



PROGRESS REPORT NR. 1

JANUARY - JUNE 2015

The Skills Development for Employment (SD4E) programme, funded by the Swiss Development Cooperation, and implemented by the United Nations Development Programme (UNDP) in Albania, is a four-year long (2015 – 2018) intervention which aims to ensure that more young Albanian men and women in urban and rural areas are employed or self-employed.

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General Information

This report is presented to the Programme Steering Committee and it provides a summary of the Skills Development for Employment (SD4E) programme's main achievements during the implementation period of January – June 2015.

The SD4E programme, financed by the Swiss Agency for Development and Cooperation (SDC), and implemented by the United Nations Development Programme (UNDP), is a four-year long intervention which aims to ensure that more young Albanian men and women in urban and rural areas are employed or self-employed. SDC and UNDP formalized the implementation arrangements through a Third Party Cost-sharing Agreement on December 12, 2014, covering the period of December 15, 2014 – December 31, 2018. The operationalization of the programme commenced in January 2015.

As per the Cost-Sharing Agreement the first financial installment in the amount of CHF 300,000 (USD 309,597), was received by UNDP. The total available budget for the programme is CHF 3,171,000 of which CHF 3,000,000 are a contribution of SDC and USD 200,000 a contribution of UNDP.

Chapter 1 – Introduction

CONTEXT

The Albanian government is committed to transform the country's low-productivity, import dependent and informal economy to a modern, innovative and highly productive one. At the same time the government sets the ambitious objective of sustainably generating 300,000 jobs until 2017 in the areas of agriculture and agro-processing, manufacturing, maritime industries, social assistance, tourism and information and communication technology. Implementing these plans will also necessitate supplying a work force that is capable of delivering the quality and innovation that the market demands.

At present, however, Albania's vocational education and training (VET) and vocational skills development (VSD) system all too often fails to equip students with the requisite knowledge, competences and skills for a successful transition into the labour market. This results in an unsuitably qualified labour force, skills shortages and soaring youth unemployment that hamper the growth and modernization potential of Albania's economy. Skills mismatch in the labour market and the associated inefficiencies of Albania's education model have thus emerged as a priority topic of the Albanian government and its development partners.

Against this background the government has recognized the need to systematically address employment by re-orienting the vocational education and training and vocational skills development system towards labour market needs, and modernizing and extending outreach of employment services. The planned reforms intend to intertwine theoretical training with work-based learning, mirroring elements of the dual system known in northern European countries, e.g. Switzerland.

INTERVENTION STRATEGY

The SD4E Programme aims to make a systemic contribution to the modernization of Albania's VET/VSD system by addressing several key challenges: skills mismatch and unequal access to employment and training services; labour market challenges in rural areas; insufficient governance of funding for employment and training; lack of coordination / collaboration in the system; inadequate labour market information; and insufficient quality and relevance of VET and VSD providers and their programmes. The overall goal of the programme is that "more young women and men in urban and rural areas in Albania are employed or self-employed." In order to achieve this goal the programme focuses on four outcomes:

- Outcome 1: Improved and diversified employment promotion measures are provided to young Albanian women and men in urban and rural areas enhancing their skills and employability; required resources for employment promotion measures and VET/VSD are managed appropriately.
- Outcome 2: Improved environment and regulatory framework for up-scaling of work-based learning schemes in urban and rural areas (for priority occupations).

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- Outcome 3: Quality assurance and accreditation systems and their mechanisms are in place and contribute to ensuring quality of VET and VSD institutions and programmes.
- Outcome 4: Improved information about the current and future state of the labour market enables relevant stakeholders to make evidence based decisions related to employment and skills development, and therefore reduces the skills mismatch.

The programme responds to the National Employment and Skills Strategy 2014-2020 and the associated action plan as well as other strategies such as the forthcoming Youth Strategy. In focusing on youth and the rural population and their challenges of accessing the labour market, the programme contributes to the implementation of the strategic goals set out in the cooperation agreement 2012-2016 between the Government of Albania and the United Nations in Albania. Furthermore, the ambition to integrate elements of the dual approach is aligned to recommendations and actions of the European Commission in order to combat youth unemployment and inactivity. Finally, skills development and youth employment are also firmly integrated into Switzerland's strategic orientation to support Albania's transition efforts. The programme thus complements the existing and planned project portfolio in the economic domain at the system level and provides ample opportunities to realize synergies, most importantly with the RISI Albania project.

It is the ambition of this programme to bring about system changes. The outputs and activities are consequently designed at a level that ensures their integration in national approaches, policies or in primary and secondary legislation. Particularly addressed are areas for which there have been no policies designed yet. This includes, for instance, the expansion of employment promotion measures to rural areas; the revision of legislation to regulate work-based learning; quality assurance and accreditation and the definition of processes and procedures with regard to the financing of professional education reform. In addition, results and change will come about at the meso and micro levels.

STAKEHOLDER ANALYSIS

At the national level, the *Ministry of Social Welfare and Youth (MoSWY)* is the main implementing partner, as the institution responsible for policy and legislation development in the fields of skills development and employment. Until 2013, MoSWY was responsible only for the establishment and operation of Vocational Training centers; however, as of September 2014, all providers of VET fall under the purview of this Ministry. The Directorate of Employment and Migration Policies and the Directorate of Vocational Education and Training were directly involved in the programme design phase, and continue to contribute to its implementation.

The *National Employment Service (NES)* is an autonomous body under MoSWY established by the Employment Promotion Law (1995); its function is regulated by its Charter (approved by Government Decree in 1998). As such, it is the institution mandated to carry out all the functions of a modern public employment service – e.g. job mediation, labour market information, administration of active and passive employment policies. Organized around one central office and a network of 38 regional and local employment offices, its mission is to ensure that all Albanian citizens have access to employment through

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the provision of employment services and participation in active labour market programs. Apart from job mediation, provision of labour market information and management of active and passive employment policies, NES is also responsible for the monitoring and implementation of VT programmes in public and private VT providers.

The *National Agency for VET and Qualifications* (NAVETAQ) was established in 2006 with the aim of establishing a unified VET system based on the Albanian Qualifications Framework. Until 2013, NAVETAQ was a subordinate institution of the Ministry of Education; nonetheless, it was responsible for the preparation of VET programmes for both providers of vocational education and training. Currently, it is subordinate to the MoSWY.

The *public providers of VET* are composed of 42 providers of vocational education (2+1+1 system) and 11 providers of vocational training. These providers are currently under the management of MoSWY. Details pertaining to, for instance, the management arrangements of vocational education schools, recruitment and training of teachers and inspection, are currently being elaborated through SD4E programme support. The private VET institutions are for-profit entities that offer specialized training courses and VET programmes. The private entities can exercise their training activities after being licensed by the National Licensing Centre, while their activities are to be periodically monitored by NES and MoSWY in terms of compliance with the minimum professional standards.

Institute of Statistics: The Institute of Statistics (INSTAT) is an independent institution under the authority of Council of Ministers. INSTAT is the key data provider in the fields of, for instance, national accounts, enterprise economic indicators, education, labour market, wages and labour costs and sector specific data.

Regarding *donor support* to the employment promotion agenda, SDC, the EU Delegation, and the development cooperation offices of Austria and Germany have all been active. The ILO, ETF, GIZ, Swiss Contact, Helvetas Inter-cooperation are some of the organizations that are supporting the employment and skills development agenda in the country. The main formal coordination mechanism among donors is the Sector Working Group on Vocational Skills Development and Employment (SWG), whose goal is to provide an opportunity for dialogue between the Government of Albania and the donors in addressing current and emerging challenges in the VET and employment reforms so as to ensure effective coordination, collaboration and networking of all stakeholders. Following the political transition during the Summer/Fall 2013, significant efforts were made to align donor support to the Government priorities in the field. 2014 represented a bridge year for many donors in terms of programming of employment and skills development interventions in the future.

