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MINISTRY OF LABOUR AND SOCIAL WELFARE

Vocational Training Strategy

2012-2014

Enhancing quality in Vocational Training at the Ministry of Labour and Social Welfare



**KOSOVO - LUXEMBOURG
DEVELOPMENT COOPERATION**



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Preface

The Ministry of Labour and Social Welfare has adopted a Sectoral Strategy and Action Plan 2011-2013 where one of the Strategic Objectives is to 'Increase employment and strengthen vocational training, according to the demands of the labour market'.

This Strategy for Vocational Training prepared with the support of the Luxembourg Cooperation project, 'Strengthening Vocational Training in Kosovo', is a further development of the efforts of the Ministry to structure and present its vision and plans for vocational training services to our partners and the donor community. The main messages that we want to send are:

- *MLSW is strengthening the infrastructure for vocational training,*
- *MLSW wants to improve the efficiency of the Department, Divisions & Training Centres and especially the quality of training services.*

This strategic document identifies a number of objectives to be addressed by the Ministry of Labour and Social Welfare regarding the development and promotion of Vocational Training for the unemployed and others in Kosovo.

Over the next three years – 2012 to 2014 - MLSW expects the Vocational Training Division and, specifically, the VTCs, to improve their performance as training providers starting with clearly identifying the bottlenecks in providing vocational training, including the organisation and administration of the process; embedding quality in the provision of vocational training through accreditation of training programs and the leading training providers; and also opening VTCs to the wider public, especially local communities.

The Vocational Training Division should play an important role in developing the vocational training framework in Kosovo and have a leading role in the development of vocational training at national level, including the identification of national priorities.

I want to thank the working groups and our partners in vocational training who participated and contributed to this Strategy, in particular the Grand Duchy of Luxembourg, for the coordination and technical support provided during the process.

Minister of Labour and Social Welfare

Nenad Rašić



Vocational Training Strategy

2012-2014

Enhancing quality in Vocational Training at the Ministry of Labour and Social Welfare

The Strategy is prepared by the Vocational Training Division of the Department of Labour and Employment within the Ministry of Labour and Social Welfare of the Government of the Republic of Kosovo ¹

¹ The Strategy was prepared following a number of workshops involving partners and Vocational Education and Training stakeholders in Kosovo with the support of the Luxembourg Cooperation project "Strengthening of Vocational Training in Kosovo".

List of Abbreviations

AI	Administrative Instruction
ALMM/P	Active Labour Market Measures/Programs
CoC	Centre of Competence
CVET	Council for Vocational Education & Training
DLE	Department of Labour and Employment
DVV	Adult Training Organisation in Kosovo
ED	Employment Division
EQF	European Qualifications Framework
ES	Employment Strategy
ETF	European Training Foundation
EU	European Union
ILO	International Labour Organisation
IPA	Instrument for Pre-accession Assistance
MEST	Ministry of Education, Science & Technology
MEO	Municipal Employment Office
MLSW	Ministry of Labour and Social Welfare
NGO	Non-Governmental Organisation
NQA	National Qualifications Authority
OJT	On the Job Training
PES	Public Employment Service
SEC	Socio-Economic Council
TF	Training Fund
TNA	Training Needs Analysis
VET	Vocational Education and Training
VT	Vocational Training
VTC	Vocational Training Centre
UNDP	United Nations Development Program

Mission

Well-functioning quality vocational training services that provide skills and competencies for employment and work for Kosovo's workforce

Vision 2012-2014

In its well-managed vocational training network, the MLSW is providing quality vocational training and retraining for Kosovo's workforce and plays a leading role in the country's development of vocational training.

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Introduction

Kosovo is facing a difficult economic situation affecting the labour market and raising significant challenges for building the quality of the work force. The EU's most recent progress report set out the following data and comments that describe the situation:²

- 45.4% unemployed according to the most recent Labour Force survey, in 2009³ - the highest figures for unemployment in the Balkans and in Europe (MLSW data for 2010 shows fluctuations from 37% to 41% for registered unemployed);
- Youth unemployment and long-term unemployment are alarmingly high;
- About 50% of people of working age do not have secondary education;
- The unskilled unemployed represent 60% of registered job seekers;
- The links between education/training and the labour market are fragile – as signalled by the increased number of unemployed university graduates;
- About 9% of working age people hold a certificate of tertiary education;
- Informal employment is widespread but is difficult to trace through official statistics;
- Job creation is insignificant in comparison to unemployment figures and given the demographic structure of Kosovo it does not give enough job opportunities for young people;
- Economic uncertainty and a dysfunctional labour market are major obstacles for job creation and private sector development;
- Kosovo still lacks accurate data on the number of students and the employment rate of graduates;
- There is no functioning market economy and weak and fragile economic growth - GDP per capita is 9.7% of the EU average;
- Kosovo's enterprise sector remains dominated by small and micro-enterprises. About 99.7% of enterprises employ fewer than 50 people, contributing to about 60% of the overall turnover in the economy.

In this difficult environment the Government of Kosovo remains committed to progress through efforts to change the labour market situation step by step and to create better opportunities for employment. It has adopted and started to implement the Employment Strategy 2010-2012 and a Sectoral Strategy and Action Plan 2011-2013. Both are focused on:

- Creating job opportunities mainly through public work schemes;
- Development of active employment measures.

There has been progress in developing employment policies targeting young people, people with disabilities, social assistance beneficiaries and people living in poverty. The Department of Labour and Employment and its Vocational Training Division (VTD) have to play a leading role in implementing these new policies.

² See Kosovo 2011 progress report, EU (com 2011) 666

³ No Labour Force survey was conducted in 2010 due to financial constraints because of the Census which was conducted.

The institutional environment, goals, policy context and VT provision

The VTD is responsible for managing the most advanced government vocational training network in Kosovo, comprising eight Vocational Training Centres and six Mobile Training Centres. They have workshops providing conditions for training in 30 occupations and about 80 full time staff. The network of VTCs has about a decade of experience in training (mostly young people) and is thus a vehicle for recovery and consequently for development of local communities. The VTCs contributed to the rebuilding of Kosovo during the period 2001-2005 thanks to direct donor support and management.

Since then, the maintenance and management of the network and its further development was transferred to MLSW. During this period the network has:

- Establishing functioning new workshops and VTC buildings (e.g. Prishtina, Peja, Ferizaj and Gjilan VTCs);
 - Developing the legal framework for VT (e.g. recently the AI for Training Fund was adopted);
 - Further developed the implementation of training curricula, certification, innovative practices (such as on-the-job training schemes) and training of managers and trainers;
 - Invested significantly in developing guidance and counselling services;
- Had the most immediate and urgent VTC needs addressed by the DLE/VTD.

