

SOCIAL PROTECTION AND JOBS

2019 CORE COURSES

OCT. 28–NOV. 8 | WASHINGTON DC



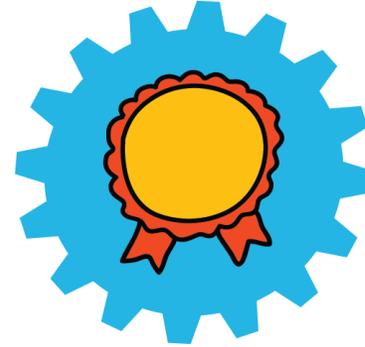
Apprenticeships for the XXI Century

Learning on the Job: Apprenticeship Programs
November 4th

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[Jobs, Labor & Migration Course](#)

An apprenticeship is a job that includes...



Learning a skilled occupation that is certified and recognized by the industry upon completion.

10 Core Elements



Align



Develop
curricula



Certify



Engage
employers



Deliver



Promote



Set
structure



Assess



Ensure
quality



Fund
& incentivize



Engage Employers

**Government-led
stakeholder
engagement**

**Industry-led
stakeholder
engagement**

**Firm-specific-level
employer
engagement**



Use existing institutions to reach out to and consult with employers through temporary task forces/groups

Representative and consultative bodies. Nonprofit, independent organizations that typically are funded by governments and that perform the function of engaging employers around development of competency standards

Engagement of employers, no intermediary between public agency responsible for employer engagement and firms themselves

Canada

UK, Australia, Germany

United States

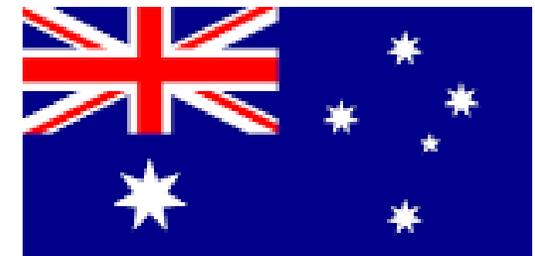
Models of public–private sector collaboration in apprenticeships



Engage Employers: good practices' example

- SME support

- Group training organizations (GTOs) have been pioneered in Australia, where they are particularly successful. GTOs employ Australian apprentices under a Training Contract and place them with host employers.
- The GTO undertakes the employer responsibilities for the quality and continuity of the Australian apprentices' employment and training, including payment of the Australian apprentices' wage.
- The GTOs are also part of the German and Indian apprenticeships.



Main features for the successful implementation of apprenticeships



TRAINING PROVIDERS AND EMPLOYERS
WORK TOGETHER



EMPLOYERS AND TRAINING PROVIDERS
FULLY INVEST IN THEIR APPRENTICES
AT AN EARLY STAGE



OPPORTUNITIES TO PROGRESS UPON
COMPLETION

Challenges implementing apprenticeships in developing countries

Type of challenge	Challenge
Economic factors	Low economic performance leads to decreased demand for apprentices by employers. High presence of micro, small, and medium enterprises- difficulty absorbing the costs of training. Informality (predominance of informal apprenticeships that do not comply with quality standards).
Educational	Low levels of numeracy and literacy skills and soft skills, making employers reluctant to receive apprentices.
Legal	Outdated legal frameworks to regulate apprenticeships. Labor regulations that affect the costs of hiring workers
Informational	Lack of consistent generation, use, and dissemination of labor market intelligence. Lack of or limited monitoring, impact evaluations and cost-benefit analyses of apprenticeship programs.
Institutional	Lack of strong quality assurance instruments, including a credible certification framework.
Social/Cultural	Lack of collaboration btw employers and public sector (government, training providers)

What is an informal apprenticeship?

- **Informal apprenticeship** is an important training system in many urban and rural **informal** economies. It is based on a training agreement between an **apprentice** and a master craftsman (ILO definition).
- Training is integrated into the production process and **apprentices** learn by working alongside the experienced craftsman.

Informal apprenticeships compared to other training schemes

Characteristic/Type of training		Pre-apprenticeship or Traineeship	Internship	Informal apprenticeship	Workplace learning	Apprenticeship
1	Wage	Maybe	Maybe	Maybe	✓	✓
2	Contract agreement* (bilateral or tripartite)	✗	Maybe	Maybe	✓	✓
3	Legal framework	✗	✗	✗	✗	✓
4	Workplace based	✗	✓	✗	✓	✓
5	Structured learning plan	✓	Maybe	✗	Maybe	✓
6	On-the-job training	Maybe	Maybe	✓	✓	✓
7	Off-the-job training	✗	✗	✗	✗	✓
8	Formal assessment	✗	✗	✗	✗	✓
9	Industry-recognized certification	Maybe	✗	✗	✗	✓
10	Curriculum established with private sector at the industry level	Maybe	Maybe	✗	✗	✓
11	Duration	Minimum 3 months	From 2 months to 6 months	Variable	Minimum 3 months	At least 1 year

Key features to think about when designing informal apprenticeship schemes



No written contracts



Lack of
structured learning
plans



Difficulties certifying
skills

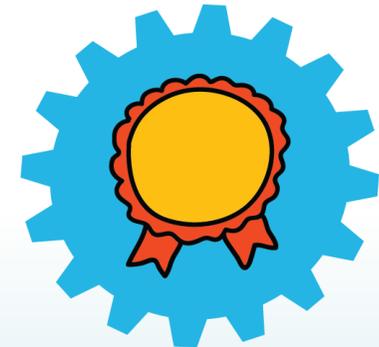
Features that could adapt well from formal systems



A contract with rights and responsibilities



Pre-defined and structured learning plan



Certification

What challenges need to be anticipated? How can these be managed?

Type of challenge	Challenge
Educational	Low levels of numeracy and literacy skills and soft skills, making employers reluctant to receive apprentices.
Institutional	Lack of strong quality assurance instruments, including a credible certification framework
Social/cultural	Lack of collaboration btw employers and public sector (government, training providers)

What challenges need to be anticipated? How can these be managed?

Type of challenge	Challenge
Educational	Low levels of numeracy and literacy & soft skills → support informal employers with instruments and programs that develop basic and soft skills (e.g., within or pre-apprenticeships in England)
Institutional	Lack of strong quality assurance & certification framework → group training organizations or use small business associations to support employers on their training plans and their certification processes (e.g., Australia's GTOs).
Social/cultural	Lack of PPP collaboration → implement co-financing mechanisms, create incentives, work at the sector-level, build skills development systems that supports all employers.

What not to do?

- Copying models from advanced economies (only some of the things that worked for Germany will work in the informal sector in Ghana)
- Impose solutions from the government that do not fit the challenges and needs of the employers (listen, work together)
- Treat all sectors with the same approach (have a sector-specific approach)
- Trying to do all at the same time (start introducing changes by sector, learn, learn again, ...be more ambitious, evaluate, learn, learn again...scale up)
- Ignore diversity and gender-specific challenges (have an inclusive approach to solutions)

Conclusions



Core Elements

Some could be successfully translated to informal apprenticeships to improve their effectiveness



Commitment

from all parties necessary



Involvement

Employers must be part of the design and delivery



Implementation

will always face challenges



Opportunities

Focus on the positive:
apprenticeships could help solve a huge problem!

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