

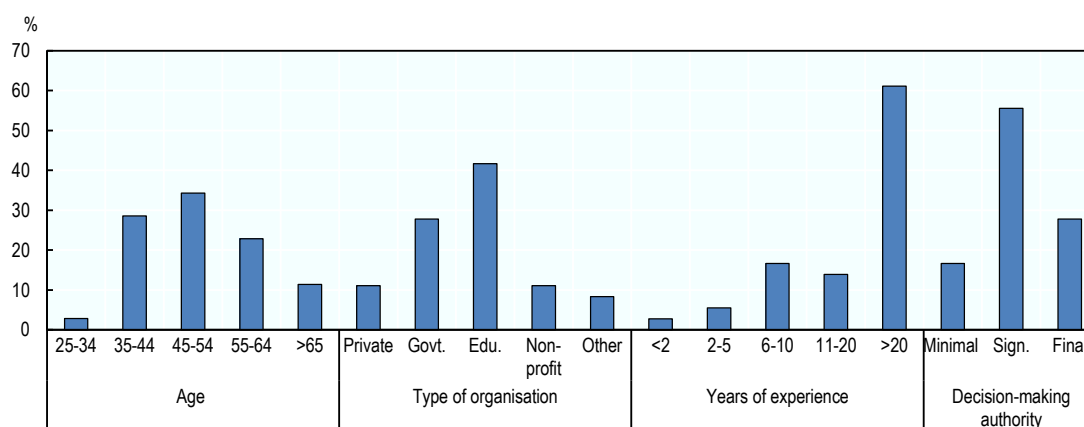
Annex C. Stakeholder perspectives: Implementation considerations

An online survey was administered to the stakeholders invited to participate in the second Skills Action workshop, held on 10 November 2017 in Coimbra.

Profile of respondents

- Of about 80 participants in the workshop, 38 responded to the survey.
- Most respondents (69%) are over age 45.
- Most worked for education and training institutions (42%) or government (28%).
- Most indicated they had more than 20 years of experience in their field (61%).
- Of the participants, 83% reported they had significant or final decision-making authority.

