



International
Labour
Organization

▶ Guidance note

ILO
**Skills
Innovation**

▶ **Network**

Co-design process

ILO
**Skills
Innovation
Facility**

ILO Skills Innovation Network

Co-design process

► Background

Skills systems are confronted by the need to respond to increasingly dynamic and fluid labour market and societal conditions. Climate change, technology, demographic shifts, migration, and globalization are causing increasing disruption to the world of work, while making skills development increasingly complex, fluid and unpredictable. Addressing contemporary skills challenges requires more dynamic and integrated skills and lifelong learning ecosystems.

Against this background, the Skills and Employability Branch of the International Labour Organization (ILO) launched the [ILO Skills Innovation Facility](#) in 2019 to support efforts on identifying, supporting and scaling-up skills innovations and pursuing targeted policies that reach the most vulnerable groups in society.

In January 2020, the Facility launched its 1st [ILO Skills Challenge Innovation Call](#) on the topic: *Finding solutions to skills mismatch*. The Call invited innovators to propose new and practical ideas and solutions with the potential for sustainability, scalability and replication on a wide scale.

Skills mismatch is one of the biggest challenges in today's labour markets. Today, some 45 per cent of employers cannot find people with the right set of skills. At the same time, more than one-third of workers have qualifications that do not match their jobs and occupations.

This challenge is particularly pressing in developing and emerging economies, where education and training systems are not equipped to deliver high-quality programmes, well-paid jobs are limited and where skilled workers have no option but to work in lower-skilled jobs or find employment in the informal economy.

The Covid-19 pandemic has made skilling, reskilling and up-skilling more difficult for young people and adult workers around the world. The situation has upended course schedules and attendance, disrupted teaching and learning, frustrated examinations and assessments and delayed certification. This will affect the immediate and future careers of millions of learners, and relegate most to a future with low-paying, dead-end jobs.

As we look for ways to recover from the pandemic and build a “better normal”, there is a clear need for innovative and scalable solutions that provide the opportunity for multiple stakeholders to contribute.

Addressing the skills mismatch challenge is not an easy task, but participants proposed creative and targeted solutions to overcome these difficulties. The Call attracted an impressive number of participants: **473 proposals** from **96 countries** were submitted.

The diversity of applications received, from initial concepts to tested projects, as well as the wide range of participants, including TVET institutions, workers' organizations, start-ups, NGOs, research institutions, and young people, among others, demonstrates how skills mismatch is a topic affecting everyone and requires the engagement of multiple stakeholders.

Recognizing that the Skills Challenge Call should not be seen as a one-off but rather a first step in the process of building an innovation ecosystem that supports great ideas and turning these into real world solutions, the ILO will launch the “Global Skills Innovation Network”. This global collaborative network intends to engage all participants having submitted proposals in the Skills Challenge Call and provide them with space to connect with lead organizations working on similar issues across the world, refine their proposals, and initiate new endeavours around joint areas of interest.

The specific objectives of the network are to:

- CONNECT skills innovators, ILO Constituents, TVET institutions, academia and development practitioners working on similar issues across the world.
- ENGAGE the network’s members in collaborative discussions around key skills challenges, exchange solutions, share their experiences, and learn from each other to develop and scale innovations for identified skills challenges.
- ACCELERATE innovation around skills development by making knowledge, experience and expertise available and searchable.

The Core Group

The Skills Innovation Network will be a global member-driven network of skills innovators, including ILO Constituents, TVET institutions, academia and development practitioners, interested in sharing ideas, experiences and collaborate to develop and scale innovations for identified skills challenges. To make this possible, a Core Group composed by a selected group of top innovators who submitted the best applications to the Skills Challenge Innovation Call, will lead the design and implementation of the Network’s vision and activities.

