



13th WAPES WORLD CONGRESS

Active employment policies and demographic
challenges:

Challenges for labour market players

GENERAL REPORT
SUMMARIES & RECOMMENDATIONS

ABIDJAN
7 and 8 May 2025



INTRODUCTION



From 05 May to 08 May 2025, the 13th World Congress of the World Association of Public Employment Services (WAPES) and the General Assembly of the African Association of Public Employment Services (AASEP) were held at the Abidjan Exhibition Centre under the theme "Active employment policies and demographic issues: what challenges for labour market players?"

The official opening ceremony of the Congress was held on Wednesday 07 May 2025 at the Palais de la Culture under the chairmanship of the Prime Minister, Minister for Sport and the Living Environment, represented by the Minister for Employment and Social Protection of Côte d'Ivoire.

The ceremony was attended by the Minister for the Promotion of Youth, Professional Integration and Civic Service, the Minister for Communication, the Minister for Solidarity and the Fight against Poverty of Côte d'Ivoire, the Secretary of State for Youth of Guinea Bissau, representatives of the ministers of the invited countries, members of the Board of Directors of the World Association of Public Employment Services, the President of the African Association of Public Employment Services, Directors General of public employment services and technical partners.

The official ceremony was preceded by the AASEP General Assembly and the WAPES Managing Board (5 May 2025), as well as the WAPES General Assembly (6 May 2025).

The work of the Congress was marked by conferences, round tables and workshops. These included:

- The introductory plenary session on the Panorama of tomorrow's global demographic challenges
- The round table on strategies for PES to deploy and support active policies in the face of the demographic challenge
- The round table on the mobilisation of new PES "ecosystems"
- Workshops on:
 - The green economy, the circular economy and the blue economy
 - The development of the digital economy
 - Increasing inclusion through the development of the social economy.
- The round table on "Putting people back at the heart of employment policies and our organisations".

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ACRONYMS

AASEP	African Association of Public Employment Services
AI	Artificial Intelligence
BBCA	« Skills Assessment and Guidance Offices for Young People" project
ECCAS	Economic Community of East African States
ECOWAS	Economic Community of West African States
EU	European Union
GIZ	German service provider in the field of international cooperation for sustainable development and international education work
GPEC	forward-looking employment and skills management (acronym in French)
ILO	International Labour Organisation
IOM	International Organization of Migration
MPJIPSC	Ministry for the Promotion of Youth, Professional Integration and Civic Service (acronym in French)
NEET	young person neither in employment nor in training
NGO	Non-governmental organisation
OECD	Organisation for Economic Co-operation and Development
RISPE	Ibero-American Network of Public Employment Services (acronym in Spanish)
SOCIEUX+	EU Expertise on social protection, labour and employment
SPE	Public Employment Service
SSE	Social and Solidarity Economy
UNDP	United Nations Development Programme
WAPES	World Association of Public Employment Services

Overview of the global demographic challenges for tomorrow

Introductory plenary lectures

Speakers

- **Dr Moustapha HININ**, Director General of the Office National de la Population (ONP) - Republic of Côte d'Ivoire
- **Ms Konstancja PIATKOWSKA**, Public Policy Expert mobilised by the EU SOCIEUX+ facility

Lecture by Dr Moustapha HININ

Dr Moustapha HININ gives us an overview of a contrasting world demography: expansion in the South and ageing in the North.

He describes a two-speed demographic transition:

- Africa is experiencing a demographic explosion: its population will rise from 1.2 to 2.5 billion between 2017 and 2050. It will account for 25% of the world's population by that date, with strong growth among young people aged 15 to 24 (+100% between 2015 and 2050).
- Europe and Japan, on the other hand, are experiencing a demographic contraction and accelerated ageing (Monaco, Japan: median age over 47).

"By 2100, almost half the world's children will be living in Africa".
Dr Moustapha Hinin

This imbalance is reinforced by:

- Rapid urbanisation (in Africa: from 40% to 56% between 2015 and 2050),
- Fertility rates falling in all regions, but remaining high in Africa (3.95 children/woman),
- Increasing intra-African migration, but still subject to economic and climatic constraints.

The challenges are enormous:

In Africa:

- A massive need for investment in education: the primary school-age population will reach almost 1 million children in 2035 in Côte d'Ivoire.
- Widely disparate education costs: 7.5 times higher for a higher education student than for a secondary school pupil.
- A growing flow of young people entering the labour market: 540,000/year expected in 2030 in Côte d'Ivoire.

"Population growth is only worthwhile if it translates into trained and valued human capital".
Dr HININ

In Europe and North America:

- Ageing → pressure on pensions, need for immigration and assistive technologies.
- Urban growth → inequalities in access to employment, territorial exclusion.

What are the strategic challenges for the PES in the short, medium and long term?

In 5 years - Act on the urgent need to integrate young people

- Set up one-stop shops for young people (e.g. Côte d'Ivoire model: "priority age group").
- Establish partnerships with the ministries of education to forecast the flow of guidance and integration.
- Develop methods and tools for dynamic mapping of local skills needs.

In 10 years - Anticipate mass effects

- Structure apprenticeship and retraining pathways (Côte d'Ivoire: 70% of young people will be looking for a job as soon as they reach the age of majority).
- Manage South-South migration flows through regional employment agreements (ECOWAS, ECCAS).
- Implement policies to encourage geographical and sectoral mobility, through training grants and start-up aid.

20 years - Building an inclusive and sustainable labour market

- Develop and lead local employment ecosystems: local development, social and solidarity economy (SSE), cooperatives, agri-transformation.
- Develop African and global alliances for qualifications and certification.
- Organising the capitalisation of demographic and socio-economic data for the strategic planning of PES.

Lecture by Ms Konstancja PIATOWSKA

Konstancja Piatowska, in turn, presents this rapidly changing global demographic landscape. While the world's population continues to grow, this growth is highly uneven across the regions.

The so-called 'northern' countries - particularly in Europe, North America, Japan and South Korea - are entering a phase of advanced demographic transition marked by:

- A lasting drop in fertility (often well below the renewal rate of 2.1 children/woman),
- A rapidly ageing population, with a growing proportion of the population aged 65 and over (up to 40% by 2100 in some countries),
- A reduction in the working population forecast as early as 2030 in some countries,
- A rise in the demographic dependency ratio, jeopardising the balance of pension, healthcare and social protection systems.

These developments are the result of long-lasting megatrends: ecological, technological and digital transitions, as well as recent crises (pandemics, geopolitical instability) that have permanently altered economic and social patterns.

The consequences for the labour market are manifold:

- Labour shortages in critical sectors (health, construction, digital, personal services),
- Transformation of the age structure of the workforce, with a need to lengthen professional careers,
- Growing skills mismatch, linked to automation, artificial intelligence and ecological transitions,
- Vulnerability of young people, whose integration into the labour market remains unstable and subject to major inequalities,
- Emergence of new forms of employment (teleworking, digital platforms, informal economy).

The role of international migration is becoming fundamental: it partially offsets demographic imbalances, but also raises issues of integration, political acceptability and legal frameworks.

According to Ms Piatowska, in order to meet these challenges, the PES needs to reposition itself strategically, as public employment services (PES) are called upon to play a central role. They must evolve towards a more proactive, interconnected and structuring model.

This means:

- A greater ability to forecast skills requirements,
- Intergenerational integration of career paths,
- Modernising their tools and governance,
- A stronger local presence and an inclusive approach to people who are far from employment.

"The demographic changes underway in the countries of the North are forcing us to redefine the notion of career: we need to rethink employment no longer as a short cycle, but as a long, evolving path that can be adapted to transitions".

Ms PIATOWSKA

What are the operational recommendations for the PES in the short, medium and long term?

In the short term (5 years) - Adapt and anticipate the changes underway

- **Reinforce the inclusion of older people in employment**
 - Adapting jobs and developing continuing training for the 50+, valuing experience.
 - Develop senior transition contracts or incentives for employment beyond the age of 60.
- **Target young NEETs with enhanced support programmes.**
 - Implement programmes similar to the "Youth Guarantee" based on the European model.
 - Integrate social, psychological, health and housing support.
- **Develop local governance for employment**
 - Diagnose the specific needs of employment areas.
 - Adapt training provision and integration policies to the local economic fabric.
- **Modernising the PES's digital tools**
 - Develop artificial intelligence platforms for matching jobs and skills.
 - Set up mobile services for integration in rural and peri-urban areas.

Medium-term (10 years) - Transform systems and integrate migration

- **Build structuring partnerships with the continuing training sector**
 - Develop inter-professionally recognised "skills passports".
 - Promote cross-disciplinary skills (*soft skills*, digital skills, languages).
- **Encourage managed and coordinated labour migration**
 - Working with the Ministries of the Interior and Foreign Affairs to create secure migration paths that lead to qualifications.
 - Integrate migrant workers more quickly through language and skills validation schemes.
- **Adapting sectoral strategies to the ecological transition**
 - Retraining workers in sectors with a high carbon footprint (fossil fuels, transport, intensive agriculture).
 - Anticipate the growth of transition-related professions (energy renovation, circular economy, natural resource management).
- **Investing in support for professional transitions**
 - Ensuring a secure career path: retraining schemes, aid for geographical mobility, portability of rights.

"Public employment services must no longer simply follow labour market trends: they must anticipate and manage them and be able to coordinate systemic responses to structural challenges.

Ms PIATOWSKA

In the long term (20 years) - Preparing for an ever-changing labour society

- **Designing career paths throughout working life**
 - Modular careers, the right to a break/conversion, valuing voluntary and informal work.
- **Creating an integrated model of employment services**
 - PES as service platforms including guidance, training, support, social integration and entrepreneurship.

- **Help overhaul social protection systems**
 - Adapting unemployment insurance and pensions to the discontinuity of career paths.
 - Integrate the platform economy and the self-employed into social rights.
- **Implementing a forward-looking strategy and ongoing assessment**
 - Anticipating emerging professions and the disappearance of jobs.
 - Development of indicators of job quality, not just the employment rate.

In conclusion: a PES of the future, serving sustainable and inclusive employment.

Demographic transitions are not just statistical challenges. They are driving forces behind profound changes in societies and economies. For these changes to lead to a balanced social model, the PES must see themselves as agents of systemic transformation.

This requires:

- Stronger leadership,
- A culture of data and foresight,
- A capacity for social and technological innovation,
- A strong partnership base (education, business, NGOs, local authorities).

In a world where the employment benchmark is changing, the PES must become the architects of a new universal occupational protection system.

To achieve this, the PES must:

- Develop targeted solutions, integrating occupational health, retraining and psychological support.
- Strengthen inter-institutional cooperation (employment, health, housing, training).
- Promote access to employment for under-represented groups, particularly women and young people from immigrant backgrounds.

Comparative analysis and strategic summary of the points made by the two speakers at the opening of the World Congress.

Themes	Points of convergence
Ageing	Major impact on economic balances, pressure on social systems
Shrinking workforce	Risk of lasting shortages if activation policies are not strengthened
Role of the PES	Accompanying transitions, targeted support, innovative practices

Themes	Specificities	
	Dr HININ	Ms PIATOWSKA
Main approach	Structural demography and macro projections	Integrated employment-health-inclusion approach
Solutions put forward	Longer careers, immigration, activation	Inclusion, territorialisation, multi-service coordination
Target groups	Senior citizens, disengaged young people	Vulnerable groups, women, migrants

Themes	Recommendations, points for attention	
	C. Piątkowska (EU)	M. Hinin (Africa)
Ageing / Youth	Active ageing, longevity, pensions	Demographic dividend, massive youth
Integration of young people	Youth guarantee, skilled employment	School explosion, education costs, integration
Tomorrow's skills/jobs	Green and digital transition, AI	Mass employment in urban areas

Migration	Need for North to fill gaps	South-South flows, regional migration
Role of PES	Digitalisation, assessment, employer relations	Territorial integration, youth counters
Ecological transition	Reskilling, innovation	Little attention paid to social priorities
Urbanisation	Smart cities, digital inclusion	Urban pressure, slums, internal mobility

Attempt to summarise the recommendations in strategic terms for PES managers and supervisory ministries

Some lessons to be learned:

- **Ageing and demographics are now central parameters of PES strategy.**
 - Incorporate demographic data into management tools (GPEC, skills plans).
 - Develop territorial monitoring and anticipation tools.
- **Activation policies must be extended to new groups and issues.**
 - Seniors, inactive women, young NEETs and refugees need to be the focus of differentiated strategies.
 - This implies new skills for PES advisers: interculturality, psychological support, links with health professionals.
- **A pathway approach must replace the one-stop-shop approach.**
 - Coordinate services (health, housing, employment, training) around the beneficiary.
 - Facilitate transitions: between professions, between statuses, between territories.
- **Social and digital innovation is essential.**
 - Use data to identify groups at risk of exclusion.
 - Create tailored, intelligent and responsive support platforms.

Concrete recommendations:

- **Create a "demographics and employment" mission within the PES**, with a 10–20-year vision.
- **Train or enhance the skills of employment advisers in supporting life and career transitions.**
- **Set up local pilot projects** involving health, integration and training players.
- **Develop international partnerships**, in particular to learn from countries already facing a sharp fall in the active population.

Joint conclusion

The two speeches call for an in-depth reform of the PES:

- In the North, to preserve competitiveness and maintain social cohesion in a context of ageing populations.
- In the South, to transform demographic dynamism into an economic dividend, provided that massive investment is made in education, employment and urban integration.

"Demography is a political, economic and social challenge. The PES response must be systemic, cross-sectoral and forward-looking".

Rapporteurs/Editors

- **Mr Herman NICOUE**, Deputy Administrator, Youth Employment Agency
- **Mr Frédérick KABRAN**, Director of Operations, Youth Employment Agency
- **Mr Thierry HUORT**, Consultant WAPES



First sub-theme: Active employment and inclusion policies in the face of demographic challenges

- Exploring active employment policies capable of anticipating the effects of demographic change.
- Sharing experience and good practice in mobilising public levers, investment and partnerships to boost employability and inclusion.
- Identify strategies to harmonise economic and social priorities with the specific needs of labour markets.

Round-table discussion: What strategies should PES use to implement and support active policies in the face of the demographic challenge?

Moderator: Professor Hugues KOUADIO - ENSEA (École nationale supérieure de statistique et d'économie appliquée) - Côte d'Ivoire

Panellists

- **WAPES G7 Working Group represented by:**
 - **Mrs Nicole CLOBES** - Consultant and trainer in Intercultural Management - WAPES
 - **Mr Haben GEBREMEDHIN**, consultant at the Bundesagentur für Arbeit (Germany)
 - **Ms Minako TAKASAKI**, Project Coordinator at WAPES and Deputy Director of the Employment Policy Division at the Japanese Ministry of Health, Labour and Welfare.
- **Mr. Marcelo CUAUTLE SEGOVIA** - International Labour Organisation - Switzerland
- **Mrs. Eva LAPSINA** - National Employment Agency of Latvia - Relations Representative
- **Mr. Ivan BARBALIC** – Director Generale of the Employment and Labour Agency of Bosnia and Herzegovina
- **Mr. Michel VAN SMOORENBURG** - UWV- Netherlands
- **Mr. Oussen TAMBOURA** - ANPE Burkina Faso

Presentation of the G7 WAPES Working Group

Presentation by Mrs Nicole CLOBES, Mr Haben Gebremedhin and Mrs Minako Takasaki on behalf of the G7 WAPES Working Group

The G7 WAPES Working Group is a working group set up in January 2023, at the request of the Labour and Employment Ministers, bringing together PES representatives from the seven G7 countries (Canada, France, Germany, Italy, Japan, the United Kingdom and the United States), under the aegis of WAPES.

Main objectives:

- To share best practice in employment policies.
- Produce working documents on two major themes:
 - The greening of the labour market.
 - Demographic change.
- To strengthen international cooperation and the strategic coordination of PES by sharing all the results within the WAPES network.

Key points to remember

- Major demographic changes:
 - Rapid ageing of the population, particularly in Europe, Japan and Italy.
 - Growing dependency ratio and shrinking working population.
 - The need to adapt employment policies to the ageing population, while ensuring dynamic integration of young people.

- Inadequate skills and digital transitions
 - 38.5% of European workers lack adequate skills.
 - Marked deficit in digital skills (e.g. only 45.7% of Italians aged 16-74 have them).
 - Need for massive retraining and continuing education.

Innovative strategic responses identified by the WAPES G7 working group

Deployment of structuring national schemes such as:

- GOL programme (Italy): employability, retraining, support for vulnerable groups.
- AESEP and SIISL (Japan): keeping older people in work, user-centred digitisation.
- Eingliederungszuschuss (Germany): subsidies for the recruitment of people aged 50 and over.

Countries	Key experiences
Germany	Subsidies for the recruitment of older workers with partial coverage of salaries.
Italy	GOL and SIISL programmes: personalised pathways, digital platform, support for young people and women.
Japan	Laws requiring employees to remain in work until the age of 65-70; regional centres for senior citizens.
Canada and United States	Emphasis on green transition and support for workers undergoing retraining.

The future of work is old: Public employment services in ageing societies.

Presentation by Marcelo CUAUTLE SEGOVIA

Mr Marcelo CUAUTLE SEGOVIA's presentation focuses on the implications of ageing populations on the labour market, examining the impact of demographic change on labour market dynamics, particularly on activity rates, productivity, economic growth and social cohesion.

It identifies the main challenges, such as labour shortages, skills mismatches, dependency ratios and the sustainability of social protection systems, as well as the main challenges and opportunities for older workers.

It highlights the specific employment-related challenges faced by older workers, such as age discrimination, obsolete skills, limited access to training and inflexible working conditions. In particular, it refers to the opportunities offered by older workers in the context of a tight labour market, thanks in particular to their extensive professional experience, their reliability, their mentoring potential and their ability to contribute positively to a multi-generational workplace.

It reiterates the need for PES to be mobilised to promote active ageing and inclusive labour markets and sets out the key functions that PES can perform to support active ageing, such as tailored placement services, reskilling and skills upgrading initiatives, employer advocacy and policy development.

Key points of the communication:

- Demographic change: falling birth rate and rising life expectancy. This is leading to a decline in the working population as a proportion of the total population and an increase in dependency ratios.



- The challenges of an ageing workforce: older workers (65+) experience low labour market participation rates, work fewer hours than desired and often hold low-quality jobs. They are often victims of long-term unemployment and skills mismatches (obsolete skills, lack of training, etc.).
- Longer working lives and encounters with older workers: There is no universal definition of older workers, ranging from 50+ to 65+.

There are many stereotypes, both negative (e.g. less productive, resistant to change) and positive (e.g. higher retention rates, interpersonal skills).

Age discrimination:

- Ageism (age discrimination) is a major obstacle for older workers, particularly during recruitment.
- A survey shows that 1 in 2 people in the world has a discriminatory attitude towards older people.

What role can the Public Employment Services (PES) play in supporting active ageing?

- The PES play a key role in facilitating career transitions and retraining older workers.
- They can support the adaptation of training systems, combat ageism and promote workplaces adapted to older workers.

Public employment services need to adapt their strategies in the face of demographic ageing. Investment in older workers is crucial for inclusive and resilient societies.

Example of negative stereotypes: Older workers are perceived as less motivated, more difficult to train and with skills less suited to new technologies than younger workers.

Example of discrimination: Age discrimination manifests itself in recruitment processes, selection for training, promotions and even pension decisions.

The PES can facilitate the transition of older workers by setting up requalification programmes and promoting inclusive and non-discriminatory recruitment practices.

These points show the challenges and opportunities linked to the ageing of the working population and how public employment services can play a key role in the inclusion of older workers.

Strengthening older workers: Latvia's approach to sustainable employment and workplace adaptation

Presentation from Ms Eva LAPSINA

*"Supporting older workers is not just a social imperative, it is an economic necessity".
Ms Eva Lapsina*

Here is a summary of the key points in Ms Lapsina's presentation, along with significant examples of the Latvian PES's actions, which she shares with us:

Latvian demographic context:

- In Latvia, around 40% of the workforce is aged 45 and over.
- By 2030, the working-age population is expected to fall by more than 10%, leading to increased difficulties due to the ageing of the workforce.

- The sectors most affected by the labour shortage are those requiring intense physical work and those located in rural areas.

Major challenges:

Older workers face negative stereotypes, health problems and obsolete or insufficient skills. There is a risk that this valuable group will be excluded from the workforce if targeted support is not put in place.

Ms Lapsina emphasised the importance of supporting older workers: the challenges include a shrinking workforce, the automation of physical jobs by technology, and insufficient skills and education adapted to today's needs.

She then presents Latvia's strategy for tackling these challenges.

Firstly, the measures taken by the Latvian National Employment Agency in terms of:

- Workplace adaptation and health support:
 - Financial support for ergonomic workplace adaptations.
 - Measures to improve health, such as physiotherapy, physical exercise and nutritional support.
 - Introduction of compulsory medical check-ups and referral to specialists.
 - Development of a workplace risk assessment methodology with input from interdisciplinary experts.
- Career support and skills development:
 - Career guidance to align the expectations of older workers with the real options offered by the labour market.
 - Skills transfer and mentoring programmes.
 - Tailor-made training, both vocational and non-formal, to adapt older workers to the demands of today's labour market.
- Raising public awareness and engaging employers:
 - National campaigns such as *Green Light for the Golden Years*.
 - Workshops and seminars to promote practices favourable to older workers.
 - Inclusion of ageing workforce management in collective agreements.
 - Ongoing consultations with employers on how to retain older workers.
- Partnerships essential to success:
 - Creation of an ergonomics training laboratory for practical learning using real equipment.
 - Cooperation between trade unions, employers' organisations, health professionals and educational establishments.

In conclusion:

Supporting older workers is both a social imperative and an economic necessity.

Inclusive policies and flexible solutions are essential to ensure a more resilient, skilled and diverse workforce, while ensuring the long-term viability of the labour market.

In short, Latvia is implementing a series of strategies to adapt the workplace, support the health of older workers, and raise awareness among both the public and employers of the importance of including this section of the working population in the labour market.

