



Future of Work

Advisory service

The challenge

Worldwide, digitalisation, globalisation, climate change and demographic change are accelerating economic transformation, impacting the world of work and development prospects of many of our partner countries. For example, automation and the repatriation of manufacturing to industrialised countries are undermining industrialisation prospects in many developing countries. E-commerce is threatening local retailers, digital work platforms are presenting challenges for the social protection of the workers and climate change is causing farmers to acquire new skills. At the same time, cloud work offers people from developing countries new transnational income opportunities via the internet. The expansion of renewable energy and increasing resource efficiency are also creating new jobs and professions. In many partner countries, however, the responsible bodies lack the capacity they need to actively support these transformations and turn challenges into opportunities.

Our approach

Key factors for preparing the future world of work are proactive labour market policy and future- and needs-oriented education systems. In order for workers to already start preparing for the careers and expertise that will be required on the labour market tomorrow, curricula need to be continuously adapted to these needs. This requires education systems to obtain access to labour market information and collaborate closely with the private sector. In addition, in a world of work that is increasingly characterised by job changes, self-employment, retraining courses and further training, core competencies and lifelong learning are indispensable. Digital and individualised teaching and learning formats and digital recognition and certifi-

cation of qualifications are playing an ever-greater role in the acquisition of skills. A proactive labour market policy supports the transition between education and work and between professions during the course of one's working life through effective labour market services. At the same time, with future-oriented labour laws for workers, it creates a balance between flexibility and security. These educational and labour market initiatives must be complemented by measures in other policy areas, however, in particular by structural policy decisions on investments in digital infrastructure and human capital. Socio-political worker protection is also a key factor in a more volatile economic environment. Tax policy measures also play a role, because the preparation for the work of tomorrow requires financial scope. To maintain coherence, it may be worthwhile to mainstream relevant strategies in national development plans.

Our services

We adapt our Future of Work service offer to meet our partners' requirements, focusing on the following areas:

- » Participatory development of a strategy on the future of work, for example, using approaches of strategic foresight and multi-stakeholder dialogues
- » Advice on a future-oriented and evidence-based labour market and education strategy, including the development of labour market information systems
- » Survey of future (vocational) education needs using needs analyses. Based on the results, we work with our partners to develop learning profiles, curricula and teaching approaches, especially for teaching cross-sectoral core competencies such as independent learning, creativity and solution finding.
- » (Further) development and access to digital capacity de-



velopment systems

- » Advice for decision-makers and experts and capacity development on focal areas such as future-oriented structural and industrial policy, labour law, vocational education and training, social protection

The benefits

GIZ offers innovative and tested approaches for advisory services and for implementing measures on all aspects of the topic 'future of work'. To this end, partners benefit from the systemic perspective of GIZ's integrated approach to employment promotion and GIZ's years of commitment to digitalisation, education, the labour market, private sector promotion, social protection and environmental and climate-related topics. GIZ also draws on Germany's pioneering role in the topic of 'future of work', which is reflected in the 'Work 4.0' approach of the Federal Ministry of Labour and Social Affairs, in the strength of its capacity in research and policy advice and the focus on the future and in the holistic qualities of German vocational education and training. Taken together, these factors help GIZ convert the challenges into opportunities for the future, promote sustainable, broad-based economic growth and, together with our partners, work for a better, inclusive future for everyone.

An example from the field

On behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) and together with the Association of Southeast Asian Nations (ASEAN) and the Southeast Asian Ministers of Education Organization (SEAMEO), the Regional Cooperation Programme to Improve the Training of TVET Personnel (RECOTVET) implemented by GIZ helps ASEAN member states prepare for the future of work. With SEAMEO's Regional

Centre for Vocational and Technical Education and Training (SEAMEO VOCTECH), RECOTVET trained over 150 staff members from 34 South-East Asian vocational education and training institutions as multipliers under the 'Fit for Industry 4.0' motto. The training addressed topics such as Industry 4.0, curriculum development for Industry 4.0 work processes and innovative teaching and learning methods. By 2020, the training programme had reached more than 650 vocational school students and teachers. The programme also supported the Vietnamese ASEAN council presidency with dialogue-based development of policy guidelines on the future of work, the ASEAN Declaration on Human Resource Development for the Changing World of Work.

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