The commitment of MLSW to further use the network of VTCs as an instrument for supporting the employability of the Kosovo work force is obvious and the first steps for formulating policies are in place as noted above.

In the period since 2005 new challenges have emerged, such as:

- The inability to pay travel costs and minimal subsistence per day which denied potential trainees from rural areas the chance to join training;
- The VTCs concentrating mainly on training of registered unemployed and exceptions to this usually being piloted under donor-funded projects;
- VTC training capacities not being fully used and the number of trained registered unemployed still not satisfactory;
- Although the VTCs placed a strong emphasis on introducing quality criteria and requirements when implementing training programs, in the absence of an NQF this could not be achieved to a satisfactory level,
- Minimal staff numbers allocated to managing VT policies, and these people also had implementation responsibilities.

At the same time it has to be noted that all the activities and efforts of VTD/VTCs took and are taking place in a *centralised management environment* which guarantees better accountability within MLSW but at the same time is an obstacle, and for the moment also an excuse, for not using all possible practices for utilizing the full capacity of the VTC network.

The network of VTCs was established mainly with the support of the Danish Government, EU, ILO and the Grand Duchy of Luxembourg. For the last couple of years the main donor for VT was the Luxembourg Cooperation project which invested 5.6 million Euros to support and develop the network of VTCs. Most innovative practices, capacity development, new equipment etc. in VT *depends on donor contributions*. At the same time the unreliability of official data and information together with the significant level of informal employment is a

great obstacle for implementing new initiatives. There is a continuous need for improvement of all management and implementation activities and approaches

Two successful stories of donor support illustrate the situation described above:

The on-the-job training (OJT) scheme implemented by the VTD with the support of the Luxembourg Cooperation project is considered a successful pilot of active labour market measures. 125 jobseekers went through training lasting three months and 100 were trained in one-month programs. Nevertheless, some improvements are recommended:

- basic skills training lasting one week at the VTCs before the company training is carried out;
- development and monitoring of individual training plans for the trainees to be rigorously applied. This is dependent on the motivation and capacities of the VTC trainers which also need attention;
- some sort of conditionality or co-payment from companies participating in the scheme. This would be a useful tool to ensure that they are serious, and to encourage long-term commitment towards the trainees.
- better means of tracking the real impact of the training in terms of employment.

Source: Mid-term evaluation report; Luxembourg Cooperation project 06.2009

The subsidies (transport and a meal) for job seekers from remote areas or from other less fortunate groups were cut from VTC budgets because of lack of funding but then revived within some of the donor-supported projects. The positive effects of these subsidies is obvious and without the commitment from MLSW to continue such subsidies these groups of job seekers will be in fact deprived of VT opportunities and later of options for employment. This also limits the role of the VTCs as community/regional focal points for providing training and employment opportunities and as places for individual development.

Source: Field visits, expert opinions and workshop discussions.

In recent years representatives of the VTD are members of the management structure of a number of projects for VT financed by a range of donors. There is structured or systematic cooperation with donors in the field of VT according to the *Regulation on Donor Coordination Nr. 04/2011*.

The areas for future development of VT delivery at MLSW can be topped with recommendations coming out from the workshops.

Management of VT:

- capacity building at all management levels to strengthen capacities in developing policies and strategies as well as to improve management and programming skills; special efforts should be made towards training for planning impact and sustainability of results;
- better coordination between institutions and department divisions;
- bottom-up initiatives should be supported by the VT leadership;
- the creation of capacity to manage VT at a system level.

Donor coordination and support:

- the cooperation between donors and Kosovo institutions does not always have the expected impact; duplication and a lack of continuity are often evident;
- donor coordination mechanisms have been put in place by the Kosovo Government but there is still a need for them to become functional between Ministries;
- donors should introduce good practices in involving all stakeholders and partners in their projects;
- the impact of training should be carefully planned, monitored and reported;
- interactions with businesses, local communities and social partners should be part of any training planned.

The delivery of VT at VTCs:

- further support is needed for upgrading the professional skills of trainers, development of curricula, assessment instruments, internal and external quality assurance systems etc.
- the number of trainees in VTCs should be increased;
- awareness-raising campaigns should be a priority in the VTD/VTCs annual planning process: what the requirements for employment are, how to find training, how to look for a job and to prepare to apply etc
- decentralisation of the operational/line management of VTCs;
- remuneration of VTC staff should be linked to their performance at work.

There are obviously a lot of other issues that may come from the planned external review. The challenge arises from a situation where a systematic approach is a goal and not a major instrument for managing change (the VET system is still in the process of development). VTD/VTCs should start shaping their approach for delivering of VT within a framework which embeds the components of the system, most importantly those relating to quality assurance.

The framework for the development of VT

The principles that determine the existing framework for VT in Kosovo and lead anticipated changes are identified as:

- VT to become **attractive and useful** for individuals and society

- VT to become **understandable for users** – jobseekers, businesses, local communities, individuals and others
- VT to be **accountable** to society
- VT to be **effective and efficient** and to guarantee **quality** within the Kosovo training system
- VT to become more **inclusive**

These principles have to be supported by a range of activities (investment, training, marketing etc) in order to be followed and implemented in the country. Kosovo should be an environment where two agendas are followed: the developmental agenda (where new structures, institutions and practices are built, functionalised and implemented) and the reform agenda (where existing and newly built, functionalised and implemented structures, institutions and practices are trying to meet certain standards). Therefore, Kosovo has to be developed but it also has to meet the requirements of good EU practice.

VT to become attractive and useful for individuals and society

During the last decade education has gained a leading role in the learning environment of Kosovo, which is understandable given the conditions during the last decade of the previous century and the fact that Kosovo is a young nation (45% of the population is under 30). It is only in the last four to five years that sufficient efforts have been made by the Kosovo government to restress the importance of training, especially for the young generation. If at the beginning the network of VTCs was established with the aim of helping the recovery of Kosovo, their role is now moving to delivering skills and competencies that help individuals to be employed and in this way support the quality of Kosovo's workforce and the development of the economy.

This change creates a number of challenges:

- VT has to compete with individuals' educational or VET options;
- VT providers have to explain to individuals and communities that there are alternatives to educational diplomas that guarantee employment;
- VT has to change the perception that it supports only registered jobseekers,

VT can complement and continue the previous learning achievements of individuals or can be a fast track to compensate the absence of such achievements; employability in most cases depends on a combination of education and training.

The role of the Regional Advisory Boards - Socio-Economic Council (SEC) needs to be revisited and strengthened. The private sector should be strongly involved in the design and implementation of VT provided by MLSW. The promotion and marketing of the role and importance of VT for Kosovo has to be supported strongly in order to sustain and disseminate the training results achieved by VTCs, and finally, there needs to be an acknowledgement that all professions are equally important for individuals and for the development of Kosovan society.