Specific roles and responsibilities include:

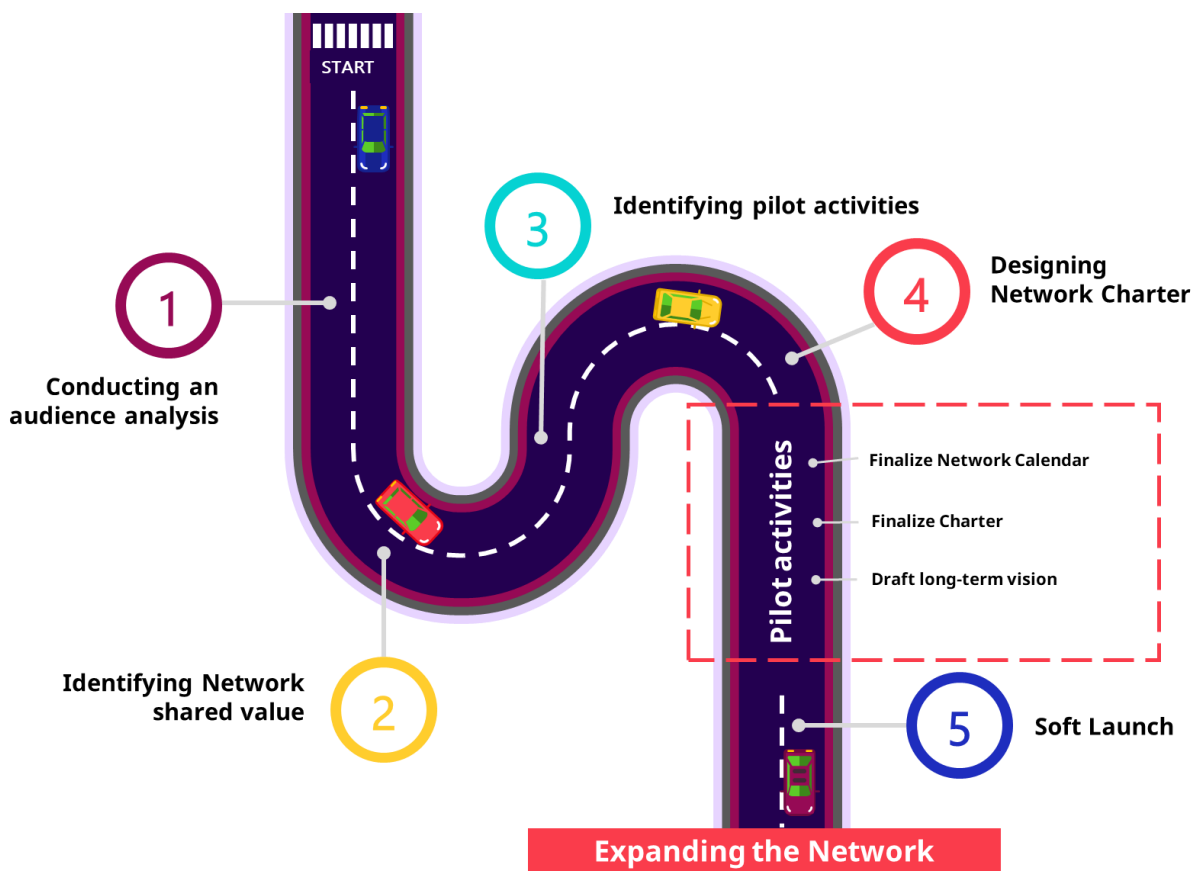
- Expression of needs
 - Assessing the design of the network
 - Identifying activities and services
 - Expressing their motivation to be active members
- Networking & Facilitation
 - Building and maintaining relationships with members
 - Identifying and sharing relevant content, resources, and expertise with other members
 - Facilitating best practice exchange across the network
 - Together with ILO Skills Team, leading meetings, activities, discussions, events and conferences
 - Motivating the participation of members and beyond the network boundaries
- Acting as leaders of special interest groups
 - Supporting the identification of key discussion topics or themes
 - Sharing experiences and approaches in discussion forums
 - Providing guidance to members
 - Providing inputs on all relevant discussions

In turn, Core Group members will:

- Raise public awareness of their agencies/organizations
- Gain visibility for their projects and chance to promote them
- VIP access to ILO Forums and Conferences
- Support from ILO Skills Specialists
- Access to tools and resources on innovation and project implementation
- Access to up-skilling and development opportunities through webinars and/or e-learning modules
- Recognition among peers within the Skills Innovation Connections network
- Opportunities to connect with innovators who have shared interests, background and experience
- Collaboration with other members to test ideas, get feedback and interact
- Continuous learning as a result of participation

► Co-design process with Core Group and ILO SKILLS Branch

Figure 1: Roadmap for ILO Skills Innovation Network co-design process



Thus seen in the picture above, the process of co-designing the Skills Innovation Network will consist of five stages to be carried out between November 2020 and January 2021:

Stage 1 (19 November 2020) - Conducting an audience analysis: understanding potential members' needs and areas of interest, and identify the Core Team (initiators) who will support the design of the network.