Some significant examples:

- *Green Light for the Golden Years* campaign: an initiative to promote the inclusion of older workers and raise public awareness of the benefits of their active participation in the labour market.
- Ergonomics training laboratory: a practical example of support for older workers, where they can learn how to adapt their work environment to prevent injuries and improve their productivity.



- Workshops with employers: awareness-raising sessions to help employers better understand the benefits of retaining older workers and adapt their practices to the needs of this population.

Transformation of the labour market in Bosnia-Herzegovina: innovation and partnership in labour migration

Presentation by Mr Ivan BARBALIC

Mr Barbalic introduced his presentation with an overview of the demographic and labour market context in Bosnia-Herzegovina:

- The country's population is estimated at 3.4 million in 2024.
- Major demographic challenges include high emigration, a low birth rate (7.9‰), and high mortality (10.5‰).
- The working population continues to decline, and the country faces labour shortages in various sectors.

Bosnia and Herzegovina is experiencing demographic decline, mass emigration (particularly since Croatia joined the EU in 2013), and labour shortages in sectors such as health, education, IT, construction, and hospitality.

Youth unemployment is over 30%, with large numbers of NEETs (people neither in employment, training nor education).

The mismatch between the education system and the needs of the labour market, as well as a lack of practical skills, are key problems.

The actions implemented in Bosnia-Herzegovina include:

- Youth guarantee programmes, internships and business start-up assistance to solve youth unemployment.
- Strengthening advisory services (career guidance, individual support for jobseekers).
- Digitisation of services and strengthening of online platforms for the unemployed and employers.
- Active labour market measures: increasing job opportunities for jobseekers, improving cooperation with employers and educational establishments.

Some levers for the Public Employment Services (PES):

- Promoting lifelong learning is essential for adapting to global change.
- Encouraging green jobs in the renewable energy, energy efficiency and sustainable agriculture sectors, which create new employment opportunities.
- Introducing new educational profiles to meet the needs of the digital economy and the ecological transition.

Mr Barbalic emphasised the importance of international cooperation and the important role that the diaspora can play:

- Harmonisation with European standards and access to European funds to support the development of the labour market.
- Regional cooperation with neighbouring countries for joint projects and the exchange of best practice.
- Partnerships with international organisations such as IOM, WAPES, GIZ and UNDP for modernisation.
- Exploitation of the potential of Bosnia and Herzegovina's diaspora, which has not yet been sufficiently utilised.

In conclusion:

Bosnia-Herzegovina is adopting strategies to meet its demographic, migratory and educational challenges while seizing the economic opportunities that present themselves, notably through international cooperation, the modernisation of public employment services and the development of innovative sectors.



Some significant examples:

1. **Exodus of skilled labour:**
 - Sectors affected: health, IT, construction, education and hospitality, with specific shortages in each of these areas. This highlights the importance of implementing sustainable migration policies.
2. **Youth Guarantee Programmes:**
 - This programme aims to combat youth unemployment, by providing internships, business start-up assistance and other practical solutions for integrating young people into the labour market.
3. **Green Jobs and Ecological Transition:**
 - The development of the renewable energy and sustainable agriculture sectors presents new employment opportunities, responding to both environmental and economic challenges.

*"A labour market under pressure but full of opportunities".
Mr Yvan Barbalic*

Employment policies in response to demographic challenges in Burkina Faso: What employment programmes are needed for resilient populations?

Presentation by Dr Ouseni TAMBOURA

Dr Ouseni Tamboura began his presentation with a few key points about the demographic context in Burkina Faso:

- An extremely young population, with 3 out of 4 people under the age of 34.
- The urban population is growing rapidly (1 in 4).
- Young people are constantly seeking training and opportunities for professional integration, which puts pressure on the labour market.

The integration of young people is a challenge. Obstacles to integration include a lack of knowledge of job-seeking techniques and a lack of entrepreneurial culture among students and young people in general.

More than 2 million young people are seeking to enter the labour market in Burkina Faso.

What is the role of the ANPE (National Employment Agency)?

The ANPE has to deal with a rapidly changing labour market and demographic dynamics, in particular increasing youthfulness and urbanisation.

The Strategic Development Plan (PSD) for 2023-2027 aims to make the ANPE a key player in promoting employment and the integration of young people.

The BBCA Project ("Skills Assessment and Guidance Offices for Young People" project):

The BBCA project aims to support 2 million young people by setting up skills assessment offices in public universities and in 100 urban communes in Burkina Faso.

The project began with a pilot phase in 2023-2024, at an estimated cost of FCFA 575 million per year.

Implementation process and next steps:

- The BBCA project will comprise several stages, including capitalisation of the pilot phase, development of the theory of change, national validation of the project, and full implementation from 2026 to 2027.
- A monitoring and evaluation system will be put in place with clear indicators to measure the impact of the project on the integration of young people.

Key points

1. **The pilot phase of the BBCA project:**
 - The pilot phase has already begun in 2023 in some universities and will be extended to 100 urban communes. The aim is to test the effectiveness of skills assessment offices in targeted locations.

- The annual cost of the pilot phase is estimated at 575,000,000 Fcfa, reflecting the scale of the project and the investment required to implement it.
- 2. **Strategic Development Plan (PSD):**
 - The ANPE aims to become a benchmark in the field of employment in Burkina Faso by 2027, by expanding its role and impact in the professional integration of young people.
- 3. **Objective of supporting young people:**
 - The project specifically targets 2,000,000 young people seeking integration, with a particular focus on skills assessment and personalised support for each young person.

In conclusion:

Burkina Faso's ANPE is implementing innovative programmes to meet demographic challenges, in particular the integration of young people into a constantly changing labour market. The BBKA project represents a major initiative to support millions of young people, and its success will be measured by clear monitoring and evaluation indicators.

*"The challenge of integrating young people is and will remain!
Dr Oussen Tamboura*

Impact of demographic change on public employment services.

Presentation by Mr Michel van SMOORENBURG

Mr Michel van Smoorenburg presented the overall situation in the OECD countries, with a fertility rate below the replacement rate, which is contributing to a decline in the working population in many regions.

- In 2023, the European Union recorded a surplus of deaths over births (1.2 million people), and although net migration is positive (2.8 million people), this does not fully offset the natural demographic decline.

The ageing workforce represents a major challenge, particularly when it comes to physically or mentally demanding work. This can affect labour productivity.

- Working conditions need to be improved, and age management is needed to keep older workers active.
- There is a growing need to lengthen working lives, leading to more frequent job changes, as well as an increased need for reskilling and upskilling, with a focus on lifelong learning.

What are the consequences of an ageing workforce?

- Ageing generates increased demand for social security systems, particularly for older workers who become clients of the Public Employment Services (PES).
- The management of professional transitions is becoming crucial, with particular requirements for older workers, necessitating adapted services.

Growing cultural diversity:

- Ageing is accompanied by an increase in cultural diversity in many countries, due to immigration.
- Specific services are needed to meet the needs of immigrant workers, including recognition of diplomas and skills, career guidance, and help in obtaining work permits for third-country nationals and asylum seekers.
- The labour market is becoming increasingly global, and services need to be adapted to this increased diversity.

Main conclusions for the Public Employment Services (PES):

- The PES need to adapt to demographic change, developing tailored services for different age groups and ethnic backgrounds.



- Particular attention must be paid to integrating older workers, reskilling, recognising skills and qualifications, and managing cultural diversity within the labour market.
- The PES must have a stronger international focus, to meet the challenges of international mobility and migrant workers.

Key points of the communication

- 1. Reskilling and lifelong learning:**
 - With an ageing workforce, it is essential to provide opportunities for reskilling and upskilling to maintain the productivity and employability of older workers.
- 2. Specific services for migrants:**
 - The PES must offer services tailored to foreign workers, including recognition of qualifications, work permits for non-native workers and specific job search advice for migrants.
- 3. Managing cultural diversity:**
 - Integrating migrant workers requires specific actions from the PES, such as managing cultural diversity in the workplace and tailored services to help foreign workers adapt to new working environments.

"Public employment services must adapt to demographic change."

In conclusion:

Public Employment Services (PES) must reinvent themselves to meet demographic challenges, in particular the ageing of the population and the increase in cultural diversity. The PES will have a key role to play in offering services tailored to ageing workers, supporting reskilling and promoting the integration of migrants into the labour market.

Summary of the various contributions to the round table on the strategies of the Public Employment Services (PES) in the face of the demographic challenge

Sources: Rapporteurs' notes

The presentations at this round table highlighted the common challenges encountered in various countries, in particular the ageing of the population, the falling birth rate and discrimination against older workers. The cases of Germany, Italy, Korea, China and Japan illustrated these issues, with concrete examples such as the conversion of factories to meet the needs of an ageing clientele.

The discussions highlighted the need to adapt public employment services (PES) to these demographic changes. Among the solutions put forward: strengthening the capacity of the PES, promoting the inclusion of the elderly and people with disabilities, promoting the intergenerational transition of skills, and developing a more inclusive labour market. Emphasis was also placed on the role of young people, who are called upon to become employers themselves, and on setting up national awareness-raising campaigns and strategic partnerships to respond effectively to employment challenges.

A number of common observations were made during the round table:

The ageing of the population

- A phenomenon observed in many countries (EU, Japan, Latvia, etc.).
- Rising dependency ratio and falling working population.
- Increased pressure on social security systems and PES.

Skills deficit and mismatch between training, skills and employment

- High proportion of workers with obsolete skills.
- Widespread lack of digital skills.

- Need for retraining and lifelong learning.
- Age discrimination (ageism)
- Present in recruitment, training and career development.
 - Negative impact on the employability of older workers.
- Unemployed young people in developing countries
- In Burkina Faso, 75% of the population is under 34.
 - Strong pressure to create jobs and support integration.
- Growing cultural diversity linked to migration
- Need to adapt services to migrant workers.
 - Recognition of qualifications, specific support.

Examples of remarkable initiatives presented during the round table:

- WAPES-G7 group (Canada, Italy, Japan, USA, France, Germany, United Kingdom)
- Italy: GOL and SIISL programmes - retraining, inclusion of young people and women.
 - Japan: Laws extending the employment of older workers until the age of 70.
 - Germany: Recruitment subsidies for the 50+.
 - Canada: Focus on ecological transition and professional retraining.

Latvia

- Adapting workplaces: ergonomic support, physiotherapy, risk assessment.
- Public campaigns: *Green light for the strong years*.
- Ergonomics laboratory: practical training to adapt workstations.
- Training and mentoring: targeted programmes for older workers.

Bosnia-Herzegovina

- Programmes for young people: youth guarantee, internships, business start-ups.
- Green transition: development of jobs in renewable energies.
- International cooperation: projects with the EU, IOM, GIZ, UNDP.

Burkina Faso

- BBKA project: Skills Assessment Offices to support 2 million young people.
- Established in universities and 100 communes.
- ANPE Strategic Plan 2023-2027: to make the agency a key player in the field of integration.

Netherlands (UWV)

- Age management: adapting jobs for seniors.
- Focus on migrants: skills recognition, cultural support.
- Labour market forecasting: monitoring and trend analysis projects.

In the course of the various interventions by the experts at this round table, we (the rapporteurs) identified 5 shared strategic areas:

- Transformation of the PES into territorial governance of employment.
- Strengthening partnerships (education, health, business, trade unions).
- Development of user-centred digital services.
- Implementing inclusive strategies for young people, senior citizens and migrants.
- Making the most of the experience of older workers (mentoring, reliability, etc.).

Country / Group	Key demographic findings	Major challenges	Remarkable actions	Strategic approaches PES
WAPES-G7 Group	Ageing population, shrinking working population	Obsolete skills, need for retraining, inclusion of seniors/young people	GOL programme (Italy), SIISL (Japan), senior subsidies (Germany)	Transformation of PES into governance players, inter-institutional cooperation
Latvia	40% of workforce aged 45+, expected to fall by 10% by 2030	Stereotypes, declining health, skills mismatch	Ergonomic adaptation, 'Green light' campaign,	User-centric digital services, employer engagement

Bosnia-Herzegovina	High emigration, low birth rate, high youth unemployment	Youth unemployment, mismatch between training and employment	Youth programme, green jobs, EU/IOM partnerships	International cooperation, diaspora, ecological transition
Burkina Faso	Majority young people (75% < 34 years), rapid urbanisation	Lack of knowledge of the market, lack of entrepreneurial culture	BBCA project (skills assessment), PSD 2023-2027	Personalised support, targeted integration of young people
Netherlands	Falling birth rate, ageing, increased cultural diversity	Retention of senior citizens, integration of migrants	Services adapted to migrants, ongoing retraining	Age management, international focus and cultural diversity

This round table highlighted a clear convergence around the need for PES to respond to contrasting demographic dynamics: accelerated ageing in northern countries (Japan, Latvia, Germany), and an explosion in the number of young people in work in contexts such as Burkina Faso.

The experiences presented - from Burkina Faso's BBCA project to Latvia's 'Green Light' campaign, via Italy's GOL and SIISL programmes - illustrate innovative approaches to supporting older and younger populations, while promoting their employability through training, workplace adaptation and employer awareness-raising.

Finally, the speakers reaffirmed the strategic role of the PES as players in territorial coordination and the transformation of public employment policies, particularly through international cooperation, digital integration and investment in individualised pathways.

Rapporteurs

- **Mr Jules Tchekré BAHOUA**, Support Officer at the General Inspectorate of the MPJIPSC
- **Mr Alain KOUAME**, Head of Treichville Regional Agency, AEJ
- **Mr Thierry HUORT**, WAPES Consultant



Second sub-theme: Understanding and mobilising the new PES ecosystems to support active policies

Faced with increasingly complex labour markets, PES must evolve into collaborative, flexible and innovative ecosystems. The challenges include effective governance, the establishment of strategic partnerships and greater synergy between players to ensure rapid adaptation to economic, social and technological change.

This sub-theme aims to:

- Understanding innovations in the governance of PES and their impact.
- Identifying the keys to success and the challenges of strategic partnerships.
- Highlighting the role of cooperation in synergy strategies.

This theme was covered by:

- A keynote speech to set out the general framework for the transformations needed in public services to respond to the increasing heterogeneity and complexity of their operating environment.
- A round-table discussion to share practices, experiences and visions of governance and partnerships at the heart of the new PES ecosystems.

Keynote speech "The new Eco-system of Public Employment Services and the necessary transformation of the Public Employment Service"

Presentation by Ms Florence Dumontier

Ms. Florence Dumontier began by briefly recalling the historical origins and foundations of the PES, pointing out that the notion of public services emerged in Antiquity, around the management of common goods by authority figures (pharaohs, kings) with references to Plato and Aristotle: common good, justice, essential services for the city. She points out that throughout history, the powers that be (the king, etc.) have been the guarantors of three regalian functions: peace/justice/money - now extended to education, culture and employment.

She then cited a number of significant founding dates, particularly for the French PES:

- 1901: creation of the first labour exchanges in France.
- 1919: the ILO requires governments to set up free public employment offices.
- 1930: emergence of private employment agencies.
- 1958-1967: UNEDIC and ANPE founded.
- 2005-2021: end of the placement monopoly, rise of private players, with over 11,000 agencies in France today.

She then outlined the main challenges facing public employment services:

- The strong polarisation of needs: young people vs. older people, urban vs. rural, sectors in tension vs. sectors with a high intensity of skilled labour.
- Structural inequalities (gender, vulnerability, qualifications).
- Fragmentation of responses: requiring strategic alliances between the public, private and regional sectors.
- Increased mobility of skills in a context of regional and sub-regional immigration, with a loss of locally trained talent.

New requirements for PES in terms of:

- Performance, accountability and economic efficiency.
- Structural agility is essential in the face of uncertain trajectories (e.g. post-Covid).

- Necessary coordination between all the players (PES, businesses, local authorities, third places, etc.).

In conclusion:

This introductory speech offers a panoramic look at the evolution of the PES, from its ancient origins to the digital age. It highlights the growing complexity of their mission in the face of polarising demographic, economic and territorial challenges.

The PES can no longer act alone: their legitimacy now rests on their ability to be part of heterogeneous ecosystems of players - public, private, local and transnational - while assuming obligations in terms of performance, agility and innovation. In the future, their pivotal role will be at the crossroads of inclusion, skills management and the transformation of labour markets, in a world that is unstable but rich in opportunities that we need to build collectively.

Round table: Governance and partnerships at the heart of new PES ecosystems

Moderator: Mr. Niels Lieman, responsible for international relations at the Dutch public employment service, the UWV

Panellists

- **Mr Michael MWASIKAKATA**
Director of the Labour Market Services for Transitions Unit, International Labour Organisation - Switzerland
- **Ms Sanela Mešanović**
Expert Advisor National Employment Agency Bosnia Herzegovina
- **Ms María Antonia AGUDO RIAZA**
Deputy Director General for Institutional Relations and Legal Assistance Servicio Público de Empleo Estatal - Spain
- **Ms Florence DUMONTIER**
Director of External Relations - France Travail - France
- **Ms Céline JAEGGY**
Director of Institutional and Legal Affairs, Unédic - France
- **Mrs Muriel Van DER AA**, Manager of the RPE (Réseau des partenaires pour l'emploi) ACTIRIS Brussels -Belgium
- **Mr Nicolas D'HONDT**, Manager of public-private partnerships, ACTIRIS Brussels -Belgium

Effective partnerships and ecosystems for employment services - The ILO approach

Presentation by Mr Michael MWASIKAKATA

In the dynamic and constantly changing landscape of labour markets, institutions are faced with an imperative to adapt. The presentation by Michael Mwasikakata, Head of the *Labour Market Services for Transitions Unit* at the ILO Geneva, at the WAPES World Congress in Abidjan in May 2025, highlighted this pressing need. She highlighted a crucial transition: the move from segmented employment services to a systemic, integrated and collaborative approach.

A systemic and collaborative approach

The ILO, through its flagship Conventions such as the Employment Service Convention (No. 88)¹ and the Private Employment Agencies Convention (No. 181)², has paved the way for balanced regulation. These conventions aim to harmonise flexibility and worker protection, while promoting fruitful cooperation between public employment services (PES) and private employment agencies (PEAs). This cooperation takes the form of concrete

¹ [Convention C088 - Employment Service Convention, 1948 \(No. 88\)](#)

² [Convention C181 - Private Employment Agencies Convention, 1997 \(No. 181\)](#)

initiatives such as the pooling of information, the exchange of vacancy notices, joint training projects and much more.

Effective ecosystems

The presentation illustrated the importance of effective partnerships and ecosystems for improving employment services, particularly in developing countries.

Several outstanding examples were cited:

- **Colombia:** A model employment services ecosystem based on a network of providers at national and sub-national levels. Partnerships with employers and professional associations are key to meeting the diverse needs of jobseekers and employers.
- **Costa Rica:** Since the 2000s, the country has implemented reforms to decentralise the management of employment services, through collaborative arrangements within the national employment system.
- **India:** Rooted in technology, the Indian partnership works with a variety of partners and service delivery channels, illustrating the importance of technological innovation.
- **Brazil:** CODEFAT's reforms aim to guarantee employment and social protection, while integrating network players into a unified system.
- **Egypt:** Egyptian law assigns responsibility for the provision of employment services to several actors, creating a coordination challenge but also an opportunity for collaboration.
- **Rwanda:** A new model of organic partnership is emerging, where NGOs and CBOs collaborate with PES and government entities to deliver innovative services.

Technology as a catalyst

Technology plays a key role in improving service delivery and facilitating labour market transitions. Partnerships mediated by technological advances have become indispensable, enabling the active participation of all stakeholders through social dialogue.

A solid coordination framework

A strong coordination framework is imperative to avoid inefficiency and confusion. PES partnerships in emerging and developing countries can catalyse technological progress, but they are no substitute for investment in PES.

Strong PES, sustainable funding and a viable supplier market are essential to the success of these initiatives.

In conclusion

The ILO's normative framework provides a solid basis for partnerships, notably through the campaign for ratification of Conventions C88 and C181.

Partnerships supported by technological advances are powerful and indispensable for improving service delivery and facilitating labour market transitions. They represent a promising way forward for employment services and the implementation of employment policies worldwide.

Transformation of the labour market in Bosnia-Herzegovina: innovation and partnership in labour migration

Presentation by Ms Sanela MESANOVIĆ

In the heart of the Balkans, Bosnia-Herzegovina, with its capital Sarajevo, stands out as a country of contrasts and challenges. Sanela Mešanović, expert advisor to the Labour and Employment Agency of Bosnia-Herzegovina, presented a transformative vision of the country's labour market, highlighting innovations and partnerships in labour migration.

Bosnia-Herzegovina, with an area of 51,209 km² and a population of 3,531,159 permanent residents, is a country rich in cultural and linguistic diversity. Its official languages are

Bosnian, Serbian and Croatian, and its official scripts include the Latin and Cyrillic alphabets. The country is organised into three administrative entities: the Federation of Bosnia and Herzegovina, Republika Srpska and Brčko District.

The Bosnia-Herzegovina labour market paradox

The labour market in Bosnia-Herzegovina is marked by a striking paradox: a shortage of workers in key sectors such as construction, trade and many services, despite a high unemployment rate of 11.7%, or more than 320,000 registered unemployed. To understand and resolve this paradox, an in-depth study was launched in 2024.

A study, entitled *Analysis of the problems faced by employers in finding the necessary national and foreign workforce*, was completed in August 2024. It identified several key areas for action:

- The business sector: Improving working conditions and wages to retain national workers.
- Employment services: Strengthen placement and training capacities.
- The education system: Adapt training programmes to the needs of the labour market.
- Labour migration: Simplify employment procedures to attract foreign workers.

Recommendations include retaining national workers, attracting foreign labour and simplifying employment procedures. Employer associations and employment services also participated in the analysis, creating the first collaborative ecosystem.