VT to become understandable for users – jobseekers, businesses, local communities, individuals and others.

At the moment the main users of the training services of the VTCs are 2-5% of registered jobseekers and it is very difficult for other people to understand the role and to make a choice to go for training. The figures have their explanation in the limited resources available at the moment, but the Government of Kosovo has shown a commitment to changing this situation by providing employment opportunities through active labour market measures. At the same time Kosovo businesses are starting to trust/employ the VTC trainees – the most recent research shows that between 30 and 60% of trainees are employed after the training period.

For the VTCs this means:

- VT should be available for target groups other than those registered unemployed;
- VT programs offered should be promoted in local communities, especially to local businesses; trust in VTCs has to be recovered;
- VTCs and Employment Offices should promote the options for employment to communities and individuals. Guidance and counselling should reach larger audiences.
- the quality of the training process should be visible to users.

In these efforts VT institutions should be strongly supported by social partners and by businesses. The culture of hiring/employing people has started to change (so that people are employed not following informal recommendations but for their knowledge and skills), but this has to progress further. Businesses have to know VT institutions and use their services.

VT to become accountable to society

The VTD and the VTC network are accountable for the work done within MLSW and the Government but still need to follow and implement the principle of accountability beyond this context:

- an annual report on the work done by the VTD/VTCs should be prepared and submitted not only to the hierarchy but also to local communities/municipalities and social partners;
- the use of VTC capacities for training should gradually become 100% of working time;
- the VTD/VTCs leadership's capacity for management and implementation can be further developed;
- the DLE/VTD can prepare and introduce a decentralised performance management system for sectors;
- the VTCs should try to use the opportunity for generating their own income and reinvesting it to improve the quality of training.

The DLE has very good publications and it can now think how to diversify the information collected and to customise it for municipalities, individuals, businesses and society.

VT to be effective, efficient and to guarantee quality within the Kosovo training system

This principle is a constant driver for VT although its specific implications for Kosovo have yet to be well understood. In the previous strategic paper prepared some five years ago the same principle/target is identified, though this does not mean that nothing was achieved. The VTD/VTC has produced and is constantly revisiting modularised curricula and all support services, aiming at standardisation. The challenge until recently was that without Kosovo Qualification system in place it was very difficult to introduce convincing quality instruments, not to mention standards.

The issue with using the capacities of the infrastructure and the trainers is of a different nature. Because of the limited financial resources and the specific situation with the unemployed and their registration, the use of VTC capacity has gradually declined.

All the above suggest that:

- the VTD/VTCs should revisit and conform their training programs with Kosovo Qualification Framework requirements and apply for the accreditation of programs and later for institutional accreditation;
- the VTD, together with the VETD at MEST, should activate the work of the Council on Vocational Education and Training (CVET) in order for the accreditation process to become reality;
- VTCs should aim to utilise their training capacities to the full;
- some VTCs should apply to become part of the Centre of Competence network;
- further opportunities for trainers' career development should be provided;
- further investment in infrastructure should continue to provide good conditions for training and especially for assessment procedures.

These changes require complex efforts and quick results should not be expected.

VT to become more inclusive

The main target group of VT delivered by VTCs is the group of registered jobseekers - mainly young people. All strategic policy papers produced recently recommend that access to training be expanded to reach:

- disadvantaged and vulnerable groups and minorities,
- children not attending school,
- young women, especially from rural areas

and that VTCs should support the transition from education to work for young people by providing specific training and advice.

In a time of limited budget these efforts need sufficient resources and it is for the DLE/VTD to make the decision to involve different groups in their training and services.

Mission, vision, objectives and priorities for VT for the period 2012-2014

The Employment Strategy 2010-2012 and the Sectoral Strategy and Action Plan 2011-2013 of MLSW have set out the objective for the VTD and VTCs network - *to increase employment and strengthen vocational training, according to the demands of the labour market*. The operationalisation of this objective was discussed in a series of workshops during the period October-December 2011 and the proposal to go forward covers actions to:

- Develop reflective activities for the VTD/VTCs
- Diversify the options for training in VTCs
- Improve learning resources and introduce a quality assurance framework
- Build capacity at management level and support the development of a legal framework
- Improve donor coordination.

Logframe for the Vocational Training Strategy 2012-2014⁴

STRATEGIC OBJECTIVE	SOURCES OF VERIFICATION	RESULTS TO BE ACHIEVED	PARTIES/ENTITIES INVOLVED
Increase employment and strengthen vocational training, according to the demands of the labour market	Annual reports of the DLE/VTD	The VTD within the MLSW plays an important role in developing a framework for VT in Kosovo and has a leading role in national training development, including the identification of national priorities and ensuring they are met.	MLSW leadership DLE/VTD and VTCs
OBJECTIVES			
Develop reflective activities for the VTD/VTCs	Reports of studies conducted	Strengthened management and implementation capacities of VTD and VTCs The delivery of VT further supported: new occupations identified, awareness-raising campaigns in place and accreditation	VTD and VTCs External expertise/Donors
Diversify the options for training in VTCs	Training records of VTCs VTD reports	New training opportunities and support services introduced The VTD and VTCs contribute to all MLSW training projects Training Fund functioning (at least 350 jobseekers trained per year) New VT services introduced.	VTD and VTCs Employment Div. VETD in MEST Social partners Other Ministries

⁴ The indicators of achievements for the objectives are identified in the Employment Strategy 2010-2012 and the Sectoral Strategy and Action Plan 2011-2013. They are monitored by a special committee within MLSW.

STRATEGIC OBJECTIVE	SOURCES OF VERIFICATION	RESULTS TO BE ACHIEVED	PARTIES/ENTITIES INVOLVED
Improve learning resources and introduce quality assurance framework	Accredited programs and VTCs New training programs introduced.	Complete VTCs network and infrastructure. Construction of new VTCs in three regions of Kosovo. Accreditation of training programs and VTC by NQA. Some VTCs join the CoC network. Opportunities for TT provided.	VTD and VTCs
Upgrade management and support development of legal framework	Number of AIs drafted and adopted. Annual evaluation reports of VTD and VTCs	Increased capacities among VTD and VTCs management and professional staff. Legal framework for VT developed at MLSW	VTD and VTCs Employment Div. Legal Division of MLSW
Improve donor coordination	Additional resources for VT attracted. Record of number of good practices implemented.	VTD plays a leading role in vocational training development in Kosovo VT projects/donors meetings organised twice a year. Participation in the Governmental working group for VET. CVET is operational. Contribution made to the implementation of bilateral agreements and regional initiatives in the area of training and employment	VTD and VTCs VETD at MEST EU Integration office at MLSW

In line with the MLSW goals and objectives for VT formulated in strategic documents, and workshop discussions the following mission and vision statements for VTD/VTCs were prepared:

Mission

“Well-functioning quality vocational training services that provide skills and competencies for employment and work for Kosovo’s workforce”

Vision

In its well-managed training infrastructure the MLSW network of Vocational Training Centres provides quality vocational training and retraining for the Kosovo workforce and plays a leading role in vocational training developments in the country.

