Pilot Delivery Reports

Deliverable D4.2

Albanian Center for Education Care and Training

(ACT-CENTER)

Co-funded by
the European Union

DELIVERABLE INFORMATION

Project acronym	ADDUPT
Project title	ADdressing skills mismatching in the green sector through Digital UPskilling of veT
Project timeframe and duration	01/01/2023-31/12/2025 36 months
Project reference number	101092398
WP	WP4 - Pilot implementation of the ICBF-VET
Task	T4.2 Implementation of ICBF-VET
Deliverable	D4.2 Individual VET Action Plans
Status	Fifth draft
Version number	5.0
Deliverable responsible	ACT CENTER
Dissemination level	PUBLIC
Due date	M28 (30.06.2025)
Date of submission	15.07.2025

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VERSION HISTORY

Version	Date	Author	Description
1.0	31.10.2024	ACT CENTER	First Draft
2.0	10.02.2025	ACT CENTER	Second Draft
3.0	03.03.2025	ACT CENTER	Third Draft
4.0	07.07.2025	ACT CENTER	Fourth Draft
5.0	09.07.2025	ACT CENTER	Fifth Draft- Final Version

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TABLE OF CONTENTS

EXECUTIVE SUMMARY

Vocational Education and Training (VET) Action Plans serve as powerful tools designed to empower individuals and organizations across the VET landscape, including vocational training centers, educational institutions, NGOs, policymakers, and private sector partners. These plans provide a structured, step-by-step approach for designing, implementing, and continuously improving VET provisions, ensuring they align precisely with evolving industry needs and critical sustainability goals.

These VET Action Plans are developed within the overarching framework of the ADDUPT Project. This project provides the strategic drive, making these plans instrumental in empowering all involved parties within the VET sector. A primary focus, directly driven by the ADDUPT Project, is to reinforce the vital link between VET provision and the green labor market. This is actively pursued through key initiatives such as expert group workshops, which bring together essential representatives from labor markets, green businesses, VET providers, and educational authorities to foster direct collaboration and relevance.

Integral to the ADDUPT Project's broader objectives, these VET Action Plans also prioritize supporting the exposure of VET trainers and staff to innovative approaches. This ensures they are equipped with flexible and interactive methods for connecting VET with the demands of the labor market. Furthermore, the VET Action Plans, guided by the ADDUPT Project, extend to providing concrete guidance and individualized assistance to VET institutions that aspire to embrace the twin (green and digital) transition. This strategic approach aims to build the capacity of VET institutes, enabling them to effectively incorporate green labor market needs into their training provisions.

Finally, the VET Action Plans, as a core component of the ADDUPT Project, collectively aim to cultivate highly skilled workforces. These skilled workforces are being shaped to meet today's job market demands and help with European integration.

1. INTRODUCTION

This report provides a detailed landscape at the Vocational Education and Training (VET) systems in Albania, Montenegro, and Bosnia and Herzegovina. It examines how each country, using its own plans and laws, is working to change its education to meet the growing needs of the green economy and digital world. VET systems are going through big and necessary changes. This document explores how each nation, through its strategic efforts and changing legal rules, is trying to adjust its educational programs to fit the fast-changing demands of the green economy and digital transformation. Each country's approach is unique, shaped by its government structure, national goals, and specific details in its VET action plans. By examining these diverse contexts, the report aims to provide a nuanced understanding of the challenges and opportunities inherent in modernizing vocational education in the region.

2. PURPOSE & OBJECTIVES OF INDIVIDUAL VET ACTION PLAN

Albania, Montenegro, and Bosnia and Herzegovina have developed an Individual VET Action Plan to align vocational education and training with the green economy, digital transformation, and sustainable development. The table below provides a comparative overview of the Individual VET Action Plans for Albania, Bosnia and Herzegovina, and Montenegro, highlighting each country's primary purpose and specific key objectives in developing their respective vocational education and training strategies.

COUNTRY	PURPOSE	KEY OBJECTIVES
Albania	*To bring structure and purpose to VET programs of ACT Center, ensuring they are not only well-conceived but also perfectly aligned with the center's broader mission and the dynamic needs of the labor market in Albania.*	*Standardize the planning process for all VET programs within the ACT Center.* *Ensure VET programs are thoughtfully conceived and strategically aligned with the ACT Center's mission.* *Align VET programs with the dynamic needs of the labor market in Albania.*
Bosnia & Hercegovina	*To detail specific actions that will elevate the quality, applicability, and accessibility of training programs of Ceteor, ensuring they effectively meet the changing requirements of the labor market.*	*Improve the quality, applicability, and accessibility of vocational training programs.* *Successfully address the changing needs of the labor market in Bosnia and Herzegovina.* *Respond directly to the demands of the green economy, digital transformation, and sustainable development.* *Elevate competencies that foster energy efficiency, innovation, and environmentally conscious behavior.*
Montenegro	*To define targeted actions that will enhance the relevance, quality, and accessibility of training programs, ensuring they effectively respond to dynamic labor market trends.*	*Enhance the relevance, quality, and accessibility of vocational training programs.* *Effectively respond to dynamic labor market trends in Montenegro.* *Align VET with the evolving demands of the green economy, digital innovation, and sustainable growth.* *Cultivate skills that support energy conservation, environmental responsibility.*

3. LEGAL FRAMEWORK

Each country's Vocational Education and Training (VET) system is built upon a distinct legal framework. This framework is a direct reflection of the nation's priorities, its constitutional structure, and its ambition to align with wider European standards.

⇨ *Albania*

Albania's VET system is currently continuous reform, largely driven by its ambition for EU integration and the need to align workforce skills with evolving labor market demands, especially in emerging sectors like the green economy. The main regulations for Albania's VET system stem from several interconnected laws and regulations.

- Law No. 15/2017 "On Vocational Education and Training: This is the main law, outlining how the VET system operates. It replaced older legislation, aiming to improve the training system's

responsiveness to job market needs, grant more autonomy to VET schools, and promote flexible learning through modular course structures.

- Law No. 10 247 on the Albanian Qualifications Framework (AQF): Originally established in 2010 and updated in 2018, the AQF is an eight-level national system that organizes all types of job qualifications and certificates. It details the system's structure, objectives, management, quality assurance, and funding, ensuring clarity and comparability of qualifications.

- By-laws and Council of Ministers Decisions (DCMs): These supplementary rules operationalize the main VET and AQF laws. Examples include DCMs that define the functioning of Sector Committees or outline procedures for recognizing skills acquired outside formal schooling (lifelong learning), ensuring proper implementation of the laws.

Albania has made significant strides in reshaping its VET system, notably by nearing the completion of its foundational legal framework with the adoption of the 2017 VET Law and the revised AQF Law in 2018. There's a pronounced focus on green and digital skills within the AQF, ensuring that qualifications incorporate relevant outcomes for these essential modern competencies. Efforts are also underway to streamline institutions, aiming to merge distinct VET provider systems into unified VET multifunctional centers to enhance efficiency and quality.

⇨ *Bosnia and Herzegovina*

The VET system in Bosnia and Herzegovina is shaped by the country's complex constitutional structure, where educational competencies are distributed among the entities, cantons, and the Brčko District. Despite this complexity, important legal frameworks and strategic documents facilitate alignment with European trends.

- Framework Law on Primary and Secondary Education in Bosnia and Herzegovina: This law provides a foundational legal framework.

- Strategic Framework for the Development of VET: This document further guides VET development.

- Numerous entity and cantonal laws on secondary education: These laws also contribute to the VET landscape.

The establishment of the Bosnia and Herzegovina Qualifications Framework (BHQF), in accordance with the European Qualifications Framework (EQF), provides the basis for recognizing competencies gained through formal, informal, and non-formal learning. The VET system increasingly emphasizes strong labor-market collaborations and adaptable training programs to address the demands of digital transformation and the green economy. The VET Centre Ceteor serves as a link between the labour market and the education sector in this regard by creating training curricula that are in line with employer demands, digital skills, and sustainable development concepts. This strategy improves trainees' employability and support Bosnia and Herzegovina's shift to a digital and green economy.

⇨ *Montenegro*

In Montenegro, vocational education and training (VET) are primarily governed by specific legislation, forming a comprehensive framework designed to ensure quality, relevance, and accessibility. A cornerstone of this framework is the legal provision for dual education, specifically outlined in Articles 3 to 5 of the relevant law. These provisions meticulously regulate the implementation of practical training with employers, clearly defining the roles and responsibilities of both schools and businesses. Formal agreements

are mandated to govern student placements in companies, ensuring structured and effective workplace-based learning. As a testament to its active implementation, dual education is currently operational in 14 vocational schools across Montenegro, where students seamlessly combine classroom instruction with practical, workplace-based learning.

The broader educational policy context is established by the General Law on Education and Upbringing ("Official Gazette of Montenegro", No. 47/17). Articles 1 and 2 of this foundational law declare education to be a matter of public interest, built upon core principles of equal access, quality, and inclusion across all levels of the system. Further legislation directly relevant to VET includes the Law on National Vocational Qualifications (Official Gazette No. 80/08), which governs the acquisition and recognition of qualifications based on established occupational standards. Complementing this, the Law on the National Qualifications Framework (Official Gazette No. 80/10, amended by 46/16) establishes an eight-level framework, actively supporting the integration and recognition of formal, non-formal, and informal learning. The system's inclusivity and flexibility are further bolstered by the Law on Adult Education and the Law on Upbringing and Education of Children with Special Educational Needs, ensuring alignment with lifelong learning goals for all citizens. Finally, quality assurance within vocational education is a key focus, coordinated by the Centre for Vocational Education. This Centre serves as the national EQAVET reference point and holds crucial responsibilities, including programme evaluation, external quality assessments, and the collaborative development of vocational standards in cooperation with social partners, thereby ensuring continuous improvement and relevance of VET offerings.

4. METHODOLOGY

The approach used is both qualitative and comparative. This involves identifying, analyzing, and synthesizing information from the national contexts of Albania, Bosnia and Herzegovina, and Montenegro. For each country, a specific institution is central to this analysis:

Country	Institution
Albania	ACT Center
Bosnia and Herzegovina	Ceteor
Montenegro	NGO Green Home

All three countries have structured, phased approaches to implementing their VET Action Plans. This methodical way of working is crucial for several reasons. It ensures accountability, allows for effective progress monitoring, and ultimately helps optimize resource allocation by precisely directing efforts towards achieving defined objectives. This demonstrates a strong commitment to systematic development and continuous improvement within their VET systems.

Albania's Individual VET Action Plan was developed using a comprehensive, multi-phase approach. This method ensures the plan is relevant and effective in addressing the skill needs of the green sector. The process began with a Consolidation of Understanding and Commitment phase, emphasizing planning and engagement. This involved Stakeholder Mapping to identify key stakeholders in the green sector and VET system, followed by Desk Research and extensive Stakeholder Consultations. A crucial step was a VET Program Assessment to review existing programs for green sector skill requirements. The second phase focused on the Strategic Development of Individual Action Plans, which included workshops to Define VET Program Objectives and a Digital Microlearning Resources Design Workshop for trainers. The Implementation third phase involved Training VET Trainers and Integrating digital microlearning resources into the curricula. The final phase, Monitoring, Evaluation, and Continuous Improvement established mechanisms for ongoing assessment.

Bosnia and Herzegovina's Individual VET Action Plan developed a methodical approach to ensure its training programs are aligned with the demands of the green economy and digital transformation. Similar to Albania, Bosnia and Herzegovina's initiated its plan with a Consolidation of Understanding and Commitment phase. This included Stakeholder Mapping to identify relevant parties, Desk Research to gather foundational information, and Stakeholder Consultations to validate findings and collect feedback. A specific VET Program Assessment was conducted to evaluate existing courses against green sector skill needs. The Strategic Development phase involved defining SMART objectives for VET programs and a Digital Microlearning Resources Design Workshop. The Implementation third phase focused on Training VET Trainers and Integrating digital microlearning resources into the curricula. The final phase is dedicated to "Monitoring, Evaluation, and Continuous Improvement.

Montenegro's Individual VET Action Plan was developed with a clear focus on aligning vocational education with the green economy, digital innovation, and sustainable growth. The plan commenced with a Consolidation of Understanding and Commitment phase, involving Stakeholder Mapping, Desk Research, and Stakeholder Consultation to build a foundational understanding. The Strategic Development of Individual Action Plans phase included defining SMART objectives for VET programs and a Digital Microlearning Resources Design Workshop. The implementation phase centered on Training VET Trainers and Integrating digital microlearning resources into the curricula. The final phase is dedicated to Monitoring, Evaluation, and Continuous Improvement, ensuring ongoing adaptation and relevance.

4.1 DATA SOURCES

The primary data for this report comes directly from the Individual VET Action Plans of Albania, Bosnia and Herzegovina, and Montenegro, which are detailed further in ANNEX II. The document provided specific and granular information on each country's VET Action Plan, organized by phases, and including

Key Action	Objective	Responsible Parties	Timeline	Participants	Expected Results	Indicators
Phase 1: Consolidation of Understanding and Commitment (Planning & Engagement)						
Phase 2 Strategic Development of Individual Action Plans						
Phase 3: Implementation						
Phase 4: Monitoring, Evaluation, and Continuous Improvement						

the following key elements:

- *Objective:* The stated primary goal for each specific activity or phase, outlining what it aimed to achieve. These objectives were specific and aligned with the overall strategic direction of the plan (e.g., setting clear SMART objectives or defining implementation priorities).

- *Key Actions:* A list of essential activities required to achieve the stated objectives. These were actionable steps, such as organizing workshops, drafting strategic plans, or conducting assessments.

- *Responsible Parties:* Identification of the main individuals or teams accountable for executing the actions. This included planning teams, training organizers, or project coordinators.

- *Timeline:* The specified date or period indicating when activities within each phase would begin or be completed.

- *Participants:* The number or type of participants involved in each activity, indicating the scope of engagement.

- *Expected Results:* The anticipated outcomes or deliverables from completing the activities within a phase.

- *Indicators:* Measurable metrics used to track progress and assess the success of activities and objectives.

5. COMPREHENSIVE ANALYSIS OF MATRIX OF INDIVIDUAL VET ACTION PLAN

The Vocational Education and Training (VET) Individual VET Action Plans for Albania's ACT Center, Bosnia and Herzegovina's Ceteor, and Montenegro's NGO Green Home share a strong and notably consistent strategic framework. Each plan systematically moves through four key phases:

> **Phase 1: Consolidation of Understanding and Commitment**

> **Phase 2 Strategic Development of Individual Action Plans**

> **Phase 3: Implementation**

> **Phase 4: Monitoring, Evaluation, and Continuous Improvement**

This structured approach highlights a methodical dedication to a future-ready workforce equipped with main green and digital skills throughout the Western Balkans.

Phase 1: Consolidation of Understanding and Commitment (Planning & Engagement)

This initial phase focuses on comprehensively gathering information and engaging key stakeholders to ensure the Individual VET Action Plan is well-informed and broadly supported. This approach also helps establish a shared understanding and fosters collaboration among all involved parties.

⇨ *Albania*

Albania initiated this phase with *Stakeholder Mapping.* The objective is to identify and analyze relevant stakeholders within their respective green sectors and VET systems, serving as a foundational step for effective collaboration in the VET Action Plan's design and implementation. The party responsible is ACT CENTER. Completed in February 2025, this mapping involved engaging a diverse group of participants, including VET providers, businesses, and NGOs with significant activity in the green sector. The successful outcome of this phase is the identification and establishment of working groups dedicated to developing the Individual VET Action Plan. The ACT Center reports that over 30 stakeholders have been identified. Following the successful identification of key stakeholders, the Albanian Center for Education Care and Training (ACT Center) has completed *Desk Research* activity, a consistent and vital step in understanding the green sector. This comprehensive research, completed by February 2025, had a clear objective: to meticulously identify and gather essential policy documents, review relevant academic studies, and analyze statistical data pertaining to Albania's green sector.