More specifically, the *ILO* is providing technical expertise to MoSWY in two important dimensions: 1) improving the employment policies under discussion in the Albania Employment and Skills Sector Council; and 2) using effectively and coherently the financial resources made available for the EU accession process through policy coherence and an integrated approach.

The *European Union* will provide support to the employment and skills development agenda of MoSWY through IPA II sector support for the period 2015-18 in line with the Strategy Paper 2014-2020 for Albania.

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The ultimate aim is to contribute to a more inclusive and effective labour market, by supporting employment active policies and skill development of the labour force. The priorities for assistance are defined in accordance to the Government of Albania policies as stipulated in the National Employment and Skills Strategy and its Action Plan. The *European Union* is also financing a stand-alone project that aims to improve the internal efficiency of the VET system through improved soft infrastructure, better qualified staff as well as new and improved curricula for short-term and practical courses. Five “Multifunctional VET Centers” shall make the existing VET system accessible and attractive to all targeted groups and more flexible and adjustable to labour market changes. Technical assistance and capacity building for efficient and effective management, monitoring and evaluation is an integral part of the project, which involves labour market institutions and VET providers.

RISI Albania Project is implemented by a consortium consisting of HELVETAS Swiss Intercooperation and Partners Albania. The overall goal of the project is to contribute to an increase in employment opportunities for young women and men (age 15-29) in Albania. The latter will be achieved through (i) enhanced growth and job creation by the private sector in three selected subsectors (agro-processing, tourism and ICT or garment and footwear) and (ii) improved access to job opportunities and interaction between private sector (labour demand) and young women and men (labour supply). The focus of Risi Albania is to facilitate the improvement of youth employment policies and practices, to have a say of young women and men and to ensure policies are more conducive to youth employment.

The Government of Germany is funding since 2010 a HRD/VET programme, implemented by the *Deutsche Gesellschaft fuer Internationale Zusammenarbeit* (GIZ) mbH (timeframe 2010-2016) with interventions at policy (support to the implementation of NESS 2014-2020), institutional and micro level. The overarching objective of the programme is to reduce unemployment, especially among young people. The programme has been contributing among other things to the revision of the legal framework of VET, to strategy development and to the implementation of the Albanian Qualification Framework. The Multi-functional VET centre of Kamza is being developed as a pilot and has been recognized by the Albanian government as a model for the future development of the VET system.

The *European Training Foundation* (ETF) is supporting the design of a new legal framework for VET, as well as a demand-side sectorial analysis. Further support by the ETF relates to the Albanian Qualifications Framework development, the creation of sectorial committees, VET teachers and instructors training, quality assurance for VET system and providers, and entrepreneurial learning.

EVOLUTION OF THE CONTEXT

The Government of Albania has clearly expressed its commitment to address job creation and skills development, with a particular focus on the employment of youth and women. Priorities include the substantial re-orientation of Vocational Education and Training (VET) towards labour market needs; the undertaking of necessary reforms with a focus on intertwining theoretical training with on-the-job training (mirroring the dual system); extension of employment services to rural areas; expansion of outreach of

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active labour market measures; promotion of entrepreneurship; fostering closer partnerships with the private sector in VET provisioning, etc..

In 2014, the National Strategy on Employment and Skills (2014-2020) was finalized and approved by the Government of Albania. The overall goal of the Strategy is to promote quality jobs and skills opportunities for all Albanian women and men throughout the lifecycle. This is to be achieved through coherent and concerted policy actions that simultaneously address labour demand, labour supply and social inclusion gaps. The strategy is based on four pillars which determine the development of employment and VET policies in the future: (i) foster decent job opportunities through effective labour market policies; (ii) offer quality vocational education and training for youth and adults; (iii) promote social inclusion and territorial cohesion; (iv) strengthen the governance of the labour market and qualification systems.

With regards to employment promotion measures, the focus of the Government has been in significantly increasing public funding in the field (in 2014 public expenditures for active labour market measures increased three fold to USD 2.7 million, followed by a further increase to USD 4.5 million in 2015), expanding the scope and outreach of these programmes, and adding transparency standards to the allocation of public funds for such measures.

Regarding the management of vocational education and training schools and centers, a decision has been made for their transfer to the National Agency for Employment and Skills Development (to be created).

Chapter 2 – Programme Implementation

PROGRAMME OPERATIONALIZATION PHASE

Effective organizational structures, planning of the programme and sound communication are crucial for the performance of the entire programme. For the programme to be set up carefully the first three months of the programme implementation were considered as an operationalization phase, during which the following tasks were accomplished:

1. A kick-off / planning workshop to inform about programme objectives and contents and collect inputs for the drafting of the first yearly plan of operations was organized on January 9, 2015 (*Annex 1 – Meeting Minutes*).
2. Establishment of the programme unit (integration of the programme in the Atlas system; development of job descriptions, recruitment of programme staff, train programme staff etc.) – (*Annex 2 – TORs*).
3. Design programme administration, reporting, monitoring and evaluation as well as communication systems, tools and templates (*Annex 3 – Monitoring and Evaluation Plan inclusive of Baselines and Targets*).
4. Members of programme governance structures have been identified (*Annex 4 – Draft Steering Committee TORs*).
5. Establish contact with programme partners and beneficiaries as well as relevant donor agencies, projects and programmes.
6. Draft yearly plan of operations (work plan) has been prepared in cooperation with SDC and programme partners and beneficiaries (*Annex 5 – Work plan*).
7. Supplement the original Programme Document with a description of the changes in the context since programme design.

OUTCOME 1: EMPLOYMENT AND VET PROGRAMMES DIVERSIFICATION AND GOVERNANCE

Rationale

Experience in other countries shows that employment promotion measures can play an important role in increasing employability, if prepared and implemented in a way maximizing their benefits (providing qualification, work experience and “activation”, or lowering training costs and recruitment risks of employers) and minimize their detrimental or inefficient aspects such as lock-in effects, negative signaling, deadweight or substitution. In Albania, the spectrum of employment promotion measures on offer is still narrow. There are only six programmes focused on subsidized employment and on-the-job training and not targeted sufficiently to the varying needs of participating job-seekers and employers. Most importantly, rural areas are not covered. Furthermore, none of the current programmes seeks to capacitate youth for self-employment and for developing and pursuing their own business ideas (e.g. through training, business support or start-up financing). To unfold the potential of employment promotion measures, the current offering needs to be assessed, existing services need to be improved and complemented by new ones.

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Furthermore, funding, management and quality assurance of employment promotion measures implementation have to be upgraded.

Improving the governance of funds for the envisaged vocational education and labour market reforms in Albania is a key objective of this outcome. Funding, which had decreased in previous years, saw an increase in 2014 and 2015 and it is indeed anticipated to see an upward trend in the years to come in light of the government's commitment. Such increased funding also warrants ensuring the NES' ability to manage the funds adequately in terms of e.g. relevance, quality, efficiency or financial transparency.

Implementation

In terms of outcome 1, the SD4E programme is contributing to a revised legal basis for employment promotion in the country. This will allow for the subsequent introduction of new active labour market measures and incentive mechanisms, and the establishment of the National Agency for Employment and Skills Development. Whereas the focus has been on analyzing the draft law from a legal standpoint, and ensuring compliance with the Albanian Constitution and other legislation in force, additional support has also been provided in the consultation process.