These statements will be used in the forthcoming work on implementation of the Vocational Training Strategy and especially in Action Plan 2012-2014 activities.

The *financial framework* for implementation of the Vocational Training Strategy is based on figures from MLSW strategic papers. Technical assistance and infrastructure costs for the period of the strategy are expected to be provided mainly by donors and international institutions. DLE/VTD experts are expected to do some part of the work on planning and capacity building. The DLE/VTD leadership has to make very careful year-on-year plans for activities to be implemented and agreements to be made with donors and international organisations for their technical and resource support.

Financial Framework VT and employment (forecast)	MLSW budget	Donors International Organisations		
<u>Employment Strategy 2010-2012</u> 650,000€ for preparation for ALMM and 10,000,000€ for ALMM	<u>2012-2014</u> ≈ 1,000,000€ for VT (capital investments not included)	<u>Luxembourg Cooperation</u> ≈ 1,000,000€ (300,000€ for TF) for 2012	<u>UNDP</u> 850.000\$ per year	<u>DVV</u> 50,000€ per year
<u>Economic vision of Kosovo 2011-2014 Action Plan</u> 3,920,000€ for employment and training activities		<u>EU</u> Project to be prepared for 2013 IPA	<u>WB</u> Project for ALMM designed	

Key issues

The main *implementing driver* of the Vocational Training Strategy is the DLE/VTD leadership supported by VTC management and staff. The Vocational Training Division at the MLSW had already contributed to the identification of objectives and activities in the Sectoral Strategy and the Employment Strategy. The Division is to prepare the implementation of the Strategy and the Action Plan 2012-2014.

It is expected that at the end of this period *'the Vocational Training Division within the MLSW needs to play an important role in developing a framework for vocational training in Kosovo. It should play a leading role in national training development, including the identification of national priorities and ensuring they are met'*. The complexity of the task requires good coordination with the other divisions and departments of MLSW, social partners, partner institutions and the donor community. Below are some of the major expectations, challenges and problems faced when delivering VT:

Immediate challenges articulated by the VT and donor community	Major challenges according to the VTD/MLSW	Challenges that have to be overcome at national level
VTCs being half empty and not using the full capacity of their workshops	Limited financing of VT services.	Public awareness and improvement of the quality of the VT programs delivered is a major challenge
Questionable capacity and lack of commitment of the human resources engaged in management and delivery of VT.	Absence of understanding and implementation policies nationwide for skills development, quality assurance and development of human resources.	The skills delivered in VT secondary schools are limited and VT school graduates are often trained at VTCs. General VT should be improved at National level.
The VT delivered often does not correspond to labour market needs.	Dependence on donors for major investment and innovation practices	Employers are not involved enough in the design and provision of training. Their participation is the only way to ensure relevance of training programs to the needs of businesses and the labour market

Private sector interest in VTC graduates is limited.	Absence of opportunities for diversification of target groups for training and lack of awareness of VTC training by the business community	The training delivered at VTCs is targeting only registered jobseekers and leaves more than 95% of the unemployed without an opportunity to gain any employment skills.
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It is obvious that some of the challenges are entirely shared; others of them can be dealt with only after national agreements are reached; in addition, some are specific to the VTD network. During the preparation of the Strategy and the Action Plan, it appeared that the VTD/ MLSW cannot, with its limited resources, simultaneously address all of the listed issues. However, it should build on some achievements and good practices such as:

- Well-established VTC infrastructure and workshop facilities;
- Commitment of Kosovo Government/MLSW and donors to invest in VT (including capacity building and management innovations);
- Updating of training curricula and staff professional experience;
- Established sustainable TF facility for training of all different categories of unemployed;
- Successful active labour market measures on training practices such as OJT.

On the other hand, in order to address developmental, economic and social issues, VTD/MLSW has to become a major player in the training sector in Kosovo and to show strong capacity and quality in delivering vocational training to a range of target groups.

Efforts over the medium-term period (next three years) should target:

- *Embedding quality* in the training services provided: preparation of occupational standards, modularised curricula, learning and teaching material, assessment and evaluation procedures, certification and establishing of an appropriate training environment, counselling and guidance services, accreditation of training modules delivered by VTCs within institutional accreditation, collaboration with CoCs network, etc.
- *Strongly involving social partners*, especially representatives of the *private sector and employers* to work together with VTC staff and support the preparation of regional development plans and labour market information (especially skills requirements of employers for upgrading training). Regional Employment Centres should concentrate on these issues and VTCs should structure and lead the process.
- *Capacity building and efficient management* efforts such as participation in MLSW planned capacity building initiatives (including introduction of performance management and evaluation systems); upgrading the skills and competences of VT managers and trainers; decentralisation of VTC management by designing and delegating greater autonomy to VTCs (including income generation) and diversification of their clients...

There are also other important activities aimed at establishing a positive environment for VT at MLSW: better donor coordination, developing cooperation with MEST and other key players in the training sector; developing the legal environment for VT, and coordination and participation in development of national policies related to economic and social development.

To facilitate the success of the efforts planned within VT, a functional survey/audit of VTD and VTCs could be conducted to identify actions and priorities. This will avoid the risk of imposing unrealistic tasks, and support the sustainability of planned processes and achievements.

It should also be mentioned that the VT Strategy was drafted prior to the new VT Law which is currently being discussed by MEST, MLSW and the donor community. It may therefore need revision when this VT Law is approved. In addition, MLSW and MEST should merge their VT Strategy after the publication of this law.

Action Plan 2012-2014

This 2012-2014 Action Plan of the Vocational Training Division (VTD) of MLSW was produced following six workshops held with the support of the Luxembourg Cooperation project 'Strengthening Vocational Training in Kosovo' in October and November 2011. The plan builds on the experience gained during the implementation of previous action plans and strategic papers⁵ and mainly on the practical experience gained during the implementation of bilateral projects which made a significant contribution to building the infrastructure of the Vocational Training Centres' network. The central role in the Action Plan 2012-2014 is assigned to the two strategic papers on employment in Kosovo and the sectoral strategy for 2011-2013. All ideas, comments and recommendations made during the consultation period by social partners and VT partners are reflected in the Action Plan.

Principles of implementation

From the very beginning of the idea of preparing a VT strategy and Action plan, the VTD has committed to the following *approach* for planning its activities during the period 2012-2014:

- ensuring active partnership at all stages of planning and implementation within MLSW and in the field of VT;
- human capacity building to ensure effective functioning of the VTD;
- being demand-led and responsive to the needs of businesses and the labour market;
- an emphasis on quality to raise the standards of training;
- transparency and flexibility of training services with the aim of promoting adaptability and mobility of the labour force within and outside Kosovo;
- providing sustainability through stakeholder ownership of the results;
- comprehensive scope to training – integrating all potential trainees within the lifelong learning framework in Kosovo.