As the designated responsible party, the ACT Center effectively synthesized information informed by a broad range of participants, including green sector businesses, VET institutions, labor market representatives, and environmental organizations. The successful of this effort is a comprehensive report that thoroughly details the prevailing trends, significant challenges, and promising opportunities within Albania's green sector. The completion of this report is underscored by its indicator: the in-depth analysis of 20 desk research reports, ensuring a robust and well-informed foundation for the subsequent phases of the VET Action Plan. Building on the foundational desk research, ACT Center has successfully concluded

Stakeholder Consultation. This activity, finalized by March 2025, was designed to validate preliminary research findings, facilitate discussions on challenges and opportunities within Albania's green sector, and gather essential feedback. Under the direct responsibility of the ACT Center, these consultations engaged key participants, specifically green sector businesses and environmental organizations. The process identified key insights regarding the green sector, alongside prioritized feedback and actionable recommendations concerning the green sector skills needed for the VET Action Plan. A key indicator of this activity's success is the documented participation of 11 stakeholders in dedicated workshops, ensuring a diverse range of perspectives were heard and incorporated into the evolving VET Action Plan.

Concluding the first phase of the Individual VET Action Plan, ACT Center has successfully completed *VET Program Assessment.* This activity, finalized by March 2025, marks a significant step in aligning vocational education with the evolving demands of Albania's green sector. Under its direct responsibility, the ACT Center undertook a thorough review of its own vocational education and training programs. The primary objective was to review ACT CENTER's vocational education and training programs, ensuring they adequately prepare students with the critical skills required by the green sector. The assessment involved key participants, specifically VET trainers and representatives from green sector organizations. This collaborative approach was crucial in gaining practical insights into industry needs. The successful outcome of this assessment is the identification of specific discrepancies between the current content of ACT Center's VET programs and the critical skills required by the green sector. A key indicator of this finding is that four specific VET programs – "Green Agenda," "Cost Effective Methods to adapt to Climate Change," "Waste Management," and "Climate Change" – were reviewed and found to require significant updates to meet current industry demands.

⇨ *Bosnia and Herzegovina*

Bosnia and Herzegovina has commenced its Individual VET Action Plan, with CETEOR leading the crucial initial activity *Stakeholder Mapping.* CETEOR, as the designated responsible party, began this vital mapping process in February 2025. The objective is to comprehensively identify and engage key stakeholders across the national green business landscape and VET system. Participants in this mapping effort include a diverse range of entities such as businesses, employment agencies, NGOs actively working in the field of green business, and participants of CETEOR's own green courses. The expected result of this foundational work is the identification and establishment of working groups. CETEOR identified a minimum of 20 stakeholders as a key indicator of this activity's success, ensuring broad representation and collaborative effort moving forward. Following its initial stakeholder mapping, CETEOR has successfully completed the *Desk Research* activity, a crucial step in developing Bosnia and Herzegovina's Individual VET Action Plan.

In February 2025, the CETEOR Team, as the responsible party, undertook a comprehensive review. The objective was to identify and gather key documents, review relevant studies, and analyze statistical data pertaining to the green sector within Bosnia and Herzegovina. The successful outcome of this research is a detailed report outlining the key trends, existing challenges, and emerging opportunities within Bosnia and Herzegovina's green sector. The completion of this report is evidenced by the analysis of 20 documents ensuring a robust and well-informed foundation for the next phases of the VET Action Plan.

CETEOR has successfully completed *Stakeholder Consultation*, a main activity in the development of an Individual VET Action Plan. Beginning in March 2025, CETEOR, as the responsible party, conducted these crucial consultations with a clear objective to conduct consultations to validate research findings, discuss challenges and opportunities, and gather feedback. A diverse group of participants engaged in these consultations, including businesses, employment agencies, NGOs actively working in the field of green business, and participants from CETEOR's own green courses. The successful outcome of these consultations includes the identification of key insights regarding the green sector, along with prioritized feedback and actionable recommendations on the specific green sector skills needed for the VET Action Plan. The process ensured valuable input from 5 participating stakeholders, contributing significantly to the plan's development.

CETEOR has successfully completed the *VET Program Assessment*, marking the final activity of the first phase. During March 2025, the CETEOR Team, as the responsible party, undertook this crucial assessment. The objective was to identify existing VET courses offered by CETEOR and thoroughly evaluate their curricula to determine the necessary alignment with the critical skills demanded by the green sector. The assessment has a clearly expected result such as the identification of discrepancies between the current content of CETEOR's VET courses and the essential green sector skills required by the industry. Specifically, two VET courses, "Energy Management" and "Waste Management," were evaluated and found to require significant updates to meet contemporary green sector demands.

⇨ *Montenegro*

NGO Green Home, has commenced a crucial initial activity with *Stakeholder Mapping*. Beginning in February 2025, NGO Green Home, as the designated responsible party, has taken on the objective of identifying and analyzing relevant stakeholders within Montenegro's green sector and VET (Vocational Education and Training) system. This foundational step is designed to ensure effective collaboration throughout the VET Action Plan's design and implementation. The mapping effort has actively engaged a diverse group of participants, including VET providers, businesses, and NGOs with significant activity in the green sector. The expected outcome of this vital activity is the identification and establishment of working groups. NGO Green Home identified a minimum of 20 stakeholders, a key indicator of their success in building a comprehensive and representative network.

Following its initial stakeholder mapping, NGO Green Home has successfully completed *Desk Research activity*, a vital step in developing Montenegro's VET Action Plan. During February 2025, NGO Green Home, with its dedicated team as the responsible party, undertook a comprehensive review. The objective was to identify and gather key documents, review relevant studies, and analyze statistical data pertaining to the green sector within Montenegro. The successful outcome of this research is a detailed report outlining the key trends, existing challenges, and emerging opportunities within Montenegro's green sector. The completion of this report is evidenced by the analysis of 10 relevant documents, providing a solid, informed foundation for the next phases of the VET Action Plan.

After finishing detailed research, NGO Green Home has successfully concluded *a Stakeholder Consultation* activity. Initiated in March 2025, and under the direct responsibility of NGO Green Home, these consultations were designed with a clear objective to validate preliminary research findings, foster discussions on the challenges and opportunities within the green sector, and gather essential feedback from key actors. A diverse group of participants engaged in these vital discussions, including businesses, employment agencies, NGOs actively working in the field of green business, and representatives from the VET sector. The successful outcome of these consultations includes the identification of key insights

regarding the green sector, alongside prioritized feedback and actionable recommendations on the specific green sector skills needed for the VET Action Plan. The valuable input from 5 stakeholders who participated in these consultations has significantly enriched the plan's development.
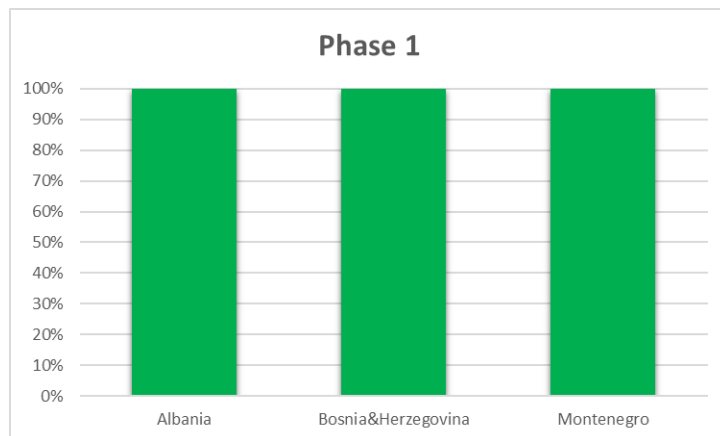
Chart 1.1

The successful execution of these activities across all three countries is visually represented in chart 1.1, demonstrating the **100% implementation of Phase 1**.

Phase 2: Strategic Development of Individual Action Plans

This second phase marks a pivotal shift: once a thorough understanding of the green sector's needs is established, the focus moves to strategically creating the VET Action Plans. Here, all consolidated insights will be transformed into clear, actionable goals.

⇨ *Albania*

The initial activity of the second phase, *Define VET Program Objectives*, has been successfully completed. This marks a critical step in strategically enhancing vocational education and training programs. From March to April 2025, the ACT Center, acting as the responsible party, facilitated a series of workshops. The primary objective of these workshops was to strategically develop SMART (Specific, Measurable, Achievable, Relevant, Time-bound) objectives for 4 of ACT Center's VET programs (Green Agenda, Cost Effective Methods to adapt to Climate Change, Waste Management, and Climate Change). Involving key participants such as VET trainers and curriculum specialists, the activity successfully delivered its expected result: a set of clearly defined objectives for each VET program. The indicators for this success are highly specific and demonstrate a strong commitment to measurable outcomes:

- Green Agenda VET Program: 80% of graduates are expected to be employed in roles promoting sustainable development or environmental policy within Albania's green sector.
- Cost-Effective Climate Adaptation VET Program: 80% of graduates will demonstrate their ability to successfully implement at least three cost-effective climate resilience measures in vulnerable regions of Albania.
- Waste Management VET Program: 75% of participants are projected to transition into employment or self-employment within Albania's waste management industry, showcasing expertise in sustainable practices.
- Climate Change VET Program: 70% of graduates are expected to secure roles in Albanian environmental agencies or NGOs, contributing to climate change assessment and mitigation strategies.

This focused effort ensures that ACT Center's VET programs are not only relevant but also designed to produce tangible, positive impacts on Albania's green economy and workforce.

Following the successful definition of VET program objectives, ACT Center has successfully completed the *Digital Microlearning Resources Design Workshop.* Completed by April 2025, this workshop was designed with the clear objective of empowering VET trainers at the ACT Center with the specialized expertise needed to effectively design and develop microlearning resources. Under the responsibility of the ACT Center, and with the valuable input of Experts for digital microlearning resources, the workshop has ensured that VET trainers of the ACT Center have acquired the necessary knowledge and skills in this innovative area. A key indicator of this success is that a dedicated workshop module on digital microlearning resources has been developed, providing a structured framework for future training and implementation.

⇨ *Bosnia and Herzegovina*

CETEOR has successfully completed the *Define VET Program Objectives activity*, the first key action of its second phase. This crucial step strategically enhances its vocational education and training programs for the green sector. Over the period from March to April 2025, the CETEOR Team, acting as the responsible party, conducted workshops with the explicit objective of defining SMART (Specific, Measurable, Achievable, Relevant, Time-bound) objectives for two key VET programs: Energy Management and Waste Management. The successful completion of this activity has resulted in a set of clearly defined objectives for each VET program, with both reviewed courses now boasting specific SMART objectives.

For the *Energy Management VET* program, the defined objectives include:

- Enhancing participants' digital skills in energy management.

- Integrating green competencies across all course modules.

- Digitalizing evaluation and reporting processes.

- Ensuring access to digital learning resources.

For the Waste Management VET program, the objectives are:

- Enhancing participants' digital skills in circular waste management.

- Integrating circular economy and green competencies across all course modules.

- Digitalizing evaluation and reporting processes.

- Ensuring access to digital learning resources.

This focused effort by CETEOR ensures that its VET programs are not only relevant to the evolving demands of the green sector in Bosnia and Herzegovina but also designed to produce measurable outcomes for its participants.

Following the successful definition of VET program objectives, CETEOR has successfully completed its *Digital Microlearning Resources Design Workshop.* Completed in April 2025, this workshop was designed with the clear objective of equipping VET trainers with the necessary knowledge and practical skills for designing and developing effective microlearning resources. Under the responsibility of CETEOR, and involving the CETEOR Team and VET trainers as participants, the workshop has ensured that VET trainers have acquired the necessary knowledge and skills in this innovative area. A key indicator of this success is

that a dedicated workshop module on digital microlearning resources has been developed, providing a structured framework for future training and implementation.

⇨ **Montenegro**

NGO Green Home has successfully completed the *Define VET Program Objectives* activity, marking the first key action of its second phase. This crucial step strategically enhances Montenegro's vocational education and training programs. Over the period of March to April 2025, NGO Green Home, with its dedicated team as the responsible party, conducted workshops with the explicit objective of defining SMART (Specific, Measurable, Achievable, Relevant, Time-bound) objectives for VET programs.

The successful completion of this activity has resulted in a set of clearly defined objectives for VET program, with these programs now boasting specific SMART objectives.

- Help graduates get hired in important sectors like tourism, farming, and technology.
- Improve VET course content in at some key fields (such as construction, tourism, farming, tech, and healthcare) based on current job market trends with using digital tools
- Increase the number of students who take part in work-based learning like internships or apprenticeships.

Following the successful definition of VET program objectives, NGO Green Home has successfully completed its *Digital Microlearning Resources Design Workshop*. This activity underscores a collective recognition of the importance of modern, flexible learning methodologies, crucial for effectively integrating green and digital skills. Completed in April 2025, and under the responsibility of NGO Green Home's dedicated NVO Zeleni dom - Green Home team, this workshop aimed to equip VET trainers with the necessary knowledge and practical skills for designing and developing effective microlearning resources. The successful outcome is that VET trainers have acquired the necessary knowledge and skills in this innovative area. A key indicator of this achievement is the development of a dedicated workshop module on digital microlearning resources, providing a structured framework for future training and implementation.
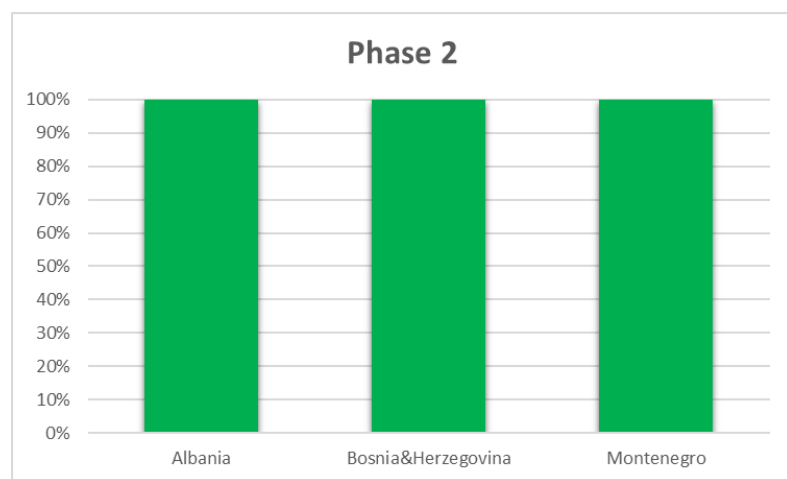

Chart 1.2

The successful execution of these activities across all three countries is visually represented in the chart 1.2, demonstrating the **100% implementation of Phase 2**

Phase 3: Implementation

This phase is dedicated to implementing strategic plans, focusing on the practical execution of training initiatives.

⇨ *Albania*

ACT Center has successfully completed the *Train VET Trainers* activity, marking the first key action of this critical implementation phase. During May 2025, the ACT Center, acting as the responsible party, developed and validated a comprehensive training program. The core objective was to equip its VET trainers with the expertise needed to design and create high-quality, interactive digital microlearning resources. These resources are specifically intended to effectively supplement updated curricula and address the distinct skills required by the green sector. The training involved VET trainers from the ACT Center and experts in developing digital microlearning resources. This collaborative effort has led to the expected result such as increased capacity of VET trainers to create engaging and effective digital microlearning content. A key indicator of this success is that 8 VET trainers from the ACT Center have been thoroughly trained in microlearning principles and design methodologies, ensuring a robust internal capability for developing innovative learning materials.