Work has started regarding the improvement and diversification of employment promotion programmes. Following the analysis carried out by IPA-2010 HRD project and Risi Albania towards the end of 2014 on the formulation, quality, implementation and outcomes of employment promotion programmes, the SD4E programme has commenced the work on identifying and assessing the feasibility of new models and approaches to employment promotion programmes. The latter includes considerations on financial, management and coordination capacities for implementation - paving the way for a full scale policy intervention. Employment programmes under design consideration include public works scheme for unemployed in support of irrigation and flood prevention, commissioning of city kiosks for people with disabilities, activation measures for university graduates – possibly IT interventions, and rural employment measures. For those measures deemed as feasible for implementation legislative acts will be drafted and included in the operational plan of the National Employment Service.

In addition, a rural market study is taking place given the large influx of unemployed jobseekers in rural areas during January, February, and March, 2015. In this respect, UNDP is supporting a rural market study to:

- Conduct a desk review of existing national and international research regarding informal employment, with a particular focus on the rural areas;
- Analyze available statistical data on the magnitude, depth and structure of the rural economy/employment in Albania, with the intent of having a clear understanding of the working age population outside the labour force in the rural areas, as well as those that are underemployed;
- Review institutional arrangements as they relate to employment services and the social and health insurance schemes, considering the difficulties / implications posed by the systems themselves as well as the related procedures in terms of registration as unemployed job-seekers.

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- Review regional experiences in addressing rural employment / self-employment, and identify successful models, including those on the extension of employment services to rural areas;
- In collaboration with the national consultant, carry out consultations with relevant stakeholders (particularly the Ministry of Social Welfare and Youth, the Ministry of Agriculture, the National Employment Service, the Institute of Social Insurance, the Institute for Healthcare Insurance, etc.) with the aim of assessing the feasibility of different models / schemes for addressing the employment / self-employment of those in rural areas (particularly youth and women).
- Advise the Ministry of Social Welfare and Youth on options for piloting interventions in rural areas, inclusive of budgetary, institutionalization and operationalization implications.

Lastly, terms of reference have been drafted for providing support to MoSWY in elaborating a development/investment plan for the national network of public VET providers at municipality level.

OUTCOME 2: WORK-BASED LEARNING SCHEMES

Rationale

Pre-employment professional education is largely school-based in Albania, with little exchange between the private sector and educational suppliers (VET schools, VT centers and universities). This detachment is one of the main sources of the mismatch between skill supply and demand. Integrated work-based learning schemes are one way to reduce such a mismatch as they create feedback cycle between the two sides. Much has been written about the advantages of work-based learning. For instance, they increase the employability of new graduates because less (re-)training is required by the companies that employ them, and participants benefit from the relations they can build with prospective employers. The Albanian government recognizes the importance of work-based training during professional education and has the vision to implement elements of the dual VET system similar to the ones practiced in Switzerland and other Northern European countries. Several donors, including SDC, have supported schemes piloting professional training with work-based elements. At this stage, it seems therefore beneficial to reviewing these experiences and identifying the models with best results and best fit to the Albanian context and government strategy (together with social partners, which are still underrepresented and do not provide the key role they should in a successful VET system). These models can then be scaled-up. In facilitating this process, UNDP can build on its accumulated experience in the current LLRYEC and YEM projects.

Implementation

The transfer of VET schools from the Ministry of Education to the Ministry of Social Welfare and Youth has posed a management challenge to MoSWY – whose staff has resorted to the schools' daily management. In that regard, a political decision has been taken for the transfer of these schools under the management of the National Employment Service (soon to transform into the National Agency for Employment and Skills).

In this respect, as MoSWY is re-visiting the institutional set up for the administration of VET providers, the SD4E programme is providing technical expertise in elaborating through a participatory approach the detailed scenario towards an efficient and effective ways of the management of Vocational Schools in the

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country. The National Employment Service's terms of reference are being improved in light of (ii) Better connection of schools and TVET centers with employment service and programs; ii) Quality assurance function vis-a-vis public and non-public TVET programs; (ii) the role of NES within the draft Crafts Law; (iv) The role of NES in running of the dual system and especially with the register of apprentices and recognition of both formal and non-formal learning – the latest being short terms challenges for the for the first year of issuing of the diplomas by the MSWY in 2015. More specifically the programme's contributions include: a) Development of a transfer roadmap that includes financial implications and leading to the migration of the vocational schools to NES; b) Drafting legal provisions, organigrams, management structures; c) Drafting a manual for the schools' management.

In addition, SD4E is providing advisory assistance in order to adapt the regulatory framework to enable the introduction of elements of the dual system. More specifically, it is contributing to establishing the legal for work-based learning as it is related to crafts, through the Law on Crafts. Parallel to this work, support is being provided to NAVETQ in revising the National list of occupations and occupational descriptions based on the European Skills/Competences, qualifications and Occupations (ESCO). The latter requires strong involvement of the private sector.

OUTCOME 3: QUALITY ASSURANCE AND ACCREDITATION OF VET PROVIDERS

Rationale

The quality of Albanian VET and VSD providers and the standard of courses they offer is a stumbling block on the road to higher effectiveness of the VET and VSD system. An important policy instrument to both ensure and promote quality is the introduction of quality assurance and accreditation. Such systems usually cover both (public and private) providers and the courses supplied. By providing a clear definition of minimum acceptable standards, a quality assurance and accreditation system is a tool to modernize the education landscape and to ensure that courses are relevant to market demand. Inadequate providers are forced out of the market, and standardization is promoted, which in turn ensures that employers recognize the worth of a diploma no matter where it was attained. This trust leads to better employability, an improved permeability of educational levels as well as higher inter-sectorial and inter-regional mobility.

Implementation

The first step towards the implementation of this outcome relates to taking stock of all VET providers (public and private) and programmes offered by them. Terms of reference have been prepared for the development of a national database linked to an online portal. The latter would make the information available to various target audiences.

OUTCOME 4: ANTICIPATING SKILLS NEEDS IN THE SHORT AND MEDIUM TERM

Rationale

Sound decision-making by the stakeholders – government agencies, social partners, companies, students, job-seekers – requires availability of relevant, reliable and current information. Such information is

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generated through regular dialogue between all stakeholders, but also through appropriate statistics and forecasting tools. In Albania, both are currently unsatisfactory, thus contributing to the skills mismatch found in the country. The existing labour market information fails, inter alia, from technical issues such as limited comparability of different data sources (due to lacking coordination among institutions involved), insufficient disaggregation (only very few regional, industrial, occupational groups are distinguished), low sample sizes and an urban bias of surveys. Furthermore, the information is not analyzed and presented to stakeholders so that they are easy accessible and readily understood. Lastly, the current LMI does not allow for forecasting future trends on the labour market. Such an element is highly sought after by Albanian stakeholders, but is hampered by lack of data and expertise. Therefore, to strengthen the LMI system and enable forecasting of skills in the short and medium term, coordination and technical capacity should be strengthened, and communication needs of Albanian stakeholders better understood and addressed.

Implementation

The implementation under this component has not commenced.

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Finances and Management

FINANCES

One financial installment in the amount of CHF 300,000 was received by UNDP. As per the operational rate of exchange at the time of receipt of the installment, the value amounted to USD 309,597. UNDP has made a contribution of USD 197,983. As of June 10, 2015, the level of disbursement and commitments of SDC funds reached 77.5%, whereas the programme's total level of disbursements and commitments combined amounted to 70.5%.