The implementation of the planned activities raises a number of *challenges* for VTD staff:

⁵Enhancing Employability: a VT strategy for Kosovo 2005-2007; Employment strategy 2010-2012;and also Sectoral Strategy Action Plan 2011-2013.

- limited human resources (HR) in the VTD and the VTCs;
- centralised management practices in tension with the horizontal and supportive context of management of the training services;
- past experience has been dominated by donors' projects with no convincing evidence for embedding of experience in the MLSW training and employment services;
- need for further closer cooperation and synergy between employment and training efforts at the DLE of MLSW;
- regaining the ethos of the VTCs and their role in local communities to become centres for cultivating positive attitudes towards training and work;
- no emphasis on quality was possible until recently.

All these challenges, together with the main task for the DLE, of increasing employment and strengthening vocational training according to labour market demand, lead to the formulation of the *principles for implementation* of the Action Plan 2012-2014:

- step-by-step approach to build HR capacity and increase the use of existing infrastructure for vocational training at MLSW;
- concentrated efforts with the ED to provide quality services for Kosovo's work force;
- guaranteed quality of VT by the end of the period;
- broadening of the VT target group attracting trainees other than registered jobseekers;
- decentralisation of VT management and demonstrated capacity for attracting additional resources for VT from projects but also from generated income.

Implementation priorities

The *implementation priorities* of the Action Plan 2012-2014 are predetermined by the Vocational Training Strategy 2012-2014:

- development and reflection activities of the VTD/VTCs;
- diversification of the options for Vocational Training;
- learning resources and quality assurance for Vocational Training;
- management and legal development;
- improve donor coordination in VT.

Some of the priorities like quality assurance of VT and the diversification of options for VT go beyond the implementation period and have a wider context than that of the Strategic Plan 2012-2014. It is expected that the approach and the initial work on these priorities will be designed and initiated during the period.

The overall **management** of the implementation and coordination of partner institutions' efforts, projects and activities under the Action Plan 2012-2014 is to be executed by the leadership of the DLE/VTD and its staff. Strong support from DLE leadership and staff contributions to the successful implementation of all activities is expected.

The VTD should strengthen its participation in the CVET and in particular seek effective work from its sub-committees. If necessary, donor and social partner support can be mobilised for particular tasks.

It is planned and expected that **financial resources** for the implementation of the Action Plan 2012-2014 will be provided mainly from the MLSW budget but also from Luxembourg Cooperation, UNDP and DVV funding. Some activities can indirectly complement some EU and WB projects where opportunities for financing might be appropriate. It is expected that VTD, together with other partners from Kosovo, will be capable of submitting a proposal for a self-employment project by the end of the planning period.

The **partner institutions** of the VTD for the Action Plan 2012-2014 are MEST, the Ministry for Youth, Culture and Sport, social partners and the business communities at regional level. The involvement of the private sector is of vital importance for the efficiency and effectiveness of the implementation process. MEST is the leading partner in the process of designing and validating VT but also in continuing the cooperation between VET schools and VTCs. The leading donors are expected to be Luxembourg Cooperation, UNDP and DVV.

No.	Measures	2012	2013	2014	Sources of verification/Indicators of achievements	Responsible Institutions	Resources
1.Reflective activities <i>(research and studies on the capacity and management of the VT provided by MLSW)</i>							
	Measures	Activities			Sources/ Indicators	Responsible Institutions	Resources
		Year 1	Year 2	Year 3			
1.1	<i>Strengthening the management and implementation capacities of VTD and VTCs</i>						
1.1.1		Conduct an internal functional review/audit of VTD to prepare ground for detailed planning for delivering quality VT.	Prepare a detailed step-by-step annual action plan	Prepare a detailed step-by-step annual action plan	Report on the VTD review Minutes of workshop on quality management. Reviewed job descriptions of VTD staff. VTD annual plans	VTD	17,000 € 2012 Luxembourg Cooperation UNDP
1.1.2		Conduct an internal functional review/audit of VTCs to prepare ground for detailed planning for delivery of quality VT	Prepare a detailed step-by-step annual action plan	Prepare a detailed step-by-step annual action plan	VTCs review report Minutes of workshops on quality management. Reviewed job descriptions of VTC staff. Annual plans of VTCs developed.	VTD and VTCs	22,000 € MLSW and Luxembourg Cooperation

1.1. 3		Improve the format of the annual reporting of VTD and VTCs	Publish the VTD annual report.	Publish the VTD annual report	Information on quality and indicators (including performance indicators) embedded in the annual reports of the VTD	VTD	Ministry annual budget MLSW
1.2	<i>Support for the delivery of vocational training</i>						
1.2. 1.		Carry out research to identify new occupations according to labour market needs including those for the renewed VTCs (focus on local/community business and labour market needs).	Carry out research on identifying new occupations according to labour market needs including those for the renewed VTCs (focus on local/community business and labour market needs).	Carry out research on identifying new occupations according to labour market needs including those for the renewed VTCs (focus on local/community business and labour market needs).	Research reports Training programs developed for new occupations	VTD and VTCs	30, 000€ 2012 Luxembourg Cooperation DVV Other donors
1.2. 2		Prepare a report on lessons learned and recommendations from the field testing for the Kosovo QF	Disseminate good practices and support their introduction	Disseminate good practices and support their introduction	VTD/VTCs produce Kosovo expertise for accreditation of modules, institutions and prior learning.	VTD	Ministry budget 20, 000 € (for year 2013-2014) MLSW and other donors

1.2. 3		Sustain the results of the VT awareness-raising/promotion activities in 2011 and build on them. Prepare VT awareness-raising/promotion plan for the next 2 years.	Continue with implementation of the VT awareness-raising/promotion plan.	Continue with implementation of the VT awareness-raising/promotion plan.	Promotion materials and records of visits to websites and offices	VTD/VTCs	25,000 € 2012-2014 Luxembourg Cooperation Other donors
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2.Diversification of options for Vocational Training							
	Measures	Activities			Sources/ Indicators	Responsible Institutions	Resources
		Year 1	Year 2	Year 3			
2.1	Introduction of new training opportunities and support services						
2.1 . 1		Identify new occupations for the newly built VTCs (three workshops are to be opened per VTC), and mobile units	Identify new occupations for the newly built VTCs (three workshops are to be opened per VTC), and mobile units		Training programs for new occupations developed and implemented. Outdated courses removed from the programs	VTCs	30,000 € 2012 Luxembourg Cooperation DVV Other donors
2.1		Recruit new	Recruit trainers for	Recruit trainers	Employment	VTD and VTCs	57,120 €