The analysis identified three key issues in the field of foreign labour migration and employment, along with recommendations for resolving them:

Foreign workforce	Recommendations
Complex procedure for employing foreigners	Establish action protocols to improve inter-institutional cooperation, communication and monitoring of applications, and shorten the time taken to complete the process.
Length of recruitment procedure	Amend the procedure to shorten the time taken and the list of documents required. Introduce the list of occupations in short supply and abandon the obligation to check registers for occupations on the list.
Recognition of diplomas/certificates	The responsible authorities in Bosnia-Herzegovina should adopt clear guidelines that stipulate the requirements and specific standards for foreign diplomas and certificates required for specific jobs. Streamline and accelerate recognition processes to reduce waiting times and costs for employers

Today's challenges and the need to develop cooperation

Economic and social change requires flexible, networked and innovative employment services. Public services can no longer operate in isolation. Cooperation with institutions, employers, trade unions, NGOs and international organisations is essential.

Cooperation with the International Organisation for Migration (IOM)

In July 2024, a Memorandum of Understanding was signed with the IOM, establishing formal cooperation on joint projects. This collaboration has laid the foundations for ambitious projects such as *Mapping the Employment Pathways of Foreign Workers*.

Project: Mapping the employment pathway of foreign workers

The employment procedure for foreign workers, from visa application to residence permit, is currently managed by 17 institutions at different levels (State, entity and canton) and is governed by 9 laws and 3 regulations. As part of the project, a second ecosystem has been created to simplify and streamline this complex process.

The project will result in a document entitled *Roadmap for the Employment of Foreign Workers in Bosnia-Herzegovina*, which will be presented at the end of June.



This document will include

- A legal analysis
- Gender perspective
- Concrete recommendations
- A national and regional migration strategy

For the first time, systematically collected data will provide in-depth and practical information for future policy development.

In collaboration with IOM, the Agency is preparing a new project: *Improving labour mobility in Bosnia and Herzegovina through better information sharing*. This partnership will be extended to more than 30 NGOs with which the Agency has signed memoranda of understanding, creating a third ecosystem of collaboration.

In conclusion

Public services must evolve from "administration" to "drivers of change". A functional and inclusive ecosystem is the result of strategic planning. The shared vision is a fair, resilient and adaptable labour market.

Governance and Association: The Spanish National Employment System and the Ibero-American Network of Public Employment Services

Presentation by María Antonia AGUDO RIAZA

Spain, a member of the European Union since 1986, is the EU's second largest country, with a surface area of 506,002 km² and a population of 49,077,984 on 1 January 2025. Its political form is a parliamentary monarchy, and its 1978 Constitution establishes a division of powers between the State and the Autonomous Communities. The country is divided into 17 Autonomous Communities and the Autonomous Cities of Ceuta and Melilla. According to the latest data from the Labour Force Survey (LFS) for the first quarter of 2025, the employed population is 21,765,400, with an unemployment rate of 11.36%. Spain is the 14th largest economy in terms of Gross Domestic Product (GDP) volume, and its currency is the euro.

Governance of the Spanish National Employment System

Complexity and the need for Governance

The distribution of competences in the field of employment in Spain is complex. The Spanish Constitution assigns exclusive powers to the State for labour legislation and social security, while the Autonomous Communities (CCAA) have shared powers. This complexity requires an appropriate framework for coordination and governance, which has led to the creation of the National Employment System (SNE).

Bodies and Coordination System

The SNE comprises several coordinating bodies and instruments:

- At State level: The State Public Employment Service (SEPE), which will become the Spanish Employment Agency.
- 17 Autonomous Communities (CCAA): 17 Regional Public Employment Services.
- The Sectoral Conference on Employment and Work: A body for collaboration between the State and the CCAAs.
- The General Council of the National Employment System: Consultative and participatory body including the State, the CCAAs and the social partners.
- The Spanish Active Employment Support Strategy (EEAAE) 2021-2024: Strategic plan to promote employment.
- The Annual Plan for the Promotion of Decent Employment (PAFED): Annual plan for the promotion of decent employment.
- The Integrated Public Information System for Employment Services (SISPE): Integrated information system for employment services.

The governance bodies of the NES include:

- The Sectoral Conference on Employment and Labour: A body for collaboration between the State and the CCAAs.
- The General Council of the National Employment System: Consultative and participatory body with 76 members (State, CCAAs, social partners).
- The Standing Committee of the General Council of the National Employment System: A standing committee with 24 members.
- The State Commission on Vocational Training
- The Commission for the Monitoring and Evaluation of the National Youth Guarantee System

The State Public Employment Service (SEPE)

The SEPE is a tripartite governance body with responsibility for managing unemployment benefits, certain active employment policies (in Ceuta and Melilla), and drafting regulations in the field of employment, training and unemployment benefits. It has 7,375 employees and a budget of €28,278,000,000 for 2025.

The 17 Public Employment Services of the CCAAs are tripartite governance bodies with powers in the management and development of active employment policies (registration of jobseekers, guidance, training, intermediation). Together with the SEPE, they are involved in drawing up the strategy and instruments for planning and coordinating employment policy.

An association: The Ibero-American Network of Public Employment Services (RISPE)

The Ibero-American Network of Public Employment Services (RISPE) was created on 23 May 2023 with 14 member states. RISPE aims to promote cooperation and collaboration between the public employment services of the Member States, primarily in the areas of employment policy, the management and promotion of employment promotion programmes, career guidance, the improvement of vocational training and on-the-job training, and the management of unemployment benefits.

In conclusion

Governance and partnerships are at the heart of the new ecosystems of Public Employment Services in Spain. The complexity of the distribution of competences requires strengthened governance mechanisms at territorial level, with the social partners and with the plurality of players that make up public-private collaboration. The importance of "leaving no one behind" in the face of the triple transition (digital, green and demographic) requires personalised attention tailored to the needs of individuals, businesses, the labour market and the most vulnerable groups. Strengthening international partnerships and networks, such as RISPE, is essential for collaboration and the exchange of experience and good practice.

Renewed partnerships for more effective action on the labour market

Joint presentation by Ms. Florence DUMONTIER (France Travail) and Ms. Céline JAEGGY (Unédic)

In a rapidly changing labour market, the need for renewed partnerships and more effective action is more vital than ever. Céline Jaeggy, Director of Legal and Institutional Affairs at Unédic, and Florence Dumontier, Director of External Relations at France Travail, presented a transformative vision for the public employment service in France at the WAPES World Congress in May 2025.

They began by presenting the various stakeholders in the Public Employment Service in France.

The Public Employment Service in France is based on two interdependent pillars:

1. The Comité National pour l'Emploi (National Employment Committee): This committee is the forum for consultation and coordination of employment and integration players at national level. It defines national strategic guidelines and brings together the State, the social partners, representatives of local authorities, organisations working in the field of employment and inclusion (including Unédic and France Travail), solution providers and user representatives.
2. The Multiannual Tripartite Agreement: A multiannual agreement between the State, Unédic and France Travail defines the main strategic guidelines for the period 2024-2027 and the resources allocated by the State and Unédic to France Travail.
3. The agreement is based on three main objectives:
 - Access to sustainable employment
 - Compensation for unemployed users
 - Support for employer recruitment

The Employment Network

The Employment Network brings together all the players involved in employment, integration and training, in order to create better coordination for the benefit of users. The players who can participate in the network include operators offering specific support solutions and support services (APEC, adapted companies, employment centres, ETTs, etc.), family allowance funds and the Mutualité sociale agricole.

Legal players

The legal players include the State, the regions, the départements, the municipalities and groups of municipalities responsible for the missions of the France Travail network, as well as specialised players such as Missions locales and Cap emploi.

Unemployment Insurance: Principles, Players, Benchmarks

Unemployment insurance in France is based on the founding principles established in 1959 with the creation of the unemployment insurance scheme and its managing body, Unédic. Funded by employers' contributions and a fraction of the CSG, it is designed to complement existing public support. It is a compulsory, contributory social insurance scheme, a national, cross-industry scheme based on solidarity, with its origins in agreements governed by law and joint management.

Rules defined by the social partners

Unemployment insurance rules are defined by the social partners through a process of negotiation and agreement. The framework document sent by the Prime Minister to the social partners specifies the objectives in terms of the financial trajectory, the negotiation deadline and, where applicable, the framework for regulatory changes. In the absence of an agreement between the social partners, or in the absence of approval, the State is authorised to define the regulations by decree.

The Full Employment Act

The Full Employment Act establishes a clear complementarity between the public and private sectors, enabling the Employment Network to share data and objectives, to co-construct pathways tailored to each profile, and to mobilise local and national expertise in a coordinated manner. The result is a more agile, faster and more inclusive response, at the service of all jobseekers and as close to the regions as possible.

The Full Employment Act provides for better identification and specific support for people who are furthest from the labour market. France Travail's challenge is to coordinate this work, particularly for specific groups such as people under judicial supervision, newly arrived foreigners or people living in disadvantaged neighbourhoods ("QPV"). The main objective is to facilitate their integration into the labour market so that they can regain their dignity through employment and meet the needs of businesses.

The main priorities of the "Identifying all Jobseekers" programme

The aim of the programme, which was born of the changes brought about by the "Full Employment Act" and the France Travail report, is to work differently with our partners, by consolidating coalitions of players, to offer everyone the chance to access employment. Users likely to require support are identified and registered with France Travail at the appropriate time, with the support of local structures and associations.

The Ecosystem

Building a path and solutions for everyone with our partners is at the heart of France Travail's strategy. The players involved in access to employment, the removal of barriers to employment, and cooperation in the territories include rural areas, overseas territories, disadvantaged neighbourhoods, and various socio-economic players for training.

A few figures to illustrate concrete actions with the Ecosystem

- 307,500 sports associations in France
- 18.4 million sports licences and other participation instruments issued by federations
- 282 state-funded operators in the regions (identification and remobilisation offer)
- 18.9% greater chance of an ex-prisoner finding a stable job after re-registering with France Travail (after their sentence)
- 18.7% higher unemployment rate in disadvantaged neighbourhoods (1,514 disadvantaged neighbourhoods with lower incomes than the rest of the population)
- 58% of foreign newcomers registered with France Travail have a level of education equivalent to high school.

Examples of concrete actions

- **Du Stade Vers l'Emploi" events in prisons:** A "job dating" event was organised at the Metz-Queuleu prison (Moselle), in collaboration with France Travail and the French Football Federation. This initiative marks the first time that such a scheme has been set up in a prison, bringing together a dozen recruiters and company directors to meet around fifty prisoners at the end of their sentences.
- **Guide d'Action " Travailler en France:** A mobile application that aims to quickly connect newly arrived foreigners with local vacancies in labour shortage sectors, simplify access to information to improve employability, and enhance the value of applications to promote inclusive recruitment.
- **Guide for France Travail staff:** This guide aims to support France Travail staff in setting up Identification and Remobilisation services, clarifying expectations and identifying a set of good practices for identifying and "reaching out" to the "unemployed".

The strategy of France Travail and its service providers

The strategy of France Travail and its service providers is based on a dual approach:

- A Challenge of Expertise: The mobilisation of specific expertise to respond to a variety of issues (health, finance, mobility, childcare, etc.) and the guarantee of offering reliable information for complex situations.
- A Capacity Challenge: An extensive network to support a large number of jobseekers and a strong commitment to offering services close to where jobseekers live.

A New Ecosystem for Employers

France Travail Pro is a brand designed to release the recruitment potential of all companies in all regions. This is a challenge that France Travail can only meet with the help of all its partners in the Réseau pour l'Emploi. The "Task Forces Entreprises" are company

teams made up of France Travail Pro and their partners set up in each employment area to speed up recruitment and keep the promise made to employers to "Tell us once".

An example of successful collaboration: *A national agreement based on a user-centred approach aims to work together to facilitate and streamline the search for candidates, take steps to fill hard-to-fill vacancies, encourage jobseekers to retrain, and help the most vulnerable (disabled people, NEETs, refugees, etc.) to regain self-confidence and dignity through work.*

Why and how does Actiris invest in a network of partners?

Joint presentation by Ms. Muriel Van DER AA and Mr. Nicolas D'HONDT

In a context where labour markets are changing rapidly and institutional challenges are multiplying, Actiris, the Brussels-Capital Region's public employment service, presented a strategic vision for investing in a network of partners at the WAPES World Congress in May 2025. This approach aims to understand and mobilise the new PES ecosystems to respond effectively to the needs of the labour market.

The Context of the Brussels-Capital Region

The Brussels-Capital Region is marked by a unique institutional complexity, with a diversity of public players, NPOs, NGOs, private companies and associations. This complexity requires a coordinated and integrated approach to meet the challenges of the labour market, particularly in disadvantaged areas such as the *poor crescent*.

Why and how Actiris invests in a network of partners

Actiris has developed an extensive network of partners throughout the region, with a particular focus on the most disadvantaged areas. This network includes public players, non-profit organisations, NGOs, private companies and associations.

To structure and optimise this network, Actiris uses a rigorous contracting cycle:

1. Specifications: Definition of expectations and objectives for partners.
2. Prospection and Needs Analysis: Identification of specific labour market needs.
3. Agreement and Annexes: Drawing up agreements and conventions with partners.
4. Subsidisation: Allocation of financial resources to support partners' activities.
5. Implementation of Activities: Implementation of agreed activities.
6. Monitoring: Follow-up and evaluation of activities to ensure their effectiveness.
7. Activity Report: Documentation and analysis of activity results.
8. Inspection: Verification and control of the compliance of activities.

The role of Actiris

Actiris plays a central role in coordinating and implementing the activities of its partners. This includes the management of training-employment centres, support committees and the co-creation of activities with partners. Actiris acts as a catalyst for training and employment, facilitating collaboration between the various players in the labour market.

A Network of Qualified Partners

To ensure the quality and effectiveness of its partnerships, Actiris uses rigorous selection and evaluation criteria:

- Quality of Design: Assessment of the design of projects and activities.
- Quality of Implementation: Evaluation of the implementation of projects and activities.
- Evaluation Process: Use of a public policy evaluation methodology to measure impact and effectiveness.
- Evaluation Criteria: Definition of specific criteria to assess partner performance.
- Evaluation Report: Documentation of the evaluation results.
- Objective Data: Use of quantitative and qualitative data to inform decisions.
- Recommendations: Formulation of recommendations for continuous improvement.

- Decision-making body: Takes decisions on renewing, adjusting or terminating partnerships.

Organisation of the Partnerships & Employment Programmes Department

The Actiris Partnerships and Employment Programmes Department is organised into several departments and services to ensure efficient and coordinated management:

- Employment Programmes Department: 75 employees dedicated to managing employment programmes.
- European, Local and Innovative Partnerships Department: 41 employees dedicated to European, local and innovative partnerships.
- Regional Partnerships Department: 45 employees dedicated to regional partnerships.

Specific services include:

- Activ'Job Service: Management of employment activities.
- Subsi-Job Service: Management of employment subsidies.
- Budget Management Service: Management of budgets.
- European Social Fund Service (ESF+): Management of European social funds.
- Local Coordination Department: Coordination of local activities.
- Representation and Innovation Department: Representation and innovation in partnerships.
- Public Partnership Projects Department (30%): Management of public partnership projects.
- Private Partnership Projects Department (70%): Management of private partnership projects.
- Partners for Employment Network Support Service: Support for partners for employment.
- Partnership Support Department: General support for partnerships.

In conclusion

Actiris, through a network of diversified partners and rigorous governance, aims to transform the employment market in the Brussels-Capital Region by tackling institutional challenges and effectively mobilising the ecosystems of public employment services. This collaborative and innovative approach makes it possible to respond to the specific needs of jobseekers and employers, while promoting inclusion and equity in the labour market.

Summary of the various contributions to the round table on governance and partnerships at the heart of the new PES ecosystems

Sources: Rapporteurs' notes

Common features and issues identified in the various presentations:

Institutional fragmentation and complex governance

- In many contexts (Spain, Bosnia-Herzegovina, Belgium), the multiplicity of players (State, regions, municipalities, agencies, NGOs) makes coordination essential.
- The PES can no longer function alone: it is necessary to create articulated ecosystems, based on clear frameworks of shared governance.

Demographic, digital and ecological transitions

- The PES are facing a threefold transition: an ageing population, the digitalisation of services and a shift towards greener economies.

- This calls for rapid adaptability, tailor-made services and greater inclusion of vulnerable groups.

The rise of public-private partnerships

- The PES are moving towards co-production of services with a variety of partners: businesses, NGOs, universities, local authorities, etc.
- This collaborative approach makes it possible to respond to specific needs on the ground, which are often better identified locally.

The strategic leverage of technology

- The digitisation of employment services (India, France, Belgium) facilitates access, monitoring and individualisation of pathways.
- But it also requires investment in skills and the fight against the digital divide.

The growing importance of international cooperation

- The development of regional and transnational networks (RISPE, CPESSEC, IOM, WAPES) enables the exchange of best practice, the coordinated management of migration and the pooling of innovations.

Here are a few examples of noteworthy initiatives:

International Labour Organisation (Michael Mwasikakata)

- Promoting a systems approach to PES based on the C88 and C181 conventions.
- Examples of effective ecosystems:
 - India (multiple technology platforms),
 - Colombia (interconnected providers at all levels),
 - Rwanda (PES-NGO-CBO cooperation).
- Encouraging mixed partnerships around training, information and guidance projects.

Bosnia-Herzegovina (Sanela Mešanović)

- Creation of three partnership ecosystems:
 - Cooperation with the IOM on migration management.
 - Development of a roadmap for the employment of foreigners.
 - Integration of more than 30 NGO partners in the employment strategy.
- Impact studies on the needs of businesses and obstacles to the employment of foreign workers.

Spain (María Antonia Agudo Rianza)

- Construction of a National Employment System (SNE) coordinated between the State and 17 regions.
- National strategic plans: EEAAE (2021-2024), PAFED (decent employment), SISPE (integrated information).
- Creation of RISPE, an Ibero-American network of PES to strengthen South-South cooperation.

France (Florence Dumontier & Céline Jaeggy)

- Implementation of the full employment law (2023): strong links between France Travail, Unédic and local partners.
- Identifying all jobseekers" programme: stronger coordination of players to reach out to invisible groups.
- Innovative schemes:
 - France Travail Pro,
 - events in prisons (from the stadium to employment),
 - mobile application "Travailler en France".



Belgium - Actiris Brussels (Muriel Van der Aa & Nicolas D'Hondt)

- Structuring a Network of Partners for Employment (RPE) with a rigorous agreement and evaluation cycle.
- Implementation of specialised services: Activ'Job, Subsidi-Job, local coordination, ESF+.
- Creation of an Employment Partnerships and Programmes Department with 160 employees in three divisions (employment, local, innovative and regional partnerships).

Country-Organisation (Speakers)	Findings / Challenges	Partnerships / Ecosystems	Concrete initiatives
ILO (Michael Mwasikakata)	Fragmentation of services, need for public-private integration and a global regulatory framework	Collaborative ecosystem model (e.g. India, Costa Rica, Rwanda), based on Conventions C88 and C181	Joint training, information exchange, mixed services, inclusive digitisation
Bosnia-Herzegovina (Sanela Mešanović)	Paradox: labour shortage despite high unemployment, poorly regulated migration	Ecosystems of cooperation with IOM, NGOs, employers - roadmap on the employment of foreigners	Analysis of the country's attractiveness, simplification of procedures for foreign workers
Spain (María Antonia Agudo Riaza)	Complexity of the multi-level governance system (State/CCAA), coordination essential	National Employment System (SNE), RISPE (Ibero-American network), State-CCAA collaboration	EEAAE 2021-2024, PAFED, SISPE, Decent Employment Strategy, tripartite governance
France (Florence Dumontier & Céline Jaeggy)	Need for coordination between PES, social partners, local authorities and specialist service providers	Réseau pour l'emploi and Comité National, tripartite agreement between the State, Unédic and France Travail	Identifier tous les DE" programme, France Travail Pro, support for specific target groups
Belgium - Brussels Capital Region (Muriel Van Der Aa & Mr Nicolas D'Hondt)	Regional institutional complexity, need for a strong partnership structure	RPE network structured by agreements, rigorous evaluation, specialised services	Activ'Job, Subsidi-Job, ESF+ services, structured support for partners and local innovation

This round table confirms that the PES must now think of themselves as platforms for coordinating complex ecosystems, and not simply as service providers.

The key lies in strategic cooperation, interoperability of tools, and the ability to co-construct responses with all local and international players.

The key to success lies in personalising pathways, relying on data, and opening up to hybrid alliances, so as to ensure that no one is left behind in an ever-changing labour market.

In conclusion

Faced with the growing challenges of the labour market (labour shortage, migration, territorial inclusion, etc.), this session emphasised that the Public Employment Services (PES) can no longer act alone.

To remain relevant and effective, they must open up to new ecosystems of cooperation, mobilising all stakeholders: employers, trade unions, NGOs, private agencies, local authorities and international partners.

The international examples presented during this round table (Spain, Colombia, Costa Rica, Bosnia-Herzegovina) illustrate innovative forms of shared governance, integrating technical committees, tripartite councils, multi-stakeholder networks and territorial

anchoring mechanisms. In France and Belgium, the rise of mechanisms such as *France Travail Pro* or the *task forces entreprises* reflects this same desire to broaden the scope of action and coordination.

In conclusion, the key to the transformation of the PES lies in their ability to act as territorial catalysts, combining public action and private initiatives in a network-based, co-construction approach. Only then will they be able to meet the challenges of more inclusive, responsive and sustainable employment.

Rapporteurs

- **Mr Issa ADEBODJE**, Director of Statistical Studies and Evaluation Monitoring, AEJ
- **Mr Fatogoma DIARRA**, Head of the AEJ donor project
- **Mr Thierry HUORT**, Consultant WAPES

Third sub-theme: Supporting the development of innovative, job-producing economies

The global economy is undergoing radical change with the emergence of new forms of economy and innovation, such as the green economy, the blue economy and digital industries. These transformations offer employment opportunities in new sectors, but also raise questions about training, retraining and the skills required. The innovation economy, characterised by rapid technological advances, is profoundly changing the dynamics of labour markets and forms of production and work.

The PES must anticipate and accompany these transformations by promoting proactive policies that support the development of a sustainable and inclusive economy, while ensuring that workers, particularly the most vulnerable, can adapt to these new forms of employment or activity.