Following the successful training of its VET trainers, ACT Center has successfully completed the crucial key action of *Integrate digital microlearning resources into the curricula*. Over the period of May to June 2025, the ACT Center, as the responsible party, focused on its objective to incorporate microlearning resources directly into the instructional delivery of the four reviewed VET programs. The activity involved VET learners and an expert in digital microlearning resources, ensuring practical application and expert guidance. The expected result of this effort is that ACT Center's VET trainers will now apply a diverse set of teaching methodologies. A key indicator of this successful integration is that 20 microlearning modules have been designed integrated into the curricula, providing dynamic and engaging learning content for students.

⇨ *Bosnia and Herzegovina*

CETEOR has successfully completed the *Train VET Trainers* activity, marking the first key action of this critical implementation phase. During the May 2025, CETEOR, acting as the responsible party, has focused on its objective to produce a diverse suite of high-quality, interactive digital microlearning resources that effectively supplement updated curricula and address specific green sector skills needs. The training involved the CETEOR Team and VET trainers. This collaborative effort has successfully increased the capacity of VET trainers to create engaging and effective digital microlearning content. A key indicator of this success is that 18 VET trainers have been thoroughly trained, ensuring a robust internal capability for developing innovative learning materials within CETEOR.

Following the successful training of its VET trainers, CETEOR has successfully completed the key action of *Integrate digital microlearning resources into the curricula*. Over the period from May to June 2025, CETEOR, as the responsible party, focused on its objective: to effectively integrate microlearning resources into the delivery of its VET programs. This integration aims to move beyond traditional lecture-based approaches and enrich the learning experience. The activity involved the CETEOR Team and VET trainers, ensuring practical application and expert guidance. The expected result of this effort is that VET trainers will now apply a diverse set of teaching methodologies. A key indicator of this successful integration is that 20 microlearning modules have been designed and integrated into the curricula of two VET courses, providing dynamic and engaging learning content for students.

⇨ **Montenegro**

NGO Green Home has successfully completed the *Train VET Trainers* activity, marking the first key action of this critical implementation phase. This consistent approach underscores a shared commitment to modernizing teaching methods and enhancing the relevance of VET programs through innovative digital tools. In May 2025, NGO Green Home, alongside EUROTRAINING as responsible parties, focused on its objective to produce a diverse suite of high-quality, interactive digital microlearning resources that effectively supplement updated curricula and address specific green sector skills needs. The training involved the NVO Zeleni dom - Green Home team with trainers as participants. This collaborative effort has led to the expected result: increased capacity of VET trainers to create engaging and effective digital microlearning content. A key indicator of this success is that 11 participants have been thoroughly trained, ensuring a robust internal capability for developing innovative learning materials within NGO Green Home.

Following the successful training of its VET trainers, NGO Green Home has successfully completed the crucial key action of *Integrate digital microlearning resources into the curricula*. Over the period of May to June 2025, NGO Green Home, with its dedicated "NVO Zeleni dom - Green Home team with trainers as participants, focused on its objective to effectively integrate microlearning resources into the delivery of VET programs. This integration aims to move beyond traditional lecture-based approaches and enrich the learning experience. The expected result of this effort is that VET trainers will apply a diverse set of teaching methodologies. A key indicator of this successful integration is that 20 microlearning modules have been designed and are part of the VET curricula, providing dynamic and engaging learning content for students.
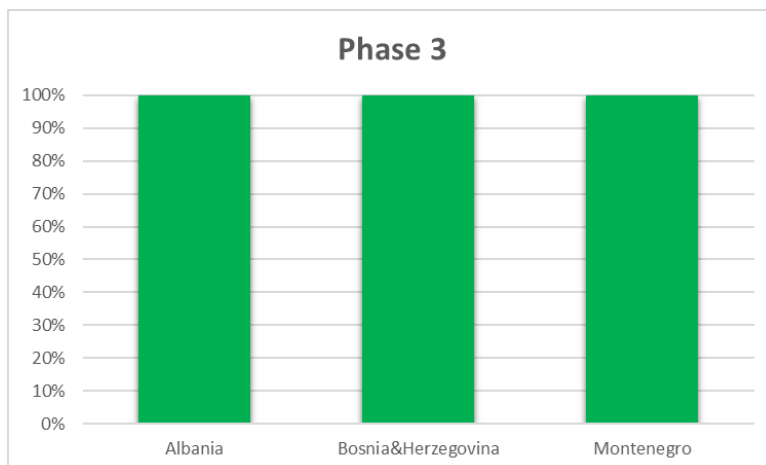
The successful execution of these activities across all three countries is visually represented in chart 1.3, demonstrating the **100% implementation of Phase 3.**

Chart 1.3

Phase 4: Monitoring, Evaluation, and Continuous Improvement

This crucial final phase highlights the long-term vision of these VET Action Plans. The focus is on continuous assessment, establishing robust feedback loops, and implementing adaptive strategies to ensure the plans remain relevant and impactful over time.

⇨ *Albania*

The Albanian Center for Education Care and Training (ACT Center) has demonstrated a strong commitment to establishing a systematic approach for monitoring labor market trends and evaluating the effectiveness of its training programs. This is evident in the implementation of its key action *to Monitor*

Program Effectiveness. With an ongoing timeline commencing in June 2025, the ACT Center, as the responsible party, has a clear objective: to ensure the continuous effectiveness of its four VET programs. This involves regular assessment of their curriculum relevance, the successful integration of green skills, and the effective utilization of microlearning resources. The monitoring process involves key participants including Trainers, Curriculum Development specialists, and Green Sector Experts. The expected result of this continuous effort is the production of regular monitoring reports. By June 2025, six feedback responses were collected from VET trainers at ACT Center specifically addressing curriculum effectiveness and microlearning utilization. Early insights from this monitoring highlight crucial areas such as Trainer Development & Curriculum Relevance and Curriculum & Assessment Quality, indicating the ACT Center's focus on these foundational aspects for sustained program success.

The Albanian Center for Education Care and Training (ACT Center) has developed the final key action of Individual VET Action Plan, the *Evaluation* process. This crucial, ongoing activity underscores the ACT Center's commitment to long-term effectiveness and adaptability. With a timeline extending from June 2025 and ongoing, the ACT Center, as the responsible party, aims to establish and conduct periodic evaluations of its VET Action Plan. The core objective is to comprehensively assess the plan's effectiveness, efficiency, relevance, and sustainability in achieving its stated objectives and addressing the evolving skills needs of the green sector. The evaluation process involves key participants such as Evaluators and VET trainers, ensuring a holistic perspective. The expected result of this ongoing evaluation is the identification of strengths, weaknesses, and areas for improvement within ACT Center's VET Action Plan. By June 30, 2025, eight feedback responses were successfully collected from VET trainers of the ACT Center. This early feedback provides invaluable insights. Initial insights gathered from evaluators' feedback highlight several critical areas for future focus:

- The need to significantly increase the number of VET trainers proficient in developing digital micro-lessons.

- The imperative to guarantee that all course updates prioritize and deliver practical skills directly demanded by green businesses and industries.

- The necessity to create an ongoing mechanism for collecting feedback from students, trainers, and employers to ensure continuous improvement and relevance.

This comprehensive evaluation framework is designed to ensure the VET Action Plan remains dynamic, responsive, and impactful in supporting Albania's green economy.

⇨ *Bosnia and Herzegovina*

CETEOR has demonstrated a strong commitment to establishing a systematic approach for monitoring labor market trends and evaluating the effectiveness of its training programs. This is clearly evident in the implementation of its key action *to establish a systematic approach for monitoring labor market trends and evaluating the effectiveness of training programs.* With an ongoing timeline commencing in June 2025 (and continuous once per year), CETEOR, as the responsible party, has a clear dual objective for this action to ensure continuous labor market monitoring and adaptation of training programs in line with emerging needs and trends, and to conduct ongoing monitoring of VET program effectiveness, including continuous review of curriculum relevance and the integration of green skills and microlearning.

The monitoring and adaptation process involves the dedicated CETEOR team, including Trainers, Curriculum Developers, and Green Sector Experts. The expected results of this continuous effort are comprehensive:

- VET programs will continuously improve in line with business needs, integrating both green and digital skills, to ensure their long-term relevance and impact.

- Improved participant satisfaction and employability rates will be observed.

- Feedback loops will be established with employers and trainees, fostering a responsive learning environment.

Key indicators of success for this initiative include:

- Trainers' feedback on curriculum effectiveness and microlearning utilization will be regularly collected.

- The production of regular monitoring reports.

- VET programs will be improved on an annual basis, demonstrating a commitment to continuous adaptation.

This systematic approach ensures that CETEOR's VET offerings remain highly relevant, effective, and responsive to the dynamic demands of Bosnia and Herzegovina's green sector and labor market.

CETEOR has developed the final key action of its Individual VET Action Plan, the *Evaluation* process. This crucial, ongoing activity underscores CETEOR's commitment to long-term effectiveness and adaptability. With a timeline extending from June 2025 and ongoing (continuously once per year), CETEOR, as the responsible party, aims to conduct periodic assessments of the Individual VET Action Plan. The main objective is to evaluate its effectiveness, efficiency, relevance, and sustainability in achieving its objectives and addressing the evolving green sector skills needs. The evaluation process involves the dedicated CETEOR team, including Evaluators and VET trainers, ensuring a holistic perspective. The expected result of this ongoing evaluation is the identification of strengths, weaknesses, and areas for improvement within the VET Action Plan. A key indicator of this ongoing process is the generation of a report and recommendations from evaluations on an annual basis, ensuring continuous learning and strategic adjustments. This systematic evaluation framework is designed to ensure the VET Action Plan remains dynamic, responsive, and impactful in supporting Bosnia and Herzegovina's green economy.

⇨ **Montenegro**

NGO Green Home has demonstrated a strong commitment to establishing a systematic approach for monitoring labor market trends and evaluating the effectiveness of its training programs. This is clear in the implementation of its key action to *establish a systematic approach for monitoring labor market trends, evaluating the effectiveness of training programs.* With an ongoing timeline commencing in June 2025 (and continuous once per year), NGO Green Home, as the responsible party, has a clear dual objective for this action to ensure continuous labor market monitoring and adaptation of training programs in line with emerging needs and trends, and to conduct ongoing monitoring of VET program effectiveness, including continuous review of curriculum relevance and the integration of green skills and microlearning. The monitoring and adaptation process involves the dedicated Green Home team, including Trainers and Green Sector Experts. The expected results of this continuous effort are comprehensive:

- VET programs will continuously improve in line with business needs, integrating both green and digital skills, to ensure their long-term relevance and impact.

- Improved participant satisfaction and employability rates will be observed.

- Feedback loops will be established with employers and trainees, fostering a responsive learning environment.

Key indicators of success for this initiative include:

- Trainers' feedback on curriculum effectiveness and microlearning utilization will be regularly collected.

- The production of regular monitoring reports.

- VET programs will be improved on an annual basis, demonstrating a commitment to continuous adaptation.

Notably, some VET trainers have already highlighted that the microlearning resources development process has been very effective. Trainers specifically noted that the explanation and demonstration of new tools through microlearning formats significantly helped participants understand and apply them in practice (tools)."This early feedback underscores the success of integrating innovative digital learning approaches.

NGO Green Home has developed the final key action of its Individual VET Action Plan, the *Evaluation* process. This crucial, ongoing activity underscores NGO Green Home's commitment to long-term effectiveness and adaptability. With a timeline extending from June 2025 and ongoing (continuously once per year), NGO Green Home, as the responsible party, aims to conduct periodic assessments of its VET Action Plan. The core objective is to evaluate its effectiveness, efficiency, relevance, and sustainability in achieving its objectives and addressing the evolving green sector skills needs. The evaluation process involves the dedicated Green Home team, including Evaluators and VET trainers, ensuring a holistic perspective. The expected result of this ongoing evaluation is the identification of strengths, weaknesses, and areas for improvement within the VET Action Plan. A key indicator of this ongoing process is the generation of a report and recommendations from evaluations on an annual basis, ensuring continuous learning and strategic adjustments. This systematic evaluation framework is designed to ensure the VET Action Plan remains dynamic, responsive, and impactful in supporting Montenegro's green economy.
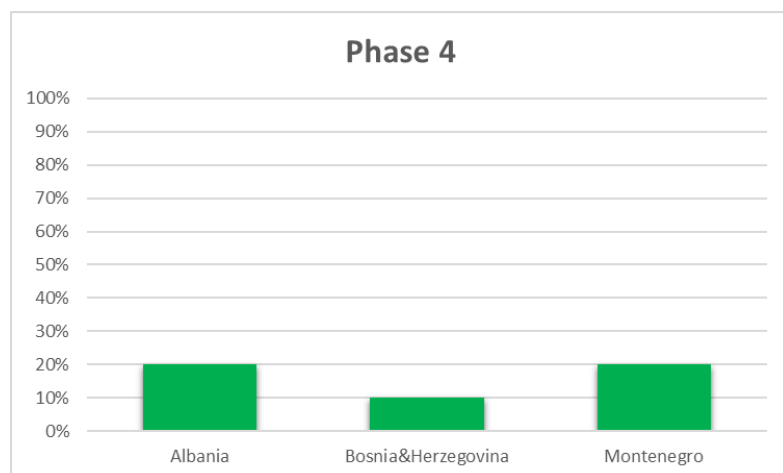

Chart 1.4

The successful execution of these activities across all three countries is visually represented in chart 1.4, demonstrating the **10 - 20% implementation of Phase 4.**

6. ACHIEVEMENTS AND CHALLENGES

Albania, Bosnia and Herzegovina, and Montenegro have each made considerable progress in their respective Vocational Education and Training (VET) reform journeys. While celebrating these advancements, all three nations also navigate a landscape of both shared and distinct challenges.

Achievements:

⇨ All three countries have established or significantly updated their national qualifications frameworks. Albania's AQF was revised in 2018, Bosnia and Herzegovina's BHQF aligns with the EQF, and Montenegro's VET is primarily regulated by the Law on Vocational Education, supported by a Law on the National Qualifications Framework, all providing standardized systems for recognizing competencies.

⇨ A notable and explicit integration of green economy and digital transformation skills is clear across the Vocational Education and Training (VET) programs in Albania, Bosnia and Herzegovina, and Montenegro. This signifies a unified commitment to preparing the workforce for future economic demands.

⇨ Across all three countries, a significant emphasis is placed on fostering strong collaborations with the labor market. This commitment is crucial for ensuring the relevance of VET curricula and, consequently, enhancing the employability of trainees

⇨ The action plans for Albania, Bosnia and Herzegovina, and Montenegro all highlight a focus on designing and integrating digital microlearning resources. This points to a shared commitment to adopting modern, flexible teaching methodologies to enhance VET provision.

Challenges:

⇨ To further enhance the relevance and effectiveness of their Vocational Education and Training (VET) systems, Albania, Bosnia and Herzegovina, and Montenegro need to strengthen private sector involvement. This deepening collaboration is crucial for ensuring that VET curricula directly align with industry demands and for creating vital practical learning opportunities for trainees.

⇨ A persistent challenge in the VET sector across the region is ensuring the uniform and consistent implementation of legal frameworks and action plans across all VET providers.

⇨ A significant challenge for Vocational Education and Training (VET) systems is the need for continuous adaptation to rapid technological and economic changes, particularly within emerging green sectors.

7. CONCLUSION

Albania, Bosnia and Herzegovina, and Montenegro are clearly dedicated to improving their Vocational Education and Training (VET) programs. Their detailed plans present a smart and proactive approach to modernizing VET across the Western Balkans. These efforts are focused on preparing VET Trainers and all stakeholders for the important and changing needs of the green economy, the digital world, and a sustainable future. Through these plans and their supporting legal frameworks, these nations are working to cultivate skilled workforces capable of building a sustainable future.