.2		trainers for new occupations introduced in VTCs (Gjilan 2012) and for three workshops in mobile units	new occupations introduced in VTCs (Mitrovica).	for new occupations introduced in VTCs (Gjakova)	records of VTC - 14 trainers.		Ministry budget Luxembourg Cooperation DVV initial support Other donors
2.2	Participation/contribution to MLSW projects						
2.2 .1		Participate in selection procedures for a variety of MLSW projects and programs and draft and implement training programs for MLSW initiatives	Participate in selection procedures for a variety of MLSW projects and programs and draft and implement training programs for MLSW initiatives	Participate in selection procedures for a variety of MLSW projects and programs and draft and implement training programs for MLSW initiatives	MLSW records of projects and programs.	MLSW and donors	MLSW Depending on programs and projects approved Other donors
2.2 .2		Contribute to the employment of people with disabilities through ALMM project activities		Train all potential grantees under MLSW initiatives for provision of ALMP and specific employment services	MLSW records of projects and programs. Records of training in VTCs. 300 people trained for specific profiles by	MLSW and donors	UNDP EU-IPA /ES Activities depending on programs and projects approved Kosovo Government

					2013		Different donors
2.2.3		Regular reporting on ALMP participation	Regular reporting on ALMP participation	Regular reporting on ALMP participation	Reports on ALMP.	VTD	MLSW
2.2.4		Improve in-company training for registered jobseekers.	Improvement of in-company training for registered jobseekers.	Improvement of in-company training for the registered jobseekers	UNDP/EU project reports 1000 job seekers trained by 2013	VTD	500.000€ per year UNDP Luxembourg Cooperation UNDP Other donors (EU)
2.2.5		Promote self-employment training		Preparation of a joint project for self-employment	Training records. Reports of MLSW on promotion of self-employment	VTD and partners (Employers organisations and banks)	15, 000€ Different donors
2.3	Additional training provision support						
2.3.1.		Pilot Training Fund training in 'soft' occupations.	Expand Training Fund trainings	Expand Training Fund trainings	Records of training sessions and evaluations. At least 300 trainees per year.	VTD/MLSW	300,000€ for year 2012- LuxDev 500,000€ in 2013 and 2014

							MLSW and other donors.
2.3 .2		Outsource /purchase training from other training providers (for unemployed people with disabilities)	Outsource /purchase training from other training providers (for unemployed people with disabilities)	Outsource /purchase training from other training providers (for unemployed people with disabilities)	Contracts and training records	VTD/MLSW	500,000€ per year MLSW
2.4	New vocational training services						
2.4 .1.		Provide training and support services for: children without parental care and school dropouts; students from VT schools for transition from school to work, and other potential trainees.	Provide training and support services for: children without parental care and school dropouts; students from VT schools for transition from school to work, and other potential trainees.	Provide training and support services for: children without parental care and school dropouts; students from VT schools for transition from school to work, and other potential trainees.	Training records of VTCs	VTD/VTCs and partner institutions	UNDP and other donors depending on project approved
2.4 .2		Produce a variety of training packages (such as training packages on: entrepreneurship, self-employment, health and safety, communication	Produce a variety of training packages (such as training packages on: entrepreneurship, self-employment, health and safety, communication skills) and offer those to	Produce a variety of training packages (such as training packages on: entrepreneurship, self-employment, health and safety, communication	Number of packages (2-3) prepared every year.	VTD/VTCs	30,000€ 2012-2013

		skills) and offer those to trainees other than registered jobseekers (e.g. school graduates and unemployed)	trainees other than registered jobseekers (e.g. school graduates and unemployed)	skills) and offer those to trainees other than registered jobseekers (e.g. school graduates and unemployed)			Luxembourg Cooperation Other donors
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3. Learning resources and quality assurance							
	Measures	Activities			Sources/ Indicators	Responsible Institutions	Resources
		Year 1	Year 2	Year 3			
3.1	Finalise the VTCs network and infrastructure. Construct new VTCs in three regions of Kosovo	Gjilan VTC	Mitrovica	Gjakova VTC	3 VTCs workshops accommodated in new premises;	VTD	2,250, 000€ Luxembourg Cooperation
3.1.1		Equip the workshops with up-to-date tools and equipment for training, in newly established or existing VTC workshops and mobile training units.	Equip the workshops with up-to-date tools and equipment for training, in newly established or existing VTC workshops and mobile training units.	Equip the workshops with up-to-date tools and equipment for training, in newly established or existing VTC workshops and mobile training units.	Reports for delivery of equipment. Training reports of VTCs.	VTD	250,000€ per year Luxembourg Cooperation DVV
3.1.2		Provide fair access to VTCs for all jobseekers registered at Employment	Provide fair access to VTCs for all jobseekers registered at Employment		Access routes for disabled constructed and if necessary equipment	MLSW/VTD	45,000€ 2012 Luxembourg Cooperation

3.2 .4		Provide opportunities for training of trainers	Provide opportunities for training of trainers	Apply for recognition of prior learning for former trainees	TNA carried out. 30 % of trainers of VTCs improve or validate their professional experience.	VTD/VTCs	30,000€ 2012-2014 Luxembourg Cooperation Other donors
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4. Management and legal framework development							
	Measures	Activities			Sources/ Indicators	Responsible Institutions	Resources
		Year 1	Year 2	Year 3			
4.1	Increase of capacities of VTD and VTCs management and professional staff						
4.1 .1.		Participate in the process of improving the services (counselling and training) provided by DLE	Assess piloting on increased responsibilities and start full implementation. Prepare a Quality Management Manual (QMM) for VTCs.		Plans for quality provision of VT developed. Participation in Monitoring and other MLSW committees QMM prepared and implemented; 35% increase in trained jobseekers by 2013	DLE/VTD/ VTCs	25,000 € ES activities - Kosovo Government Luxembourg Cooperation UNDP Other donors
4.1		Change	Provide			DLE/VTD	35,000€