We have chosen to tackle these issues in the form of parallel workshops covering 3 areas:

Workshop A: Green Economy, Circular Economy, Blue Economy...: Supporting the transformation of our economies

- Support the development and transformation of jobs, particularly in sectors related to renewable energy, energy efficiency, waste management, recycling, and the conservation and management of natural resources (agroforestry, fisheries).
- Establish, in consultation with economic actors and professional branches, training and retraining programmes to enable workers to acquire the skills needed to engage in emerging and sustainable sectors.
- Encourage and support start-ups and businesses to innovate in green technologies, sustainable resource management solutions and environmentally friendly products.
- Promote financing mechanisms that support green entrepreneurship projects, such as green funds and tax incentives.

Workshop B: The development of the digital and platform economy: Preventing risks and taking advantage of opportunities for the future of employment?

- How can we take advantage of the opportunities?
 - The creation of new jobs and new sectors
 - Productivity improvements for organisations (including PES)
 - New ways of developing skills
 - Job transformation and cross-sector mobility
- How can we prevent risks?
 - Combating the casualisation of jobs (Gig economy)
 - Preventing the growth of territorial inequalities (regional disparities) and professional inequalities (skills discrimination)
 - Coping with the dematerialisation and dehumanisation of work?

Workshop C: Increasing inclusion through the development of the social economy

- Supporting local development: Encouraging local initiatives that meet the specific needs of communities, creating local jobs and supporting the local economy.
- Strengthening skills and social entrepreneurship: Training and supporting social entrepreneurs, particularly in marginalised communities, so that they can create businesses that have a positive impact while generating income.
- Access to solidarity financing: Discuss ways of facilitating access to alternative financing, such as microcredit or ethical investment funds, to support social economy projects.
- Social innovation and technology: Exploring how new technologies can be used in the social economy to improve inclusion, whether through digital platforms, solidarity applications or self-help networks.

Workshop A: Green economy, circular economy, blue economy...: Supporting the transformation of our economies

Moderator: Mr Abou Bamba, Chairman of the Board of Directors of the Institut de Guerre Économique d'Abidjan (IGE).

Panellists

- **Ms Živa ŠTIGLIC**
Senior Adviser at the International Department of the Public Employment Service of Slovenia
- **Mr Mohamed Yeslem EL VIL**, Director of Self-Employment at the National Employment Agency TECHGHIL - Mauritania
- **Mr Jean-Louis KOUADIO**
Director of the Agence Emploi Jeunes - Côte d'Ivoire

Supporting the transformation of our economies

- Support the development and transformation of jobs, particularly in sectors linked to renewable energy, energy efficiency, waste management, recycling and the conservation and management of natural resources (agroforestry, fisheries, etc.).
- Set up training and retraining programmes, in conjunction with economic players and professional sectors, to enable workers to acquire the skills they need to enter emerging and sustainable sectors.
- Encourage and support start-ups and businesses to innovate in green technologies, sustainable resource management solutions and environmentally friendly products.
- Promote financing mechanisms that support green entrepreneurship projects, such as green funds and tax incentives.

BTC Campus: An innovative project promoting and encouraging entrepreneurship

Presentation by Ms Živa Štiglic

Ms Živa Štiglic presents here the experience of the *BTC Campus Programme*:

The BTC Campus programme is a collaborative initiative between the economic sector, the university sector and the public employment service in Slovenia. It aims to develop the entrepreneurial skills of unemployed people, particularly young people, but has expanded to include participants from different generations.

Some figures on Slovenia (2023):

- GDP per capita: €27,040
- GDP growth (2022): 2.5
- Average gross salary: €2,209
- Unemployment rate: 3.9% (Q3 2023)
- Population: 2.12 million

The BTC Campus programme is designed for unemployed people looking to re-enter the labour market by acquiring entrepreneurial skills.

Innovation and methodology:

- The programme uses *Design Thinking* methodology to apply innovative solutions to real-life business cases.
- It includes a *hackathon* to intensively develop solutions to specific user experiences.

Programme objectives:

- Set goals in terms of employment and business creation.

- Identify and acquire additional skills for a successful career or entrepreneurial path.
- Improve self-presentation during job interviews or presentations of business ideas.
- Understand the needs and problems of end users.
- Obtain advice on market research and better understand the needs of target users.
- Develop employment opportunities through one-to-one advice on CVs and job applications.

Ingredients for the success of this programme:

1. The fruit of tripartite collaboration:

- The collaboration between companies, the academic sector and the public employment service is a remarkable example of synergy in skills development.

2. The use of *Design Thinking*:

- Applying the *Design Thinking* methodology to solve real-life business problems is an innovative approach to the rapid transfer of knowledge into practice.

3. The hackathon:

- The inclusion of a hackathon in the programme enables intensive, targeted solutions to be developed for specific user experiences.

What can we learn from this?

- The importance of collaboration:
 - Collaboration between different sectors (economic, academic, and public) is crucial for skills development and innovation.
- Innovative methodologies:
 - Using methodologies such as *Design Thinking* can greatly facilitate the practical application of knowledge and innovation.
- Adaptability and Inclusion:
 - Expanding the programme to include participants from different generations demonstrates the importance of adaptability and inclusion in skills development initiatives.
- A focus on User Needs:
 - Understanding and meeting the needs of end users is essential to the success of entrepreneurial and professional initiatives.
- Practical skills development:
 - Emphasis on acquiring practical skills and improving self-presentation is crucial to success in the labour market and entrepreneurship.

Presentation of the pilot project for job creation in the agricultural sector

Presentation by Mr Mohamed Yeslem EL VIL

Mr Mohamed Yeslem EL VIL began by pointing out that the Mauritanian government has developed more than 4,000 hectares, 20% of which are reserved for young graduates to promote their professional integration through profitable, sustainable and environmentally friendly agriculture.

The objectives of the Project are to create more than 306 permanent direct jobs, including 102 for young graduates and 204 locally recruited workers, to integrate a new generation of producers trained in modern rice production techniques and thus to develop the value chains around production, with particular emphasis on environmentally friendly practices.

Implementation:

- Identification of Beneficiaries: A technical committee made up of experts in agriculture and entrepreneurship was set up to identify the young participants in a rigorous and transparent manner.

- Training of beneficiaries: The pre-selected young people receive training in rice production techniques, with 30% theory and 70% practice, developed by the Institut National de Promotion de la Formation Technique et Professionnelle (INAP-FTP).
- Funding: TECHGHIL has signed an agreement with Crédit Agricole de Mauritanie (CAM) to manage funding, collection and monitoring. Beneficiaries are financed in four instalments, covering seed, fertiliser and harvest.
- Technical support: An agreement has been signed with the Société Nationale de Développement Rural (SONADER) to provide supervisors to support beneficiaries throughout the rice-growing season.
- Technological support: TECHGHIL has developed a digital application, TechghilAgro, to help beneficiaries better manage water, detect disease, spot weeds and control pest birds.

What impact has the project had on the agricultural sector and the environment?

- The project has boosted the sector through a number of concrete actions, including the signing of employment contracts guaranteeing good living conditions for the workers.
- The TechghilAgro application enables better management of irrigation and targeted treatment of weeds, thus reducing the excessive use of herbicides.

The remarkable points of this experiment

- Collaboration between the PES and a bank: The collaboration with Crédit Agricole de Mauritanie for the financing and monitoring of beneficiaries is a remarkable example of partnership for agricultural development.
- The development of the TechghilAgro application: The development of the TechghilAgro application to help farmers better manage their crops is a significant technological innovation for the agricultural sector and an example of the concrete involvement of the PES in supporting this sector.
- Training and technical support: Practical training and technical support provided by experts throughout the rice-growing season are examples of comprehensive support for young farmers.

What lessons can we learn from this?

Collaboration between different institutions and experts is crucial to the success of agricultural development projects.

The use of innovative technologies, such as the TechghilAgro application, can greatly improve resource management and agricultural productivity, and thus contribute to the sustainability of the activity and the jobs generated.

Practical training and ongoing technical support are essential if young people are to be successfully integrated into the agricultural sector.

The emphasis on environmentally friendly practices and sustainable resource management is crucial to the long-term development of the agricultural sector.

Supporting the development of the Green Economy in Côte d'Ivoire

Presentation by Mr Jean-Louis KOUADIO

Mr Jean Louis Kouadio presented the general context in Côte d'Ivoire:

- In Côte d'Ivoire, 77% of young people are under 35, i.e. more than 17 million people.
- Nearly 70% of young people are in vulnerable employment, particularly in agriculture and the informal sector.
- Agriculture accounts for 25 to 35% of GDP and provides a livelihood for more than 70% of the working population.

- The country is suffering the effects of climate change, with a 30% loss of agricultural productivity in some areas, significant deforestation, and a 90% loss of forest cover in 60 years.

He recalls that an international conference on the involvement of public employment services in the development of green employment was organised as part of a WAPES-AASEP and AGUIPE collaboration from 11 to 13 December 2018 in Conakry (Guinea)³. And that at the end of this event, which brought together public employment services, members of civil society, representatives of various ministries and NGOs, a number of recommendations were formalised and provided concrete input for the AASEP regional action plan.

Experiences and projects underway in Côte d'Ivoire

- Collaboration between the Agence Emploi Jeunes and the Ministry of the Environment and Sustainable Development to draw up a catalogue of green jobs aimed at combating unemployment, poverty and climate change.
- The Government's Youth Programme (PJGouv 2023-2025), with a budget of CFAF 1,118 billion, plans to reach 1.5 million young people, including 41,000 directly involved in green and circular industries.
- Strategic partnership with the ILO to develop skills training modules for young people in green jobs and mobilise international funds to boost green employability.
- Abidjan Legacy programme, involved in projects to restore degraded land, reforest and protect coastal areas, with a strong focus on including young people and women.
- More than 15 incubators and training centres are already in operation, supporting hundreds of young entrepreneurs in sectors such as sustainable cocoa, organic cashew nuts, solar energy and sustainable fishing.
- Regional and international cooperation with ECOWAS, the AfDB, the European Union and IFAD to integrate young Ivorians into regional value chains.

Some key figures for the outlook:

- More than 7 million green jobs could be created worldwide by 2030, with a direct opportunity for Africa.
- In Côte d'Ivoire, nearly 2 million young rural people could benefit from a sustainable agricultural transition.
- The circular economy could generate more than 50,000 new jobs by 2030, particularly in the plastics, agricultural waste and electronics recycling sectors.
- The blue economy offers significant potential, with over 25% of Côte d'Ivoire's coastal areas identified as strategic for the development of sustainable fishing, coastal tourism and marine energies.

In his conclusion, Mr Jean-Louis KOUADIO invited other countries to share experiences, strengthen South-South partnerships, and set up structuring and shared projects on a regional scale.

Points to remember from this presentation

- The development of a catalogue of green jobs in collaboration with the Ministry of the Environment and Sustainable Development is a remarkable example of the fight against unemployment, poverty and climate change.

³ WAPES-AASEP-AGUIPE Interregional Conference: Development and Promotion of Green Jobs, an opportunity for Public Employment Services, Conakry (Guinea) from 18 to 21 December 2023. Link: <https://wapes.org/event/development-and-promotion-of-green-jobs-an-opportunity-for-public-employment-services/?lang=en>

- The Government Youth Programme (PJGouv 2023-2025): The Government Youth Programme, with a record budget of CFAF 1,118 billion, is a remarkable example of investment in young people and green and circular industries.
- The Abidjan Legacy Programme, involved in projects to restore degraded land, reforest and protect coastal areas, is a remarkable example of the inclusion of young people and women in projects with a high environmental value.

What lessons can we learn from this?

- Collaboration between different institutions and partners is crucial to the development of green jobs and the fight against unemployment and poverty.
- Investment in young people and in green and circular industries is essential for sustainable development and job creation.
- Innovation and training for young people in green jobs are crucial to boosting green employability and combating climate change.
- Regional and international cooperation is important to integrate young people into regional value chains and develop structuring projects on a regional scale.

General conclusions of Workshop A: Green Economy, Circular Economy, Blue Economy...: Supporting the transformation of our economies

Sources: Rapporteurs' notes

The presentations and discussions demonstrated the importance of innovation, collaboration between sectors, and investment in skills and green technologies to support the transformation of the economy.

The workshop highlighted the importance of collaboration, innovation, and investment in skills and green technologies to support the transformation of economies towards more sustainable models. The lessons drawn from the presentations and discussions are relevant to both Northern and Southern countries, which face different challenges and opportunities related to demographics and labour markets. Policies and programmes need to be adapted to meet the specific needs of local communities and environments, while always encouraging collaboration and innovation.

Key points to remember / Key messages

- The transition to a green, circular and blue economy is essential if we are to meet the climate, social and economic challenges.
- Young people and women must be at the heart of national and regional strategies.
- Technological innovation (applications, incubators, hackathons) plays a key role in transforming traditional sectors and creating quality jobs.
- South-South and South-North cooperation needs to be stepped up to share experiences and strengthen the impact at regional level.
- There are strong projections: in Côte d'Ivoire, 2 million young rural people could benefit from the sustainable agricultural transition, 50,000 jobs are expected from the circular economy, and there is enormous potential in coastal areas for the blue economy.

What lessons can we learn from this?

- Collaboration between the economic, academic and public sectors is crucial for skills development and innovation. The examples of the BTC Campus programme in Slovenia and the pilot project to create jobs in the agricultural sector in Mauritania illustrate the importance of these partnerships.
- The use of innovative methodologies such as *Design Thinking* and the inclusion of hackathons can greatly facilitate the practical application of knowledge and innovation. These approaches enable targeted and intensive solutions to be developed for specific user experiences.



- Adaptability and inclusion are essential in skills development initiatives. The expansion of the BTC Campus programme to include participants from different generations demonstrates the importance of these principles.
- Understanding and responding to the needs of end-users is essential to the success of entrepreneurial and professional initiatives. This is particularly relevant in the context of the green and circular economy, where solutions need to be tailored to the specific needs of local communities and environments.
- The focus on acquiring practical skills and improving self-presentation is crucial to success in the labour market and entrepreneurship. Training and retraining programmes must be designed to meet the needs of emerging and sustainable sectors.

Some key quotes

- ✓ "In 60 years, Côte d'Ivoire has lost almost 90% of its forest cover".
- ✓ "TECHGHIL has created 306 direct jobs, including 102 for young graduates".
- ✓ "BTC Campus combines design thinking methodology, hackathons and real-life cases to develop innovative solutions.

Summary table

Country / Structure	Project / Initiative	Objectives	Key partnerships	Innovations / Good practices	Conditions for transferability
Mauritania / TECHGHIL	Sustainable agricultural integration pilot project (rice growing)	Integrating young graduates into profitable, sustainable and supervised agriculture	Crédit Agricole, SONADER, INAP-FTP	TechghilAgro application for irrigation, diagnostics and environmental management	Requires access to farmland, technical partners and digital support
Slovenia / Public Employment Service	BTC Campus programme for entrepreneurial skills	Strengthening the entrepreneurial skills of the unemployed, encouraging self-employment	Economic sector, universities, PES	Design Thinking methodology, hackathons, case studies	Requires cross-sector collaboration and entrepreneurial support capacity
Côte d'Ivoire / Youth Employment Agency	Green and circular jobs programme (PJGouv, Abidjan Legacy, etc.)	Create green jobs, integrate 41,000 young people in sustainable sectors	Ministry for the Environment, ILO, ECOWAS, EU, IFAD	Catalogue of green jobs, thematic incubators, ILO task force	Need for a structuring policy framework, substantial funding and regional coordination

Rapporteurs of Workshop A

- **Mr Dallé Olo Timothée PALE**, Head of Green Jobs Project, Youth Employment Agency
- **Mr Yaya TRAORE**, ABOBO Agency Manager, Youth Employment Agency
- **Mr Thierry HUORT**, WAPES Consultant



Workshop B: The development of the digital and platform economy: Preventing risks and taking advantage of opportunities for the future of employment

Moderator: Dr. Franklin Patrick KOUASSI, Senior Lecturer in Economics, specialising in digital transformation and public governance

Panellists

- **Ms Leslie OSSETE**, Co-Founder & COO MSTUDIO, Côte d'Ivoire
- **Dr. Alexander HOGENBOOM**, Chief Technology Officer WCC Group, Netherlands
- **Prof. LIU Yongkui**, Associate Professor at the Chinese Academy of Labour and Social Security (Beijing) - China

Areas for discussion and questions

- How can we take advantage of the opportunities offered by the development of the digital and platform economy?
 - Creation of new jobs and new sectors
 - Improving productivity for organisations (including PES)
 - New ways of developing skills
 - Job transformation and cross-sector mobility
- How can we prevent risks?
 - Combating the casualisation of jobs (Gig economy)
 - Preventing the growth of territorial inequalities (regional disparities) and professional inequalities (skills discrimination)
 - Coping with the dematerialisation and dehumanisation of work?

The strategic role of digital technology in transforming the informal sector in Africa: Digitalising the informal to formalise the future

Presentation by Ms. Leslie OSSETE

This presentation is led by Leslie Ossete, co-founder and COO of Mstudio, a company focused on the digitalisation of the informal sector in Africa, whose main objective is to transform this sector in French-speaking Africa, with a particular focus on supporting women and young people.

Here are some key statistics:

- 85% of jobs in sub-Saharan Africa are informal.
- 80% of informal sector players have no access to credit.
- 65% of informal traders are women.
- 15 million young people enter the labour market each year without finding a formal job in the WAEMU.
- Women informal traders earn 22% less than their male counterparts.
- 20 million individual retail businesses form a dense and fragmented network in the WAEMU.

She continued her presentation by sharing some data that paint a picture of the impact of digital technology in Africa:

- 1.23 billion mobile connections in Africa (GSMA, 2024), representing a penetration rate of around 93%.
- 70% of connections will be via smartphone in 2025, compared with 38% in 2018.
- 83% of young people (aged 15-35) access the Internet solely via their mobile.
- 51% mobile Internet access in sub-Saharan Africa by 2023, growing rapidly according to the GSMA.
- The global market for work via digital platforms is expected to reach 455 billion dollars by 2026.

The "Mstudio" model:

Mstudio is a start-up that is transforming the informal sector in French-speaking Africa by recruiting the best entrepreneurs to launch other start-ups that meet real needs. Mstudio finances these projects and supports them with experts, drawing on proven business models from English-speaking Africa.

What impact will this have on the informal sector?

- Facilitate the supply of quality inputs/goods at advantageous prices.
- Digitalising operations and monitoring activities, while using the data to provide access to credit facilities.
- Diversify sales channels and/or sources of revenue to increase overall income.

An entrepreneurial response to employment challenges:

- Inclusion of young people and women: priority targeting of young people and women entrepreneurs, who are often excluded from traditional labour markets.
- Public-private partnerships for a systemic impact: working with institutional players, NGOs and investors to strengthen the ecosystem of support for informal workers.
- Accelerating formal employment: digitalising informal sector activities to encourage their formalisation and access to safety nets.
- Access to finance and training: using technology to create economic data histories and facilitate access to credit and skills development.

Examples of startups supported by Mstudio:

- BuuPass: A digital platform that helps VTC drivers obtain the financing they need for new vehicles and expand their fleet.
- Qtuzo: A platform that enables content creators and influencers to monetise their audience on social networks effectively.
- Djè: A digital payment solution to help African merchants bank and facilitate their access to credit.

The strategic roles of digital:

- Data creator: digital creates data traces that can be used to improve access to credit, insurance, etc.
- Facilitator of inclusion: thanks to smartphones, easier access to markets, financial services and productivity tools.
- Boosting skills: online training platforms, micro-learning.
- Breaking down barriers: providing access to regional and international markets.

What are the risks and challenges of working on platforms?

- Digital divide: exclusion of people without access to digital tools or digital skills.
- Increased job insecurity: proliferation of small jobs with no social protection (gig economy).
- Increased dependence on platforms: risk of concentration of economic power in the hands of a few players.
- Income instability: variable earnings for digital workers, with no minimum guarantee.
- Exploitation of personal data: massive data collection without adequate protection for informal workers.
- Bias in access to opportunities: algorithms favour certain profiles or markets to the detriment of others, reinforcing existing inequalities.

The remarkable points of this communication

Mstudio's focus on transforming the informal sector in Francophone Africa, with a particular emphasis on supporting women and young people, is an outstanding example of economic inclusion.

Mstudio's model of recruiting the best entrepreneurs to launch startups that address real needs is a notable example of how startups can be supported and coached to succeed.

The focus on the inclusion of young people and women, and on accelerating formal employment, is an example of how digitalisation can promote economic inclusion and the formalisation of the informal sector.

What lessons can we learn from this?

- Digitalisation is an essential catalyst for transforming the informal sector, creating data trails, facilitating inclusion, accelerating skills development and decompartmentalising markets.
- The inclusion of young people and women, who are often excluded from traditional labour markets, is crucial to economic and social development.
- Public-private partnerships are essential to strengthen the ecosystem of support for informal workers and promote their economic inclusion.
- The use of technology to create economic data histories and facilitate access to credit and skills upgrading is a major lever for skills development and economic inclusion.

Digital is not just a technological opportunity; it is a key driver for formalising the informal economy, strengthening economic inclusion, and building a more resilient and equitable future of work.

Preparing for the future: How can PES benefit from responsible AI in a transforming labour market?

Presentation by Dr Alexander HOGENBOOM

Dr HOGENBOOM's presentation addresses how Public Employment Services (PES) can leverage responsible Artificial Intelligence (AI) in a transforming labour market, with the aim of preparing for the future by supporting sustainable employment in the future economy, identifying new emerging occupations and skills, and using technology as a catalyst.

Definition of Responsible Artificial Intelligence:

AI refers to machines with human-like cognitive intelligence, capable of following rules, applying logic, learning and solving problems. AI algorithms perform tasks such as prediction, classification and trend identification to support decision-making.

What are the challenges?

AI has become a commodity, and the challenges include selecting and processing data, selecting algorithms, evaluating results, and preventing biased models.