Stage 2 (November 2020) - Identifying Network's shared Value: identifying the Core Group's motivation in order to identify short-term and long-term network's value, for both the ILO and the members.

Stage 3 (3 December 2020) - Identifying pilot activities: identifying and starting pilot activities in order to create the initial interaction in the network.

Stage 4 (10 December 2020) - Designing Network Charter: preparing a draft "Charter" of the Network and a short value elevator pitch to explain the unique value the Network can offer to its members.

Stage 5 (2021) - Soft Launch: presenting the Network's vision and mission to all 473 innovators and other stakeholders during a High-level event to be hold in January 2021.

1st Core Group meeting: Conducting an audience analysis

Objectives of the meeting:

1. Introduce the ILO Skills Innovation Facility and the ILO Skills Innovation Connections initiative;
2. explain the role of the members of Core Group; and
3. take initial steps towards the design of the network.



Agenda:

Time	Session
14:00 – 14:05	Opening Remarks (plenary) Patrick Daru, Head of Operations, ILO Skills and Employability Branch (ILO SKILLS)
14:05 – 14:15	Icebreaker (plenary)
14:15 – 14:45	Visualizing the Skills Innovation Network (plenary) Jongwoo Lim, Junior Technical Officer, ILO SKILLS Clemens Binder, Digital Innovation Officer, Unity Effect
14:45 – 15:15	Exploring areas of interest in the Network (breakout groups) Hae Kyeung Chun, Junior Professional Officer, ILO SKILLS Henri Ebelin, Junior Technical Officer, ILO SKILLS Cheryl Chan, Junior Technical Officer, ILO SKILLS Jongwoo Lim, Junior Technical Officer, ILO SKILLS
15:15 – 15:35	Introducing the role of the Skills Innovation Network Core Group (plenary) Milagros Lazo Castro, Technical Officer/Innovation, ILO SKILLS
15:35 – 15:55	Aligning interests and outlining next steps (plenary) Estève Del Gobbo, Senior Officer, Business Processes and Change Management, BIU, ILO
15:55 – 16:00	Closing remarks (plenary) Milagros Lazo Castro, Technical Officer/Innovation, ILO SKILLS

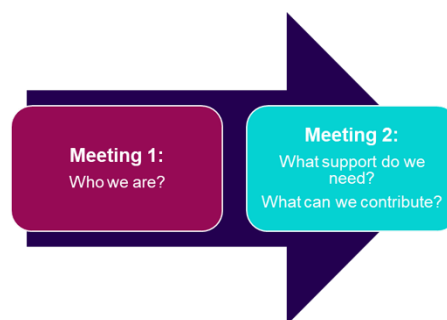
Outcomes of the meeting:

- Finalized network mapping of proposals: <https://kumu.io/UnityEffect/skills-innovation-network#skills-challenge-test-map>
- Core team (initiators) who will support design of network identified
- Draft categories agreed

2nd Core Group meeting: - Identifying Network's shared Value

Objectives of the meeting:

1. Identify network's shared value (value to members and business value).



Agenda:

Time	Session
14:00 - 14:10	Welcome to participants
14:10 - 14:20	Check-in in breakouts: 1) Share a few words about yourself and your project / application 2) What is one skill-related question that you currently have?
14:20 - 14:40	Presentation of ILO to update on 1) Vision of platform & community 2) Update on categories and further steps 3) ILO contribution to the Network
14:40 - 15:30	Coaching circles – peer-to-peer support
15:30 - 15:35	Short break (15.30 - 15.35)
15.35 - 15.55	Group feedback on next steps as community. Mainly as voting on: 1) My contribution to the network 2) Communication platform and technical support 3) Relevant themes / ILO contribution 4) Peer-support
15:55 - 16:00	Closing

Outcomes of the meeting:

- Members needs identified
- Members' contributions to the network identified
- Opportunities for collaboration identified – peer-to-peer support they want to see in the network

