representatives took part in the Managing Board meeting

Title	Surname	Forename	Member country	Role within WAPES
Ms	Arp	Elisabet	Sweden	President
Ms	Skiöld	Lena Katarina	Sweden	Presidency
Ms	Cudina	Adriana	Croatia	Vice-Presidency for the Europe region
Ms	Gauvin	Annie	France	Vice-Presidency for the Europe region
Mr	Yoo	Kilsang	Republic of South Korea	Vice-President for the Asia-Pacific region
Mr	Lee	Sang Hyon	Republic of South Korea	Vice-Presidency for the Asia-Pacific region
Mr	Nyanga-Elenga	André	Congo Brazzaville	Vice-President for the Africa region
Mr	Betye Allah	Ahmed Leswed	Mauritania	Vice-President for the MEAC region
Mr	Komaromi	Robert	Hungary	Treasurer
Ms	Kint	Lenka	WAPES	Executive Secretary
Ms	Mukamusana	Jacqueline	WAPES	Executive Secretariat
Mr	Parisotto	Aurelio	ILO	Observer
Mr	Morin	Jackie	EU	Observer
Mr	Fitches	Martin	United Kingdom	Auditor
Ms	Li	Feixia	China	Auditor
Ms	Mathy	Jessica	Belgium	Member
Mr	Mouté à Bidas	Camille	Cameroon	Member
Ms	Ossere	Jean Pierre	Congo Brazzaville	Member
Ms	Eilers	Kea	Germany	Member
Mr	Kövi	László	Hungary	Member
Ms	Haruhiro	Jono	Japan	Member
Mr	Nagakura	Akari	Japan	
Mr	Mobido	Arouna	Mali	Member
Ms	Peeters	Corine	Netherlands	Member
Mr	Yazici	Nusret	Turkey	Member
Mr	Goker Keskin	Asim	Turkey	
Mr	Barroetaveña	Matias	Argentina	Member
Mr	Enrique Helbig	Daniel	Argentina	