For all three countries, continued adaptation to rapid technological and economic changes, robust and broad engagement with the private sector, and consistent implementation of their legal frameworks

across all levels will remain crucial to fully realizing their ambitious VET development goals and securing a prosperous, sustainable future for their citizens

ANNEX I- MATRIX OF INDIVIDUAL VET ACTION PLAN

INDIVIDUAL VET ACTION PLAN OF ALBANIA

Key Action	Objective	Responsible Parties	Timeline	Participants	Expected Results	Indicators
Phase 1: Consolidation of Understanding and Commitment (Planning & Engagement)						
Stakeholder Mapping	Identify and analyze relevant stakeholders in the green sector and VET system in Albania as a foundational step for effective collaboration in the VET Action Plan's design and implementation.	Albanian Center for Education Care and Training (ACT CENTER)	Feb-25	VET providers, businesses, NGOs with significant green sector activity	Identified and established working groups	30 stakeholders identified
Desk Research	Identify and gather key policy documents, review academic studies, and analyze statistical data related to the green sector.	Albanian Center for Education Care and Training (ACT CENTER)	Feb-25	Green sector businesses, VET institutions, labor market representatives, environmental organizations	A comprehensive report detailing the trends, challenges, and opportunities in Albania's green sector.	20 of desk research reports analyzed
Stakeholder Consultation	Organize workshops to validate research findings, discuss challenges and opportunities, and gather feedback.	Albanian Center for Education Care and Training (ACT CENTER)	Mar-25	Green sector businesses, environmental organizations	Identified key insights regarding the green sector. Prioritized feedback and recommendations on green sector skills for the VET Action Plan.	11 stakeholders participated in workshops
VET Program Assessment	To review ACT CENTER's vocational education and training programs, ensuring they adequately prepare students with the critical skills required by the green sector.	Albanian Center for Education Care and Training (ACT CENTER)	Mar-25	VET trainer, green sector organization	Identified discrepancies between current VET program content and required green sector skills	4 VET programs *(Green Agenda, Cost Effective Methods to adapt to Climate Change. Waste Management, Climate Change) r*eviewed and need significant updates.
Phase 2 Strategic Development of Individual Action Plans						
Define VET Program Objectives	Facilitate workshops to strategically develop SMART objectives for Vocational Education and Training programs at ACT CENTER	Albanian Center for Education Care and Training (ACT CENTER)	March- April 25	VET trainers, curriculum specialists	A set of clearly defined objectives for each VET program.	4 VET programs defined SMART objectives tailored to the Albanian labor market and the green sector: *80% of "Green Agenda" VET graduates will be employed in roles promoting sustainable development or environmental policy within Albania's green sector.* *80% of "Cost-Effective Climate Adaptation" VET graduates will demonstrate their ability to successfully implement at least three cost-effective climate resilience measures in vulnerable regions of Albania.* *75% of "Waste Management" VET participants will transition into employment or self-employment within Albania's waste management industry, showcasing their expertise in sustainable practices.* *70% of "Climate Change" VET graduates will secure roles in Albanian environmental agencies or NGOs, contributing to climate change assessment and mitigation strategies.*
Digital Microlearning Resources Design Workshop	To empower VET trainers at ACT CENTER with the expertise required to effectively design and develop microlearning resources.	Albanian Center for Education Care and Training (ACT CENTER)	Apr-25	Expert for digital microlearning resourcues	VET trainers of ACT Center will acquire the necessary knowledge and skills to effectively design and develop digital microlearning resources.	A workshop module on digital microlearning resources developed.
Phase 3: Implementation						
Train VET Trainers	To develop and validate a comprehensive training program for VET trainers, specifically focusing on the design and creation of high-quality, interactive digital microlearning resources that effectively supplement updated curricula and address specific green sector skills needs.	Albanian Center for Education Care and Training (ACT CENTER)	May-25	VET trainers of ACT Center and experts in developing digital microlearning resources	Increased capacity of VET trainers to create engaging and effective digital microlearning content.	8 VET trainers of ACT Center trained in microlearning principles and design methodologies.
Integrate digital microlearning resources into the curricula	To incorporate microlearning resources into the instructional delivery of the four rewieved VET programs at ACT Center.	Albanian Center for Education Care and Training (ACT CENTER)	May- June 2025	VET learners and expert of digital microlearning resources	ACT Center's VET trainers will apply a diverse set of teaching methodologies, moving beyond traditional lecture-based approaches	20 microlearnig designed an intergrated in the currila
Phase 4: Monitoring, Evaluation, and Continuous Improvement						
Monitor Program Effectiveness	To ensure the continuous effectiveness of ACT Center's 4 VET programs through regular assessment of their curriculum relevance, green skills integration, and microlearning integration	Albanian Center for Education Care and Training (ACT CENTER)	June 2025 - Ongoing	Trainers, curriculum Development,Green Sector Experts	Regular monitoring reports	By June, 2025, 6 feedback responses are collected from VET trainers at ACT Center regarding curriculum effectiveness and microlearning utilization, to guide future program enhancements. *Initial insights from trainer feedback highlight critical areas for development: Trainer Development & Curriculum Relevance Curriculum & Assessment Quality:*
Evaluation	To establish and conduct periodic evaluations of the VET Action Plan of ACT Center, comprehensively assessing its effectiveness, efficiency, relevance, and sustainability in achieving its stated objectives and addressing the evolving green sector skills needs	Albanian Center for Education Care and Training (ACT CENTER)	June 2025 - Ongoing	Evaluators, VET trainers,	Identified strengths, weaknesses, and areas for improvement within ACT Center's VET Action Plan	By September 30, 2025, 8 feedback responses are successfully collected from VET trainers of ACT Center *Initial Insights from Evaluators' Feedback Highlight Critical Areas for Enhancement and Strategic Action: Significantly increase the number of VET trainers proficient in developing digital micro-lessons; Guarantee that all course updates prioritize and deliver practical skills directly demanded by green businesses and industries; Create an ongoing mechanism for collecting feedback from students, trainers, and employers, leveraging this input for continuous improvement of course content and pedagogical approaches.*

INDIVIDUAL VET ACTION PLAN - BOSNIA AND HERZEGOVINA

Key Action	Objective	Responsible Parties	Timeline	Participants	Expected Results	Indicators
Phase 1: Consolidation of Understanding and Commitment (Planning & Engagement)						
Stakeholder Mapping	Identify and analyze relevant stakeholders in the green sector and VET system in Bosnia and Herzegovina as a foundational step for effective collaboration in the VET Action Plan's design and implementation.	CETEOR	Feb-25	Businesses, employement agencies, NGOs working in the field of green business, participants of CETEOR green courses	Identified and established working groups	20 stakeholders identified
Desk Research	Identify and gather key documents, review studies, and analyze statistical data related to the green sector in country. Analyze post-training forms gathered from the participants of CETEOR courses.	CETEOR	Feb-25	CETEOR Team	A report detailing the trends, challenges, and opportunities in green sector in Bosnia and Herzegovina.	20 documents analyzed
Stakeholder Consultation	Conduct consultations to validate research findings, discuss challenges and opportunities, and gather feedback.	CETEOR	Mar-25	Businesses, employement agencies, NGOs working in the field of green business, participants of CETEOR green courses	Identified key insights regarding the green sector. Prioritized feedback and recommendations on green sector skills for the VET Action Plan.	5 stakeholders
VET Program Assessment	To identify existing VET courses within CETEOR and and evaluate their curricula and the need for their alignment with key green sector skills	CETEOR	Mar-25	CETEOR Team	Identified discrepancies between current VET course content and required green sector skills	2 VET courses (Energy Management and Waste Management) evaluated and require significant updates.
Phase 2 Strategic Development of Individual Action Plans						
Define VET Program Objectives	Conduct workshops to define SMART objectives for VET programs.	CETEOR	March- April 25	CETEOR Team	A set of clearly defined objectives for each VET program.	2 of VET courses with defined SMART objectives
Digital Microlearning Resources Design Workshop	To equip VET trainers with the necessary knowledge and practical skills for designing and developing effective microlearning resources.	CETEOR	Apr-25	CETEOR Team and VET trainers	VET trainers will acquire the necessary knowledge and skills to effectively design and develop digital microlearning resources.	A workshop module on digital microlearning resources developed.
Phase 3: Implementation						
Train VET Trainers	To produce a diverse suite of high-quality, interactive digital microlearning resources that supplement the updated curricula and address specific green sector skills needs.	CETEOR	May-25	CETEOR Team and VET trainers	Increased capacity of VET trainers to create engaging and effective digital microlearning content.	18 VET trainers trained in microlearning principles and design methodologies.
Integrate digital microlearning resources into the curricula	To effectively integrate microlearning resources into the delivery of VET programs.	CETEOR	May- June 2025	CETEOR Team and VET trainers	VET trainers will apply a diverse set of teaching methodologies, moving beyond traditional lecture-based approaches	20 microlearnig designed an intergrated in the curricula of 2 VET courses.
Phase 4: Monitoring, Evaluation, and Continuous Improvement						
Establish a systematic approach for monitoring labor market trends, evaluating the effectiveness of training programs	Continuous labor market monitoring and adaptation of training programs in line with emerging needs and trend and monitoring of VET program effectiveness, including continuous review of curriculum relevance and integration of green skills and microlearning.	CETEOR	June 2025 - Ongoing (continuous once per year)	CETEOR team (Trainers, Curriculum Developer, Green Sector Experts)	VET program is continuously improved in line with business needs, integrating green and digital skills, to ensure long-term relevance and impact. Improved participant satisfaction and employability rate. Feedback loops established with employers and trainees	Trainers feedback on curriculum effectiveness and microlearning utilization and regular monitoring reports. VET programes improved on an annual basis.
Evaluation	To conduct periodic assessments of the effectiveness, efficiency, relevance, and sustainability of the VET Action Plan, achieving its objectives and addressing green sector skills needs.	CETEOR	June 2025 - Ongoing (continuous once per year)	CETEOR team (Evaluators, VET trainers)	Identified strengths, weaknesses, and areas for improvement in the VET Action Plan	Report and ecommendations generated from evaluations on an annual basis.

INDIVIDUAL VET ACTION PLAN - MONTENEGRO

Key Action	Objective	Responsible Parties	Timeline	Participants	Expected Results	Indicators
Phase 1: Consolidation of Understanding and Commitment (Planning & Engagement)						
Stakeholder Mapping	Identify and analyze relevant stakeholders in the green sector and VET system in Montenegro as a foundational step for effective collaboration in the VET Action Plan's design and implementation.	NVO Zeleni dom - Green Home	Feb-25	VET providers, businesses, NGOs with significant green sector activity	Identified and established working groups	20 stakeholders identified
Desk Research	Identify and gather key documents, review studies, and analyze statistical data related to the green sector in country.	NVO Zeleni dom - Green Home	25-Feb	NVO Zeleni dom - Green Home	A report detailing the trends, challenges, and opportunities in green sector in Montenegro	10 documents analyzed
Stakeholder Consultation	Conduct consultations to validate research findings, discuss challenges and opportunities, and gather feedback.	NVO Zeleni dom - Green Home	25-Mar	Businesses, employement agencies, NGOs working in the field of green business, VET sector	Identified key insights regarding the green sector. Prioritized feedback and recommendations on green sector skills for the VET Action Plan.	5 stakeholders
Phase 2 Strategic Development of Individual Action Plans						
Define VET Program Objectives	Conduct workshops to define SMART objectives for VET programs.	NVO Zeleni dom - Green Home	March- April 25	NVO Zeleni dom - Green Home team	A set of clearly defined objectives for each VET program.	Defined SMART objectives
Digital Microlearning Resources Design Workshop	To equip VET trainers with the necessary knowledge and practical skills for designing and developing effective microlearning resources.	NVO Zeleni dom - Green Home	25-Apr	NVO Zeleni dom - Green Home team	VET trainers will acquire the necessary knowledge and skills to effectively design and develop digital microlearning resources.	A workshop module on digital microlearning resources developed.
Phase 3: Implementation						
Train VET Trainers	To produce a diverse suite of high-quality, interactive digital microlearning resources that supplement the updated curricula and address specific green sector skills needs.	NVO Zeleni dom - Green Home/EUROTRAINING	25-May	NVO Zeleni dom - Green Home team with trainers	Increased capacity of VET trainers to create engaging and effective digital microlearning content.	11 participants trained in microlearning principles and design methodologies.
Integrate digital microlearning resources into the curricula	To effectively integrate microlearning resources into the delivery of VET programs.	NVO Zeleni dom - Green Home	May- June 2025	NVO Zeleni dom - Green Home team with trainers	VET trainers will apply a diverse set of teaching methodologies, moving beyond traditional lecture-based approaches	20 microlearnig designed
Phase 4: Monitoring, Evaluation, and Continuous Improvement						
Establish a systematic approach for monitoring labor market trends, evaluating the effectiveness of training programs	Continuous labor market monitoring and adaptation of training programs in line with emerging needs and trend and monitoring of VET program effectiveness, including continuous review of curriculum relevance and integration of green skills and microlearning.	NVO Zeleni dom - Green Home	June 2025 - Ongoing (continuous once per year)	Green Home team (Trainers, Green Sector Experts)	VET program is continuously improved in line with business needs, integrating green and digital skills, to ensure long-term relevance and impact. Improved participant satisfaction and employability rate. Feedback loops established with employers and trainees	Trainers feedback on curriculum effectiveness and microlearning utilization and regular monitoring reports. VET programes improved on an annual basis.
Evaluation	To conduct periodic assessments of the effectiveness, efficiency, relevance, and sustainability of the VET Action Plan, achieving its objectives and addressing green sector skills needs.	NVO Zeleni dom - Green Home	June 2025 - Ongoing (continuous once per year)	Green Home team (Evaluators, VET trainers)	Identified strengths, weaknesses, and areas for improvement in the VET Action Plan	Report and ecommendations generated from evaluations on an annual basis.
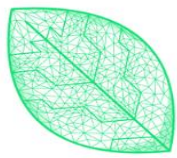
Individual VET Action Plans
D4.2

Albanian Center for Education Care and Training

(ACT-CENTER)

Co-funded by
the European Union

DELIVERABLE INFORMATION

Project acronym	ADDUPT
Project title	ADdressing skills mismatching in the green sector through Digital UPskilling of veT
Project timeframe and duration	01/01/2023-31/12/2025 36 months
Project reference number	101092398
WP	WP4 - Pilot implementation of the ICBF-VET
Task	T4.1 Implementation of ICBF-VET
Deliverable	D4.2 Individual VET Action Plans
Status	Third draft
Version number	3.0
Deliverable responsible	ACT CENTER
Dissemination level	PUBLIC
Due date	M28 (30.06.2025)
Date of submission	30.03.2025

VERSION HISTORY

Version	Date	Author	Description
1.0	31.10.2024	ACT CENTER	First Draft
2.0	10.02.2025	ACT CENTER	Second Draft after partners feedback
3.0	03.03.2025	ACT CENTER	Third Draft – final version

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TABLE OF CONTENTS

INTRODUCTION

This guide is designed to facilitate structured implementation of Individual VET Action Plans that align with industry needs and sustainability goals, to provide practical tools and case studies that demonstrate real-world applications and success stories to support green and digital skills development to enhance workforce competitiveness and to encourage stakeholder collaboration through clear frameworks for engagement and monitoring.