Figure A C.1. Characteristics of respondents, by percentage of total respondents

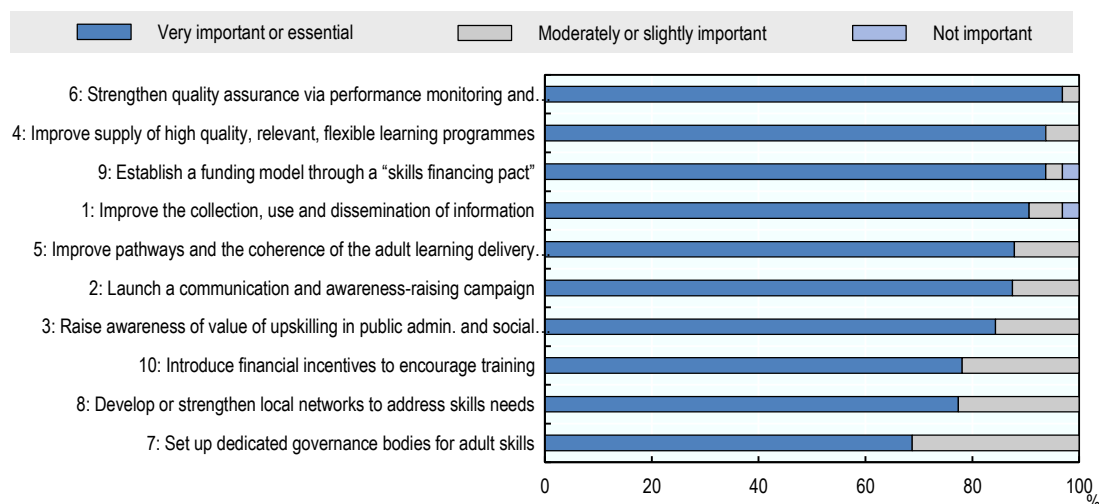


StatLink  <http://dx.doi.org/10.1787/888933711959>

Relative importance of recommendations

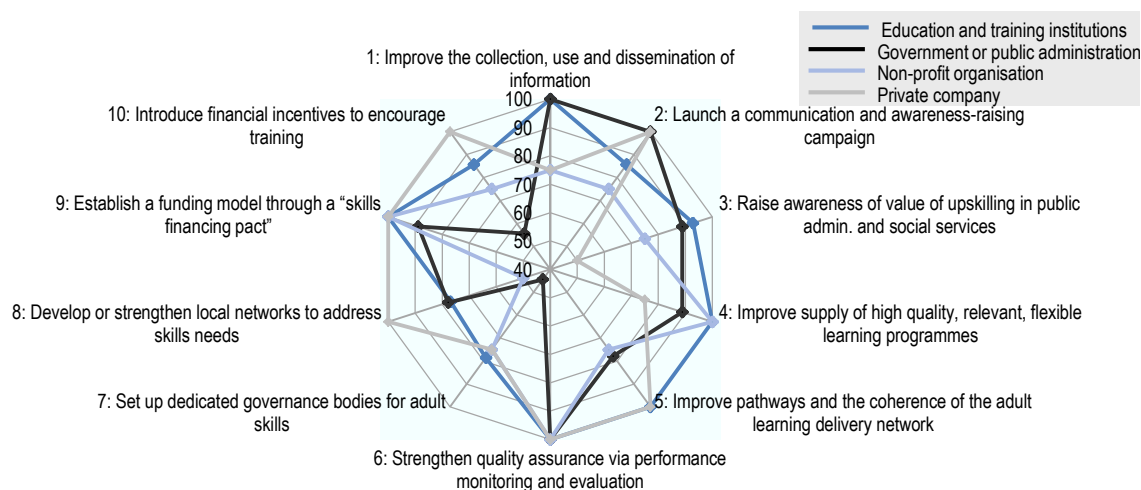
Respondents were asked to categorise 10 of the 11 recommendations of this report (all but the overarching recommendation that includes all other recommendations) on a five-point scale, from essential to not important. All recommendations were identified as at least very important. The figure below illustrates them in order of how frequently each recommendation was viewed as “very important or essential”.

Figure A C.1. Relative importance of recommendation, by percentage of respondents



StatLink <http://dx.doi.org/10.1787/888933711978>

Figure A C.2. Percentage of respondents who find recommendation very important or essential, by type of organisation