FINANCIAL UPDATE

FUNDING SOURCE	FUNDING RECEIVED (USD)	DISBURSED AS OF JUNE 10, 2015	COMMITMENTS	TOTAL DISBURSED AND COMMITTED (USD)	TOTAL DISBURSED AND COMMITTED (%)
SDC	USD 309,597	USD 70,474	USD 169,463	USD 239,937	77.5%
UNDP	USD 197,983	USD 26,439	USD 91,700	USD 118,139	59.7%
Total	USD 507,580	USD 96,913	USD 221,163	USD 358,076	70.5%

MANAGEMENT

The recruitment of the Programme Analyst / Deputy Team Leader has been completed, and the recruitment of two Outcome Coordinators for work-based learning and quality assurance and accreditation will be completed by mid- June 2015. In addition, the recruitment process for a Finance and Administrative Assistant has been concluded and she will start her assignment in the first week of July 2015.

Annexes

ANNEX 1: MEETING MINUTES

Programme Kick-off Workshop

January 9, 2015

Meeting Minutes

1. Mr. Eno Ngjela, UNDP Programme Analyst, opened the meeting thanking the participants for their contribution in the consultation phase that preceded the launch of the Skills Development for Employment (SD4E) Programme. Whereas an official kick-off workshop will take place towards the end of the first quarter of 2015, the objective of this presentation was to officially introduce the programme to the main institutional beneficiaries, namely the Ministry of Social Welfare and Youth (MoSWY), the National Employment Service (NES) and the National Agency for VET and Qualifications (NAVETQ). Mr. Ngjela proceeded with a presentation of the programme objective, outcomes and main outputs to be achieved during the 4 year implementation timeframe (see *Annex 1*).
2. Ms. Gentjana Sula, Deputy Minister, MoSWY, asserted that actions should be taken by the programme to take forward the work done thus far on the Employment Fund and the revision / re-writing of the Employment Promotion Law. In collaboration with the Employment and Migration Policies Department, SD4E programme should restart the process by reviewing the work done thus far and building several different scenarios (including but not limited to budgetary/extra-budgetary considerations). In addition, lobbying with the Ministry of Finance (MoF) and the Ministry of Economic Development, Trade and Entrepreneurship (MEDTE) will be necessary. The proposed changes should be further presented to the Consultative Council on Economic issues. As these legislative changes fall within the Government's objectives for the second 300 days in office, she recognized that the timing was rather limited, and they would have to be carried out by May / June 2015. Mr. Ngjela suggested that a meeting be held with the new Deputy Minister of the MEDTE, Mr. Ervin Mete on this issue, and that expectations should be adjusted to the fact that SD4E will likely become fully operational only starting in April 2015.
3. Regarding the "Up-scaling work-based learning schemes" outcome of the programme, Ms. Sula and Ms. Ejvis Gishti, NAVETQ, informed of the need for coordination with the new Erasmus project implemented by GIZ for which Ms. Sabine Hartig is the contact point. In addition, coordination will also be needed regarding the work on the sectorial committees with the RISI Albania project.
4. Referring to the third outcome "Quality assurance and accreditation of VET providers", Ms. Sula indicated that the accreditation of providers should include public and private providers of VET, as well those VET providers within the purview of other ministries such as the Ministry of Interior, Ministry of Agriculture, etc. Further support was sought on issues such as: a) developing a revised list of occupations; b) the Law on Albania's Qualifications Framework; c) Law on Crafts; d) Recognition of prior learning, etc. Ms. Silvana Mjeda, SDC Programme Officer, suggested that the programme team review and accommodate those requests in line with the programme objectives, and the remainder could possibly be supported in the frame of an up-coming intervention to be financed by SDC.

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5. Ms. Brikena Nallbani, Deputy Director, NES inquired on the operational plan and the implementation modalities for the new active labour market measures. She indicated that NES lacks capacities when it comes to implementing a self-employment measure, and as such roles and responsibilities need to be clearly defined early on. NES staff would be well suited to be involved in the selection of programme beneficiaries, and the preliminary testing of entrepreneurial skills. However, support regarding business plan development, BDS services, etc. would have to be managed by the programme directly. Ms. Dajna Sorensen, UNDP, clarified that the self-employment measure would be designed in the form of a pilot intervention with 50-100 beneficiaries. Depending on its results, NES would consider up-scaling and including it as one of their ALMMs. Mr. Genci Kojdheli, General Director, NES, suggested that self-employment measures are rather costly, and provided the rather limited NES budget (compared to neighboring countries such as FYROM), it would be highly unlikely that they would take it forward. He further referred to the FYROM example, where the self-employment measure became successful only after the involvement of UNDP. It was suggested that the budgetary support that MoSWY is expected to receive by the EC, could potentially fund the self-employment measures of NES.
6. Mr. Ngjela indicated that a feasibility study would precede the establishment of a business incubator, and that the location for this would have to be determined. A discussion took place on the feasibility of establishing the incubator at the same building as the new NES offices, and Mr. Kojdheli suggested that another location, separate from NES offices, would be more suitable.
7. Ms. Silvana Banushi, General Director, MoSWY, in relation to the Skills Forecasting outcome, enquired on the timing and if any overlapping with the SNA was foreseen. Mr. Ngjela explained that the skills forecasting was intended to serve both in the short term as well as in the medium term. Mr. Muharrem Xhelili, MoSWY, underscored the relevance of the latter particularly in terms of orienting the VET offer.
8. Mr. Ngjela described in detail the main activities of the programme during the operationalization phase, including here: 1) the establishment of the programme unit; 2) the design of the programme administration, M&E, communication systems, tools, and templates; 3) the identification of the members of programme governance structures (Steering Committee, Technical Committees, Outcome Working Groups); 4) introduction of the programme to partners/beneficiaries and coordination to avoid overlapping and take advantage of possible synergies; 5) conducting a kick-off planning workshop including here the validation of baselines; 6) preparation of an operationalization brief to be supplemented to the Programme Document. Ms. Mjeda underscored the importance of establishing baselines from the start, to avoid what happened in the previous SDC funded intervention (namely TEP).
9. Lastly, a brief discussion took place on localities where the direct implementation under outcome 1 would be focused. Most meeting participants agreed on focusing the attention away from the north-eastern part of Albania, and rather focus on the regions of Tirana, Durres, Fier, Vlora, etc.

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List of participants

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SKILLS DEVELOPMENT FOR EMPLOYMENT

ANNEX 2: TERMS OF REFERENCE PROGRAMME STAFF

Post Title:	Deputy Team Leader
Post Level:	SB-4
Project:	Skills Development for Employment Programme
Duty Station:	Tirana, Albania
Duration of Assignment:	1 year with possibility of extension
Type of Contract:	Service contract
Educational Background:	Advanced Degree in International Development, Economics or closely related field of studies
Work Experience:	Substantial technical knowledge in the field of employment promotion and skills development, and 5-7 years of management experience in complex, multi-stakeholder environment.

Scope of the assignment

The Deputy Team Leader will work under the direct supervision of the Programme Specialist / Advisor and will support him/her in guiding, managing and monitoring the implementation of the Skills Development for Employment programme and the achievement of quality results in a timely manner. The Deputy Team Leader will be directly responsible for the coordination, management and implementation of all activities under Outcome 1, and will also provide oversight and support for the daily operations and human resource management of the programme.