I-PHASES FOR DESIGNING INDIVIDUAL VET ACTION PLANS

Developing a comprehensive and sustainable Individual Vocational Education and Training (VET) Action Plan requires a structured, step-by-step approach that ensures effective planning, practical implementation, and continuous improvement. This process is divided into four key phases**:**

> *Phase 1: Consolidation of Understanding and Commitment: Establishing a strong foundation through stakeholder collaboration, role definition, and resource mobilization.*

> *Phase 2: Strategic Planning: Defining clear objectives, engaging key stakeholders, and developing a structured action plan with specific roles and timelines.*

> *Phase 3: Implementation: Transitioning from planning to execution by prioritizing tasks, allocating resources efficiently, and strengthening capacities for effective delivery.*

> *Phase 4: Monitoring, Evaluation, and Continuous Improvement: Using measurable indicators to track progress, gathering feedback, and adapting strategies to enhance efficiency and sustainability.*

This structured and inclusive approach ensures that the VET Action Plan remains adaptable, effective, and impactful, allowing for continuous refinement and alignment with evolving needs

Phase 1: Consolidation of Understanding and Commitment

This phase establishes shared understanding and collaboration among stakeholders by fostering trust and formalizing resource mobilization through partnerships.

This phase is structured into three core components:

- ✓ *Stakeholder Engagement and Communication* – Develops open and transparent communication mechanisms, ensuring that all involved parties are aligned and actively participating in discussions and decision-making.
- ✓ *Capacity Building and Resource Mobilization –* Provides essential training, educational materials, and infrastructure support to ensure that stakeholders are well-equipped to contribute effectively.
- ✓ *Monitoring and Commitment Reinforcement* – Implements structured tracking systems and feedback mechanisms to measure engagement levels and sustain commitment throughout the process.

⇨ *Stakeholders*

Each actors plays a critical role in ensuring collaboration and impact. Their roles can be summarized as follows:

Local Government: are essential in creating an enabling environment for Action. Example: In the Renewable Energy Skills Development Program, government involvement significantly boosted public engagement, showcasing their critical role.

Educational Institutions: Focus on designing curricula tailored to project goals and implementing courses that meet labor market demands. Example: Vocational centers adapted their curricula to match labor market needs, ensuring participants gain relevant skills.

Community Organizations & NGOs: Ensure inclusivity, represent local needs, and strengthen grassroots mobilization.

Private Sector Partners: provide the resources and expertise necessary for program implementation. *Example*: Companies supplying solar kits played a significant role in advancing green training programs.

International Stakeholders: International stakeholders enhance the scalability and sustainability of training programs. *Example*: By integrating international best practices, they ensured flexibility and long-term impact.

⇨ ***Tools***

The implementation of tools in this project plays a vital role in ensuring effective collaboration and successful outcomes. A structured methodology guides the process, focusing on stakeholder engagement, resource mobilization, and real-time monitoring.

Stakeholder Mapping is utilized to identify and categorize key actors, ensuring that all relevant parties are recognized and included in the planning process. Example: A VET center needs to identify key actors to support its new Electric Vehicle (EV) Maintenance course. They categorize stakeholders based on their influence and interest.

Stakeholder	Role	Interest Level	Influence Level	Engagement Strategy
Local Government	Policy support, funding	High	High	Formal partnerships
Automotive Companies	Internship & job placement	High	Medium	Collaboration agreements
Green NGOs	Awareness campaigns	Medium	Medium	Joint projects
High Schools	Student recruitment	High	Low	Outreach programs

Figure1.1.: The Stakeholder Mapping Tool helps the VET center identify high-impact partnerships for course success.

Figure 1.1

Prioritization Matrix – Facilitates the selection of the most impactful actions based on effectiveness and feasibility criteria. *Example:* A VET center focused on renewable energy training is determining which programs to introduce first. They use a Prioritization Matrix to rank potential courses based on impact and feasibility.

Training Program	Expected Impact (1-5)	Feasibility (1-5)	Priority Score (Impact x Feasibility)
Solar Panel Installation	5	5	25
Wind Turbine Maintenance	4	3	12
Green Building Techniques	3	4	12
Circular Economy Principles	2	5	10

Figure1.2: The matrix helps the VET center prioritize Solar Panel Installation training first, as it has the highest impact and feasibility.

Figure1.2

Survey and Data Collection Tools like Google Forms and SurveyMonkey are essential for gathering feedback and tracking outcomes, allowing stakeholders to voice their opinions and experiences.

Task Management Tools such as Trello and Notion are employed to assign and track responsibilities, helping to maintain organization and accountability throughout the project. For example, a vocational center effectively used Notion and Trello to assign tasks, track training progress, and align activities, demonstrating the practical application of these tools in real-world scenarios.

Learning Platforms like Moodle and Google Classroom provide stakeholders with access to training materials, ensuring that everyone is equipped with the necessary knowledge and skills.

Gantt Charts in software like MS Project and Smartsheet visualize project timelines and dependencies, facilitating better planning and execution.

⇨ ***Impact Measurement***

Impact measurement is essential for assessing the effectiveness of initiatives and ensuring that they meet their intended goals. This process involves several key components, including the use of Key Performance Indicators (KPIs) and feedback mechanisms.

Key Performance Indicators (KPIs): These are specific metrics used to evaluate the success of various activities. For instance:

- Workshops and Training: Attendance and completion rates help gauge participant engagement, and the effectiveness of the training provided.
- Resource Mobilization: Tracking the funds secured and materials provided ensures that resources are being effectively utilized.
- Stakeholder Contributions: Monitoring local policy changes and community involvement assesses the broader impact of the initiatives.

Feedback Mechanisms: Collecting feedback is crucial for continuous improvement. This can be achieved through:

- Post-Training Assessments: Surveys, focus groups, and feedback dashboards gather insights from participants about their experiences and the relevance of the training.
- Ongoing Evaluation: Utilizing tools like Google Forms allows training centers to refine their workshops based on participant feedback, ensuring that learning materials remain relevant and effective. For example, a training center implemented a feedback system using Google Forms, which led to significant improvements in course delivery and engagement rates of 20%. This illustrates how effective impact measurement can directly enhance program outcomes.

PHASE 2: STRATEGIC PLANNING

A strong strategic plan ensures that sustainability efforts are structured, measurable, and impactful. Phase 2 establishes a clear vision**,** engages diverse stakeholders**,** and translates ideas into a practical roadmap for implementation. This phase is built on three key pillars:

2.1 DEFINING THE VISION AND OBJECTIVES

Active participant engagement is the cornerstone of developing inclusive and effective plans. By fostering collaboration among individuals from diverse backgrounds, this phase ensures that every voice is heard and valued. Structured discussions, tailored communication, and skill-building initiatives empower participants to contribute meaningfully to sustainable community solutions. Emphasizing inclusivity and shared

decision-making, this process builds trust, promotes innovation, and lays a strong foundation for impactful outcomes.

⇨ **Methodology**

The purpose of this engagement is to establish a shared vision for sustainability and set clear, measurable objectives that align with both institutional and environmental priorities. To make these objectives practical and achievable, we use the *SMART approach:*

- *Specific:* Clearly define the desired outcomes (e.g., reduce energy consumption by 15% within one year).

- *Measurable:* Include metrics to track progress (e.g., train 150 employees in sustainable practices).

- *Achievable:* Set realistic targets that can be accomplished (e.g., collaborating with three local businesses on pilot projects).

- *Relevant:* Ensure goals align with broader sustainability priorities (e.g., transition to renewable energy).

- *Time-bound:* Set deadlines to maintain focus and accountability (e.g., complete a sustainability action plan within six months)

Example: A municipality aiming to improve energy efficiency sets a SMART goal: Upgrade 80% of public buildings to LED lighting within one year while training facility managers on energy conservation techniques.

Figure 1.3 demonstrates the achievement levels of SMART goals across five categories: Specific, Measurable, Achievable, Relevant, and Time-bound. The high achievement

Figure 1.3

percentages, ranging from 80% to 92%, reflect the effectiveness of the planning process and the alignment of objectives with broader sustainability priorities

⇨ **Stakeholders**

Successful sustainability initiatives rely on the collaboration of various stakeholders, each playing a distinct and essential role. From strategic decision-making to hands-on implementation, these actors bring their unique expertise, resources, and perspectives to the table. By working together, they ensure that sustainability goals are not only well-planned but also effectively executed. The table below highlights the key actors involved and the roles they play in driving sustainable development forward.

Role	Description
Leadership Teams	Define strategic priorities and oversee implementation.
Sustainability Experts	Provide technical expertise and ensure alignment with sustainability standards.
Employees and Trainers	Participate in training and apply learned practices in their work.
Local Businesses & Industry Partners	Share resources, co-develop projects, and provide technical support.
Community Organizations & NGOs	Act as bridges between institutions and local communities to ensure inclusivity.

⇨ **Tools**

To effectively achieve sustainability objectives, need to utilize a variety of tools, each serving a specific purpose:

Vision Workshops: Facilitate goal setting through collaborative discussions among stakeholders, ensuring that everyone has a voice in defining our objectives.

SMART Goal Templates: Structured templates to help define clear and measurable objectives, allowing for focused efforts and accountability.

Stakeholder Engagement Plan: Inclusive participation and input from diverse groups, fostering a sense of ownership and commitment to sustainability initiatives.

Progress Review Forms: Regular tracking of achievements will be conducted using forms, to assess progress and adjust strategies as needed.

Digital Learning Platforms: These platforms will support knowledge-sharing and remote collaboration, making it easier for stakeholders to engage and learn from one another. Example: A VET center tracks progress on its green skills development program using a task management tool like Trello: *To Do:* Develop curriculum, secure industry partnerships. *In Progress:* Instructor training, procurement of solar panels. *Completed:* Program accreditation, enrollment of 50 students.

Participant Feedback Surveys: To ensure continuous improvement, collect stakeholder insights through surveys.

⇨ **Impact Measurement**

To assess the success of this phase, the following indicators are used:

Stakeholder engagement: Number of participants in workshops and planning meetings.

SMART Goal completion: Percentage of objectives achieved within the timeframe. Example: A VET center is launching a green skills upskilling program and needs to set clear, measurable objectives. SMART Objective: *Specific:* Train 100 students in energy-efficient building design. *Measurable:* Ensure 80% of trainees pass certification exams. *Achievable:* Partner with local construction firms for internships. *Relevant:* Align training with government sustainability targets. *Time-bound:* Complete training within six months. By using the SMART framework, the VET center ensures that objectives are clear, structured, and realistic.

Knowledge gains: Pre- and post-training assessments evaluating participant learning.

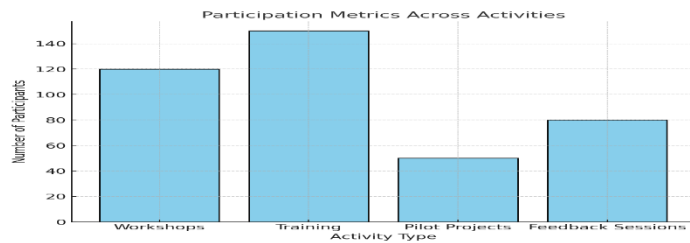*Feedback & adaptation:* Satisfaction levels based on stakeholder surveys and adjustments made accordingly.

In the figure 1.4 the training sessions successfully engaged 150 participants, providing them with valuable knowledge and skills. Additionally, five pilot projects were implemented, showcasing practical applications of the training. Feedback surveys were conducted, achieving an

Figure 1.4

impressive 85% response rate, ensuring that participant insights and experiences were effectively captured.

⇨ **Recommendations**

To improve the sustainability of the phase, the following recommendations are proposed:

Ensure Ongoing Stakeholder Communication: Regular updates are vital for keeping stakeholders informed and engaged. (E.g. Scheduled meetings. Online platforms for sharing updates and resources, etc.)

Expand Training Initiatives: To reinforce learning and development we should introduce mentorship programs. For example, a mentorship initiative could help junior staff enhance their skills.

Strengthen Feedback Loops: Utilizing simple digital tools can facilitate real-time feedback collection. For instance, platforms like Google Forms can be used after events to gather participant insights.

Set Realistic, Measurable Targets: Aligning all objectives with tangible sustainability outcomes. For example, instead of a broad goal of "improving community health," we can set a target to "reduce local air pollution levels by 15% within two years."

2.2 PARTICIPANT ENGAGEMENT

Engaging a diverse range of participants, including women, youth, individuals with disabilities, and ethnic minorities, is essential for creating inclusive, equitable, and effective sustainability and training plans. This approach ensures that all perspectives are valued, fostering innovative and well-rounded solutions. By incorporating open discussions, tailored communication, and skill-building initiatives, participants are empowered to actively contribute to green vocational training programs. This process aligns training plans with community needs, strengthens inclusivity, and promotes professional development, laying a strong foundation for long-term sustainability.

⇨ **METHODOLOGY**

The purpose of this initiative is to create an inclusive and collaborative working group that embodies the principles of equity, diversity, and shared responsibility in addressing sustainability challenges. By fostering a space where all voices are valued and heard, the working group aims to ensure equitable participation in sustainability initiatives, promoting a collective commitment to addressing community

needs and developing long-term, impactful solutions. To achieve this vision, the initiative focuses on several specific objectives.

- ✓ *Engage underrepresented groups*: Actively involve women, youth, and marginalized communities in planning and decision-making.
- ✓ *Ensure equitable participation:* Utilize inclusive methods (e.g., small-group discussions and participatory workshops) to promote fairness and active engagement.
- ✓ *Adapt communication methods*: Develop accessible materials and use multilingual resources to bridge cultural and linguistic gaps.
- ✓ *Gather meaningful feedback:* Use surveys, focus groups, and interactive tools to capture diverse perspectives.
- ✓ *Strengthen capacity-building efforts*: Provide structured training and resources that empower participants to engage effectively in green vocational programs

⇨ **Stakeholders**

A diverse set of stakeholders plays a crucial role in ensuring balanced representation and effective implementation of sustainability and training initiatives. Each actor brings unique perspectives and responsibilities to the process, contributing to its overall success:

Key Actors	Role
Community Representatives	Women, youth, individuals with disabilities, and ethnic minorities contribute firsthand experiences and insights.
Institutional Leaders	Ensure the integration of inclusive practices in policy and training development.
Facilitators and Moderators	Manage discussions to maintain equity, inclusivity, and productivity.
Training Providers	Deliver capacity-building programs to enhance participant skills and engagement.

⇨ **Tools**

To achieve inclusivity and effectiveness in sustainability and training initiatives, a variety of tools are employed, each serving a specific purpose to support diverse participation and meaningful engagement:

Diversity Recruitment Strategies: These strategies are designed to ensure broad and balanced participation by actively engaging individuals from different backgrounds. Example: A renewable energy company partners with local community organizations to recruit women and youth from underrepresented areas for solar panel installation training programs.

Multilingual Communication Materials: These tools bridge cultural and linguistic gaps, ensuring effective communication and participation across diverse communities. Example: A green energy training center adapts its materials into sign language-friendly videos, ensuring equal access for hearing-impaired participants.

Surveys & Feedback Mechanisms: These tools capture valuable insights from participants. Example: a green building initiative surveys participants after training sessions to understand their challenges in adopting eco-friendly construction practices.

Training Modules: Tailored training programs enhance participants' skills and empower them. Example: a solar energy company offers hands-on training modules on installing and maintaining solar panels, targeting unemployed youth in rural areas.

⇨ **Impact Measurement**

Measuring the impact of sustainability and training initiatives is crucial to ensure that they achieve their intended goals of inclusivity, effectiveness, and meaningful community engagement. The following evaluation criteria are utilized to assess and improve these initiatives:

Diversity Metrics: Tracking participant representation across gender, age, and marginalized groups ensures that the initiative promotes inclusivity and reaches diverse audiences.

Engagement Rates: Monitoring workshop attendance and involvement levels provides insights into the interest and commitment of participants. Higher engagement rates indicate the program's success in attracting and retaining participants.

Feedback Effectiveness: Collecting feedback through surveys helps assess participant satisfaction and identify areas for improvement. For example: a green building initiative in Europe conducts post-training surveys to gather insights on participants' experiences and suggestions for improving future workshops on eco-friendly construction techniques.