Guidelines, legislation and standards for responsible AI are being introduced around the world, with examples including the LAC (IDB), the Digital Development Partnership (World Bank), and the AI Act (EU).

What are the key elements of Responsible AI?

- Risk management and monitoring.
- Protection of human rights.
- Appropriate data governance.
- Ensuring transparency.
- Preservation of human control.
- Methodological soundness.

Responsible AI for SPEs: what are the general guidelines?

- Ensure transparency and keep a human in the loop to ensure compliance with the most stringent AI regulations.
- Use data-driven self-learning capabilities in a supporting role, while remaining controllable.
- Focus on algorithm explainability and methodological rigour in algorithm development and delivery.

- **« By Design" compliance:**
 - Aim for transparency of the AI solution.
 - Design the AI solution in such a way as to allow the integration of domain knowledge.
 - Allow full control over the use of data and models.
 - Carry out appropriate monitoring of the AI solution.
 - Aim for user acceptance through engagement.

A few examples of concrete applications:

Malaysia:

- Objective: Match supply and demand in the large-scale labour market.
- Challenges: Millions of jobseekers and job vacancies, explaining match results in an understandable way.
- Lessons learned: Appropriate sizing of equipment is essential, different types of explanations help users to validate and accept the results of a system.

Costa Rica:

- Objectives: Prepare the workforce for the future, explore untapped skills potential.
- Challenges: Greenfield project, gaining people's trust to share data.
- Lessons learned: Align stakeholders and agree on objectives and terminology, some users need to be pushed more subtly to provide relevant input data.

The Netherlands:

- Objective: To ensure that people who are very far from the labour market cease to receive social benefits in the long term.
- Challenges: Helping people become self-sufficient and employable before linking them with jobs.
- Lessons learned: Even the best technology is doomed to failure if it is not integrated into an appropriate business process.

Key Learning:

- There is no one-size-fits-all approach to AI to support SPEs.
- Do the right things and do them well.
- Technology must be integrated into processes to thrive.
- The human factor remains crucial.

Standout points from this presentation:

- Transparency and Compliance

The focus on transparency and compliance with the most stringent AI regulations is an outstanding example of how SPEs can use AI responsibly.

- Practical applications

Examples from Malaysia, Costa Rica, and the Netherlands show how responsible AI can be applied in different contexts to support PES and improve labour market outcomes.

- Compliance by Design:

Compliance by Design, with a focus on transparency, integration of domain knowledge, and control over the use of data and models, is an example of how AI solutions can be designed to be responsible and compliant.

What can we learn from this?

- Transparency and compliance with AI regulations are essential to ensure that the technology is used ethically and effectively.
- Technology needs to be embedded in processes to thrive, and the human factor remains crucial to the success of AI solutions.
- Real-world applications demonstrate the importance of adapting AI solutions to local contexts and specific user needs.



- Compliance by design is essential to ensure that AI solutions are responsible and comply with emerging regulations.

The development of the digital and platform economy in relation to the development of employment

Presentation by Professor Liu Yongkui

Digitalisation as a catalyst for employment

Professor Liu Yongkui highlighted the central role of digital transformation in the development of employment. In his view, the integration of digital technologies is accelerating the modernisation of public employment services and improving the efficiency of the labour market. Digital platforms, supported by artificial intelligence, can reduce job search times and better match skills to market needs.

Enhancing skills and adapting curricula

Professor Liu stresses the urgent need to reform training programmes to meet the needs of the labour market in the digital age. He advocates for:

- The development of curricula incorporating skills in data, cloud computing, AI and e-commerce.
- Strengthening cooperation with international ecosystems for the transfer of skills.
- The creation of targeted programmes for young people, the unemployed and workers undergoing retraining.

Platforms and the inclusion of informal workers

He advocated the use of digital platforms to integrate informal sector workers into a more stable economic framework:

- Digital access to financial services.
- Support for entrepreneurship and self-employment.
- Networking with customers and access to ongoing training.

These mechanisms promote formalisation, social protection and inclusive growth.

The need for public leadership and an institutional framework

Prof. Liu presented a Chinese ministerial initiative launched in February 2024: the Action Plan to Strengthen Digital Literacy and Skills. This inter-ministerial strategy involves the Ministry of Education, the Ministry of Industry and Information Technology and the Ministry of Human Resources.

It aims to:

- Raise the level of digital skills nationwide.
- Reduce the digital divide, particularly in rural areas.
- Accelerate the digital transformation of businesses.
- Promote accessible and efficient digital public services.

It calls for:

- Mobilising public companies for digital inclusion.
- Developing employment policies that are sensitive to gender and local specificities.
- Strengthening governance and multi-sector partnerships.

In conclusion

Professor Liu Yongkui's presentation illustrates how digitalisation, when strategically integrated into employment policies, can be a major lever for creating job opportunities, particularly for young people, informal workers and people excluded from traditional employment channels.

General conclusions of Workshop B: The development of the digital and platform economy: Preventing the risks and taking advantage of the opportunities for the future of employment

Sources: *Rapporteurs' notes*

The digitalisation of the economy is both a promise and a challenge. This workshop highlighted the opportunities that digital platforms represent for transforming employment, but also the structural risks associated with casualisation, digital exclusion and the dehumanisation of work. Three complementary presentations - from West Africa, Europe and Asia - provided an insight into the diversity of models for integrating digital technology into active employment policies.

Côte d'Ivoire - Mstudio: Digitalising the informal to formalise the future

Leslie Ossete, co-founder of Mstudio, shared a powerful vision: to use technology to transform the 85% of jobs in Africa that are informal into economic opportunities. "Digital is a chance to build bridges between the informal and the formal, between the excluded and the structured economic systems."

The Mstudio model is based on a start-up studio that recruits the best tech entrepreneurs, supports and finances them, and connects them to an ecosystem of investors and public partners. Platforms such as Djè (digital payments) and BuuPass (mobility) illustrate this ability to structure new sectors.

Lessons learned:

- Digitalisation is creating useful economic footprints for credit, social protection and training.
- Women and young people are the priorities for action, with an inclusive approach.
- Public-private partnerships are essential if we are to scale up.

Netherlands - WCC Group: Responsible, ethical AI integrated into PES

Dr Alexander Hogenboom, CTO of WCC, has developed a pragmatic vision of artificial intelligence applied to PES. For him, "it's not enough to have good technology, it has to be used properly. And for that, the human factor remains decisive".

Using case studies from Malaysia, Costa Rica and the Netherlands, he showed that AI can improve the targeting of profiles, anticipate market needs and help to reduce placement times. But this presupposes AI that is "compliant by design", i.e. transparent, explainable, under human supervision, and integrated into PES business processes.

Lessons learned:

- AI is not magic: it requires ethical and rigorous governance.
- User confidence depends on the clarity of models and the ability to explain decisions.
- The results are only worthwhile if they are integrated into concrete policies and practices.

China - Labour Academy: Inclusive digitisation and institutional leadership

Professor Liu Yongkui presented a systemic approach supported by the Chinese government: the "Action Plan for Digital Literacy", launched in 2024. This inter-ministerial plan combines education, industry and employment to raise the national level of digital skills, reduce the technological divide (particularly in rural areas), and structure the digital economy.

For him, in the same spirit as in Ms OSSETE's remarks, platforms can become formalisation tools for informal workers, provided they are coupled with support, social protection and skills recognition policies.

Lessons learned:

- Digital transformation requires clear public leadership.
- Ongoing training and upgrading of curricula are essential.
- Digital inclusion requires multi-sectoral and targeted action, particularly for young people and vulnerable groups.

Key points to remember

- Digital technology is a powerful lever, but it is not neutral: it must be geared towards inclusion, skills development and the creation of sustainable jobs.
- AI can only be effective if it is ethical, transparent and contextualised. Human expertise remains essential to guarantee its social impact.
- The informal sector can be transformed by digital technology, in particular through locally driven African entrepreneurial initiatives.
- Structured public policies - as in China - show that it is possible to organise large-scale digital transitions, by linking skills, infrastructure and inclusion.
- Inter-institutional partnerships and hybrid public-private models are catalysts for supporting these transformations.

Key messages

- ✓ Digitalisation is a major opportunity for the Ivorian economy.
- ✓ The government plays a crucial role in making digital services accessible.
- ✓ The transformation of the informal sector requires the integration of digital tools.
- ✓ Partnerships with start-ups and financial institutions facilitate economic inclusion.
- ✓ Training in digital professions will enable people to be better integrated into the workforce.
- ✓ Securing personal data is essential for a successful digital transformation.
- ✓ The digital economy opens up international opportunities for local talent.
- ✓ Identify skills and gaps to be filled through training adapted to technological developments.
- ✓ Create digital transition objectives for states, accompanied by support windows and mentoring programmes.
- ✓ Develop curricula adapted to new labour market standards.
- ✓ Encourage the leadership of public companies in digital inclusion.
- ✓ Strengthen multi-stakeholder coalitions to develop coherent and inclusive policies.

In conclusion

Workshop B revealed the obvious: **digital is not just a tool, but a new socio-economic environment.**

By integrating this reality, Public Employment Services can not only prevent undesirable effects (casualisation, exclusion, asymmetries), but also build sustainable and inclusive ecosystems.

As Dr Hogenboom pointed out: "It's not enough to do the right things. You also have to do the right things. - and that starts with a shared vision, the right tools and coordinated action.

Summary table

Country / Structure	Project / Initiative	Objectives	Key partnerships	Innovations / Good practices	Conditions for transferability
Ivory Coast / Mstudio	Digital transformation of the informal sector (Mstudio)	Digitalising the informal sector, promoting employment for young people and women, creating sustainable start-ups	Tech entrepreneurs, investors, NGOs, public institutions	Startup studio model, targeted funding, economic data platforms	Requires digital access, entrepreneurial ecosystems and support for local innovation

Netherlands / WCC Group	Integration of responsible AI in PES	Increase PES efficiency through ethical and transparent AI, improve job-skills matching	Public employment services, AI experts, international institutions	Responsible AI by design, transparency, human integration	Demand rigorous technological governance and adaptation to local realities
China / Academy of Labour and Social Security	National strategy for digital literacy and inclusion via platforms	Reduce the digital divide, formalise informal employment, improve digital skills	Ministries of Education, Industry, Human Resources	Multi-sector action plan, adapted curricula, e-services platforms	Requires strong public leadership, digital infrastructure and interministerial coordination

Rapporteurs of Workshop B

- **Ms OKROU, Epse LOBIA**, Deputy Director of Information Systems, Youth Employment Agency
- **Mr Tanir Boris YAUBOUET**, Deputy Director of Studies and Statistics, Youth Employment Agency
- **Mr Thierry HUORT**, Consultant WAPES



Workshop C: Increasing inclusion through the development of the social economy

Moderator: Mr Mawudjro Urbain S. AMEGBEDJ, Director General of the National Employment Agency of the Government of the Republic of Benin

Panellists

- **Ms Patricia Zoundi YAO** President FIPME (Fédération Ivoirienne des Petites et Moyennes Entreprise) - Côte d'Ivoire
- **Mr Moisés Martínéz Martínéz**, Expert in employment policies and administrative management, Servicio Público de Empleo Estatal - Spain
- **Mr Landry EMALE**, Head of the Special Programmes Unit, FNE (Fonds National pour l'Emploi) - Cameroon
- **Mr Sofiene EL KAMEL**, Head of Espace Entreprendre Gouvernorat de Gafsa -ANETI (Agence Nationale pour l'Emploi et le Travail Indépendant - National Agency for Employment and Self-Employment) - Tunisia

Background (note from the rapporteurs)

According to the World Bank, social inclusion enhances the dignity and opportunities of disadvantaged groups. It is essential for reducing poverty and promoting sustainable growth. The United Nations defines an inclusive society as one in which everyone has an active role to play, with mechanisms that facilitate participation and integration.

UNESCO emphasises that social inclusion is a key element in sustainable development and the fight against inequality. It is integrated into several development objectives, including education, urbanisation and gender equality.

The social and solidarity economy (SSE) plays a key role in social inclusion by putting people at the centre of economic concerns. Unlike traditional profit-driven economic models, the SSE promotes cooperation, solidarity and sustainability. In particular, it enables marginalised groups, such as women and young people, to participate actively in the economy.

SSE also contributes to sustainable development by reconciling economic, social and environmental dimensions. It aims to meet social needs that are not satisfied by the market and encourages the management of natural resources as a common good.

In Africa, the SSE is based on ancestral practices of pooling resources and community solidarity. Several countries have integrated elements of the SSE into their development policies, thereby promoting job creation and access to wider markets.

The social and solidarity economy (SSE) plays a key role in social inclusion by putting people at the centre of economic concerns. Unlike traditional profit-driven economic models, the SSE promotes cooperation, solidarity and sustainability. In particular, it enables marginalised groups such as women and young people to participate actively in the economy.

The aim of this workshop was therefore to explore how, and with what partnerships, public employment services could:

- Support local development: Encourage local initiatives that meet the specific needs of communities, thereby creating local jobs and supporting the local economy.
- Strengthen skills and social entrepreneurship: Train and support social entrepreneurs, particularly in marginalised communities, so that they can create businesses that have a positive impact while generating income.
- Facilitating access to solidarity financing: Discuss ways of facilitating access to alternative financing, such as microcredit or ethical investment funds, to support social economy projects.
- Supporting social and technological innovation: Exploring how new technologies can be put at the service of the social economy to improve inclusion, whether through digital platforms, solidarity applications or self-help networks.

Special Urban Employment Programme (USEP): "An innovative response to the challenges of employment in Cameroon's rapidly growing cities"

Presentation by Mr. Landry EMALE

Mr Landry EMALE introduced his presentation by outlining a number of factors in the Cameroonian context, but which are also encountered in many other countries: Rapid urbanisation in Cameroon:

- The urbanisation rate has risen from 39% in 1987 to 59% in 2022, leading to rapid urban growth and increased challenges for regulating the labour market.
- The expansion of cities: Urbanisation is accompanied by geographical expansion, absorbing areas that were previously rural.
- Urban employment is becoming a major issue in the face of demographic pressure and the need to create job opportunities.

The National Employment Fund (FNE) supports professional inclusion through programmes adapted to urban change.

The USEP programme is an innovative response that combines unemployment reduction, training in urban trades, development of local resources and labour-intensive work to improve the urban environment.

Mr EMALE gave a brief presentation of the FNE: The National Employment Fund was created by presidential decree on 27 April 1990 and reorganised by the decree of 28 August 2023. It has 17 agencies and a wide range of tools and programmes.

Its missions: To promote employment throughout Cameroon through intermediation, skills training, business start-ups (self-employment and micro-enterprises), and the dissemination of information on the job market.

The FNE has a network of regional and local agencies covering the whole of Cameroon, with branches in Maroua, Bamenda, Ngaoundéré, Bertoua, Douala, Yaoundé and other localities.

FNE Programmes and Tools:

For companies, numerous programmes: PED, PED-Ci, PREJ, Programme d'Appui au Retour des Immigrés Camerounais (PARIC), PAMEPADER, sector-based company seminars, recruitment support.

For jobseekers : a wide range of job search support services (TRE/ARE, TREI/AREI), Graduate Employment Programme (PED), Citizen Graduate Employment Programme (PED-Ci), Intensive Business Prospecting Campaigns (CIPE), Programme to Support the Integration and Reintegration of Vulnerable People into the Labour Market (PAIRPPEV), PARIC, Programme OFII, National Skills Collection Programme (PROCCON), PAMEPADER and the Urban Special Employment Program (USEP).

Context and justification for this programme:

Controlled urbanisation = opportunities: Well managed, it improves quality of life and stimulates sustainable growth. Conversely, poorly managed urbanisation = social risks: it encourages slums, poverty, crime, unemployment and job insecurity.

FNE proposes a concrete solution to these urban scourges with two arguments:

- The programme is in line with global priorities for employment and sustainable urbanisation.
- Cities produce more than 80% of the world's GDP, which reinforces their central role in development.

The USEP programme is based on the labour-based approach and aims to create local jobs (particularly for unemployed and unskilled young people) in towns and cities, while helping to clean up and improve the public environment in these towns and cities.

Key objectives:

- Improve the urban environment.
- Reduce mass unemployment among young people in urban areas.
- Use local materials to embellish towns through labour-based activities.
- Train young people in urban trades and give them qualifications to facilitate their socio-professional integration.

Initial results:

2,339 beneficiaries, including 1,765 men and 574 women.

Integration at the end of the programme: 906 men and 336 women.

Number of beneficiaries having undergone post-programme training: 186 men and 106 women.

Gender ratio: 75% men and 25% women.

What impact has the programme had on the beneficiaries and the community?

The USEP programme enabled various labour-based activities to be carried out, such as tree pruning, tree planting, the manufacture of stabilised earth bricks, the construction of gutters, the laying of paving stones, and many others.

Concrete examples: construction of gutters linking two neighbourhoods; manufacture of paving stones from recycled materials.

The setting up of this programme has made it possible to understand the need for governments to involve young people in urban areas in the construction of their towns and cities, and to use local materials efficiently to embellish towns and cities at lower cost using the HIMO method.

"Using the labour-based technique, we can get young people out of unemployment, by creating their own jobs based on the skills they have acquired and the post-saving loans they have received".

Recommendations: Share the experience of this socio-professional integration programme with PES facing similar problems linked to the galloping population growth in their countries, leading to increasing urbanisation.

Conclusion and outlook:

It is becoming important for PES to exploit and replicate this type of programme to combat mass unemployment, as FNE has done with the USEP programme.

Decision-makers and donors are called upon to provide financial support to PES seeking to support young people in urban towns under this type of labour-based programme.

The key points of this contribution:

The Special Urban Employment Programme (USEP) is a remarkable example of how employment programmes can be designed to meet the challenges of rapid urbanisation and urban youth unemployment.

The HIMO (High Intensity Labour) approach is an example of how public works can be used to create jobs and improve the urban living environment.

The results of the USEP programme, with 2,339 beneficiaries and various labour-based activities carried out, show the positive impact of the programme on the beneficiaries and the community.

What lessons can be drawn from this?

- The search for levers for professional inclusion is crucial if we are to meet the challenges of rapid urbanisation and youth unemployment in urban areas.
- The use of local materials to embellish towns at lower cost using the labour-based method is essential for sustainable development.
- The training of young people in urban trades and their socio-professional integration are important for their development and inclusion in the labour market.
- The duplication of programmes such as USEP is essential to combat mass unemployment and promote the socio-professional integration of young people in urban towns.



Increasing inclusion through the development of the Social Economy: The Social Economy in Spain and its impact on the Sustainable Development Goals

Presentation by Mr Moisés Martínez Martínez

Mr Moisés Martínez Martínez introduced his presentation by briefly tracing the history of the emergence of the Social Economy in Spain:

- The concept of the social economy, although it has been practised throughout human history, emerged in the ideological currents of the 18th and 19th centuries from the first industrial revolution and self-organised workers' socialism.
- The Spanish Social Economy Act (Law 5/2011, of 29 March) defines the social economy as all economic and commercial activities which, in the private sphere, are carried out by entities that pursue either the collective interest of their members, or the general economic or social interest, or both, in accordance with the following principles:
 - Primacy of people and social objectives over capital.
 - Application of the results obtained among the members and to the corporate purpose.
 - Promotion of internal and social solidarity.
 - Independence from public authorities.

The organisation of the Social Economy in Spain:

The State Secretariat for the Social Economy and the PERTE for the Social and Care Economy are key initiatives for promoting the social economy sector in Spain.

The PERTE⁴ ES&S is a strategic project aimed at promoting the social economy sector, which brings together entities with social and fair criteria that have the objective of social welfare, promoting community employment and defending the interests of various groups, considering values such as respect for the environment, social cohesion and gender equality.

This PERTE has been allocated over €2,500 million to stimulate an inclusive, people-centred economy.

Data on the Social Economy in Spain:

According to data from the Spanish Confederation of Social Economy Companies (CEPES), the various players in the social economy in Spain account for 10% of total GDP and contribute 12.5% of employment. The social economy is made up of 43,000 companies and entities generating almost 2.2 million jobs. The sample on which this study is based covers 3,310 companies with a total turnover of 206,228 million euros and 471,449 jobs.

Types of companies in the Social Economy: Cooperatives, fishermen's guilds, worker-owned companies, integration companies, agricultural processing companies, special employment centres, mutual societies, foundations and associations, business groups. They range from micro, small and medium-sized enterprises to large corporations.

Economic sectors in the Social Economy: Agriculture, livestock, forestry and fishing, services, construction, industry, multisectoral.

The Social Economy is ready to contribute to the achievement of the 2030 Agenda (ODD).

"Cooperation is the powerful lever that multiplies the effectiveness of our efforts".

⁴ The term PERTE in Spain generally refers to Strategic Projects for Economic Recovery and Transformation (*Proyectos Estratégicos para la Recuperación y Transformación Económica*). This is a key instrument in Spain's post-COVID recovery plan, financed in part by Next Generation EU funds. PERTEs are high-impact public-private projects designed to transform strategic sectors of the Spanish economy. They aim to boost innovation, competitiveness and sustainability in key areas such as: sustainable mobility (electric vehicles, batteries), advanced healthcare, agri-food, the circular economy, renewable energy and green hydrogen, digitalisation of SMEs, etc.

(Editor's note)

The communication's key points:

- In Spain, the Social Economy Framework Law (Law 5/2011) was enacted in 2011, establishing a common legal framework for SSE entities. This law aims to promote the social economy and recognise its role in society.
- The PERTE for the Social and Care Economy is an outstanding example of how strategic initiatives can be used to promote the social economy sector and stimulate an inclusive, people-centred economy.
- The contribution of the social economy to the 2030 Agenda shows the importance of cooperation and solidarity in achieving sustainable development goals.

What lessons can we learn from it?

- ➔ The social economy is crucial for promoting an inclusive and people-centred economy, considering values such as respect for the environment, social cohesion and gender equality.
- ➔ A common legal framework and strategic initiatives such as PERTE ES&S are essential to stimulate the social economy sector and promote social well-being and community employment.
- ➔ The contribution of the social economy to the 2030 Agenda shows the importance of cooperation and solidarity in achieving sustainable development goals.