StatLink <http://dx.doi.org/10.1787/888933711997>

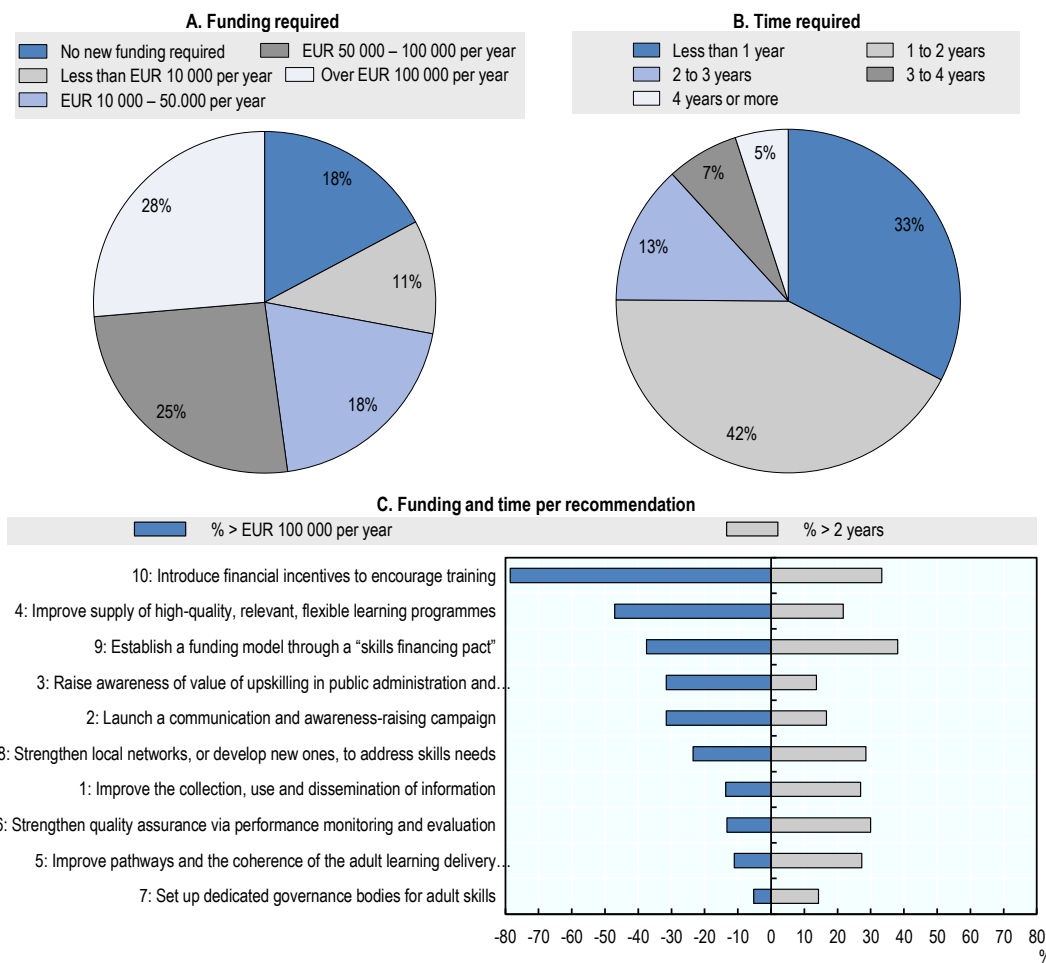
Key findings

Respondents were asked to assess the funding and time required to implement each recommendation, the institution that should lead implementation, and to rank from most to least important seven conditions for success (see Figure A C.1 for full list of conditions). Detailed answers by recommendation are included in Table A C.1).

- Funding:** There is a large variation in the estimated cost of implementing recommendations, and a significant number of respondents reported that they were not able to provide a cost estimate for one or more of the recommendations.