⇨ **Recommendations**

To ensure the continued success and inclusivity of sustainability and training initiatives, the following recommendations are proposed. These strategies aim to foster meaningful engagement, adaptability, and long-term impact:

Monitor Diversity Metrics Regularly: Continuously track participant representation across gender, age, and marginalized groups to ensure that the working group remains diverse and inclusive. For instance: A green energy organization conducts quarterly reviews of its participant demographics to ensure women and youth are equally represented in its solar panel installation programs.

Adapt Communication Approaches Continuously: Use accessible formats and inclusive language to effectively communicate with diverse audiences. Example: A climate change awareness campaign creates multilingual videos and easy-to-understand infographics to reach rural communities and individuals with varying literacy levels.

Expand Training Programs: Develop and provide specialized workshops that address the unique needs of different participant groups. For example: a wind energy company introduces advanced technical workshops for experienced technicians while offering beginner-level sessions for youth entering the renewable energy sector.

Strengthen Feedback Loops: Integrate real-time evaluation tools, such as digital surveys or focus group discussions, to gather immediate feedback. For example: a sustainable farming initiative uses mobile surveys to collect participant feedback during workshops, enabling organizers to adjust content and delivery methods on the spot.

2.3 DEVELOPMENT OF THE ACTION PLAN

A well-structured Action Plan is essential for prioritizing key initiatives, managing resources efficiently, and measuring progress toward sustainability goals. This plan serves as a practical roadmap, helping institutions define objectives, responsibilities, and key actions while ensuring systematic monitoring and evaluation.

⇨ **Methodology**

The purpose of this initiative is to create a comprehensive and actionable plan that drives sustainability efforts effectively. The Action Plan will serve as a roadmap for identifying key initiatives, assigning responsibilities, and ensuring consistent progress through meticulous planning, efficient resource allocation, and regular evaluation. The following specific objectives outline the foundation of this plan:

✓ *Identifies key sustainability actions aligned with institutional priorities.* (*Example: A vocational training center applying this methodology for a solar energy skills program would define objectives such as training 100 students in solar panel installation).*

✓ *Defines clear roles and responsibilities for execution and monitoring*. (*Example: A vocational training center applying this methodology for a solar energy skills program would define objectives such as training 100 students in solar panel installation).*

✓ *Ensures efficient resource allocation (budget, personnel, materials).* (*Example: Roles would be assigned, such as training providers, project managers, and a monitoring team.)*

✓ *Establishes measurable milestones and evaluation criteria.* (*Example: Timelines would be set, such as completing the program within six months, with quarterly assessments to track progress).*

✓ *Facilitates continuous monitoring and adaptation based on feedback*. *Example: Progress would be monitored through surveys and participant evaluations to measure learning outcomes and adapt the program as needed.)*

⇨ **Stakeholders**

A successful Action Plan requires the coordinated efforts of multiple stakeholders, each playing a critical role in ensuring its development, execution, and evaluation. The following outlines the key actors and their respective roles:

Key Actors	Role
Planning team	Develops and structures the Action Plan, ensuring feasibility.
Institutional leaders	Approve initiatives, allocate resources, and provide oversight.
Technical experts	Offer specialized guidance on implementation strategies.
Implementation teams	Execute assigned tasks based on defined timelines and budgets.
Monitoring team	Track progress, evaluate outcomes, and recommend adjustments.

⇨ **Tools**

To ensure effective planning, monitoring, and evaluation of sustainability initiatives, the following tools can be utilized. Below is a demonstration of how each tool can be applied, along with examples for better understanding:

Action Prioritization Matrix: Helps rank sustainability actions based on their impact and feasibility, ensuring that high-priority initiatives are implemented first. Below you will find an example:

Sustainability Action	Impact (High/Medium/Low)	Feasibility (High/Medium/Low)	Priority
Install solar panels	High	Medium	High
Replace traditional lighting with LEDs	High	High	High
Launch a community awareness campaign	Low	Low	Low

Based on the matrix, installing solar panels and replacing traditional lighting with LEDs are high-priority actions due to their high impact and feasibility. These actions should be prioritized in the Action Plan.

Project Timeline (Gantt Chart): ensuring if tasks are executed efficiently within the set timeframe. Below you will find an example of Gant chart

Task	Week 1	Week 2	Week 3	Week 4	Week 5
Conduct initial assessment					
Install solar panels					
Launch awareness campaign					

The Gantt Chart shows that the initial assessment should be completed in Week 1. Solar panel installation begins in Week 2 and spans two weeks, while the awareness campaign starts in Week 5.

Resource Allocation Checklist: Tracks the allocation of resources such as budget, personnel, and materials to ensure optimal use.

Resource Type	Allocated	Required	Status
Budget	€ 50,000	$60,000	Partially Funded
Personnel	10 staff	12 staff	Understaffed
Materials	Solar panels, LED lights	Complete	Fully Available
Training	Scheduled	2 workshops	On Track

The checklist indicates that while materials are fully available and training is on track, there is a shortfall in budget and personnel. Adjustments, such as reallocating funds or hiring additional staff, will be needed to address these gaps.

⇨ **Impact Measurement**

Impact measurement is essential for evaluating the success of the Action Plan and ensuring continuous improvement. The following key indicators will guide this evaluation:

Implementation Rate: This measures the percentage of planned actions completed on time, providing insight into the efficiency of the project execution.

Resource Efficiency: This involves comparing the allocated budget versus actual budget usage, helping to assess financial effectiveness and identify areas for cost savings.

Stakeholder Feedback: Gathering insights from participants regarding the project's effectiveness will help gauge satisfaction and areas needing improvement.

Environmental Impact: This includes measuring reductions in energy use, emissions, and waste, providing a clear picture of the project's contribution to sustainability goals.

⇨ **Recommendations**

To enhance future Action Plan implementation, consider the following recommendations:

Strengthen stakeholder engagement: Involve all groups from the beginning for a holistic approach.

Maintain flexibility: Adjust timelines and actions based on evolving circumstances.

Enhance accessibility: Use clear language and inclusive tools for better participation.

Regularly review progress: Schedule evaluations and celebrate small achievements to maintain momentum.

PHASE 3: IMPLEMENTATION OF INDIVIDUAL VET ACTION PLAN

Phase 3 is designed to help individuals and organizations develop the skills, tools, and strategies needed to improve teamwork, communication, and decision-making in vocational education and training (VET) programs. This phase provides a structured and practical approach by integrating four essential steps:

- ✓ *Prioritization* – Helps participants decide which tasks are most important and how to use resources effectively.
- ✓ *Planning and Implementation* – Breaks big goals into smaller steps, ensuring clear actions and measurable progress.
- ✓ *Capacity Building* – Offers hands-on training, mentorship, and helpful materials to strengthen skills.
- ✓ *Communication and Collaboration* – Establishes clear ways for people to share information, work together, and stay organized.

3.1 PRIORITIZATION

Prioritization is essential for efficient decision-making, resource allocation, and achieving meaningful impact. A well-structured system ensures that the most prioritization process critical, high-impact actions are implemented first while keeping flexibility to adjust as needed. By structuring decision-making with a priority matrix (categorizing actions as high, medium, or low priority**),** stakeholders can align efforts, improve collaboration**,** and track progress efficiently. Activities that contribute directly to achieving important goals should be considered highly important. Similarly, tasks that lead to improvements in key performance metrics are typically regarded as high priority. Additionally, activities approaching deadlines or those requiring immediate attention should be prioritized to ensure timely completion and effectiveness.

⇨ **Methodology**

To establish a systematic, transparent, and adaptable framework for identifying, prioritizing, and implementing initiatives, the following methodology is proposed. This approach ensures alignment with institutional objectives and optimizes the use of available resources. Each step is designed to provide clarity, accountability, and flexibility throughout the process:

- ✓ *Identify Key Actions:* This ensures that all potential actions are documented and aligned with the institution's mission. For example, in a vocational education and training (VET) program, initiatives could include introducing green skills training or developing partnerships with renewable energy companies.
- ✓ *Rank Actions Logically:* These criteria include factors such as potential impact, feasibility, and the resources required. For example, a green skills training course on solar panel installation might be ranked higher than other initiatives.
- ✓ *Assign Responsibilities:* Clearly define roles and responsibilities. For instance, the technical team might oversee the development and delivery of training modules, while the administrative staff manages partnerships, documentation, and compliance.
- ✓ *Set Realistic Deadlines:* A simple and achievable timeline is established to organize tasks. For example, the development of a green skills course could be scheduled for completion within six months.

✓ *Track Progress Effectively*: Structured tracking tools are used to monitor the progress of each initiative. For example, a project management tool could be used to track the development of training materials, student enrollment, and feedback.

✓ *Maintain Adaptability*: Flexibility is built into the framework to allow for modifications based on feedback and emerging challenges. For example, if feedback from students and industry partners indicates a growing demand for electric vehicle maintenance training, the institution can adjust its priorities and resources to address this need.

⇨ **Stakeholders**

A successful Action Plan requires the coordinated efforts of multiple stakeholders, each playing a critical role in ensuring its development, execution, and evaluation. The following outlines the key actors and their respective roles:

Planning Team: The planning team ensures that the proposed initiatives are feasible and aligned with organizational goals. Example: The planning team designs a sustainability initiative to reduce energy consumption by 20% within two years, ensuring the plan is practical and actionable.

Institutional Leaders: Institutional leaders play a pivotal role in approving initiatives, allocating resources, and providing oversight. Example: University approves funding for a campus-wide recycling program and oversees its integration into existing operations.

Technical Experts: These individuals offer specialized guidance on implementation strategies. Example: Renewable energy experts advise on the installation of solar panels, ensuring optimal placement and efficiency.

Implementation Teams: Their efforts translate the plan into tangible outcomes. Example: A team of staff and volunteers manages the rollout of a tree-planting campaign, adhering to the schedule and allocated resources.

Monitoring Team: Tracks progress, evaluates outcomes, and recommends adjustments to ensure the plan stays on course. *Example*: A monitoring team evaluates the success of a water conservation program by tracking water usage data and suggesting refinements to improve efficiency.
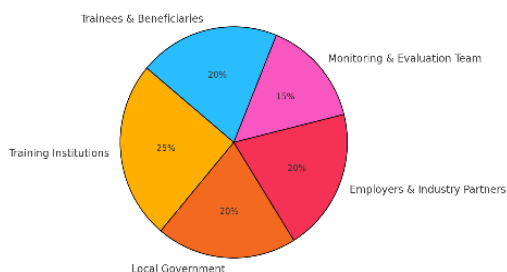

Figure 1.5 illustrates the distribution of stakeholder involvement in vocational training impact measurement. Training institutions (25%) play the leading role in designing and implementing programs, followed by local government (20%) in resource allocation and policy oversight. Employers & industry partners (20%) contribute by aligning training with labor market needs, while monitoring teams (15%) assess effectiveness and suggest improvements. Trainees (20%) actively participate and provide feedback, ensuring a learner-centered approach. This balanced collaboration enhances program relevance and impact

Figure 1. 5

⇨ **Tools**

To enhance decision-making and ensure the effective implementation of initiatives, a variety of tools will be employed. These tools are designed to streamline processes, provide clarity, and enable efficient tracking and refinement of initiatives. Below is a narrative description of the tools and their purposes:

Action Prioritization Matrix: Helps rank sustainability actions based on their impact and feasibility, ensuring that high-priority initiatives are implemented first.

Project Timeline (Gantt Chart): Organizes key milestones and deadlines, ensuring tasks are executed efficiently within the set timeframe.

Resource Allocation Checklist: Tracks the allocation of resources such as budget, personnel, and materials to ensure optimal use. For instance, the checklist might include items such as budgets for purchasing equipment, hiring instructors, or conducting workshops.

Timeline Planner (Gantt Chart): is used to organize key milestones, deadlines, and dependencies for each initiative.

Progress Tracker: This tool ensures transparency and accountability by providing updates on completed tasks, ongoing activities, and potential delays. For example, the progress tracker might display the percentage of completion for various tasks, such as equipment installation or instructor training.

Review Templates: These templates ensure consistency and clarity in reporting, making it easier to evaluate the effectiveness of initiatives. For example, a review template might include sections for summarizing progress, highlighting challenges, and recommending the next steps.

⇨ Impact Measurement

Impact assessment is a critical component of the prioritization process, ensuring that decisions lead to tangible and measurable improvements. By focusing on key indicators, institutions can evaluate the effectiveness of their actions, optimize resource usage, and refine their strategies for sustained success. Below is a narrative description of the key indicators and recommendations for improving prioritization effectiveness:

Key Indicators for Measuring Impact

Implementation Rate: A high implementation rate indicates that the institution is effectively managing its priorities and meeting deadlines. For example, completing 85% of planned green skills training modules within the first six months showcases strong execution capabilities.

Resource Efficiency: This indicator helps identify areas where resources are being underutilized or overextended, enabling adjustments for future actions. For instance, a bar chart can visually highlight budget efficiency by tracking planned versus actual expenditures, while ensuring financial accountability.

Outcome Achievement: The success of prioritization is measured by assessing sustainability targets. For example, achieving a 20% reduction in energy consumption through newly implemented green practices demonstrates tangible progress toward institutional goals.

Stakeholder Feedback: Qualitative insights from stakeholders provide valuable perspectives on the effectiveness of decision-making processes.

⇨ Recommendations for Enhancing Prioritization Effectiveness

Start with Simple, High-Impact Tasks: For example, prioritizing the development of a single green skills training module can serve as a quick win, motivating stakeholders to invest in more complex initiatives.

Use Accessible Tools: Use simple tools like checklists and visual timelines (e.g., Gantt charts) to ensure clarity and accessibility for all team members.

Engage Stakeholders Consistently: For example, conducting periodic surveys or holding discussions allows stakeholders to provide input, fostering a sense of ownership and collaboration.

Review and Adjust Priorities Periodically: For instance, if feedback highlights the need for additional training modules on electric vehicle maintenance, priorities can be shifted to address this demand.

3.2 Planning and Implementation

Effective planning and implementation transform strategic goals into concrete, measurable results. This phase ensures that objectives are broken into manageable tasks, roles are clearly assigned, and progress is systematically monitored. By using structured planning, organizations can maximize efficiency, allocate resources effectively, and achieve sustainable impact. By assigning clear responsibilities and resources for each action and tracking progress through monthly reports, the initiative ensures effective execution and measurable outcomes.

⇨ **Methodology**

To create a detailed, adaptable, and results-driven plan, the methodology focuses on translating strategic goals into actionable tasks, assigning clear roles, and ensuring consistent monitoring and impact assessment for continuous improvement. This approach is guided by the following specific objectives:

- ✓ *Break Down Goals:* Convert overarching objectives into smaller, actionable tasks. For example: Instead of broadly stating, "Reduce energy consumption," divide it into specific tasks such as: Conducting an energy audit to identify inefficiencies. Training staff on energy conservation techniques to promote sustainable practices.
- ✓ *Assign Responsibilities:* Clearly define who is accountable for each task to enhance ownership and accountability. Example: Assign the facilities manager to oversee lighting upgrades and the HR team to manage staff training programs on energy conservation.
- ✓ *Set Realistic Timelines*: Develop achievable schedules for all tasks to maintain consistent progress and ensure timely completion. Example: Assign a three-month timeline for completing staff training on energy-saving techniques.
- ✓ *Allocate Resources:* Determine and assign required budgets, materials, and personnel to ensure successful execution of tasks.
- ✓ *Track and Review Progress:* Use structured tools to monitor progress and refine the plan as necessary. Example: Use a shared digital tracker to monitor weekly task completion and schedule follow-up reviews to assess progress and make necessary refinements.