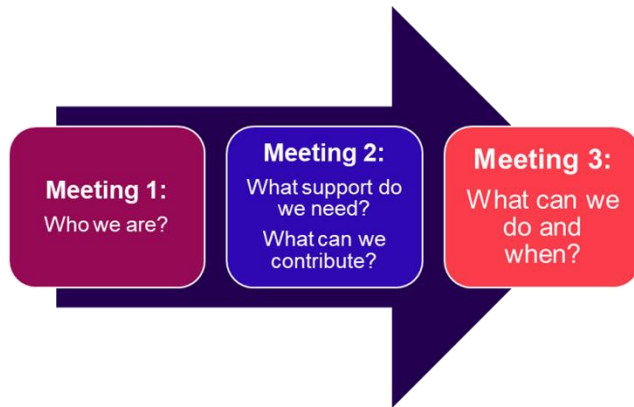
3rd Core Group meeting: - Identifying pilot activities

Objectives of the meeting:

1. Identify the how the Network's operations.

Process:

- Identify key services the network will offer
- Identify pilot activities
- Identify communication tool for pilot phase



Agenda:

Time	Session
14:00 - 14:10	Welcome to participants
14:10 - 14:20	Check-in in breakouts: 1) Share a few words about yourself and your project / application 2) What is something that you would like to contribute to a lively Skills Connections Network?
14:20 - 14:25	ILO to update on list of categories
14:30 - 15:10	Working circles in breakouts
15:10 - 15:45	Presentation of recommendations/activities
15.45 - 15.55	Taking forward the discussed recommendations 1) What is planned? 2) Responsibilities 3) Until when?
15:55 - 16:00	Closing

Outcomes of the meeting:

- Services the network will offer identified
- Communication tool identified
- Pilot activities and responsibilities
- Quarterly calendar scheduling – who will do what and when



4th Core Group meeting: - Designing network/creating an elevator pitch

Objectives of the meeting:

1. Drafting "Charter" of the Network
2. Developing an elevator pitch

Time	Session
14:00 - 14:10	Welcome to participants
14:10 - 14:20	Check-in in breakouts: 1) What showed up for you since last week (or last time you joined)?
14:20 - 14:25	ILO to update <ul style="list-style-type: none">• Recap the co-design process• Add value propositions to ILO & CG• LinkedIn group• Excel sheet for activities Short summary of the network charter so far
14:30 - 14:40	Network-Charta part 1 1-2-4 All (group work) <u>Key questions:</u> 1) What is the purpose / essence of the network? 2) What are additional features of the network?
14:10 - 15:10	Network-Charta part 2 1-2-4 All (group work) <u>Key questions in pairs</u> 1) What do we share / have in common in our ideas? 2) What are the essential elements we want to take forward? <u>Key questions in In groups for 4</u> 1) What do we share / have in common? 2) What are the essential elements we want to take forward?
15:10 - 15:40	Presentation of results in plenary and joint discussion
15.4 - 15.50	Next steps and how to stay engaged
15:55 - 16:00	Closing remarks

Holding 4th Meeting of Core Group on 10th December, ILO SKILLS Branch unfolds “on-boarding” process for Core Group to prepare together the **“Launch” of ILO Skills Innovation Network** in 2021, inviting all 473 participants to the 1st ILO Innovation Challenge Call.

This on-boarding process mainly serves with two benefits:

- Gradually involve Core Group in identified activities
- Create initial interaction, which will be later use to show future members when they join that there is activity in the network and that it’s not a silent empty space.



Objectives:

- Celebrate the soft launch of the Skills Innovation Network
- Discuss the role of networks in accelerating innovation around skills development
- Learn more about the ongoing work and opportunities for collaboration.

Tentative agenda:

Time	Session
14:00 – 14:10	Opening Remarks and presentation of the ILO Skills Innovation Facility
14:10 – 14:15	Recap video (Challenge Call and Innovation Connections Initiative)
14:15 – 14: 40	The role of networks in accelerating innovation around skills development
14:40 – 15:00	Presentation of the ILO Skills Innovation Network’s vision and mission
15:00 – 15:30	Core Group will briefly present their organization’ key areas of work and the added value they see in joining Skills Innovation Network
15:30 – 15:45	2021 work programme: brief presentation on tasks proposed by Core Group

15:45 - 16:00

Conclusion and way forward