The role of the National Agency for Employment and Self-Employment (ANETI) in the face of demographic challenges

Presentation by Mr. Sofiene EL KAMEL

Mr El Kamel began by presenting the trends in Tunisian demography:

- The Tunisian population (as of 01 January 2024): 11,887,412 inhabitants.
- Unemployment rate (Q3 2024): The unemployment rate is 16% on average but is higher for higher education graduates, around 23%.

Then the missions of ANETI:

- Promote the job market.
- Develop information on employment and professional qualifications.
- Implement programmes to promote employment and integration of young people.
- Developing entrepreneurship and promoting micro-enterprises.
- To organise the placement of Tunisian workers abroad.
- Facilitating the reintegration of emigrant workers after their definitive return.

ANETI covers the country with 92 Bureaux d'Emploi et du Travail Indépendant (BETI) and 22 Espaces Entreprendre (EE).

ANETI has embarked on a transformation (Vision 2030) aimed at:

- Modernising and innovating to become a model of public administration.
- Developing the use of communication channels: ANETI website, social networks (Facebook, LinkedIn, Instagram, YouTube).

ANETI already has a diversified range of Entrepreneurial Services to:

- Promote and consolidate entrepreneurial culture.
- Encourage the creation and sustainability of projects.
- Adapt the range of entrepreneurial services on offer.
- Strengthen entrepreneurial skills.
- Modernise support structures.
- Design a diversified entrepreneurial toolbox (start-ups, community companies, auto-entrepreneurs, SSEs, value chains).

The self-entrepreneur status was introduced in 2020 by the Tunisian government to encourage entrepreneurship and the inclusion of the informal sector.

The advantages of this status: payment of a single contribution, full social protection, preferential tax regime.

Community companies:

Carried by Decree-Law no. 2022-15 of 20 March 2022.

- Principles: Achievement of social justice, collective exercise of an economic activity.
- Advantages: Exemption from tax for a period of ten years, easy access to finance.

Start-ups benefit from a framework to facilitate the launch and development of their activities based on innovation and new technologies.

They can take advantage of the "Startup Grant" and the coverage of employer and employee contributions.

The communication's key points:

- Introduction of auto-entrepreneur status to encourage entrepreneurship and the inclusion of the informal sector.
- Creation of community companies to promote social justice and the fair distribution of wealth.
- A framework for start-ups to facilitate the launch and development of companies based on innovation and new technologies.

What can we learn from this?

- Professional inclusion is crucial to meeting demographic challenges and promoting employment and entrepreneurship.
- Promoting entrepreneurship and the creation of micro-enterprises are essential for economic and social development.
- Digitalising services is important for modernising support structures and promoting entrepreneurship.
- The framework for start-ups is essential to facilitate the launch and development of companies based on innovation and new technologies.

Inclusion through the Development of the Social Solidarity Economy: The Role of Social Enterprises in Local Development

Presentation by Mrs Patricia Zoundi YAO

In her speech, Patricia Zoundi Yao focused on the need to meet the challenges of precarious living conditions in rural areas, climate change, and Côte d'Ivoire's heavy dependence on imported foodstuffs.

Meeting the challenges of insecurity and climate change: She stressed the importance of putting people at the centre of actions to meet the challenges of insecurity and climate change. She stressed that this can be a competitive advantage for companies. She insisted on the creation of social or community enterprises to encourage the development of the local economy. One relevant example is the creation of Canaan Land, an agribusiness social enterprise that works with over 200 small local producers.

In her view, putting people at the centre of actions can be a competitive advantage for businesses, and the creation of social or community enterprises fosters the development of the local economy.

A concrete example: Canaan Land

Canaan Land is an Ivorian social enterprise created in 2019, which has been run by Patricia Zoundi Yao for several years. The company has established itself as a key player in agricultural modernisation in Côte d'Ivoire, working with more than 200 small local producers.

Patricia Zoundi Yao embodies a bold vision of an agricultural world where every producer, however modest, can become an accomplished entrepreneur, a player in economic development and a guardian of biodiversity.

She works every day for sustainable agriculture, a more inclusive economy and enhanced local value chains. Her commitment shows the importance of connecting the worlds of agribusiness, inclusive technology and the empowerment of rural women.

Some of the highlights of her speech:

The creation of Social Enterprises: The creation of Canaan Land, a social enterprise in agribusiness, is a remarkable example of how social enterprises can foster the development of the local economy and the inclusion of small producers.

The commitment to sustainable agriculture: This commitment to sustainable agriculture and a more inclusive economy shows the importance of putting people at the centre of actions to meet the challenges of precariousness and climate change.

What lessons can we learn from this?

- Putting people at the centre of action is crucial to meeting the challenges of precariousness and climate change, and it can be a competitive advantage for businesses.
- The creation of social or community enterprises is essential to encourage the development of the local economy and the inclusion of small producers. It is essential that governments work as quickly as possible to put in place a legal and statutory framework that facilitates the emergence of businesses serving this inclusive economy.
- The commitment to sustainable agriculture and a more inclusive economy is important for economic and social development.

General conclusions of Workshop C: Increasing inclusion through the development of the social and solidarity economy (SSE)

Sources: Rapporteurs' notes

Faced with the challenges of poverty, youth unemployment, growing inequalities and urban pressure, the social and solidarity economy (SSE) is emerging as a structuring lever for strengthening inclusion. Founded on the principles of cooperation, solidarity and social utility, the SSE puts people back at the heart of the economy. This workshop showed how the PES can support this alternative model, through concrete experiences from Africa, Europe and the Arab world.

During the workshop, we shared four key initiatives and lessons learned:

Cameroon - FNE: Special Urban Employment Programme (USEP)

The USEP programme is based on labour-intensive work (HIMO), in response to galloping urbanisation. It offers unskilled young people a chance to get involved in urban work (gutters, paving, green spaces), while making the most of local materials.

"Using the HIMO technique, we can get young people out of unemployment by enabling them to create their own jobs". - Landry Emale.

Lessons learned:

- Controlled urban development is becoming a vector for sustainable employment.
- The HIMO approach combines inclusion, the environment and local development.
- Replication of this type of programme is highly recommended for other PES facing similar demographic pressure.

Spain - SSE LOSS: A structuring framework for the SSE

Mr Moisés Martínez Martínez presented Law 5/2011 on the social economy in Spain and the PERTE ESS, endowed with €2.5 billion to stimulate a human-centred economy. The social economy accounts for 12.5% of national employment, with more than 43,000 active entities.

"Cooperation is the powerful lever that multiplies the effectiveness of our efforts."

Lessons learned:

- A clear legal framework enables the development of a solid SSE ecosystem.
- SSE makes an active contribution to the Sustainable Development Goals (SDGs).
- The promotion of community-based enterprises creates local economic resilience.

Tunisia - ANETI: Inclusion through social entrepreneurship and hybrid statuses

Mr Sofiene El Kamel gave details of the schemes set up by ANETI: self-entrepreneurs, community companies and start-ups. These emerging forms encourage economic autonomy, particularly in rural areas.

Lessons learned:

- Hybrid statuses such as community companies make it possible to reconcile economic activity and social justice.
- The modernisation of PES services involves digitisation and territorialisation.
- A diversified support offer is essential to stimulate entrepreneurial vocations.

Côte d'Ivoire - Patricia Zoundi Yao: Social enterprise as a local driving force

Patricia Zoundi Yao, founder of Canaan Land and an influential player in social agribusiness, illustrated how a social enterprise can combine agricultural modernisation, the inclusion of rural women and sustainable development.

"Putting people at the centre can become a competitive advantage for businesses."

Lessons learned:

- The social economy enhances the value of small producers and strengthens territorial resilience.
- Sustainable agriculture is a promising sector for the SSE in Africa.
- Institutional recognition and support are crucial to the development of these enterprises.

Key messages from this workshop:

- **The social and solidarity economy is a cross-cutting lever for economic, social and territorial inclusion.**
- **The PES have a central role to play** by structuring support ecosystems, co-financing local initiatives and promoting public-private-citizen synergies.
- **Hybrid statuses (self-entrepreneurs, community companies)** help to integrate vulnerable groups into society while strengthening citizen participation.
- **The link between social inclusion and urban transformation**, via labour-based approaches, needs to be explored and funded more.
- **A clear, incentive-based legal framework, ethical financing tools and political recognition of the SSE** are the pillars of a successful change of scale.

In conclusion

This workshop has highlighted that the Social Solidarity Economy is not a marginal alternative, but a strategic response to social, territorial and economic imbalances in many countries, both in the North and the South.

Through their diverse but convergent experiences, the speakers demonstrated that active inclusion and the creation of decent jobs can be co-constructed with communities.

Provided we believe in them, provide them with a legal framework, finance them intelligently and, above all, give them the means to grow.

Summary table

Country / Structure	Project / Initiative	Objectives	Key partnerships	Innovations / Good practices	Conditions for transferability
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Cameroon / National Employment Fund (FNE)	Special Urban Employment Programme (USEP)	Create urban jobs through labour-based works; integrate low-skilled young people; improve the urban living environment	Local authorities, FNE regional agencies, urban communities	Use of local materials; labour-based approach; in situ skills training	Requires municipal commitment, local human resources and logistical support
Spain / Servicio Público de Empleo Estatal	SSE LOSS and Social Economy Law	Structuring a SSE ecosystem; achieving the SDGs; promoting solidarity-based employment	Spanish government, CEPES, SSE entities, European funds	Clear legal framework; €2.5bn funded; multi-level support for SSE	Needs strong legal framework, political will and massive financial support
Tunisia / ANETI	Self-entrepreneur schemes, community companies, start-ups	Promote inclusion through social entrepreneurship; offer suitable statutes; modernise support tools	Tunisian ministries, incubators, local players, entrepreneur networks	Tax-exempt hybrid status; start-up grants; modernised counters	Demand for regulatory flexibility, support network and public innovation
Côte d'Ivoire / Canaan Land (SSE)	Agricultural and inclusive social enterprise (Canaan Land)	Adding value to small rural producers; promoting sustainable agriculture; empowering women	Local SMEs, agricultural cooperatives, rural women, international partners	Solidarity-based entrepreneurial model; inclusive tech; strong rural roots	Need for local entrepreneurial leadership, territorial roots and a strong social vision

Rapporteurs of Workshop C

- **Mr Marcellin KOUADIO KAN**, Head of Koumassi Regional Agency, AEJ
- **Mr Serge-Leger EDDY**, Head of Yopougon Regional Branch, AEJ
- **Ms Sonia KOUASSI**
- **Mr Thierry HUORT**, WAPES Consultant

Concluding summary of Theme 3 workshops: Supporting the development of innovative, job-creating economies

Source: Rapporteurs' notes

Three workshops, a common dynamic

Workshops A (green, circular and blue economies), B (digital economy and platforms) and C (social and solidarity economy) have, each in their own way, illustrated how the Public Employment Services (PES) can become catalysts for inclusive economic transitions, based on innovation, sustainability and social impact.

These three forms of emerging economy, while distinct, share a common imperative: to create jobs that are rooted in local realities, meaningful, sustainable and inclusive.

What lessons can be drawn from these three workshops?

First lesson: PES at the heart of innovative ecosystems

All the workshops have shown that the PES are no longer simply intermediaries between job supply and demand, but players who provide economic impetus.

Their role is evolving towards the territorial coordination of transitions, be they ecological, digital or social.

- In Workshop A, the PES support the ecological conversion of industries (sustainable agriculture, renewable energies, recycling).
- In Workshop B, they are integrating digital technology and AI into their tools and strategies.
- In Workshop C, they support solidarity-based entrepreneurship and businesses with a social purpose.

Second lesson: Tomorrow's economy will be local, hybrid and inclusive

The experiences presented (Mstudio, FNE-Cameroun, ANETI, Canaan Land, PERTE ESS, WCC Group, etc.) illustrate a transformation in the logic of production and employment:

- Local, because the solutions must be based on the specific needs of the territories (e.g. agriculture, urban services, green jobs).
- Hybrid, by combining a variety of statuses (self-entrepreneurs, start-ups, community companies, SSE) and public-private funding.
- Inclusive, with a strong focus on young people, women, informal workers and people who are far from the labour market.

Third lesson: Technological innovation at the service of human development

Whether we are talking about TechghilAgro in Mauritania, Design Thinking in Slovenia or responsible AI in European PES, technology is becoming a lever for inclusion, provided it is ethical, explainable and integrated. It facilitates

- Access to employment and credit.
- Recognition of skills.
- The creation of solutions tailored to local challenges.

Fourth lesson: A shared need for institutional structuring

All the success stories share a common foundation: a clear policy framework, strong public leadership and multi-stakeholder cooperation. Legislation (Spain, Tunisia), national plans (China) and incubators (Côte d'Ivoire) are all necessary instruments for turning innovative economies into genuine levers for development.

Key points

- **PES are the architects of tomorrow's jobs**, if they are equipped to anticipate and support the profound changes in local economies.
- **Innovation is not just technological**: it is also social, organisational and territorial.

- The **green, digital and social transitions** are not competing but complementary, and their convergence is creating new value chains for employment.
- To succeed, we need **bold public policies, inclusive regulatory frameworks, solid partnerships** and **constant attention to the needs of citizens**.

In conclusion

The three workshops showed that **the future of work cannot be decreed: it must be built**, at the crossroads of economic innovation, political will and collective action. By adapting to these new paradigms, the Public Employment Services can become the vectors of a regenerative, equitable and resilient economy.

This is a good illustration of the quote by Alain Kay, the American computer pioneer:

"The future is being built now, and the best way to predict it is to create it."



Fourth sub-theme: Putting people at the heart of employment policies and of our organisations

Preamble

In a context of profound economic and social change, employment policies and organisational strategies need more than ever to place people at the heart of their concerns.

Our approach aims to reconcile performance and well-being, by adopting indicators that are no longer limited to economic dimensions, but also integrate social development, quality of life at work and the inclusion of vulnerable populations.

The evolution of performance indicators, such as the Human Development Index (HDI), reflects this need to measure an organisation's success in a different way. It is no longer just a question of aiming for economic growth, but also of responding to the needs and aspirations of citizens, employees and users, by personalising services and paying greater attention to their well-being.

At the same time, taking account of vulnerable populations - whether they are disabled, excluded or discriminated against, or migrant populations - is becoming a central issue in guaranteeing inclusive and equitable policies. The fight against discrimination and the promotion of decent work are priorities for building working environments that are more respectful of rights and diversity.

Keynote speech for the round table: Introduction to the WAPES study on the future skills of public employment services

By Pr. Alex Nunn, Dean of Research and Professor of Global Political Economy and Social Policy at Leeds Trinity University in the UK

Professor Alexander Nunn's talk focuses on exploring the skills needs of Public Employment Services (PES) practitioners and anticipating future models of practice in this area. The main aim of the study he is conducting is to understand how the PES can adapt and evolve to meet the emerging challenges of the labour market.

Professor Nunn points out that the role of PES advisers is extremely complex and varies considerably from one service to another and from one region to another. The skills required of these advisers are wide-ranging and include an in-depth knowledge of labour market trends, the ability to collect, analyse and synthesise data, as well as the more relational skills of empathy, managing emotions and building relationships. In addition, advisers must master co-production, persuasion, sales techniques, communication, negotiation, resource management, problem solving, process management, and have administrative and IT skills. They must also be able to carry out "political work at street level", while embodying strong values.

The drivers of change, both external and internal, are also discussed. External factors include climate change, demographic transformations, migration, technological advances, and the changing needs of service users. Internal factors include the expansion of PES services, the adoption of new technologies such as artificial intelligence, and developments in service provision to employers and entrepreneurs. These factors underline the need for the PES to adapt and innovate in order to remain relevant and effective.

To better understand these dynamics, Professor Nunn proposes a multi-stage deliberative approach, including surveys and qualitative discussions with global PES experts. This method aims to identify a consensus on future skills needs and develop strategies to meet them.

In summary, this presentation highlights the crucial importance of training and coaching PES advisers to meet the changing needs of the labour market. It also highlights the importance of adapting to new technologies and emerging trends to ensure the effectiveness and relevance of the services offered by the PES.

Things to remember

- The role of the adviser is highly complex and varies considerably between PESs, demonstrating the need for varied and adapted skills.
- The drivers of change, both external and internal, show the importance of adapting to new trends and technologies to meet the skills needs of PES.
- The deliberative, multi-round approach to consulting PES experts is an example of how research can be conducted to identify skills needs and future challenges.

What can we learn from this?

- ➔ Training and support for PES are crucial to meeting skills needs and adapting to changes in the labour market.
- ➔ Adapting to the drivers of change, both external and internal, is essential for the development of skills and the effectiveness of PES.
- ➔ Embracing technology, particularly AI, is important for improving services and employer engagement.
- ➔ Deliberative research with global PES experts is essential to identify skills needs and future challenges.

Round Table: Putting people at the centre of employment policies and our organisations

Moderator: Ms Kerstin Holland is Head of International Relations at the Estonian Unemployment Insurance Fund (Eesti Töötukassa).

Panellists

- **Pr Coffie Francis José N'GUESSAN**, Executive Director of the Economic Policy Management Programme (GPE)-Abidjan - Côte d'Ivoire
- **Ms Reelika LEETMA**, Member of the Board of Directors of Eesti Töötukassa (Estonian Unemployment Insurance Fund) - Estonia
- **Mr Eser EROL**, Senior Employment Expert, İŞKUR - Türkiye
- **Mr Simon SCHMID**, Partner at SkillLab Managing Director of the Just Skills Hub - Netherlands

Objectives of the round table:

- To reflect on human-centred approaches in public policies and organisations.
- Explore how to reconcile economic performance and social well-being in working environments.
- Identify innovative solutions to promote inclusive and equitable working environments that respect the rights of all.

Gathering information on the labour market and designing employment programmes

Presentation by Professor Coffie Francis José N'GUESSAN

Professor Coffie Francis José N'GUESSAN's presentation focuses on the collection of labour market information and the design of employment programmes, with the aim of providing two concrete examples of actions to promote employment. The emphasis is on the crucial importance of labour market information gathering, which is the cornerstone of any effective employment initiative.

A first example of action is job-search support. This process begins by consulting reports on the employment situation, to gain a better understanding of market dynamics. An experimental phase is then implemented, including training adapted to different targets, in order to test and refine approaches. Once these stages have been completed, the results are incorporated into the work of the employment advisers, who then offer personalised support to jobseekers. For the future, it is suggested that mock recruitment tests be carried out in the delegations, that personalised follow-up be offered to jobseekers, and that skills assessment tests be added to better target individual needs.

The second example is the reactivation of a suspended programme, the Employment Assistance Programme (PAE in French), with a new *modus operandi*. Although this programme had produced good results, it had been suspended at the end of the 1990s, despite strong demand. A survey of work placements revealed that young people were organising themselves to obtain placements, with the telephony sector being the main host of trainees. The experimental phase of the PAE was carried out in partnership with Orange-CI, where AGEPE took charge of medical examinations, cover for work-related accidents, and the organisation of trainee selection, while Orange-CI welcomed the trainees, paid the trainee allowances, and supervised the trainees with the possibility of hiring them. The trainee recruitment process is similar to that for job offers. During the operational phase, the programme was extended to other companies to increase the number of internship and recruitment opportunities.

For the future, it is suggested to develop skills and facilitate the transition from the informal to the formal sector, to enhance the value of small trades through training leading to certificates or attestations, and to propose partnerships between young entrepreneurs and large companies to promote organisational learning.

In conclusion

Job search support and skills development are essential for a people-centred employment policy. Information gathering is crucial to the design of effective employment actions, and the examples presented illustrate innovative and adaptive approaches to meeting the changing needs of the labour market.

Highlights of this communication

- The reactivation of the Employment Assistance Programme with a new modus operandi is a remarkable example of how suspended programmes can be relaunched to meet current labour market needs.
- The partnership with Orange-CI for the experimental phase of the PAE shows how collaboration between government agencies and private companies can facilitate the integration of young people into the labour market.
- Enhancing the value of small trades through training leading to certificates or attestations (housekeepers, mechanics, etc.),
- Proposing partnerships between young entrepreneurs and large companies to promote organisational learning.

Lessons learned

- Gathering information on the labour market is crucial to designing effective employment programmes tailored to the needs of jobseekers.
- Personalised job search support is essential to help jobseekers navigate the labour market and find opportunities that match their skills.
- Skills development and the transition from the informal to the formal sector are important for improving employment prospects and promoting economic inclusion.
- Partnerships between young entrepreneurs and large companies are essential to promote organisational learning and facilitate the integration of young people into the labour market.

Measures to prevent unemployment: linking research and data to policy development

Presentation by Ms Reelika Leetmaa

Ms. Reelika Leetmaa began by presenting the Estonian Unemployment Insurance Fund. This is an independent public body with tripartite management, including the government, employers and trade unions. It offers placement services, financial support and assesses people's aptitude for work.

What are the main challenges facing the Estonian labour market?

- An ageing workforce.
- A quarter of the population of working age (25-64) has no vocational training.
- Some of them have obsolete skills.
- Companies are short of skilled labour.

In response to these challenges, Eesti Töötukassa has set up a "Work and Study" programme with the following objectives:

- To prevent unemployment among people at risk of losing their jobs.
- Reduce skills mismatches by updating employees' skills.
- Support structural changes in the economy and labour shortages in increasingly important occupations.
- Increasing labour productivity.

To achieve this, the PES uses a variety of measures to prevent unemployment:

- A training grant for employers (Estonian language skills, IT skills, green skills).
- Skills development seminars for everyone from 2025.
- Qualification certificates.
- Study allowances.
- Labour market training.
- And compulsory career guidance to help people make informed decisions.

To monitor the results of the programme, Eesti Töötukassa uses various dashboards in the data warehouse to assess the positive impact on participants' employment and wages.