The main duties and responsibilities of the Deputy Team Leader include the following:

- Support the Programme Specialist / Advisor in guiding the implementation of the programme and securing the coordination of the different outcomes in order to maximize efficiency and funds' use for results;
- Facilitate the implementation of activities in the first outcome of the programme – “Improving and diversifying employment promotion measures and advancing their governance”;
- Ensure that programme activities are implemented in full accordance with the decisions of the Programme Steering Committee (PSC) and that the PSC is informed timely and accurately on programme risks and issues;
- Support the planning, preparation, facilitation and follow-up on the PSC and Technical Committee Meetings. In this regard, the Deputy Team Leader is expected to facilitate the work of the Working Group under Outcome 1;
- Ensure sustainability of Outcome 1 interventions through partnerships established with central and local authorities;
- Plan and coordinate the implementation Outcome 1 activities by ensuring adherence to agreed timetables and timely mobilization of required resources;
- Collaborate closely with the other outcome coordinators to achieve the project outputs and outcomes within the specified period of time;
- Assume responsibility and accountability for Outcome 1 funds and their efficient delivery, as are the work plans and available budgets. It will be his/her responsibility to ensure that:
 - o Funds are made available when needed, and are disbursed properly;
 - o Accounting records and supporting documents are kept;

SKILLS DEVELOPMENT FOR EMPLOYMENT

- Required financial reports are prepared;
 - Financial operations are transparent and UNDP financial procedures/regulations are applied;
 - The programme is ready to stand up to audit at any time.
- Oversee all operational matters of implementation including financial management, administration and procurement and ensure that activities undertaken are adhered to UNDP rules and regulations at all times;
- Ensure quality and timely documentation of program implementation, progress and experiences as well as regular financial and narrative reporting to UNDP;
- Work closely with the CO team for resolving any implementation issues or sharing information on progress of implementation;
- Prepare progress and ad-hoc reports as and when required;
- In cooperation with the project team provide timely financial and technical reports to the Programme Steering Committee and the Technical Committee for review and recommendations;
- Provide inputs to the regular progress and financial reports to be provided to the donor, in accordance with existing contractual agreements, for monitoring and approving progress and direction and effectuating subsequent payments;
- Be responsible for regular updates in the project results and resources framework under his/her responsibility and related reporting tools by complying to UNDP rules and regulation as specified in the Programme and Operations Policies and Procedures (POPP).
- Ensure timely preparation and submission of required reports; perform other coordinating tasks as appropriate for the successful implementation of the project.
- Provides professional advice based upon his/her specific area of expertise that is relevant to the project activities' goals and objectives.
- Perform other duties as and when required.

Competencies and Critical Success Factors

Core Competencies:

- Demonstrating/safeguarding ethics and integrity;
- Demonstrate corporate knowledge and sound judgement;
- Self-development, initiative-taking;
- Act as a team player and facilitate team work;
- Facilitating and encouraging open communication in the team, communicating effectively;
- Creating synergies through self-control;
- Managing conflict;
- Learning and sharing knowledge and encourage the learning of others;
- Informed and transparent decision-making.

Functional Competencies:

- Knowledge and expertise in employment promotion and skills development;
- Analytical skills including presentation of analysis for decision-making and knowledge sharing;
- Change agent towards programme efficiency and teamwork;
- Strong communication skills (written, spoken, composing, presentation) and ability to share expertise for capacity building;
- Political and cultural sensitivity and commitment to UNDP's development objectives in the country.

SKILLS DEVELOPMENT FOR EMPLOYMENT

Recruitment Qualifications

- Advanced Degree in International Development, Economics, Education, Management or closely related fields of study.
- Substantial knowledge in employment promotion, skills development, and 5-7 years of management experience in complex, multi-stakeholder environments;
- Demonstrated leadership abilities and organizational capacity;
- Strong interpersonal and communication skills;
- Prior experience in employment related programmes is desirable;
- Previous experience/familiarity with UNDP or other UN agencies is desirable;
- Excellent analytical skills
- Excellent communication and report-writing skills in English and Albanian

Post Title:	Outcome Coordinator (2 positions)
Project:	Skills Development for Employment Programme
Duty Station:	Tirana, Albania
Duration of Assignment:	1 year with possibility of extension
Type of Contract:	Individual Contract
Educational Background:	Advanced Degree in International Development, Economics or closely related field of studies
Work Experience:	Technical knowledge in the field of employment promotion, skills development, private sector and 5-7 years of management and coordination experience in complex, multi-stakeholder environment.

Scope of the assignment

The Outcome Coordinator will work under the guidance of Programme Specialist / Advisor and the direct daily supervision of the Deputy Team Leader. The Outcome Coordinator is expected to contribute to strategic decision making for programme purposes and is responsible for the operational management of the specific outcome.

The General Tasks of the Outcome Coordinator which are relevant for the overall management of the programme include:

- Flag any (potential) risks, bottlenecks, challenges vis-à-vis Outcome and/or Technical Committee, and/or Programme Manager;
- Ensure quality and timely documentation of Outcome implementation, progress and experiences as well as regular financial and narrative reporting to UNDP (as determined by the Programme Manager);
- Prepare progress and ad-hoc reports as and when required;
- Work closely with the CO team for resolving any implementation issues or sharing information on progress of implementation;
- Assume other duties as assigned;

SKILLS DEVELOPMENT FOR EMPLOYMENT

The Specific Tasks of the Outcome Coordinator which are relevant for the management of the specific outcome include:

- Overlook, coordinate and manage the programme activities in his/her own area of responsibility;
- Ensure the flawless running of the programme activities, including the proper administration of all resources in his/her own area of responsibility;
- Coordinate research and needs assessment activities in the area of responsibility;
- Contribute to the outcome implementation with e.g. research, fact-finding, information sharing etc.;
- Ensure good collaboration and working relations with the working group members;
- Offer coaching and support for working group members;
- Support and closely collaborate with consultants mandated by UNDP for purposes related to the programme;
- Contribute with ideas the capitalization of experience, e.g. by contributing to the drafting of documentation;
- Ensure good collaboration and networking with other national and international institutions concerned issues related to the area of responsibility;
- Coordinate the work and find synergies whenever possible at with other donor or GoA funded interventions in order to increase the impact generated by the programme.

Competencies and Critical Success Factors

Core Competencies:

- Demonstrating/safeguarding ethics and integrity;
- Demonstrate corporate knowledge and sound judgement;
- Self-development, initiative-taking;
- Act as a team player;
- Creating synergies through self-control;
- Conflict resolution skills;
- Learning and sharing knowledge;

Functional Competencies:

- Knowledge and expertise in employment promotion and/or skills development;
- Analytical skills including presentation of analysis for decision-making and knowledge sharing;
- Strong communication skills (written, spoken, composing, presentation) and ability to share expertise for capacity building;
- Political and cultural sensitivity and commitment to UNDP's development objectives in the country.

Recruitment Qualifications

- Advanced Degree in International Development, Economics, Education, Management or closely related fields of study.
- Technical knowledge in the field of employment promotion, skills development, private sector and 5-7 years of management and coordination experience in complex, multi-stakeholder environment;
- Demonstrated leadership abilities and organizational capacity;

SKILLS DEVELOPMENT FOR EMPLOYMENT

- Strong interpersonal and communication skills;
- Prior experience in employment related programmes is desirable;
- Previous experience/familiarity with UNDP or other UN agencies is desirable;
- Excellent analytical skills
- Excellent communication and report-writing skills in English and Albanian

Post Title:	Administrative and Finance Assistant
Project:	Skills Development for Employment Programme (SD4E)
Duration:	1 year (with the possibility of extension)
Duty Station:	Tirana, Albania
Type of Contract:	Service Contract (SC) - SB3/min
Educational Background:	University degree in economics, finance, business administration or other related fields preferred
Work Experience:	At least 5 years of work experience in administration or project /programme support service;

I. Scope of the assignment

The Finance and Administrative Assistant will work under the supervision of the UNDP “Skills Development for Employment” Deputy Team Leader and will assist in the overall management of administrative services. S/he administers and executes processes and transactions ensuring high quality and accuracy of work and promotes a client, quality and results-oriented approach. S/he works in close collaboration with the Operations, Programme and project staff in the UNDP Country Office to exchange information and ensure consistent service delivery.