⇨ **Stakeholders**

The successful implementation of the action plan involves various actors, each with specific roles and responsibilities. Below is a breakdown of the actors and their roles:

Planning Team: Ensures that strategic goals are translated into actionable tasks and assigned to appropriate teams.

Institutional Leaders: Provide overall guidance and ensure alignment with the institution's vision and priorities.

Implementation Teams: Ensure timely and effective completion of assigned responsibilities.

Technical Experts: Provide specialized knowledge and oversee the technical feasibility of tasks.

Monitoring Team: Tracks progress ensures alignment with goals, and suggests improvements.

Figure 1.6 illustrates balanced stakeholder involvement, with leaders (30%), technical experts (35%), and implementation teams (35%) contributing to the process. This distribution ensures efficient execution by combining strategic decision-making, technical expertise, and on-the-ground implementation.
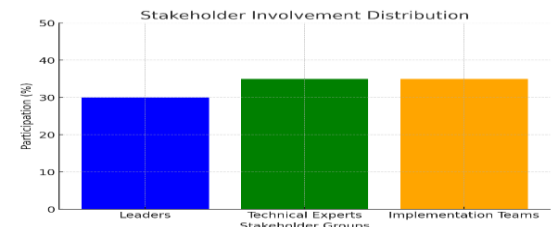

Figure 1.6

⇨ **Tools**

To enhance execution and ensure the effective implementation of the plan, the following tools need be utilized:

Task Assignment Sheet: Assigns responsibilities, deadlines, and task details. Example: A vocational training center installing solar panels could use checklists to ensure compliance with safety protocols during the installation process.

Timeline Chart: Provides a clear roadmap for tracking progress and meeting deadlines.

Resource Tracker: Ensures efficient allocation and utilization of budget, materials, and workforce.

Progress Log: Tracks progress in real-time and highlights any delays or challenges.

Feedback Mechanisms: Collects input from stakeholders to refine and improve implementation.

⇨ **Impact Measurement**

Impact measurement ensures that planning and execution lead to efficient resource use, meaningful progress, and long-term success. Below is an example and key indicators for measuring impact:

Key Indicators:

Implementation Rate: % of tasks completed within set deadlines.

Resource Efficiency: Comparison of planned vs. actual budget and material use.

Outcome Achievement: Measures of impact, such as energy efficiency improvements or cost savings.

Stakeholder Satisfaction: Surveys assess the effectiveness of engagement and execution

⇨ **Recommendations**

Effective planning and execution require continuous improvement based on insights gained during the process. To enhance future initiatives, the following recommendations are proposed:

Break Large Objectives into Smaller Tasks: Simplify complex goals by dividing them into clear, actionable tasks.

Use Simple, Accessible Tools: Leverage user-friendly tools like spreadsheets and checklists. For example: A vocational education and training (VET) center focusing on green initiatives, such as installing energy-efficient systems, could use: Checklists to ensure compliance with environmental standards, proper installation of green technologies, and adherence to safety protocols.

Engage Stakeholders Early: Involve stakeholders from the beginning to ensure alignment with goals and expectations. For example: A vocational education and training (VET) center introducing a green social initiative, such as training programs for renewable energy installation, could engage local businesses specializing in solar panel installation to identify skill gaps and ensure the training aligns with industry needs.

3.3 Capacity Building

Capacity building is a critical driver of sustainable development, equipping stakeholders with essential skills, knowledge, and tools to implement initiatives successfully and create long-term impact. A structured capacity-building approach ensures that individuals and organizations can navigate challenges, optimize resource use, and achieve measurable results.

⇨ **Methodology**

To enhance competencies and technical expertise, a structured approach will be employed. This methodology focuses on delivering targeted training, providing necessary resources, and offering continuous support to ensure stakeholders can effectively implement initiatives and achieve sustainable results. Below are the specific objectives:

- ✓ *Deliver Targeted Training:* Conduct hands-on workshops to develop practical skills among participants. Example: A vocational education and training (VET) center launches a solar energy training program where trainees learn panel installation techniques
- ✓ *Provide Essential Resources:* Distribute manuals, technical guides, and digital tools to reinforce learning and enhance practical application.
- ✓ *Assess Effectiveness:* Use performance evaluations to track skill development and ensure training objectives are met. Example: Post-training assessments measure participants' ability to install energy-efficient technologies in their workplaces.
- ✓ *Adapt and Improve:* Use participant feedback to refine and improve training programs, ensuring they remain relevant and effective.

⇨ **Stakeholders**

To ensure the success of capacity-building initiatives, various actors play critical roles in the process. Below is an overview of the key actors and their responsibilities:

Training Organizers: Develop and deliver capacity-building programs tailored to specific needs.

Trainees, Organizations: Actively participate in training sessions and apply the acquired skills in practice. Example: Trainees from local communities implementing waste recycling practices learned during training to reduce landfill waste.

Institutional Leaders: Support training initiatives by allocating resources and creating an enabling environment. Example: Municipal leaders allocate funds to establish urban green spaces and train teams in eco-friendly landscaping techniques.

Evaluation Teams: Assess the impact of training programs and recommend improvements for future initiatives.

⇨ **Tools**

To enhance the effectiveness of training programs, a variety of tools will be utilized to ensure structured learning, continuous support, and progress tracking. These tools are designed to facilitate technical and soft skills development, encourage collaboration, and provide mechanisms for feedback and improvement. Below is an overview of the tools:

Training Modules: Provide structured learning materials for technical and soft skills development.

Resource Inventory: A digital and physical repository of manuals, interactive guides, and industry tools. Example: A collection of guides on renewable energy systems is made available to participants.

Assessment Tools: Surveys, quizzes, and performance evaluations to track learning progress.

Feedback Mechanisms: Focus groups and real-time feedback forms for program improvement.

Support Systems: Access to mentors, online forums, and technical helpdesks for continuous learning.

E-Learning Platforms: Platforms like Moodle, Blackboard, and Google Classroom for hybrid and remote training.

Progress Reporting Templates: Standardized documents to record achievements, challenges, and action points. Templates are used to document the results of a community-based recycling initiative, including milestones and lessons learned.

⇨ **Impact Measurement**

Impact measurement is crucial for evaluating training effectiveness, resource utilization, and participant skill development. Below are the key indicators used to assess the success of these phases:

Training Completion Rate: Percentage of participants who successfully completed the training program. Example: 85% of participants completed an online course on sustainable energy practices.

Skill Retention: Assessment of trainees' ability to apply learned skills in real-world projects. Example: Trainees successfully installed solar panels in a community project six months after the training.

Stakeholder Feedback: Evaluates the relevance and effectiveness of the training.

Resource Utilization: Tracks the distribution and engagement levels of learning materials. Example: 95% of trainees accessed digital guides on energy-efficient technologies, and 80% completed interactive modules.
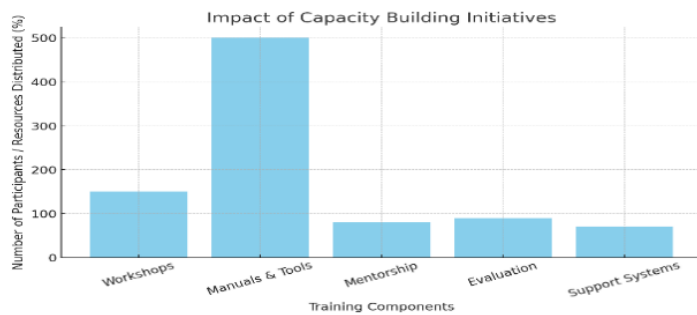
Figure 1.7

The figure 1.7 Illustrates the key components of the capacity-building program, including the number of participants in training workshops, distributed resources, mentorship opportunities, evaluation results, and post-training support. The data highlights the program's extensive reach and its structured approach to skill development

⇨ **Recommendations**

To improve the effectiveness of capacity-building initiatives, institutions should adopt a structured approach that integrates practical learning, accessible resources, and continuous support. Below are the key recommendations:

Prioritize Hands-On Learning: Combine practical exercises with theoretical knowledge to ensure participants can effectively apply their skills in real-world scenarios.

Ensure Accessible Training Materials: Offer multilingual resources and easy-to-follow guides to cater to diverse participant needs and enhance learning outcomes.

Conduct Regular Impact Assessments: Use competency tests and progress reports to evaluate training effectiveness and identify areas for improvement.

3.4 COMMUNICATION AND COLLABORATION

Effective communication and collaboration are fundamental for the success of capacity-building initiatives. By leveraging modern digital tools and fostering a culture of teamwork, stakeholders can ensure efficient information sharing, transparency, and seamless progress tracking. A well-structured communication framework enhances goal alignment, facilitates decision-making, and improves overall project outcomes

⇨ **Methodology**

To establish a structured framework for communication and collaboration, we need to implement a systematic methodology that enables stakeholders to exchange information efficiently, track progress, and work together effectively on sustainability initiatives. Below you will find the specific objectives of this phrase.

- ✓ *Facilitate real-time communication:* Implement accessible digital platforms to enable seamless interaction among stakeholders. Example: Utilizing tools like Slack or Microsoft Teams will allow stakeholders to create channels specifically for discussions on sustainable practices
- ✓ *Ensure regular updates and transparency*: Adopting project management software such as Trello or Asana can help teams visualize their progress and keep all stakeholders informed about milestones and deadlines.
- ✓ *Promote collaborative learning:* Integrating platforms that encourage knowledge sharing. Example*: Organizing virtual workshops or webinars where stakeholders can share best practices on waste reduction.*
- ✓ *Support data-driven decision-making*: Utilizing analytical tools to monitor performance will drive informed decisions that enhance sustainability efforts. Example: Implementing data analytics

platforms to track energy consumption and greenhouse gas emissions can provide stakeholders with insights that inform strategies for reducing their environmental impact.

⇨ **Stakeholders**

In the framework of our structured communication and collaboration efforts, several key actors play vital roles in ensuring the success of our initiatives. Each actor contributes uniquely to the overall process, facilitating effective engagement and promoting sustainable practices.

Institutional Leaders: Institutional leaders provide strategic guidance and ensure access to effective resources and support for all stakeholders.

Educators and Trainers: These individuals facilitate discussions and utilize technology to enhance learning experiences. *Example: A trainer might use interactive online tools to conduct workshops on renewable energy technologies, encouraging active participation from trainees.*

Participants: Participants engage in collaborative platforms and contribute to discussions and group activities.

⇨ **Tools for Communication and Collaboration**

To enhance communication and collaboration among stakeholders in our sustainability initiatives, we need to utilize a range of tools categorized by their specific purposes. Each tool is designed to facilitate effective interaction, streamline project management, and support learning and data analysis.

Collaboration Platforms: Tools such as Microsoft Teams, Google Workspace, and Slack are essential for virtual meetings, file sharing, and messaging among stakeholders.

Learning Management: Tools such as Moodle and Blackboard facilitate online courses, assignments, and discussions, providing a structured environment for learning.

Analytics Tools: Tools like Power BI and Tableau are utilized for data analysis, reporting, and trend visualization, enabling stakeholders to make informed decisions based on data insights.
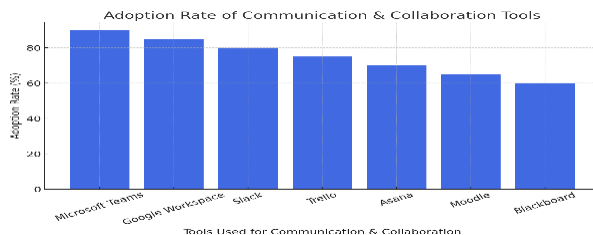

Figure 1. 8

Figure 1.8 illustrates the adoption rate of various communication and collaboration tools, including Microsoft Teams, Google Workspace, Slack, Trello, and others. The data highlights the preference of stakeholders for different platforms, reflecting their usability and effectiveness in facilitating seamless collaboration.

⇨ **Impact Measurement**

To ensure the effectiveness of the communication and collaboration framework, we need to implement a robust impact measurement strategy. This strategy will focus on evaluating how well stakeholders are engaging with the initiatives. The following methods will be employed to measure impact:

Engagement Metric: Monitor participation rates in virtual meetings, collaborative platforms, and task management tools to gauge stakeholder involvement.

User Feedback Surveys: Periodic surveys will be conducted to assess user satisfaction and identify areas for improvement.

Performance Tracking: Evaluate the completion rates of assigned tasks and the efficiency of knowledge-sharing activities. Example: In a project aimed at implementing renewable energy solutions, tracking the completion rates of tasks assigned to trainees can highlight areas where additional support or resources may be needed.

Decision-Making Efficiency: Assess improvements in data-driven decision-making using analytics tools to ensure that stakeholders are effectively leveraging information. Example: Evaluating how quickly industry partners can implement changes based on data from analytics tools regarding energy consumption can demonstrate the effectiveness of training in promoting informed decision-making.

⇨ **Recommendations**

To enhance the effectiveness of communication and collaboration framework, the following recommendations are proposed.

Choose Intuitive and Accessible Communication Tools: Selecting user-friendly tools. Example: Tools like Microsoft Teams and Google Workspace are designed to be intuitive, making it easier for users to connect and share information.

Conduct Regular Training: Providing training sessions will ensure that stakeholders are comfortable and proficient with collaboration tools.

Collect and Analyze Feedback Regularly: Regular feedback collection will help refine collaboration strategies based on user experiences and needs.
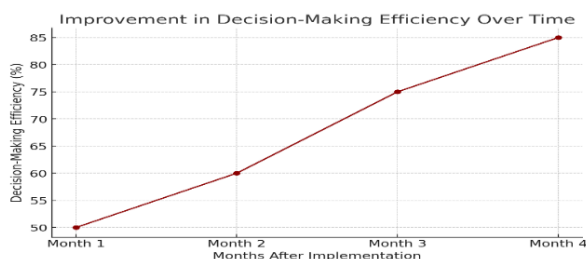
The figure 1.9 demonstrates the gradual improvement in decision-making efficiency over four months following the implementation of data-driven collaboration tools like Power BI and Tableau. The trend highlights how structured data analysis and real-time insights contribute to faster and more effective decision-making processes.

Figure 1.9

PHASE 4: MONITORING, EVALUATION, AND CONTINUOUS IMPROVEMENT

Phase 4 focuses on evaluating, reflecting, and continuously improving the action plan to ensure its relevance, effectiveness, and sustainability. This phase includes systematic monitoring, data analysis, and strategic adaptation, enabling organizations and stakeholders to learn from experience and enhance their approaches.

This phase is structured into three key components:

- ✓ _Establishing Monitoring Mechanisms_ – Defines a clear system for tracking progress and measuring results in alignment with the action plan's objectives.
- ✓ _Evaluation and Reflection_ – Provides a framework for analyzing collected data and drawing lessons from the implementation of the plan.

✓ *Strategy Enhancement and Adaptation* – This sub-phase focuses on reviewing and adjusting strategies to address challenges and maximize impact.

4.1 Creation of Monitoring Mechanisms

Monitoring mechanisms are essential for tracking the implementation of an action plan, measuring progress, and identifying achievements. A robust monitoring system ensures that initiatives align with objectives while highlighting areas for improvement. By defining indicators, collecting data, and analyzing results, organizations can adapt their plans in real time, ensuring success.