Highlights of the presentation:

- The Estonian Unemployment Insurance Fund is an independent public body with tripartite management, including the government, employers and trade unions. This tripartite management structure is distinctive and enables a balanced and collaborative approach to providing effective placement services and appropriate financial support.
- The Work and Study programme is designed to prevent unemployment among people at risk of losing their jobs, reduce skills mismatches, support structural change in the economy and increase labour productivity. This programme is particularly noteworthy for its proactive and preventive approach.
- Diversified measures to prevent unemployment, such as training grants for employers, skills development seminars, and compulsory vocational guidance, are concrete and practical examples of how the Estonian Unemployment Insurance Fund addresses labour market challenges.
- The use of various dashboards in the data warehouse to assess the positive impact on participants' employment and wages is a methodical and data-driven approach to ensuring the effectiveness and relevance of the measures put in place.
- Programmes are adapted to meet demographic challenges, such as an ageing workforce and a shortage of skilled labour. This adaptation demonstrates a thorough understanding of labour market dynamics and a willingness to respond to changing needs.

What can we learn from this?

- Tripartite management, including government, employers and trade unions, is essential to provide effective placement services and appropriate financial support.
- Programmes need to be adapted to meet demographic challenges, such as an ageing workforce and a shortage of skilled workers.
- Updating employees' skills is crucial to preventing unemployment and keeping pace with structural changes in the economy.
- A diverse set of measures, including training grants, skills development seminars and compulsory career guidance, is needed to effectively prevent unemployment.
- Regular monitoring of results and evaluation of the impact of measures are essential to ensure their effectiveness and relevance.

İŞKUR's Innovations and Strategies for Vocational Guidance and Employment

Presentation by Mr Eser EROL

Mr Eser EROL presents the service offer of the Public Employment Service of Türkiye - İŞKUR offers a range of services including career guidance, employment counselling, employment services, active labour market policies, passive labour market policies, and various projects.

İŞKUR offers Career Guidance and Employment Counselling services for the main target groups:

- Jobseekers: Helping them find a job, solving professional adjustment problems, improving professional skills, helping them change professions or jobs.
- Employers: Meeting labour needs, information within the framework of legislation.
- Students: Guidance in choosing their profession via school visits, vocational selection support newspapers, vocational promotion days, vocational information brochures, İŞKUR campuses, and vocational test batteries.

The counselling service is "profile" based: The system relies on profiling to provide person-specific counselling services based on the risk profile/group. This is AI-supported risk profiling, with active jobseekers divided into three risk categories (low, medium, high) according to their probability of remaining unemployed for more than six months, based on 27 different parameters.

The NEET job search model: İŞKUR has been implementing a specific model for detecting NEETs and then providing job search support by mobilising digital career guidance services since August 2019.

Job coaching for people with disabilities aims to help them integrate socially and include them in working life to improve their employability. This initiative began in eight pilot provinces in 2018 and has expanded to 121 units in 81 provinces by 337 job coaches for people with disabilities.

Job Clubs: This is an intensive employment and vocational training counselling programme to provide a job search method and motivation support: 112 Job Clubs in 81 provinces, targeting women, young people, people with disabilities, the long-term unemployed, ex-prisoners, and drug addicts.

İŞKUR Campus is an initiative to improve the engagement of university students by offering individual or group counselling sessions on interviewing employers, job search methods, understanding the job market, CV preparation, and interview techniques.

The Internship Portal allows students to access and apply for internships in the private sector. It targets high school students, university students, master students and doctoral students.

İŞKUR Youth Programme:

- Part-time active workforce programme offering theoretical and practical training to university students with the support of public services in cooperation with public universities.
- Expected duration of the programme: a maximum of three days and 22.5 hours per week, with a minimum net daily wage and short-term insurance.

Vocational Integration programmes organised in cooperation with public institutions to provide knowledge, skills, work habits and discipline that will increase the employability of unemployed people belonging to groups requiring special policies.

Vocational training programmes:

- Benefits for participants: daily allowance, general health insurance, insurance premiums for accidents at work and occupational illnesses.
- Impact: significant and permanent increase in the chances of finding a job, avoidance of job loss, increase in job-seeking opportunities.

On-the-job training programmes:

- Benefits for participants: daily allowance, general health insurance, insurance premiums for accidents at work and occupational illnesses.
- Eligibility for employers: commitment to employ at least 60% of trainees.

On-the-job training programmes in the professions of the future:

- Train a skilled workforce to lead the digital transformation, targeting young people in occupations considered to be promising for the future.



- Programme duration: up to 9 months for participants aged between 18 and 29, with a higher daily allowance.

Some of the highlights of this presentation

- The use of AI for risk profiling of jobseekers is an outstanding example of how technology can be used to improve careers advice and guidance services.
- The NEET detection and job search model is an example of how digital services can be used to improve the employability of young people.
- The job coaching initiative for people with disabilities shows İŞKUR's commitment to including and integrating people with disabilities into working life.
- Job Clubs are an example of how intensive employment counselling and vocational training programmes can provide a method and motivational support for various target groups.
- On-the-job training programmes in professions of the future show İŞKUR's commitment to training a skilled workforce to drive the digital transformation.

What lessons can we learn from this?

- Career guidance and employment advice are crucial to help jobseekers, employers and students navigate the labour market.
- The use of AI for risk profiling is essential to provide specific and tailored careers advice and guidance services.
- The inclusion of people with disabilities in working life is important to improve their employability and social integration.
- Intensive employment counselling programmes, such as Job Clubs, are essential to provide a method and motivation support for various target groups.
- On-the-job training for the professions of the future is crucial to driving the digital transformation and developing a skilled workforce.

Supporting the people and employers of Ukraine

Presentation by Mr Simon SCHMID

Mr Simon Schmid describes SkillLab as an impact company that works with organisations around the world to empower governments with technology that creates fair labour markets through the universal language of skills.

Their modular solution helps governments and employment services build comprehensive labour market information systems. Their solutions, based on their award-winning artificial intelligence, develop user-verified skills data for individuals, employers and education providers.

Support for Ukraine:

SkillLab and the World Bank are supporting people and employers in Ukraine by providing the national employment agency with a skills profiling and career guidance solution to connect people in need with jobs and training.

The digitisation of employment services in Ukraine is empowering people and giving them access to remote and accessible services.

Significant results have been observed in terms of job seekers, added skills, and career matches.

Chronology and Key Events: Launch of the platform in Donetsk and Lviv, integration with the SES online job portal, onboarding of advisors, start of mapping of SES VET (Vocational Education and Training) courses, launch of the employer portal, employer awareness campaign, live education and training, completion of mapping of SES VET courses, education and training recommendations on the platform.



What kind of solutions?

- SkillLab's flexible, configurable and customisable platform connects people, education and jobs using skills as the language of the labour market.
- Platform components include services for jobseekers, education providers, vulnerable groups, occupational standards, labour market, career guidance, employability and segmentation, taxonomy maintenance, qualification standards, skills passport, skills gap analysis, content management, profiling, analytics and insights, recommendations, search and matching engine, data storage and management, skills and occupations taxonomy, API integrations, and technical administration tools.
- SkillLab's solution for connected, skills-based labour markets include an accessible and intuitive progressive web application for mobile, building confidence and capture skills, exploring interests, personalised career paths, jobs and training, generating CVs and applying for jobs, connecting remotely with SES advisers via chat and assigned tasks.

Feedback from public employment service administrators, advisers and jobseekers is essential for improving and adapting solutions.

Results:

- Preliminary World Bank ECR indicators on outcomes show increased likelihood of access to vocational training and employment.
- SkillLab's internal indicators on short-term results show positive results in terms of placement rates and increased likelihood of access to vocational training and employment.

Highlights of the presentation

SkillLab and the World Bank's support for individuals and employers in Ukraine demonstrates a commitment to helping populations in need and empowering individuals.

SkillLab's flexible, configurable and customisable platform is an example of how technology solutions can be tailored to meet the specific needs of labour markets.

The importance of feedback and iterative design when working on technological solutions, keeping the user at the centre.

What can we learn from this?

- Technology is crucial to creating fair and accessible labour markets, using the universal language of skills.
- Support for populations in need, as in Ukraine, is essential to empower people and enable them to access remote and accessible services.
- Technological solutions must be flexible, configurable and customisable to meet the specific needs of labour markets.
- Feedback and iterative design are essential to improve and adapt solutions based on user feedback.
- Positive outcome indicators show the importance of measuring and evaluating the impact of solutions to ensure their effectiveness and relevance.

Summary of the various presentations on the theme “The human factor at the heart of employment policies and our organisations”

Sources: Rapporteurs' notes

The five contributions - from Professor Alexander Nunn's keynote speech to the contributions of experts from Estonia, Côte d'Ivoire, Türkiye, the Netherlands and Ukraine - converged on one key point:

"Responding to changes in the labour market means putting people back at the heart of public employment services (PES)".

Whether it's in the way they guide, train, support or equip jobseekers, all their experiences show that "the effectiveness of employment policies depends on their ability to be rooted in individual, social and regional realities".

What are the key lessons and points in common from all these accounts?

The need to upgrade the role of advisers: Professor Nunn's keynote reminded us of the growing complexity of the skills required in this profession: empathy, negotiation, analysis, digital technology, change management.

This professionalisation calls for a rethink of initial and continuing training, moving away from traditional models so that organisation and management are themselves factors in the development of skills, and creating career paths that are integrated into the PES.

Personalised support: The Turkish example (İŞKUR) shows how AI enables fine-grained risk profiling for differentiated support. Türkiye and Estonia emphasise the importance of active guidance, from the earliest age and throughout life.

Pragmatism and partnerships: Pr N'Guessan illustrates with the "Ivorian EAP" and his partnerships with Orange-CI that concrete, co-constructed solutions involving the public and private sectors can make an effective contribution to social and professional integration.

Estonia shows that preventing unemployment also means investing in training for existing employees. This calls for a collective reflection on a more global treatment of the active population. Generally speaking, public employment services focus primarily on the unemployed and less on the employed. Services that are now more accessible thanks to the development of digital solutions should enable this broadening. Public employment services can no longer remain solely focused on curative measures in a "reactive" position; they must open up to more pro-action and more preventive strategies. Cooperation, partnerships and networking between players are now essential.

Inclusion of people who are far from employment and vulnerable

- Türkiye and the Netherlands are defending differentiated approaches for people with disabilities, NEETs and young people, with intensive programmes such as Job Clubs.
- In Ukraine, SkillLab is demonstrating that even in fragile contexts, it is possible to make services accessible, empowering and connected.

Technology should be seen as a lever, not an end in itself.

Technology is seen as a tool to strengthen human capacities, not to replace them. Whether it's AI (İŞKUR), skills platforms (SkillLab) or guidance tools (Estonia), user feedback is central to ongoing adaptation.

Key recommendations

- Strengthen "human" and relational skills in the PES: develop cross-disciplinary training in emotional intelligence, counselling, guidance and ethical behaviour.
- Institutionalise individualised career paths: embed in the PES approaches to progressive counselling, monitoring and adapting to professional transitions.
- Investing in prevention: targeting workers at risk, updating their skills, and coordinating and coordinating relations between the PES and companies with this common objective in mind.
- Designing inclusive schemes: integrating specific approaches according to profiles (gender, disability, youth, informal) to provide a tailor-made response.
- Building operational partnerships: making the most of coalitions between public, private, educational and social players to anchor policies at local level.

- Ensuring evidence-based governance: collecting, analysing, evaluating and adjusting policies on the basis of shared and transparent indicators.

Stakeholder Structure	Human approach highlighted	Innovative practices or tools	Cross-disciplinary teaching
Prof. Alexander Nunn (UK / WAPES Study)	Development of the social and relational skills of PES advisers; adaptation to users' needs	Global prospective study on the future skills of PES; international deliberative method	Human skills are essential in an increasingly complex environment
Pr Coffie F.J. N'Guessan (Côte d'Ivoire / GPE)	Personalised support based on market knowledge and co-construction with companies	Relaunch of the Programme d'Aide à l'Embauche (PAE) with Orange-CI; action training	People as the anchor for support and training
Ms Reelika Leetma (Estonia / Eesti Töötukassa)	Proactive prevention of unemployment through continuing training and guidance, via data-driven management	Work & Study' programme; grants, seminars, compulsory vocational guidance	Employment policies must anticipate and prevent, not just repair
Mr Eser Erol (Türkiye / İŞKUR)	Risk profiling and advice differentiated according to vulnerable groups; inclusion of young people, women, people with disabilities	AI for profiling; Job Clubs, disability coaching, İŞKUR campus, NEET tracking	Technological tools are powerful if they serve a human-centred strategy
Mr Simon Schmid (Netherlands / SkillLab)	Equitable access via digital, profiling by skills; support for populations in crisis (Ukraine)	Skills-based multi-user platform; integration with Ukrainian PES services	Agility, customisation and user feedback are the pillars of sustainable solutions

In conclusion

This series of presentations has clearly demonstrated that putting people back at the heart of employment policies is no longer just a moral ideal, but a strategic necessity.

In a world turned upside down by demographic, ecological, digital and geopolitical transitions, the performance of Public Employment Services (PES) cannot be assessed solely in quantitative terms (placement rates, integration times), but in terms of their ability to build sustainable, dignified and personalised career paths for each individual.

The practices shared during this round table - whether İŞKUR's intelligent profiling, preventive measures against unemployment in Estonia, public-private partnerships initiated in Côte d'Ivoire, or SkillLab's inclusive platform in Ukraine - show that it is possible to combine efficiency and humanity, technological innovation and social care.

Professor Alexander Nunn's approach calls for an in-depth rethink of the role of the PES advisor: no longer a mere administrative intermediary, but a player in social networking, empowerment and personal transformation. This leads to a strong requirement to train, recognise and value these professionals as agents of change, in an organisation that is itself learning.

People are not just users: they are also our advisers, our managers, our employers and our partners. It's also about young people looking for their career path, older people undergoing retraining, women returning to work, precarious workers, migrants and people

with disabilities. For each of these groups, support cannot be standardised. It must be rooted in an ethic of consideration, proximity and co-construction.

Basically, this round table has set an important milestone: the future of the PES will not just be digital or automated, it will either be humanly relevant or it won't be.

Rethinking our missions in the light of this ambition means opting for fairer, more coherent and more resilient societies.

Rapporteurs/Editors

- **Mr Stanislas M'MEGNAN**, Technical Advisor, Youth Employment Agency
- **Mr Adama OUATTARA**, Deputy Director of Monitoring and Evaluation, Youth Employment Agency
- **Mr Thierry HUORT**, WAPES consultant

General conclusions

The 13th World Congress of the World Association of Public Employment Services (WAPES) and the General Assembly of the African Association of Public Employment Services (AASEP), held in Abidjan, marked a significant turning point in the debate on active employment policies and demographic issues. The meetings brought together experts, policymakers and practitioners from around the world, providing a platform for exchanging ideas, sharing experiences and developing innovative strategies to meet the growing challenges of the labour market.

Discussions and presentations highlighted the need to rethink traditional approaches to employment policies, focusing on adaptation to demographic change, technological innovation and social inclusion. Participants stressed the importance of placing people at the heart of employment policies, recognising that solutions must be centred on the needs and aspirations of individuals, while taking account of economic and social realities.

Our recommendations by theme

❖ **Active Employment Policies and Demographic Challenges**

Adapt employment policies to demographic challenges:

- Integrate demographic data into management tools, such as forward-looking employment and skills management (GPEC) and skills plans, to anticipate future labour and skills requirements.
- Develop local monitoring and anticipation tools to identify local trends and adapt employment policies accordingly.

Extend activation policies to new target groups and new challenges:

- Targeting older people, inactive women, young NEETs (not in employment, education or training), and refugees with differentiated strategies to meet their specific needs, but at the same time opening up preventive support for professional transitions to all working people.
- Develop new skills for PES counsellors, particularly in interculturality, psychological support and links with health professionals, to better respond to the complex challenges of the labour market.

Moving from a "one-stop-shop" approach to one based on career paths, itineraries or trajectories.

- Structure services around the beneficiary, integrating dimensions such as health, housing, employment and training, to offer a holistic and personalised approach.
- Facilitating transitions between professions, statuses and territories, to enable greater professional and geographical mobility.

Investing in Social and Digital Innovation:

- Use data to identify groups at risk of exclusion and develop tailored, intelligent and responsive support platforms to improve the effectiveness of employment services.
- Creating innovative digital tools to make services more accessible and effective, transforming informality while combating digital and social divides.

❖ **Understanding and mobilising new PES 'ecosystems**

Structuring Effective Governance and Strategic Partnerships

- Create articulated and collaborative ecosystems, based on clear frameworks of shared governance, to foster an integrated and coordinated approach to employment policies.

- Strengthen partnerships with institutions, employers, trade unions, NGOs and international organisations to broaden the impact and scope of initiatives.

Adapting Services to Demographic, Digital and Ecological Transitions

- Developing tailor-made services and greater inclusion of vulnerable groups, to meet the specific challenges of local labour markets.
- Investing in skills and fighting the digital divide, to ensure that all individuals can benefit from the opportunities offered by the digital transformation.

Promoting international cooperation

- Developing regional and transnational networks for the exchange of best practice, the coordinated management of migration, and the pooling of innovations, in order to strengthen collaboration and mutual learning.

❖ **Supporting the development of innovative and job-creating economies**

Supporting the transformation of green, circular and blue economies:

- Supporting the development and transformation of jobs in sectors linked to renewable energies, energy efficiency, waste management, recycling and the conservation of natural resources, to meet environmental and economic challenges.
- Set up training and retraining programmes to enable workers to acquire the skills they need to enter emerging and sustainable sectors and thus promote their integration into the labour market.

Encouraging innovation and social entrepreneurship

- Train and support social entrepreneurs, particularly in marginalised communities, so that they can create businesses that have a positive impact while generating income and thus contribute to local economic development.
- Facilitating access to solidarity financing, such as microcredit or ethical investment funds, to support social and solidarity economy projects, and thus promote inclusive and sustainable growth.

Using Technology for the Inclusion and Formalisation of Work

- Facilitating the supply of quality inputs/goods at advantageous prices, to support local economic activities and improve their competitiveness.
- Digitalising operations and monitoring activities, while using the data to provide access to credit facilities, thereby strengthening the financial and economic inclusion of vulnerable populations.
- Diversifying sales channels and/or sources of income to increase overall revenues, thereby promoting the resilience and sustainability of local businesses.

❖ **Putting People at the Centre of Employment Policies and Organisations**

Revaluing the role of advisors

- Develop cross-disciplinary training courses in emotional intelligence, counselling, guidance and ethical posture, to strengthen the relational and social skills of advisors, and thus improve the quality of the support offered to jobseekers.
- Institutionalising individualised pathways, by embedding in the PES approaches to progressive counselling, follow-up and adaptation to professional transitions, in order to offer personalised and continuous support to individuals throughout their career path.

Investing in prevention and inclusion

- Targeting at-risk workers, updating their skills, and coordinating relations between the PES and businesses with this common objective, to prevent situations of vulnerability and promote social and professional inclusion.
- Designing inclusive schemes, integrating specific approaches according to profiles (gender, disability, youth, informal), to offer a tailor-made response to the diverse



needs of jobseekers, and thus strengthen the effectiveness and impact of employment policies.

Building Operational Partnerships

- Promote coalitions between public, private, educational and social players to anchor policies at local level and thus encourage an integrated and collaborative approach to the challenges of the labour market.
- Ensure evidence-based governance, by collecting, analysing, evaluating and adjusting policies on the basis of shared and transparent indicators, to guarantee informed decision-making and continuous improvement of employment services.

Conclusions and outlook

The 13th WAPES World Congress highlights the crucial importance of placing people at the heart of employment policies and organisations. The leaders of the PES and their supervisory bodies are invited to adapt their strategies to meet the demographic, economic and social challenges, placing the emphasis on innovation, cooperation and inclusion. By adopting these recommendations, PES can play a key role in building fairer, more cohesive and resilient societies.

Labour market challenges are increasingly complex and interconnected, requiring an integrated and collaborative approach to respond effectively.

PES, as central actors in employment policies, have a crucial role to play in promoting social inclusion, reducing inequalities and creating sustainable economic opportunities.

By putting people at the centre of their actions, PES can help build fairer societies, where everyone has the opportunity to fulfil their potential and participate actively in economic and social life.

Our next steps?

Strengthening Collaboration and Knowledge Sharing

- Organise regular forums to exchange best practices, innovations and lessons learned, thereby promoting mutual learning and continuous improvement of employment policies.
- Develop online platforms to facilitate collaboration and knowledge-sharing between PES, employers, educational institutions and other stakeholders, thereby strengthening the coordination and effectiveness of initiatives.

Investing in Research and Innovation

- Supporting applied research and innovation in the field of employment policies, to identify innovative and effective solutions to emerging labour market challenges.
- Build partnerships for action research with university research teams.
- Encourage the testing and adoption of new technologies, such as artificial intelligence, blockchain and digital platforms, to improve the efficiency and impact of employment services.

Promoting Inclusion and Diversity

- Developing strategies and programmes to promote inclusion and diversity in the labour market, targeting vulnerable and under-represented groups, and thereby fostering equitable and sustainable economic growth.
- Raise awareness and train employers, counsellors and other labour market stakeholders on the challenges of inclusion and diversity, thereby strengthening their ability to meet the diverse needs of jobseekers.

In conclusion, the 13th WAPES World Congress provided a valuable platform to reflect on the challenges and opportunities of employment policies in a context of demographic, economic and social change.

The recommendations and proposals developed at these meetings can serve as a guide for PES leaders and their supervisors as they seek innovative, inclusive and sustainable solutions to meet the changing needs of the labour market.

By working together, sharing knowledge and investing in innovation, PES can play a key role in building fairer, more resilient and prosperous societies for all.

Thank you

We extend our sincere gratitude to the organising team, the Scientific Committee, and all those who generously contributed their time, expertise and commitment to making this conference a unique and memorable experience.