The main duties and responsibilities of the Finance and Administrative Assistant include the following:

Finance

- Prepare Request for Payments and forward to UNDP CO in accordance with Atlas and ERP procedures;
- Reconciles Petty Cash ensuring all disbursements are in accordance with rules and procedures;
- Assist project Management on project budget status;
- Keep links with PSU on procedural information;
- Assist in preparing quarterly and annual work plans and budgets, progress and financial reports to be submitted to UNDP, donors and the Government;
- Guide and assist the auditing process of the project as requested by respective UNDP rules and regulations
- Be a buyer and general user in ATLAS functions
- Follow up with CDR, delivery and other Atlas financial reports
- Prepare GLJE requests
- Control the accounts regarding allocations and expenditures and make adjustments to optimize the utilization of funds. Maintain tracking, monitoring and/or reporting systems regarding allocations and expenditures.

Human Resources

- Provide human resources services for recruitment, including preparation of Requests for Contract;

SKILLS DEVELOPMENT FOR EMPLOYMENT

- Initiate actions for recruitment of experts and consultants. This includes collecting contract information in databases, drafting correspondence and maintaining files.
- Prepare relevant procurement procedures for consultant services;
- Supervise/coordinate the work of the cleaning work, and the driver.
- Monitor monthly attendance and leave applications
- Deal with the travel agencies and travel authorizations.
- Prepare the new vendor forms, or update the existing ones.

Procurement & Office Management

- Back-stop the work of the Project Manager/Officers;
- Assist in preparing bidding papers in accordance with UNDP requirements and UNDP user guide;
- Support other technical aspects of Project implementation and project Missions.
- Organize a filing system, maintain records and files in accordance with UNDP Albania filing policy;
- Assist with the organization of workshops, training events and meetings. This includes preparing background materials, working papers, preparing budgets, coordinating travel and lodging of participants, selecting, coordinating and monitoring service providers, recruitment and payment of resource persons, drafting related correspondence and reports;
- Participate in meetings to provide information on project progress if the project coordinator is not present.
- Deal with the procedures for lease agreements, contracts for services and institutional contracts.
- Deal with CAP and ACP submissions.
- Follow up with the project inventory in the Atlas system.

Other Responsibilities

- Translate into the target language a full range of documents, reports, formal texts, manuscripts, official correspondence, and other materials.
- Edit texts in the target language to ensure a style of presentation in conformity with UNDP standards. Propose additional terms for the established standards or terminology and glossaries.
- Support administrative-financial closing of the project;
- Additional requests originating from the Cluster.

II. Competencies:

- Demonstrated ability to work harmoniously in a multi-cultural environment
- Interest in understanding the roles and values of UNDP;
- Ability to produce rapid, accurate, stylistically appropriate and finished translation on employment related issues.
- Ability to work on own initiative as well as a member of a team and to work under pressure. Demonstrate responsible behavior and attention to detail.
- Very good writing skills
- Strong teamwork, excellent relationship management, communication and analytic skills;

III. Qualifications:

Academic Qualifications/Education:

- University degree in economics, finance, business administration or other related fields preferred

Work Experience:

SKILLS DEVELOPMENT FOR EMPLOYMENT

- 5 years of relevant experience in administration or project/programme support service;
- Good knowledge of UN policies and procedures relating to the administrative and finance functions is an asset;
- Excellent computer skills in Windows environment, knowledge of internet communications and command of MS Office applications (Word, Excel, and Power Point) and experience in the use of web based management systems.

Language skills:

- Excellent knowledge of English language, both spoken and written

ANNEX 3: MONITORING AND EVALUATION PLAN

	Key Indicators	Baseline value	Target	Data Sources Means of Verification	Frequency of assessing / reporting	Responsible
Impact	Impact Indicators					
More young women and men in urban and rural areas in Albania are employed or self-employed.	I1: Proportion of Albanians aged 15 to 29 employed or self-employed in <i>urban</i> areas	28.2% of youth in Albania are employed in 2014. 33% of young male are employed in Albania. 23.3% of young females are employed in Albania. In 2012, 28.6% of young men in urban areas and 17.7% of young females were employed.		Labour Force Survey	Yearly	INSTAT
	I2: Proportion of Albanians aged 15 to 29 employed or self-employed in <i>rural</i> areas	Not determined in 2014. In 2012, 52.9% of young men and 46.9% of young females were employed.		Agricultural Census	Yearly	INSTAT
Outcomes						
Outcome 1: Improved and diversified employment promotion measures are provided to young Albanian women and men in urban and rural areas enhancing their skills and employability; required resources for employment promotion measures and VET/VSD are managed appropriately.	I1: Number of new employment programmes in <i>urban</i> areas (specifically for young Albanian women and men)	6 employment promotion programmes: for jobseekers in difficulty, young jobseekers joining the labor market for the first time, vulnerable women, on-the-job training, and internship for recently university graduates, people with disability. Only one directly directed at youth.	Establish at least one new programme addressing particular needs of young men and women in urban areas	Operational Plan of Employment Promotion Measures	Yearly	NES
	I2: Number of new employment programmes in <i>rural</i> areas (specifically for young Albanian women and men)	Does not exist due to lack of employment promotion programmes in rural areas.	At least one new programme addressing needs of young men and women in rural areas.	National Employment Services and Evaluation Reports of employment promotion measures	Yearly	NES

ANNEX 3: MONITORING AND EVALUATION PLAN

	Key Indicators	Baseline value	Target	Data Sources Means of Verification	Frequency of assessing / reporting	Responsible
	I3: Participation rate in employment programmes of the unemployed young women and men in <i>urban</i> areas	38,212 registered youth unemployed jobseekers in 2013. 26.8% of all registered jobseekers are youth (15-29 years). 420 individuals of ages 15-24 years receive on-the-job training accounting for 45% of all who receive the programme. 34 individuals of ages 15-24 years receive the programme for jobseekers in difficulty accounting for 12% of all those receiving this programme. 115 individuals of ages 20-24 receive internship programmes for recently university graduates accounting for 67.3% of all those receiving this programme.	Participation rate to be increased to at least 5% by the end of the programme.	National Employment Services and Studies and surveys produced in the context of the programme	Yearly	NES
	I4: Participation rate in employment programmes of the unemployed young women and men in <i>rural</i> areas	Does not exist	Establish at least one programme. Participation rate to be determined after decision on programme.	Studies and surveys produced in the context of the programme	Yearly	Programme
	I5: Difference of (self-)employment rate of participants (disaggregated by gender) in <i>urban</i> areas as compared with a control group, 4 / 12 months after completion	Participating in employment promotion programme for jobseekers in difficulty compared to those registered jobseekers who do not participate increases the probability of being employed after one year by 63.0%; for on-the-job training by 55.3%; for internships by 29.2%. For females who receive employment promotion programme	After increased recipient of the programme is reached, realistic targets should be determined regarding programme effect.	Evaluation Reports of employment promotion measures	Yearly	NES

ANNEX 3: MONITORING AND EVALUATION PLAN

	Key Indicators	Baseline value	Target	Data Sources Means of Verification	Frequency of assessing / reporting	Responsible
		for jobseekers in difficulty compared to registered female jobseekers who do not receive the programme, the probability of employment after one year increases by 62.2%. <i>Note: Numbers should be carefully viewed and used since participation rates over which results are calculated are very low compared to registered unemployed jobseekers.</i>				
	I6:Difference of (self-)employment rate of participants (disaggregated by gender) in rural areas as compared with a control group, 4 / 12 months after completion	Does not exist due to lack of employment promotion programmes in rural areas.	To be determined after the new programme is established.	Studies and surveys produced in the context of the programme	End of the programme	Programme
Outcome 2: Improved environment and regulatory framework for up-scaling work-based learning schemes in urban and rural areas.	I1: Number of work-based learning models identified for up-scaling and subsequent operationalization	Does not exist	At least one successful model is identified and adopted	Studies and surveys produced in the context of the programme	Yearly	Programme