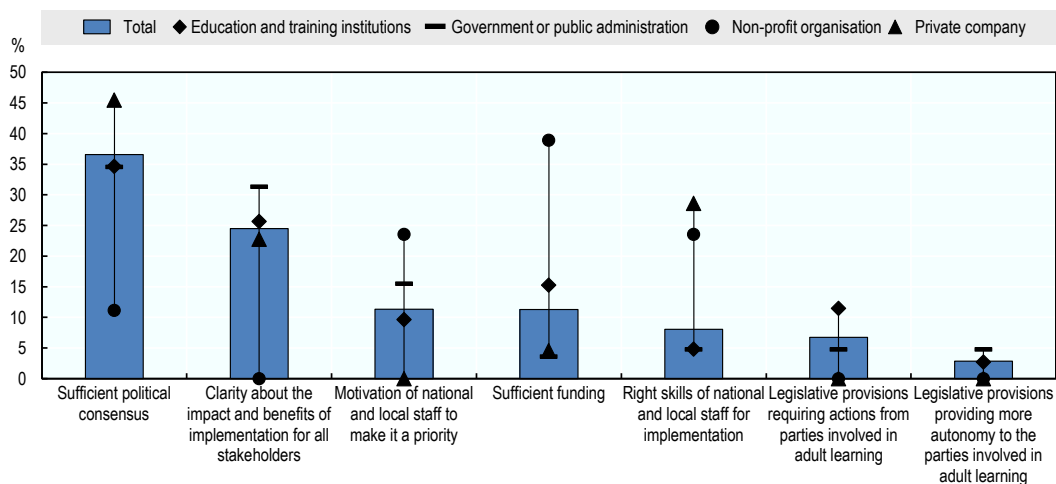
- Of the 18 respondents who did provide an estimate, a large percentage indicated that for Recommendations 5 (the delivery network), 7 (governance bodies for skills) and 8 (local networks for skills needs), no new funding was required. On the other hand, for Recommendations 4 (supply of learning programmes), 9 (the “skills financing pact”) and 10 (financial incentives), a large share indicated that more than EUR 100 000 was needed, particularly for Recommendation 10 on financial incentives (see Figure A C.3).
- For some recommendations, the funding estimates given by different stakeholders varied significantly. For instance, respondents from the private sector attributed a much higher cost for implementing Recommendation 2 (an awareness-raising campaign), while respondents from non-profit organisations found that Recommendation 9 (the “skills financing pact”) would cost less than what was estimated by the other respondents.
- **Timing:** Of the respondents, 75% indicated that they believed the recommendations could be implemented within two years. On average, Recommendations 2 (awareness-raising campaign) and 3 (awareness in public administration and social services) were expected to take the least amount of time to implement. Recommendations 9 and 10 on financing were expected to take the longest amount of time to implement (see Figure A C.3).
- Respondents from the government or within the public administration estimated that implementing the recommendations would take, on average, longer than other respondents’ estimates. For instance, they were five times more likely to believe that recommendations would take, on average, more than three years to be implemented than respondents from education institutions or non-profit organisations.
- One exception to this trend was the estimate of respondents from non-profit organisations on Recommendation 5 (the delivery network), which they estimated would take much longer than others estimated.
- **Lead institution:** By close to half of the respondents, the National Agency for Qualifications and Vocational Education and Training (*Agência Nacional para a Qualificação e o Ensino Profissional*, I.P., or ANQEP) was designated as the organisation best suited to become lead the implementation of the recommendations.
- **Key conditions:** In terms of the key conditions for a successful implementation, political consensus around the recommendations was consistently ranked as the most important (37% of the responses), followed by “the potential impact and benefits of the initiative are clear to all stakeholders” with 24% (see Figure A C.4).
- Respondents from the non-profit sector reported more often that sufficient funding was the most important condition for success. Respondents from private institutions, in turn, were more likely to consider that political consensus around the recommendations was the most important condition.

Figure A C.1. Funding and time required for implementation, by percentage of respondents



StatLink <http://dx.doi.org/10.1787/888933712016>

Figure A C.2. Key conditions for success, by percentage of times ranked as top condition, by total and by type of organisation



StatLink <http://dx.doi.org/10.1787/888933712035>

Table A C.1. Implementation of recommendation: detailed views of stakeholders by recommendation

	Importance		Funding needed (annual)		Time for implementation		Leading institutions		Key conditions for success (based on average ranking)		
	Main response	% very important or essential	Main response	% > EUR 100.000	Main response	% >2 years	Primary institution	Secondary institution	Key condition 1	Key condition 2	Key condition 3
Recommendation 1: Improve the collection, use and dissemination of information on skill performance and the returns to skills investments, building on existing tools.	Very important	91%	EUR 50 000 – EUR 100 000	14%	1 to 2 years	27%	ANQEP	Public Employment Service (<i>Instituto de Emprego e Formacao Profissional, or IIEFP</i>)	Sufficient political consensus	Motivation of national and local staff to make it a priority	Sufficient funding
Recommendation 2: Launch a comprehensive communication and awareness-raising campaign about the value of skills and skills investments, with tailored approaches for specific groups.	Essential	88%	EUR 10 000 – 50 000	32%	Less than 1 year	17%	ANQEP	Ministry of Education	Sufficient funding	Sufficient political consensus	Right skills of national and local staff for implementation
Recommendation 3: Enhance measures targeted to the public administration and providers of social services, to raise awareness of the value of upskilling both for themselves and for their clients.	Very important	84%	EUR 50 000 – 100 000	32%	1 to 2 years	14%	INA	ANQEP/Ministry of Education	Sufficient political consensus	Clarity about the impact and benefits of implementation for all stakeholders	Motivation of national and local staff to make it a priority
Recommendation 4: Improve the supply of high-quality, relevant and flexible learning programmes.	Essential	94%	> EUR 100 000	47%	1 to 2 years	22%	ANQEP	IEFP/INA	Motivation of national and local staff to make it a priority	Clarity about the impact and benefits of implementation for all stakeholders	Legislative provisions giving more autonomy to organisations involved in adult learning
Recommendation 5: Improve pathways and the coherence of	Essential	88%	No new funding	11%	1 to 2 years	27%	ANQEP	IEFP	Motivation of national and	Sufficient political	Clarity about the impact and