We are especially grateful for the support and presence of the distinguished dignitaries who honoured the event: the Minister for Employment and Social Protection of Côte d'Ivoire, representing the Prime Minister; the Minister for Sport and the Living Environment; the Minister for the Promotion of Youth, Professional Integration and Civic Service; the Minister for Communication; the Minister for Solidarity and the Fight against Poverty of Côte d'Ivoire; the Secretary of State for Youth of Guinea Bissau; ministerial representatives from invited countries; the Director General of the Agence Emploi Jeunes of Côte d'Ivoire; Presidents of WAPES (former and newly elected); members of the WAPES Managing Board; the President of the African Association of Public Employment Services; Directors General of public employment services; and our valued technical partners.

This Congress was enriched by a diverse range of high-quality sessions — including plenaries, round tables and thematic workshops — where we explored key topics such as global demographic trends, strategies for active employment policies, inclusive and sustainable economies, digital transformation, and the imperative to put people at the heart of employment policy.

This year's Congress welcomed 120 participants from 39 countries, with contributions from 36 distinguished speakers and moderators — a testament to the global commitment to addressing labour market challenges in an era of demographic change.

To all who participated, supported and contributed: thank you for your dedication, engagement and insights. Your involvement made this Congress not only a success, but also a valuable platform for collaboration, learning and shared purpose.

We look forward to seeing you again in 2028 for the 14th edition of the World Congress!

Appendix - Biographies of speakers and moderators, in chronological order of appearance



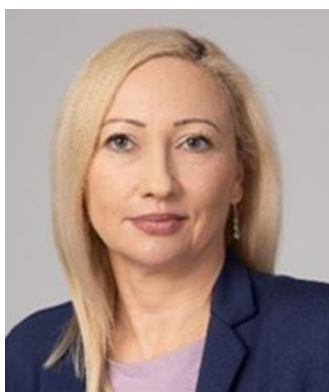
Dr. HININ Moustapha, Director General of the National Population Office (ONP), is a graduate of the École Nationale Supérieure de Statistique et d'Économie Appliquée d'Abidjan (ENSEA) and the University of Saint-Quentin-en-Yvelines in France. He also holds a postdoctoral diploma from Sciences Po Paris in public policy analysis and evaluation. His expertise primarily covers economics and demography.

He has over twenty years of professional experience in senior national positions, particularly at the National Bureau of Technical Studies and Development (BNETD), and through various missions in Sub-Saharan Africa for international organizations such as the World Bank, UNFPA, AfDB, European Union, UNICEF, UNDP, UN-Habitat, and in higher education.

Under his leadership, Côte d'Ivoire has equipped itself with innovative prospective and strategic tools, notably:

- The National Population Policy (PNP 2015–2025).
- The National Observatory for Monitoring the Demographic Dividend.
- Demographic projections to support decision-making.
- A series of sectoral documents on employment, women's empowerment, migration, youth contributions to development, and the integration of demographic dynamics and challenges into national and sub-national development planning.

As a national expert in population and development, Dr. HININ regularly represents Côte d'Ivoire at continental and international bodies on current and future demographic challenges.



Ms. Konstancja Piątkowska, a public policy expert mobilized by the SOCIEUX+ initiative of the European Union, has a solid educational background in work psychology, economics, and public administration, obtained respectively from the University of Warsaw, the Warsaw School of Economics, and the National School of Public Administration of Poland.

A civil servant since 2004, she has held senior positions in several Polish ministries, notably in the areas of European funds, climate policy, and the labour market. An experienced negotiator on climate issues, she represented Poland at COP23 and UNEA-4. Between 2019 and 2023, she headed the Labor Market Strategy Unit and sat on the EU Employment Committee. Appointed Director of the Economic

Analysis Department in 2024, she is currently an advisor at the Ministry of Economic Development and Technology.

Her expertise covers institutional twinning, development cooperation, regional policy, employment, social affairs, and European integration.



Prof. Hugues KOUADIO

Director General, ENSEA (École Nationale Supérieure de Statistique et d'Économie Appliquée), Côte d'Ivoire

Dr. Hugues K. Kouadio is a statistician and economist, Director General of ENSEA, Coordinator of the African Centre of Excellence in Statistical Training, President of AGROST (African Group of Statistical Training), and member of several scientific councils, including the "African Statistics Newsletter," the "Statistical Journal of the International Association of Official Statistics (IAOS)," and COFEB.

His work focuses on evaluating economic policies. He has notably contributed to studies on local economies, agricultural economics, the informal economy, and the labour market. He has coordinated various studies on inequalities, sustainability in agricultural economics, transportation, employment, women's empowerment, energy, and more.

He holds a PhD in Economics and a DEA in Macroeconomics, Modelling and Economic Outlook from Université Paris 1 Panthéon Sorbonne, the Engineer Statistician Economist (ISE) diploma from ENSEA, and the Public Advanced Management Program (Public-AMP) diploma from MDE Business School and ENAP Quebec.



Mr. Marcelo Cuautle Segovia

Project Manager, Employment Policies and Labor Market, ILO – Switzerland

Marcelo Cuautle Segovia is currently a project manager at the ILO headquarters in Geneva. Since joining the ILO in 2012, he has gained extensive expertise in employment and labour market policies, youth employment, and skills development, contributing to numerous publications in these fields.

Marcelo has managed and supported global projects on quality apprenticeships and school-to-work transitions and currently manages the ILO's InterGen project, an initiative funded by the Republic of Korea to promote the integration of older workers into the labour market in different regions.

Mr. Cuautle Segovia completed his undergraduate studies in economics at the Universidad Autónoma de Puebla in Mexico. He pursued postgraduate studies in civil society studies at the University of Texas at Austin, USA, and holds a master's degree in development and international cooperation from the Institut d'Études Politiques in France.



Ms. Eva Lapsina

Director, Development and Analysis Department, Latvian National Employment Agency

Ms. Eva Lapsina has worked at the Latvian National Employment Agency since 2014, holding leadership positions in key strategic areas. Over the years, she coordinated improvements to the labour market forecasting system, served as deputy director of the Employer Support Division, and since 2021, has been director of the Development and Analysis Department.

In 2022, she was appointed advisor on European public employment service affairs and an alternate member of the European Network of Public Employment Services. Since October 2024, Eva has led the IT Development Unit, focusing on transforming user-oriented digital services. Her work combines strategic planning, institutional development, data-driven decision-making, and international cooperation, with a particular focus on enhancing user experience in public services.



Mr. Ivan BARBALIC was appointed Director of the Agency for Labor and Employment of Bosnia and Herzegovina in February 2024.

He previously served as Ambassador of Bosnia and Herzegovina to Russia and to the United Nations, where he chaired the UN Security Council in January 2011.

He was Senior Advisor to the Prime Minister of the Sarajevo Canton (2019–2020) and held various positions in the European integration processes.

Mr. Barbalic holds degrees from the University of Bridgeport, the University of Sarajevo, and the Harvard Kennedy School.

He co-founded ACIPS and has held leadership roles in several organizations working for democracy and European integration.



Dr. Ouseni TAMBOURA

A graduate of universities in Burkina Faso, Senegal, and France, Dr. Ouseni TAMBOURA holds a PhD in Private Law and a postgraduate diploma (DESS) in Training Engineering. His professional career began in 1994 at the National Employment Agency of Burkina Faso as Advisor, Project Director for Youth, and finally Director General of ANPE in 2012. He also pursued a career as an administrator, politician, and expert, serving as Parliamentarian, Minister, and Consultant on technical and strategic challenges. Since 2023, beyond his expert-consultant activities, he serves as Special Advisor to the Director General of ANPE.

Mr. Michel van Smoorenburg is an international labour market analyst at the labour market information and advisory department of UWV, the Dutch public employment service.



He leads national and international research projects, particularly on labour market trends and migration. A member of the steering committee for the national labour market forecast project, he has also collaborated with OECD, SEO Economic Research, and Statistics Netherlands.

Michel is involved in European projects on skills shortages and labour surpluses. He has been part of the European Network for Regional Labor Market Monitoring since 2014 and recently joined its scientific committee.

Holding degrees in Business Economics and Human Resource Management, he has worked at UWV and its predecessors since 1997.

Mr. Niels LIEMAN is a versatile professional with extensive experience in hotel management, employment services, and pensions. He studied hotel management in Amsterdam, online marketing in Den Bosch, and change management in Groningen.



He began his career at the Pulitzer Hotel in Amsterdam before moving into private employment services consulting. Over the past 14 years, he has held various positions at UWV, the Dutch public employment service, in employer services, online service development, HR, appeals, and medico-social divisions.

In addition, Niels has served as Secretary General and Chairman of the Audit, Finance, and Risk Committee of the UWV pension fund. Since 2020, he has been responsible for international relations, striving to learn from other countries' practices to improve employment services. His commitment to positive impact, leadership, and financial expertise drive his contributions in both the public and private sectors.

Mr. Michael MWASIKAKATA, a senior expert in employment policies, leads the Labor Market Services for Transitions Unit in the EMPLAB Department at the ILO in Geneva.



With an academic background in economics, development, and public policy management (Canada, Netherlands, Malawi), he designs tools, strategies, and reforms to modernize public employment services, regulate private agencies, and promote effective public-private partnerships.

His work builds on strong field experience in Southern and Eastern Africa and senior administrative positions in Malawi. At the intersection of technical expertise, international cooperation, and employment system reform, he plays a key role in supporting labour market transitions worldwide.





Ms. Sanela MEŠANOVIĆ is a dedicated expert at the Employment and Labor Agency of Bosnia and Herzegovina (LEA BiH), where she plays a key role in modernizing employment policies, managing labour migration, and including vulnerable groups. She is particularly active in the CPESSEC network (Centre for Public Employment Services of Southeast European Countries), contributing to transnational initiatives on digitizing public employment services, school-to-work transitions, and integrating NEET youth. She is also involved in cooperation projects with the International Organization for Migration (IOM), including developing a roadmap for employing foreign workers in Bosnia and Herzegovina. Her active participation in WAPES (World Association of Public Employment Services) and her role on CPESSEC's Board of Directors reflect her leadership in regional cooperation and sharing best practices.

Ms. María Antonia AGUDO RIAZA is Deputy Director for Institutional Relations and Legal Assistance at the Spanish Public Employment Service (SEPE). A law graduate from the Autonomous University of Madrid and holding an international diploma in public administration from the École Nationale d'Administration (ENA), she is a member of Spain's Senior Civil Administrators Corps and the Senior Technicians Corps of the Autonomous Community of Madrid.



Since 2018, she has served as Deputy Director at SEPE. From 2012 to 2017, she was Employment and Social Security Counsellor and previously Health and Consumer Counsellor (2011–2012) at Spain's Permanent Representation to the European Union. From 2008 to 2011, she worked at the Support Unit of the Directorate General of Services and at the Undersecretary's Office of the Ministry of Labor and Social Security.



Ms. Florence DUMONTIER has been Director for Europe and International Relations at France Travail since August 2019. She has extensive experience within the French public employment service, having held regional director positions in three regions before leading France Travail's national operations.

She also founded the University of Management, an innovative structure dedicated to management training for executives. Her work is marked by a constant commitment to strategic adaptation and openness to international engagement.



Ms. Céline JAEGGY is Director of Institutional and Legal Affairs at Unédic, the organization managing unemployment insurance in France. She has held various positions within local administrations and the French Ministries of Labor, Health, and Social Affairs. From 2014 to 2016, she was in charge of labour policies at the Ministry of Labor's cabinet, and from 2016 to 2021, she served as labour, health, and social protection counsellor at the French Embassy in the United States.

She is a graduate of the Institute of Political Studies of Strasbourg and the École Nationale d'Administration (ENA).



Ms. Muriel VAN DER AA is Manager of the Partner Network for Employment (RPE) at Actiris. After 16 years in private sector sales, marketing, and events, she joined Actiris in 2015 as a coordinator at a local Employment House, facilitating the networking of local employment stakeholders.

She then became responsible for partner network support, providing guidance, training, and digital tools to partner organizations. Under her leadership, partnership monitoring has been professionalized, enhancing the effectiveness of collaborations with Actiris. Her commitment contributes to building a high-performing ecosystem centred on jobseekers.



Mr. Nicolas D'HONDT has been Public-Private Partnership Manager at Actiris since 2018. His career combines private sector experience (notably with Sabena, BCD Travel, and Carlson Wagonlit Travel) and public sector roles, where he structures strategic collaborations.

He leverages his expertise in project management, data analysis, and international cooperation to develop effective partnerships. At Actiris, he designs strategies tailored to partners' needs, with a strong operational and innovation focus. His ability to operate in multicultural environments strengthens the quality of networks built to serve employment.



Mr. Abou BAMBA is an environmental economist with a career spanning over 30 years in the fields of environment and sustainable development, working with the World Bank, African Development Bank, United Nations, among others.

He is the Coordinator of the Abidjan Legacy Program and serves as an advisor in the Office of the President of Côte d'Ivoire on environment, climate, and oceans. He is also Chairman of the Board of Directors of the Abidjan Institute of Economic Warfare (IGE).



Ms. Živa ŠTIGLIC, Senior Advisor with a master's in law, is an experienced expert in the International Department of the Employment Service of Slovenia (ESS), where she leads the implementation of interstate agreements on labour and employment while collaborating closely with international public employment services.

With extensive experience in the ESS Employers' Central Office, she has been at the forefront of developing innovative employer services with a strong focus on strategic employer engagement. Her professional journey includes key roles in the NGO sector as project manager and advocacy lead, as well as expertise for SOCIEUX+, contributing to capacity-building in employment and inclusive and sustainable social protection through targeted international missions.



Mr. Mohamed Yeslem EL VIL has been Director of Self-Employment at the National Employment Agency TECHGHIL, Mauritania's public employment service, since February 2024. Previously, he served as Director of Coordination for Local Agencies (July 2022 – January 2024). Before that, he was Advisor to the Director General of TECHGHIL, responsible for monitoring and evaluation.



Mr. Jean-Louis KOUADIO is an economist, statistician analyst, and Administrator of the Youth Employment Agency since 2017 in Côte d'Ivoire.

With more than fifteen years of experience in Ivorian public administration, he has held strategic positions such as Director of FIDEN (Ivorian Fund for the Development of National Enterprises), Technical Advisor to the Ministry in charge of youth, and Research Officer at the Ministry of Planning and Development.

He holds a DESS in Statistical Analysis Applied to Development, with a specialization in macroeconomics, as well as a DEA in Development Economics.

At the head of the Youth Employment Agency, he works daily to make youth socio-professional integration a strong lever for inclusive

growth in Côte d'Ivoire.



Dr. Franklin Patrick KOUASSI is an Assistant Professor of Economics specializing in digital transformation and public governance.

He has more than ten years of experience in the private sector and higher education.

Since 2017, he has been Coordinator of the Innovation and Development Unit (CID) at the African School of ICT (ESATIC – Abidjan), leading high-impact technological projects.

He also serves as Deputy Director of Public Service Intelligence at the Research and Intelligence Directorate of Public Service (DRISP) of the National School of Administration (ENA), where he works to modernize public action through applied research and innovation.

Author of several international scientific publications, his research areas include digital economy, smart governance, and inclusive finance.

His engagement and leadership have earned him three National Excellence Awards (2018–2020) for innovative projects such as SMART CITY, easyassur.net, the Smart Bin, and SERCOVID. In 2020, he was made a Knight of the Order of Merit for the Digital Economy.



Ms. Leslie OSSETE In 2016, she raised \$1 million and co-founded BuuPass, a mobility startup in East Africa.

More recently, she led the geographical expansion of Wave Mobile Money across the continent.

Today, after a pan-African career in more than 10 countries, she is co-founder and COO of Mstudio, a startup studio based in Abidjan whose mission is to co-create tech startups with entrepreneurs to transform the informal sector in Francophone Africa.

Mstudio supports and funds these startups and prepares them to become Africa's next unicorns.



Dr. Alexander HOGENBOOM, Chief Technology Officer at WCC – Netherlands, is a recognized leader in the socially responsible, ethical, and pragmatic application of artificial intelligence (AI) in high-risk domains.

He has extensive experience using technology to generate positive social impact. At WCC, where he serves as CTO, he has spent many years developing and delivering AI-based solutions that enable public employment services (PES) to navigate the complexities of a rapidly evolving labour market.

With experience in both academia and industry, he specializes in integrating human expertise with AI to create transparent, controllable, and ethical AI systems.

His work has helped many PES worldwide make data-driven, expert-informed decisions that improve labour supply-demand matching, foster workforce development, and prepare individuals for the future of work.



Prof. Liu Yongkui, Ph.D. is an Associate Professor at the Chinese Academy of Labor and Social Security (Beijing, China).

He has been engaged in long-term research on employment services and is the author of a monograph and over 30 articles.



Mr. Mawudjro Urbain S. AMEGBEDJ is a project and resource management expert.

After earning two master's degrees in social sciences from the University of Louvain in Belgium and the University of Abomey Calavi in Benin, he coordinated and managed several projects in the social field (health and well-being) for various partners, including USAID, the Global Fund, and the World Bank.

He is currently Director General of the National Employment Agency of the Government of the Republic of Benin.

He also serves as national director of the Special Program for Employment Integration (SPIE) and coordinator of the Youth Inclusion Project (ProDIJ).



Mr. Landry EMALE is Senior Employment Advisor and Head of the Special Programs Unit of the National Employment Fund, the public employment service of Cameroon.

He is an expert in Labor-Intensive Public Works (HIMO), projects that prioritize the use of local labour and simple techniques to build infrastructure (roads, dikes, etc.), aiming to create jobs and reduce poverty while ensuring work quality.



Mr. Moisés Martínez Martínez is an expert in employment policies and administrative management, with solid experience in public administration and management of social benefits.

An industrial engineer by training, he has risen through the ranks of the Public Employment Service, holding senior positions, notably as technical advisor on benefits.

His international engagement in technical cooperation, particularly with the Dominican Republic and Togo, and his role as a gender equality evaluator and tutor illustrate his experience and leadership.



Mr. Sofiene EL KAMEL has been head of the Espace Entreprendre of Gafsa (ANETI) since November 2018, with over twenty years of experience in entrepreneurship as a certified advisor and trainer (since February 2003). He also worked at the General Commissariat for Regional Development (CGDR) from June 2014 to December 2017 as Project Manager for the Integrated Development Program (PDI).

Mr. Sofiene EL KAMEL holds a master's degree in monetary and banking economics from the Faculty of Economics and Management of Tunis.



Ms. Patricia ZOUNDI YAO is an Ivorian social entrepreneur, founder of Quickcash and Canaan Land, active in fintech and agribusiness. She holds a master's degree in business law and has furthered her education at Stanford, ILO Turin, and Washington. Her entrepreneurial journey supporting rural communities and women has earned her national and international recognition. She has participated in prestigious forums, meeting figures such as Barack Obama and Muhammad Yunus.

In 2019, she was appointed "eTrade for Women Advocate" by UNCTAD. Her Canaan Land project was commended by AfDB and presented to President Paul Kagame.

She has chaired the Ivorian SME Movement since 2021. Patricia Zoundi Yao serves on several boards, including a bank, a telecom group, and an agricultural fund. She is the first African woman on the board of the

Kenan-Flagler Institute in the United States. Her inspiring leadership makes her a major figure in African entrepreneurship.



Prof. Alexander NUNN is Dean of Research and Professor of Global Political Economy and Social Policy at Leeds Trinity University in the UK, as well as Visiting Researcher at the Institute for Pan-African Thought and Conversation at the University of Johannesburg. With over 25 years of research experience on labour markets, social policy, and inequality, he has authored more than 100 publications and conducted research and consultancy for a wide range of international organizations and governments, focusing on improving the organization, effectiveness, and efficiency of public employment services.

His recent projects include the "World of PES" survey conducted with WAPES, the Inter-American Development Bank, and the OECD, as well as diagnostic reviews in Latin America and the Caribbean.

Prof. NUNN is also working with WAPES and the University of Derby to

explore future skills needs for public employment services.



Ms. Kerstin HOLLAND is Head of International Relations at the Estonian Unemployment Insurance Fund. She has worked there since 2011, holding various positions ranging from managing different services to coordinating the agency's international relations.

She has participated in reform and change projects within the Estonian PES, including preparing for the reform of work ability assessment and implementing unemployment prevention measures, and she was responsible for the reform of career guidance services. Ms. Holland holds a master's degree in public administration and social policy from the University of Tartu. She is Estonia's PES AFEPA representative in the European Network of Public Employment Services.



Prof. Coffie Francis José N'GUESSAN has been Executive Director of the Economic Policy Management Program (GPE) in Abidjan since June 2023.

He holds a PhD in Rural Economics and a Doctorate in Economic Sciences specializing in Development Economics.

A professor at the Félix Houphouët-Boigny University, he teaches Employment Policy and Economic Growth and Fluctuations at the Faculty of Economic and Management Sciences.

He was Director of Employment Promotion at the Employment Studies and Promotion Agency (AGEPE) (2000–2012), Deputy Director of the Ivorian Centre for Economic and Social Research (CIRES) responsible for Research (2010–2023), and Chief of Staff at the Ministry of Higher Education and Scientific Research (2015–2016).

He is also an expert for the ILO, contributing to the development of the Togo Youth Employment Program (2013), Côte d'Ivoire's 2016–2020 National Strategy for Youth Insertion and Employment (2016), and Niger's National Employment Policy (2018).



Ms. Reelika LEETMAA has been a member of the Management Board of Eesti Töötukassa (Estonian Unemployment Insurance Fund) since 2015. She is responsible for developing activities related to statistics and analysis, career guidance services, and skills development measures, including unemployment prevention.

She holds a master's degree in European Studies from the University of Southern Denmark.

Before joining Eesti Töötukassa, she was Program Director for Social Policy and Employment Policy at the Praxis Centre for Policy Studies. She has co-authored several studies on social and employment policy in Estonia.



Mr. Eser EROL is a senior employment expert and has worked for 15 years at İŞKUR, the Turkish Employment Agency.

He has worked in various departments, specializing in active labour market policies, placement services, and career guidance.

In recent years, he has served as Team Leader in İŞKUR's International Relations Department, coordinating collaboration with international organizations and public employment agencies from other countries.

Eser EROL has solid expertise in employment policy development, program coordination, and international cooperation.



Mr. Simon SCHMID is a partner at SkillLab and Managing Director of the Just Skills Hub.

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