ANNEX 3: MONITORING AND EVALUATION PLAN

	Key Indicators	Baseline value	Target	Data Sources Means of Verification	Frequency of assessing / reporting	Responsible
	I2: Number of models selected for priority occupations which are integrated and reflected in the regulatory framework in terms of labour relations, their financing and incentive schemes for private sector buy-in	Does not exist	At least one successful model is identified and adopted	Studies and surveys produced in the context of the programme	Yearly	Programme
Outcome 3: Quality assurance and accreditation systems and their mechanisms are in place and contribute to ensuring quality of VET and VSD institutions and programmes.	I1: Number of self-assessments carried out (selected) in VET and VSD institutions	To be determined	Start process	Regulations regarding quality assurance and accreditation (laws, processes and procedures, guidelines)	2 times; at the beginning and ending of the programme	NAVETQ
	I2: Number of training places in accredited VET institutions	To be determined	Start process	Studies and surveys produced in the context of the programme. Reports on mapping training places in accredited VET institutions.	2 mapping reports including 12-14 indicators to be done at the beginning and end of the programme.	NAVETQ

ANNEX 3: MONITORING AND EVALUATION PLAN

	Key Indicators	Baseline value	Target	Data Sources Means of Verification	Frequency of assessing / reporting	Responsible
	I4: Number of training places in accredited VSD institutions	To be determined	Start process	Studies and surveys produced in the context of the programme. Reports on mapping training places in accredited VSD institutions.	2 mapping reports including 12-14 indicators to be done at the beginning and end of the programme.	NAVETQ
	I5: Number of training places in accredited VSD programmes	To be determined	Start process	Studies and surveys produced in the context of the programme. Reports on mapping training places in accredited VSD programmes.	2 mapping reports including 12-14 indicators to be done at the beginning and end of the programme.	NAVETQ
Outcome 4: Improved information about the current and future state of the labour market enables relevant stakeholders to make evidence based decisions related to employment and skills development, and therefore reduces the skills mismatch.	I1: Proportion of stakeholders reportedly using the new LMI system for decision making	Used by all stakeholders identified in the programme document. The percentage by which private sectors makes use of new LMI system is to be determined.		Studies and surveys produced in the context of the programme	Studies and surveys to be conducted in determining the exact percentages mainly for the private sector. Studies and surveys should be conducted twice during the programme. Once at the	Programme

ANNEX 3: MONITORING AND EVALUATION PLAN

	Key Indicators	Baseline value	Target	Data Sources Means of Verification	Frequency of assessing / reporting	Responsible
					beginning and once at the end of the programme.	
	I2: Satisfaction of stakeholders with the new LMI system	To be determined	At least 50% of users of LMI be satisfied.	Studies and surveys produced in the context of the programme	Studies and surveys to be conducted in determining the exact percentages mainly for the private sector. Studies and surveys should be conducted twice during the programme. Once at the beginning and once at the end of the programme.	Programme

DRAFT TERMS OF REFERENCE

Programme Steering Committee

Introduction

Albania's vocational education and training (VET) and vocational skills development (VSD) system all too often has failed to equip students with the requisite knowledge, competences and skills for a successful transition into the labour market. This has resulted in an unsuitably qualified labour force, skills shortages and soaring youth unemployment. Recognizing the need to systematically address employment by re-orienting the vocational education and training and vocational skills development system towards labour market needs, and modernizing and extending outreach of employment services, the Albanian government adopted the National Employment and Skills Strategy 2014-2020.

UNDP globally and regionally has built a strategic vision that recognizes the importance of creating employment opportunities as a means to addressing both poverty reduction and inequalities and exclusion. Indeed, the first outcome of the recently adopted United Nations Youth System Wide Action Plan focuses on Employment and Entrepreneurship with the intention to ensure greater opportunities for youth to secure decent work and income over the life-cycle, contributing to a virtuous circle of poverty reduction, sustainable development and social inclusion. To support the integration of various youth employment policy objectives through coordinated action, UNDP Albania, in collaboration with other UN agencies has designed and implemented several skill development / employment related interventions. UNDP Albania's strategic vision is to contribute to building a labour-market focused skills development system that is suited to enhance the employment and entrepreneurship aspects of the unemployed in urban and rural areas, while simultaneously addressing the skills needs of those employed in the formal and informal sectors and emerging entrepreneurs.

The ambition of the Swiss funded Skills Development for Employment (SD4E) Programme is to make a systemic contribution to the modernization of Albania's VET/VSD system by addressing several key challenges: skills mismatch and unequal access to employment and training services; labour market challenges in rural areas; insufficient governance of funding for employment and training; lack of coordination / collaboration in the system; inadequate labour market information; and insufficient quality and relevance of VET and VSD providers and their programmes. The overall goal of the programme is that "more young women and men in urban and rural areas in Albania are employed or self-employed." In order to achieve this goal the programme focuses on four outcomes: 1) Improving and diversifying employment promotion measures, and advancing their governance; 2) Improved environment and regulatory framework for up-scaling work-based learning schemes (elements of dual system); 3) Quality assurance and accreditation of VET/VSD providers; 4) Anticipating skills needs in the short and medium term.

Objective of the Programme Steering Committee

The overall objective of the Programme Steering Committee is to oversee the strategic management of the programme with the aim of facilitating cooperation and coordination between all partners involved. It discusses and approves progress reports of the programme, and finds solutions to problems that risk imperiling the successful unfolding of the programme. The Steering Committee is being established with the 48-month duration of the programme, as foreseen in the approved programme document. The Steering Committee will be responsible for general operating policy, procedures and related matters affecting the programme.

Specific objectives of the Programme Steering Committee will be as follows:

ANNEX 4: TERMS OF REFERENCE STEERING COMMITTEE

- a. To take stock at regular semi-annual intervals of the progress of work by the Programme Team in line with an agreed work plan of the programme for its entire duration;
- b. To oversee and monitor indicators of progress, major milestones, evaluations and their follow-up;
- c. To propose correctional measures and offer guidance on obstacles hindering implementation;
- d. To review highlight reports at each meeting which will be prepared by the Programme Staff and submitted to members of the Steering Committee at least 4 working days before each meeting;
- e. To provide directions to technical groups or temporary taskforces, and receive and review their products;
- f. To review and endorse/reject strategic issues brought forward for the consideration of the Steering Committee.

Structure of the Programme Steering Committee

The Programme Steering Committee will be co-chaired by the Embassy of Switzerland and a representative of the Ministry of Social Welfare and Youth. It shall consist of members from key stakeholders involved in the programme and will include representatives from:

1. Ministry of Social Welfare and Youth (MSWY)
 - a. Deputy Minister (co-chair)
 - b. Senior staff (directors) assigned to Employment and Vocational Education and Training portfolios
 - c. National Employment Service
 - d. National Agency for Vocational Education and Training and Qualifications
2. Embassy of Switzerland in Albania
 - a. Head of Cooperation (co-chair)
 - b. National Programme Officer
3. United Nations Development Programme (UNDP)
 - a. Country Director
 - b. Programme Specialist/Advisor
 - c. Deputy Team Leader
 - d. Programme Coordinators
4. Other Members:
 - a. INSTAT
 - b. Other representatives of central and local government institutions
 - c. Ad-hoc member who are invited to participate

Roles and responsibilities

In the preparation for and during Programme Steering Committee meetings, the suggested division of roles and responsibilities is as follows:

MSWY:

- Sets the agenda in consultation with partners;
- Co-chairs the meeting;
- Suggests changes and requests additional information;

Other partner Ministries and government officials:

- Contribute their insights on the suggested measures;

ANNEX 4: TERMS OF REFERENCE STEERING COMMITTEE

- Update the Programme Steering Committee members on other initiatives implemented in their respective areas, that could have overlapping interests with and/or implications on programme objectives;
- Facilitate information sharing and access to appropriate expertise within their respective areas

UNDP:

- Calls the meeting in accordance with the Steering Committee members and arranges logistics and organization of meetings;
- Reports on the progress, strengths, bottlenecks, and issues with the planned activities;
- Prepares minutes and shares them for approval by the Steering Committee members within 5 working days from the meeting date;
- Develops reports and updates as requested by the Steering Committee members.

