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# Before and After the Economist Gets Off the Plane

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## A Stylized Private Sector Approach

- **Not intended to be fair or balanced\***
  - Not very institutional
  - Pragmatic: somewhat impolitic
- **Must be willing to be critical of all actors, including the private sector**
  - Activity: Name that country and date
    - “...the team unanimously agreed on the two most fundamental causes of [Country X’s] workforce problems: (1) the lack of strategic vision among [Country X’s] managers and (2) the decline in literacy, numeracy, and work ethic of the workforce.” USAID Assessment Team, [Date]
- **RTI 360° workforce evaluation tool: more balanced**
  - With P. Creticos, Institute for Work and the Economy
  - Surveys all stakeholders on system performance



- **Identify key (export/traded) sectors, if any**
  - Required workforce competencies in each
  - Career paths associated with them
  - The (international) organizations that vet or certify credentials
- **Map out the national stakeholders**
  - Demand-side: Associations, Guilds, etc.
  - Supply-Side: WFD institutions, public & private, donor roles
  - Key Intermediaries, *especially private ones!*
- **Web-based job boards or recruiter websites**
  - Usually serving emerging market needs
  - Cambodia: [Bongthom.com](http://Bongthom.com), Vietnam: [vietnamworks.com](http://vietnamworks.com); Philippines: [Trabaho.com](http://Trabaho.com)



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## After (1): In-Country Demand-Side Analysis

- **Chambers of Commerce/Business Associations:**
  - “Official perspective”
  - References to key employers and common problems.
- **Established Companies (Small/Midsized/MNC)**
  - What
    - Their assessment of the labor market, the workforce and training providers and authorities. Their PROBLEMS
    - Your assessment of Companies: vision, management, knowledge and professionalism.
  - Who
    - MNCs important because they have benchmarks
    - COO or Plant Manger usually better than CEO (too diplomatic)
- **Local entrepreneurs\* from outside of established industries**

\*more disruptive/outsider=better



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## After (2) Providers, Intermediaries, and “the System”

- **Private (for-Profit & Semi NFP) Vocational Providers**
  - Existence of for profit=evidence of demand.
- **Intermediaries**
  - Private employment agencies\*\*\*\*
    - Keen sense of workforce reality and potential
- **Core public TVET/WFD providers and authorities**
  - Ministries
  - Training schools
  - NGOs
  - Directly-involved donors



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# Public WFD Providers and Authorities

- **Compared to Good/Best Practices**
  - Experiential?
  - All aspects of business?
  - Knowledge of career pathways?
  - Supply or demand-driven?
  - Attitude towards private sector? (Know names of companies/industries?)
  - Entrepreneurialism?
  - Flexibility?
  - Attitude towards private training?
  - Attitudes toward 'learner pays'? (any sense of economics)
- **Compared to Demand-Side Assessment**
  - Relative assessment of challenges identified by demand side?
  - 180° view (not quite 360)