	Importance		Funding needed (annual)		Time for implementation		Leading institutions		Key conditions for success (based on average ranking)		
the adult-learning delivery network.			required						local staff to make it a priority	consensus	benefits of implementation for all stakeholders
Recommendation 6: Strengthen quality assurance, including by developing a performance-monitoring and evaluation system, including key performance indicators.	Essential	97%	EUR 50 000 – 100 000	13%	1 to 2 years	30%	ANQEP	IEFP	Motivation of national and local staff to make it a priority	Clarity about the impact and benefits of implementation for all stakeholders	Right skills of national and local staff for implementation
Recommendation 7: Set up dedicated governance bodies to oversee adult learning: a permanent inter-ministerial team and a permanent group within an existing multi-stakeholder institution.	Essential	69%	No new funding required	5%	Less than 1 year	14%	ANQEP	Ministry of Labour, Solidarity and Social Security (MTSSS)	Sufficient political consensus	Clarity about the impact and benefits of implementation for all stakeholders	Right skills of national and local staff for implementation
Recommendation 8: Reinforce existing local networks, or develop new ones, to address skills needs in line with the economic development context.	Very important	77%	No new funding required	24%	1 to 2 years	29%	ANQEP	Undecided	Sufficient political consensus	Motivation of national and local staff to make it a priority	Clarity about the impact and benefits of implementation for all stakeholders
Recommendation 9: Establish a stable and quality-oriented funding model through a “skills financing pact”.	Essential	94%	> EUR 100 000	38%	1 to 2 years	38%	ANQEP	Ministries of Finance/MTSSS	Sufficient political consensus	Sufficient funding	Motivation of staff to make it a priority
Recommendation 10: Introduce targeted financial incentives for employers (specifically SMEs) and individuals (specifically disadvantaged groups) to encourage provision and participation in training.	Essential	78%	> EUR 100 000	79%	1 to 2 years	33%	ANQEP	Public Employment Service (IEFP)/Ministry of the Economy	Sufficient political consensus	Sufficient funding	Motivation of national and local staff to make it a priority



From:
**Skills Strategy Implementation Guidance for
Portugal**
Strengthening the Adult-Learning System

Access the complete publication at:
<https://doi.org/10.1787/9789264298705-en>

Please cite this chapter as:

OECD (2018), “Stakeholder perspectives: Implementation considerations”, in *Skills Strategy Implementation Guidance for Portugal: Strengthening the Adult-Learning System*, OECD Publishing, Paris.

DOI: <https://doi.org/10.1787/9789264298705-11-en>

This work is published under the responsibility of the Secretary-General of the OECD. The opinions expressed and arguments employed herein do not necessarily reflect the official views of OECD member countries.

This document and any map included herein are without prejudice to the status of or sovereignty over any territory, to the delimitation of international frontiers and boundaries and to the name of any territory, city or area.

You can copy, download or print OECD content for your own use, and you can include excerpts from OECD publications, databases and multimedia products in your own documents, presentations, blogs, websites and teaching materials, provided that suitable acknowledgment of OECD as source and copyright owner is given. All requests for public or commercial use and translation rights should be submitted to rights@oecd.org. Requests for permission to photocopy portions of this material for public or commercial use shall be addressed directly to the Copyright Clearance Center (CCC) at info@copyright.com or the Centre français d'exploitation du droit de copie (CFC) at contact@cfcopies.com.