Embassy of Switzerland:

- Co-chairs the meeting;
- Suggests changes and requests additional information;
- Approves strategic or changes of action plans and budgets.

Decision-making

Decisions of the Steering Committee shall be taken by consensus of all present members. If no consensus can be reached, the decisions of the Steering Committee shall be taken by a simple majority of all voting members.

ANNEX 5: WORK PLAN 2015

Expected Outcomes	Planned Activities (list activity results and associated actions)	Timeframe 2015				Responsible Party	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Amount
<p>Outcome 1: Improved and diversified employment promotion measures are provided to young Albanian women and men in urban and rural areas enhancing their skills and employability; required resources for employment promotion measures and VET/VSD are managed appropriately.</p>	<p>Output 1.1 - Management of funds dedicated to employment promotion measures and VET/VSD is improved to enhance effectiveness, transparency and accountability of fund utilisation.</p>							
	A1: Define the terms of reference (scope, focus, process) for research (A2)		X					
	A2: Carry out complementary research on current procedures in terms of effectiveness, transparency and accountability		X	X				
	A3: Elaborate a development / investment plan of the public network of VET providers at the municipal level		X	X	X			
	A3: Facilitate the elaboration of draft operating procedures (working group)		X	X				
	A4: Design and provide training to staff responsible to apply and pursue the operating procedures				X			
	<p>Output 1.2 - Operational plan of is adopted to enhance effectiveness, transparency and accountability of the implementation of employment promotion measures.</p>							
	A1: Define the terms of reference (scope, focus, process) for research (A2, A3)		X					
	A2: Carry out rural labour market study with a focus on informal employment, underemployment and identification of measures to address these challenges		X	X				
	A3: Carry out complementary research on current employment measures in terms of effectiveness, efficiency, equality, equity and distortive effects		X	X				
	A4: Provide legal expertise for the draft law on Employment Promotion		X	X				
	A5: Facilitate the elaboration of draft operational plan (working group)		X	X				

ANNEX 5: WORK PLAN 2015

Expected Outcomes	Planned Activities (list activity results and associated actions)	Timeframe 2015				Responsible Party	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Amount
	A6: Design and provide training to staff responsible to apply and pursue the operational plan				X			
	A7: Carry out study visit				X			
	Output 1.3 - Impact measurement system is established enabling to assess effectiveness, efficiency and impact of employment promotion measures.							
	A1: Define the terms of reference (scope, focus, process) for the assessment (A2)			X				
	A2: Assess strength / weaknesses of current system of impact measurement			X	X			
	Output 1.4 - New employment promotion measures are piloted and tested.							
	A1: Define priority areas / regions where pilot should be implemented		X	X				
	A2: Facilitate call for applications / submission procedures				X			
Outcome 2: Improved environment and regulatory framework for up-scaling work-based learning schemes in urban and rural areas.	Output 2.1 - Feasibility study on work-based learning schemes in Albania is completed identifying best practice models.							
	A1: Define the terms of reference (scope, focus, process) for research (A2)			X	X			
	A2: Carry out research, including costing and cost-benefit analysis, advantages and disadvantages, feasibility to up-scale etc. of work-based learning schemes (focus on existing best practices in Albania)				X			
	Output 2.2 - Models of work-based learning most relevant for system change are operationalised (for priority occupations).							
	A1: Define mandate of the sector working groups (public and private partners) as steering committees to the scaling-up of best practice models (in their respective industries) (draft ToR)			X	X			

ANNEX 5: WORK PLAN 2015

Expected Outcomes	Planned Activities (list activity results and associated actions)	Timeframe 2015				Responsible Party	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Amount
	A2: Identify relevant stakeholders to be part of working group and invite/motivate them to take part			X	X			
	A3: Facilitate signing of memorandum of understanding based on the ToR			X	X			
	A4: Elaborate statute and procedures of the sector working groups				X			
	A5: Facilitate deliberations to operationalise models, progress and decision making of working group				X			
	A6: Facilitate the revision of the National List of Occupations, and the elaboration of occupational descriptions			X	X			
	Output 2.3 - Regulatory framework that allows for implementation of the models is elaborated and adopted.							
	A1: Define the terms of reference (scope, focus, process) for legal research (A2)		X	X				
	A2: Carry out legal research and draft proposal for regulatory changes		X	X	X			
	A3: Provide technical support to MoSWY for the transfer of VET schools under NES management		X	X	X			
	A4: Disseminate the proposal for regulatory change		X	X	X			
Outcome 3: Quality assurance and accreditation systems and their mechanisms are in place and contribute to ensuring quality of VET and VSD institutions and programmes.	Output 3.1 - Policy and institutional environment for quality assurance and accreditation is developed.							
	A1: Take stock of public and private VET providers and programmes, and make information available			X	X			
	A2: Define the terms of reference (scope, focus, process) for the research on quality assurance and accreditation in Albania			X	X			
	A3: Carry out comparative research on, inter alia, models			X	X			

ANNEX 5: WORK PLAN 2015

Expected Outcomes	Planned Activities (list activity results and associated actions)	Timeframe 2015				Responsible Party	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Amount
	of a National Quality Assurance Framework for VET/VSD and their relative strengths and weaknesses							
	A4: Support selection of appropriate models for Albania				X			
	A5: Identify legal gaps and elaborate necessary regulatory changes				X			
Outcome 4: Improved information about the current and future state of the labour market enables relevant stakeholders to make evidence based decisions related to employment and skills development, and therefore reduces the skills mismatch.	Output 4.1 - Inter-departmental LMI working group is established with a clear mandate and is fully operational.							
	A1: Define mandate of the LMI working group as a steering committee to the reform of LMI (draft ToR)			X	X			
	A2: Identify relevant institutions to be part of working group and invite/motivate them to take part			X	X			
	A3: Facilitate signing of memorandum of understanding based on the drafted terms of reference			X	X			
	A4: Elaborate statute and procedures of the inter-departmental working group				X			
	Output 4.2 - Current LMI system is analysed, information demand and gaps are identified to enhance quality and relevance of LMI, and to enable skills forecasting							
	A1: Define the terms of reference (scope, focus, process, results, timeline) for consultation (A2)			X	X			
	A2: Carry out a stakeholder consultation regarding content and format of LMI, including the social partners			X	X			
	A3: Carry out a data gap analysis (also covering issues such as harmonisation of concepts, variables, codification fields)			X	X			
	Output 4.4 - Stakeholders are capacitated to utilise improved LMI for their decision making.							
A1: Prepare content targeted to different stakeholders (e.g. government departments, social partners, general public) based on findings in Output 2			X	X				

ANNEX 5: WORK PLAN 2015

Expected Outcomes	Planned Activities (list activity results and associated actions)	Timeframe 2015				Responsible Party	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Amount
	A2: Prepare and conduct campaign to advertise new LMI			X	X			