.2		administrative procedures so as to further upgrade the working relationships between the Employment Services and Vocational Training Centres for forthcoming project initiatives.	opportunities for training of VTCs managers		Integrated model for Employment Services implemented Kosovo National Employment Agency established and functioning Records of training.		Luxembourg Cooperation Other donors
4.1 .3		Train PES and Vocational Training Centre staff in the promotion of self-employment measures for forthcoming project initiatives.			Training records	VTD/VTCs	20,000€ ES activities - Kosovo Government Various donors
4.1 .4		Establish institutional capacities for ALMP and their implementation - training program design; assessment of applicants' skills and	Follow up actions	Follow up actions	VTD/VTCs staff trained and providing services for ALMP.	DLE/VTD	ES activities- Kosovo Government

		competencies, provision of training and evaluations.					Different donors
4.1.5		Establish a performance evaluation system	Follow up on the performance management system	Follow up on the performance management system	Performance indicators designed and implemented. Reports for implementation of performance system.	VTD	10,000€ Kosovo Government Various donors
4.1.6		Participate in the implementation of MLSW training plan for capacity building			Training records	MLSW/VTD	25,000€ Luxembourg Cooperation
4.1.7		Make the CVET sub-committee on standards operational			Sub-committees for standards assessment and curricula operational as of 2012	MLSW/VTD leadership	MLSW and MEST budgets 30,000€ Other donors if identified
4.2	Development of the legal framework (mainly AIs) for training service						
4.2.1.		Contribute to the development and adoption of new legal acts in the area of training employment and	Contribute to the development and adoption of new legal acts in the area of training employment and	Contribute to the development and adoption of new legal acts in the area of training	Draft laws and regulations prepared and submitted for approval	DLE/VTD	ES activities- Kosovo Government Various donors

		social welfare	social welfare	employment and social welfare			
4.2.2		Support the definition of the legal framework for ALMP		Improving the AI for Training Fund after piloting	Draft AI prepared and submitted for approval		15,000€ Luxembourg Cooperation
4.2.3		Improve the AI on the responsibilities of VTD for VT to cover all procedures related training at MLSW		Draft AI on income generation for VTCs	Draft AIs prepared and submitted for approval	MLSW/DLE /VTD	MLSW budget Other donors

5.Donor coordination

	Measures	Activities			Sources/ Indicators	Responsible Institutions	Resources
		Year 1	Year 2	Year 3			
5.1	VTD to play a leading role in vocational training development in Kosovo.						
5.1.1		Produce annual Action Plan to attract donor support	Produce annual Action Plan to attract donor support	Produce annual Action Plan to attract donor support	Annual Plans	VTD	MLSW budget Other Donors
5.1.2		Together with MEST make CVET sub committees operational			Sub-committees for standards assessment and curricula operational as of	MLSW/VTD leadership	Budget identified in 4.1.6

					2012		
5.1.3		Participate in the coordination activities of the MLSW EU integration office and the Kosovo Government VT sub-committees	Participate in the coordination activities of the MLSW EU department	Participate in the coordination activities of the MLSW EU department	Participation records of Committees	VTD	
5.1.4		Organize meetings twice a year for VT donors/donors projects	Organize meetings twice a year for VT donors/donors projects	Organize meetings twice a year for VT donors/donors projects	Minutes of the meetings.	VTD	MLSW budget Donors
5.1.5		Start preparation for an integrated project on Self-employment	Submit for financing a integrated project on Self-employment		Project sheet prepared	DLE/VTD	Donors
5.2	Contribute to the implementation of bilateral agreements and regional initiatives in the area of training and employment						
5.2.1	.	Support the verification of skills and competences procedures	Support the verification of skills and competences procedures	Support the verification of skills and competences procedures	Reports on MLSW programs envisaging training activities	DLE/VTD	MLSW budget Donors

Matching Measures and Activities against the developmental needs of VT at MLSW

Workshops, field visits and meetings were held with the leadership of the DLE/VTD and VTD staff, a number of VET projects in Kosovo, the Luxembourg Cooperation 'Strengthening of VT in Kosovo' staff, VT experts, VTC directors and trainers. Strong messages and recommendations emerged for additional *efforts* and *investments* in vocational training services provided by MLSW in order that:

- VT becomes more transparent and accountable to users and the public;
- the VTD/VTCs have a higher profile as providers of VT at regional level;
- the efficiency and capacity for VT management at MLSW increases;
- the quality of VT provision improves;
- the public perception of the quality of VT improves;
- the training capacity/productivity of VTCs increases;
- VT provision and services are diversified;
- the participation of vulnerable groups in VT improves
- the legal framework for VT is developed
- options are created for attracting additional resources and establishing good practice

The measures and activities of the Action Plan 2012-2014 attempt to reflect these messages and recommendations as well as a realistic approach towards achieving them. It is expected that some of the anticipated results will be achieved within the existing environment and resources while others will obviously need additional external support.

Activity	Anticipated results	Type of support ⁶
Priority 1. Reflective activities (research and studies on the capacity and VT management provided by MLSW)		
1.1. Strengthening the management and implementation capacities of the VTD and VTCs		
1.1.1. Conduct an internal functional review/audit of VTD to prepare ground for detailed planning for delivering quality VT. Prepare a detailed step-by-step annual action plan.	Increased efficiency of VTD management	D and K
1.1.2. Conduct an internal functional review/audit of VTCs to prepare ground for detailed planning for delivery of quality VT.	Increased efficiency of VTCs management	D and K
1.1.3 Prepare every year detailed step-by-step annual action plan		K
1.1.4. Improve the annual reporting format of the VTD and VTCs. Publish the annual VT report .	Improved transparency and accountability	K
1.2. Support for the delivery of vocational training		
1.2.1. Carry out research to identify new occupations according to labour market needs including for the renewed VTCs (concentration on local/community business and labour market needs).	Raised profile of VTCs as regional providers of VT	D and K
1.2.2. Prepare a report on lessons learned and recommendations from the field-testing for the Kosovo QF. Dissemination and support for introduction of good practices	Improved internal quality system for VTCs and delivery of VT	K
1.2.3. Sustain the results of the VT awareness/promotion activities in 2011 and build on them. Prepare VT awareness-raising/promotion plan for the next 2 years.	Regional awareness for VT activities; understanding of quality training is created	K
Priority 2. Diversification of options for Vocational Training		
2. 1. Introduction of new training opportunities and support services		
2.1. 1 Identify new occupations for the newly built VTCs (three workshops are to be opened per VTC), and mobile units	Raised profile of VTCs as regional providers of VT	K and D
2.2.2. Recruit new trainers for new occupations introduced in VTCs (Gjilan 2012; Mitrovica, Gjakova 2013) and for three workshops in mobile units.	Raised training capacity/productivity of VTCs	K
2.2 Participation/contribution to MLSW projects		
2.2.1. Participate in selection procedures for a variety of MLSW projects and programs and draft and implement training programs for MLSW initiatives	Raised profile of VT at MLSW and improved public	K

⁶ Those results that can be achieved within the existing resources are marked as **K (Kosovo)** and those that will need external support as **D (Donors)**.

	perception of VT	
2.2.2. Report regularly on Active Labour Market Policies (ALMP) participation	Improved transparency and accountability	K
2.2.3. Improve in-company training for registered jobseekers	Diversified provision of VT	D and K
2.2.4. Train VTD/VTC staff on promotion of self-employment	Raised training capacity/productivity of VTCs	D and K
2.3. Additional training provision support		
2.3.1. Pilot TF training in 'soft' occupations. Expand Training Fund training	Diversified provision of VT	K and D
2.3.2. Outsource/purchase training from other training providers (for unemployed people with disabilities)	Improved participation of vulnerable groups in training	K
2.4. New vocational training services		
2.4.1. Provide training and support services for: children without parental care and school dropouts; students from VT schools for transition from school to work and other potential trainees.	Diversified provision of VT	K and D
2.4.2. Produce a variety of training packages (such as training packages on: entrepreneurship, self-employment, health and safety, communication skills) and offer those to trainees other than registered jobseekers (e.g. school graduates and unemployed)	Diversified provision of VT and training services	K and D
Priority 3. Learning resources and quality assurance		
3.1. Finalise the VTCs network and infrastructure. Construct new VTCs in three regions of Kosovo		
3.1.1. Equip the workshops with up-to-date tools and equipment for training, in newly established or existing VTC workshops and mobile training units.	Raised training capacity/productivity of VTCs	D and K
3.1.2. Provide fair access to VTCs for all jobseekers registered at MEOs	Improved participation of vulnerable groups in training	K
3.2. Quality assurance		
3.2.1. Review existing curricula and develop new ones based on National Qualifications Framework: develop standards, training modules, assessment and evaluation tools, internal and external quality assurance procedures, introduce credits and prepare learning materials	Improved quality of VT provision	D and K
3.2.2. Prepare VTCs for institutional accreditation	Improved quality of VT provision; raised profile of	D and K

	VTCs as regional providers of VT	
3.2.3. Support VTCs with applications to join the CoC network	Improved quality of VT provision; raised profile of VTCs as regional providers of VT	D and K
3.2.4. Provide opportunities for training of trainers	Improved quality of VT provision	K and D
3.2.4.1. Apply for recognition of prior learning for former trainees	Diversified provision of VT and training services; Raised profile of VTCs as regional providers of VT	D and K

Priority 4. Management and legal framework development		
4.1. Increase of capacities of VTD and VTCs management and professional staff		
4.1.1. Participate in the process of improving the services (counselling and training) provided by DLE. Assess piloting on increased responsibilities and start full implementation. Prepare a Quality Management Manual (QMM) for VTCs.	Increased management/implementation capacity of VTD/DLE	D and K
4.1.2. Change administrative procedures so as to further improve the working relationships between the Employment Services and the Vocational Training Centres for forthcoming project initiatives. Provide opportunities for training of VTC managers	Increased management/implementation capacity of VTD/DLE	K
4.1.3. Train Employment Services and Vocational Training Centre staff in the promotion of self-employment measures for forthcoming project initiatives.	Raised training capacity/productivity of VTCs	D and K
4.1.4. Establish institutional capacities for ALMP and their implementation - training program design; assessment of applicants' skills and competencies, provision of training and evaluations and follow up actions.	Raised training capacity/productivity of VTCs	D and K
4.1.5. Establish a performance evaluation system	Increased VTD/DLE management capacity	D and K
4.1.6. Participate in the implementation of the MLSW training plan for capacity building	Increased VTD/DLE management capacity	K
4.1.7. Make the CVET sub-committee on standards operational	Improved quality of the VT provision	K
4.2. Development of the legal framework (mainly AIs) for training service		

4.2.1. Contribute to the development and adoption of new legal acts in the area of training, employment and social welfare	More developed legal framework for VT	K
4.2.2. Support the definition of the legal framework for ALMP	More developed legal framework for VT	K
4.2.3. Improve the AI on the responsibilities of the VTD for VT to cover all procedures related to training at MLSW. Improve the AI for Training Fund after piloting. Draft AI on income generation for VTCs	More developed legal framework for VT	K
Priority 5.Donor coordination		
5.1. VTD to play a leading role in vocational training development in Kosovo.		
5.1.1. Produce annual Action Plan to attract donor support	Opportunities created for attracting additional resources and implementation of good practice	K
5.1.2. Together with MEST make CVET sub committees operational	Opportunities created for attracting additional resources and implementation of good practice	K and D
5.1.3. Participate in the coordination activities of the MLSW EU integration office and the Kosovo Government VT sub-committees	Increased VTD/DLE management capacity	K
5.1.4. Organize meetings twice a year for VT donors/donors projects	Opportunities created for attracting additional resources and implementation of good practice	K
5.1.5. Submit an integrated project on self- employment for financing	Opportunities created for attracting additional resources and implementation of good practice. Increased training capacity/productivity of VT	K and D
5.2. Contribute to the implementation of bilateral agreements and regional initiatives in the area of training and employment		
5.2.1. Support the verification of skills and competences procedures	Raised profile of VT	K

This SWOT analysis was prepared by the Core Technical Working Group and discussed and validated during Workshops 2, 3, 4 and 5 in October-November 2011. It does not pretend to cover all aspects and does not go in depth into all activities of the VTD as a leading unit for provision of VT at MLSW but focuses on and outlines the most important statements for the management issues, policies in place, the provision of VT and the legal framework. It is more of an attempt at reflection than a comprehensive analysis.

The Strengths

Management: A functional management system is in place at the division level (VTD and VTC network) and it corresponds to the nature of the services provided.

Legal framework: The legal framework/regulations for the functioning of VTD and the VTC network are in place.

Training provision: The infrastructure/network of well-equipped VTCs in Kosovo is established.

Policies: Policies relating to VT are in place at MLSW and are well designed for Kosovo.

The Weaknesses

Management: Lack of coordination between managerial levels (up from VTD) and under-utilisation of human resources.

Legal framework: There is a lack of harmonisation of legal provisions (mainly AIs); there is still space for improvement in this direction.

Training provision: The process of standardising VTCs is slow (it is still difficult to follow and agree on quality levels for training provision, operational criteria etc.), as is the certification process.

Policy: Lack of implementation readiness/capacity for policies in place or full implementation of policies; for example, there are policies on training for people with disabilities but not all VTCs have met the conditions to establish workshops for training such individuals. The same issue is true for the policies on guidance and counselling.

The Opportunities

Management: Need to establish better communication within the Ministry; functioning of information system within the institution and intranet.

Legal framework: Better coordination of the involvement of all units in developing and complementing the legal framework within MLSW.

Training provision: Raise the quality of provision (mainly based on the accreditation process) to seek improvement and diversification of VT delivery.

Policy: Better utilisation of resources including human resources for policy development and implementation within VTC network.

The Threats

Management: Political influence in appointing and decision-making processes.

Legal framework: Budgetary implications for monitoring and implementing the framework are not followed because of limited finances.

Training provision: The level of coordination with other actors within and outside the MLSW.

Policy: Budgetary implications of the VTD and VTC network - limited budgets and donor-dependent activities.

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