⇨ **Methodology**

To establish a structured monitoring framework, it is essential to ensure progress tracking, evaluate the effectiveness of initiatives, and provide actionable insights for continuous improvement. By implementing regular assessments and data-driven analyses, this framework will enhance decision-making, optimize resource allocation, and improve implementation outcomes. The specific objectives of this monitoring framework are as follows:

✓ *Define Clear and Measurable Indicators*: Establish precise criteria to track progress and achievements, ensuring that all stakeholders have a clear understanding of what success looks like. Example: Create specific metrics for energy savings in sustainability initiatives, such as percentage reductions in energy consumption.
✓ *Set Key Milestones:* Identify crucial timeline points for evaluation to facilitate timely assessments of progress and make necessary adjustments. Example: Establish quarterly milestones for project phases, allowing for regular check-ins on progress and outcomes.
✓ *Implement Standardized Data Collection Systems:* Utilize reliable tools for structured information. Example: Adopt digital platforms that allow for real-time data entry and reporting, such as Google Forms or specialized project management software.
✓ *Conduct Data Analysis:* Regularly review findings to recognize trends and areas needing improvement. Example: Use analytics tools to visualize data trends over time, identifying patterns in stakeholder engagement or resource utilization.
✓ *Adapt Strategies Based on Feedback:* Use stakeholder insights to refine and optimize implementation. Example: Conduct stakeholder surveys to gather feedback on program effectiveness and make adjustments based on the insights received.

⇨ **Stakeholders**

In the successful implementation of a structured monitoring framework, several key actors play crucial roles. Each actor contributes unique expertise and responsibilities that collectively enhance the effectiveness of the monitoring process, ensuring that initiatives are tracked, evaluated, and optimized for continuous improvement.

Monitoring Team: Develops and implements monitoring frameworks with defined indicators, structured data collection, comprehensive reporting, and data-driven adjustments to optimize implementation.

Institutional Leaders: Oversee initiative progress, support data-driven decisions, allocate resources, and ensure monitoring insights align with strategic planning and organizational goals.

Participants & Stakeholders: Provide insights through surveys and discussions, identify process gaps, and actively share experiences and feedback for improvement.

Technical Experts: Technical experts design and standardize data tools, train stakeholders, and interpret findings to ensure consistent data collection and enhance monitoring effectiveness.

⇨ **Tools**

To effectively implement the structured monitoring framework for the VET Action Plan in green initiatives, various tools are essential. Each category of tools serves a specific purpose, enabling seamless progress tracking, data collection, analysis, stakeholder feedback, and capacity-building. Below are the key categories and their respective tools.

Progress Tracking: Monitor initiative timelines and key targets to ensure that projects stay on track and milestones are met.

Data Collection: Facilitate standardized data collection from stakeholders, ensuring consistent and reliable information gathering. Example: Implement Google Forms to collect feedback from participants after each training session on green skills,

Data Analysis: Visualize and interpret collected data, enabling stakeholders to derive meaningful insights and make informed decisions. Example: Use Power BI to create dashboards that visualize the progress of the VET Action Plan, showing metrics such as the number of participants trained and their subsequent employment rates in green jobs.

Stakeholder Feedback: Gather real-time insights and suggestions from participants, helping to identify areas for improvement and enhance engagement.

⇨ **Impact Measurement**

The strategies are designed to provide insights into the performance of initiatives, stakeholder engagement, and the overall impact of the monitoring process. The following key strategies will guide the evaluation:

Progress Evaluation: Assess completion rates of key milestones to determine initiative effectiveness. Example: Regularly review the percentage of milestones achieved in the VET Action Plan to gauge progress and identify any areas needing attention.

Data Utilization: Analyze how effectively collected data informs decision-making and improves implementation. Example: Evaluate instances where data insights led to strategic changes in training programs, such as adjusting curriculum based on participant performance data.

Improvement Trends: Identify changes in program performance and stakeholder feedback over time.

Sustainability Assessment: Evaluate long-term feasibility and integration of monitoring mechanisms into workflows. Example: Assess whether the monitoring tools and processes established are being maintained and utilized effectively over time.

Indicator	Target (%)	Current Status
Completion Rate	90	85
Data Utilization	80	75
Sustainability Assessment	75	70

Table: Monitoring Indicators Status

This figure summarizes the current status of key monitoring indicators, comparing targeted objectives with the actual progress achieved so far.

⇨ **Recommendation**

Adopting these recommendations can foster a more responsive and impactful monitoring process.

Organize Joint Workshops: Facilitate collaborative workshops to implement adjustments based on monitoring results.

Establish Specific and Measurable Indicators: Develop clear indicators that are aligned with the objectives of the action plan.

Standardize Data Collection Methods: Implement uniform data collection methods to ensure consistency and reliability across all initiatives. Example: Use a standardized feedback form for all training sessions to gather participant evaluations

Conduct Regular Analysis of Collected Data: Perform ongoing analysis of data to identify trends and areas for improvement.

Encourage Stakeholder Feedback: Actively seek and incorporate feedback from stakeholders to refine processes continuously.

4.2 Evaluation and Reflection

Evaluation and reflection are essential for measuring the effectiveness of the action plan and identifying areas for improvement. This process includes systematic data collection, active involvement of stakeholders, and a thorough analysis of results. A clear and transparent evaluation framework helps ensure better decision-making and ongoing improvements in strategies. Accurate data plays a crucial role in this process, as it provides a reliable foundation for making informed and effective future decisions.

⇨ **Methodology**

To establish a clear and systematic approach for evaluating results, it is essential to learn from experiences and use these insights to improve future decisions and actions. This structured evaluation process will enable organizations to enhance their effectiveness and adapt to changing circumstances. The following specific objectives will guide this systematic approach:

- ✓ **Assess Progress:** Measure achievements against predefined performance indicators to determine the effectiveness of initiatives. Example: Regularly review the percentage of training participants who achieve certification in green skills, comparing it to the set target for the program.
- ✓ *Identify Challenges*: Document obstacles encountered during implementation and analyze their impact on overall progress. Example: Keep a log of challenges faced in delivering training sessions, such as participant drop-out rates.
- ✓ *Capture Lessons Learned*: Extract key takeaways from both successes and areas requiring improvement to inform future actions. Example: After completing a training cycle, conduct a debriefing session to identify what worked well and what could be improved.
- ✓ *Foster Stakeholder Engagement*: Promote inclusivity by involving all relevant actors in evaluation discussions to ensure diverse perspectives are considered. *Example:* Organize evaluation meetings that include trainers, participants, and industry representatives to gather comprehensive insights
- ✓ *Inform Future Strategies*: Utilize evaluation insights to refine existing action plans and enhance future initiatives, ensuring continuous improvement. *Example:* Use the findings from the evaluation process to update the VET Action Plan, incorporating new strategies based on stakeholder feedback and performance data.

⇨ **Stakeholders**

In the evaluation process, various actors play crucial roles that contribute to the overall effectiveness and depth of the assessment. Each group brings unique perspectives and responsibilities, ensuring a comprehensive evaluation that informs future initiatives. The following outlines the key actors and their respective roles:

Evaluation Team: Leads data collection, analysis, and reporting, ensuring that the evaluation is systematic and thorough.

Stakeholders: Contribute valuable feedback through structured surveys, interviews, and focus groups.

Institutional Leaders: Review evaluation findings and integrate recommendations into future plans, ensuring that insights are translated into actionable strategies.

Participants: Share their experiences and insights.

⇨ **Tools**

To effectively evaluate the initiatives under the VET Action Plan, a variety of tools are employed to facilitate data collection, analysis, reporting, and stakeholder engagement. These tools are essential for ensuring that the evaluation process is systematic, comprehensive, and inclusive. The following outlines the key tools utilized in the evaluation process:

Data Collection Tools: Utilize various methods to gather information from participants and stakeholders.

Data Analysis Platforms: Use software to analyze collected data and generate insights. For example: Power BI or Tableau: These advanced platforms are utilized for in-depth data visualization, enabling stakeholders to interpret complex data easily.

Stakeholder Feedback Mechanisms: Implement both online and offline platforms to gather

⇨ **Impact Measurement**

Impact measurement is a critical component of the evaluation and reflection process, ensuring that the implemented action plan delivers meaningful and measurable results. This section outlines the key indicators, data sources, and analysis methods used to assess the effectiveness of the plan.

Key Impact Indicators

Reach and Participation: Measure the number of beneficiaries engaged in the initiative.

Goal Achievement: Evaluate the percentage of predefined objectives successfully met.

Resource Efficiency: Assess the cost-effectiveness and optimal utilization of resources. For example: Calculate the cost per participant trained and compare it to industry standards to determine efficiency.

Stakeholder Satisfaction: Gather feedback from surveys, interviews, and discussions to measure satisfaction levels.

Long-term Sustainability: Assess how well the outcomes contribute to future improvements and ongoing initiatives.

Data Sources and Collection Methods

Surveys and Interviews: Use structured questions to collect both qualitative and quantitative insights from stakeholders.

Administrative Data: Analyze existing records and reports to track progress and outcomes.

Focus Groups: Conduct discussions to validate findings and gain a deeper understanding of stakeholder experiences.

Case Studies: Perform in-depth examinations of selected initiatives to illustrate real-world impact and lessons learned. Example: Document specific success stories from participants who have successfully transitioned to green jobs post-training.

Analysis and Reporting

Trend Analysis: Identify patterns and measure progress over time to evaluate the effectiveness of the action plan. *Example:* Analyze data over multiple training cycles to observe improvements in participant outcomes.

Comparative Analysis: Evaluate performance against benchmarks and best practices in the field. *Example:* Compare participant success rates with similar programs to identify strengths and weaknesses.

Visualization Tools: Utilize graphs and dashboards for clearer representation of results, making data more accessible to stakeholders.

Final Impact Report: Compile a comprehensive summary of findings, lessons learned, and recommendations for future action.

⇨ **Recommendations**

To enhance the effectiveness of the evaluation process and ensure that it leads to meaningful insights and improvements, several key recommendations should be made. These recommendations aim to create a robust framework for evaluation that not only assesses current initiatives but also informs future strategies. The following outlines the essential recommendations:

Establish Well-defined, Measurable Evaluation Indicators: Define clear and specific indicators at the outset of the evaluation process to track progress effectively.

Utilize Both Qualitative and Quantitative Data: Ensure a holistic analysis by incorporating diverse data types, allowing for a richer understanding of the evaluation findings. Example: Combine survey results (quantitative) with interviews and focus group discussions (qualitative) to capture the full spectrum of stakeholder experiences.

Ensure Active Stakeholder Participation: Engage stakeholders throughout the evaluation process to gather diverse perspectives.

Leverage Data Insights for Continuous Improvement: Use the insights gained from the evaluation to refine and enhance strategic action plans, ensuring that future initiatives are informed by past experiences.

4.3 Iterative Planning: Adapting and Improving the Individual VET Action Plan

Iterative planning involves continuously reviewing and adapting the action plan based on evaluation results. This approach ensures that the plan remains relevant, addresses emerging needs, and integrates lessons learned. By engaging stakeholders and incorporating their feedback, iterative planning fosters a dynamic and sustainable approach to achieving objectives.

⇨ **Methodology**

To establish a systematic approach for evaluating results, capturing lessons learned, and using these insights to improve future actions and decisions, a clear methodology is essential. This methodology focuses on continuous improvement, ensuring that the Individual VET Action Plan is responsive to evaluation results, stakeholder feedback, and emerging needs. The following specific objectives guide this process:

- ✓ *Assess Progress:* Measure achievements against predefined performance indicators to evaluate the effectiveness of the VET initiatives.
- ✓ *Identify Challenges*: Document obstacles encountered during the implementation of the VET Action Plan and analyze their impact on success. Example: If a training program for renewable energy technicians faces low enrollment due to scheduling conflicts, this challenge should be recorded and analyzed to understand its effect on overall program outcomes.
- ✓ *Capture Lessons Learned*: Extract key takeaways from both successes and areas requiring improvement to inform future initiatives. Example: If a particular teaching method in a sustainable agriculture course leads to high participant engagement and understanding, this practice should be highlighted as a best practice for future programs.
- ✓ *Promote Stakeholder Engagement*: Foster inclusivity by involving all relevant actors—such as trainers, participants, and industry partners—in evaluation discussions.
- ✓ *Inform Future Strategies:* Utilize insights gained from evaluations to refine existing action plans and enhance future initiatives. Example: If evaluations reveal that participants in a green technology training program are lacking hands-on experience, future iterations of the program could incorporate more practical workshops to better prepare them for the job market.

⇨ **Stakeholders**

To successfully adapt and improve the Individual VET Action Plan, particularly in the context of green initiatives, several key actors play essential roles in the evaluation process. Each actor contributes uniquely to ensure that the evaluation is comprehensive, insightful, and actionable. The following outlines the key actors and their respective roles:

Evaluation Team: Leads data collection, analysis, and reporting, facilitating reflection sessions to discuss findings and insights.

Stakeholders: Contribute feedback through structured surveys, interviews, and focus groups, ensuring that diverse perspectives are considered in the evaluation.

Institutional Leaders: Review findings from the evaluation, integrate recommendations into future plans, and support decision-making to enhance program effectiveness.

Participants: Share their experiences and insights during the evaluation process, enriching the understanding of program effectiveness and areas for enhancement.

⇨ **Tools**

To effectively implement the methodology for evaluating the Individual VET Action Plan, several tools are utilized across different categories. These tools facilitate the collection, analysis, and reporting of data, ensuring a comprehensive evaluation process that incorporates stakeholder feedback and promotes continuous improvement. The following outlines the key categories of tools and their respective purposes:

Data Collection: These tools are used for gathering structured feedback from stakeholders, allowing for efficient and organized data collection.

Data Analysis: Help in analyzing and visualizing the collected data, making it easier to identify trends and insights.

Reporting Templates: Ensure consistency in reporting findings, making it easier to communicate results to stakeholders.

Stakeholder Feedback: Capture continuous input from stakeholders, facilitating ongoing dialogue and improvement.

Reflection Guides: Facilitate stakeholder reflection and action planning, encouraging comprehensive discussions about evaluation findings.

⇨ **Impact Measurement**

Impact measurement is crucial to ensure that the implemented action plan delivers meaningful and measurable results. This section outlines the key indicators, data sources, and analysis methods used to assess the effectiveness of the plan, providing a comprehensive framework for evaluating its success and guiding future improvements.

Key Impact Indicators

Reach and Participation: Measures the number of beneficiaries engaged in the initiative.

Goal Achievement: Evaluates the percentage of predefined objectives successfully met.

Resource Efficiency: Assesses cost-effectiveness and optimal resource utilization.

Stakeholder Satisfaction: Gathers feedback through surveys, interviews, and discussions.

Long-term Sustainability: Evaluates how well the outcomes contribute to future improvements.

The figure 2.0 visualizes the percentage increase in goal achievement before and after implementing iterative planning. The improvement from 55% to 85% highlights the effectiveness of continuous evaluation and plan adjustments.

Figure 2.0

Data Sources and Collection Methods

Surveys and Interviews: Use structured questions to collect both qualitative and quantitative insights.

Administrative Data: Analyze records and reports to track progress.

Focus Groups: Conduct discussions to validate findings and gain a deeper understanding.

Method: Perform in-depth examinations of selected initiatives to illustrate real-world impact.

Trend Analysis: Identifies recurring patterns in plan adaptations and their impact over time. Example: Analyzing data over multiple training cycles to see how changes in curriculum affect participant outcomes.

Comparative Review: Assesses differences in performance before and after plan modifications. Example: Comparing job placement rates of graduates before and after implementing new training modules.

Data Visualization: Uses graphs and charts to illustrate the progress of improvements.

Final Report on Iterative Adjustments: A comprehensive summary of changes made, their impact, and recommendations for future planning cycles.

⇨ **Recommendations**

To enhance the effectiveness of the Individual VET Action Plan, several key recommendations should be made. These recommendations aim to ensure that the evaluation process is robust, inclusive, and capable of continuous improvement. By focusing on measurable indicators and stakeholder engagement, the evaluation can provide valuable insights that inform future actions. The following recommendations outline essential steps to achieve these goals:

Establish Well-Defined, Measurable Evaluation Indicators from the Outset: Clearly defined indicators provide a framework for assessing progress and success. Example: For a green skills training program, indicators could include the number of participants who complete the course, the percentage of graduates securing jobs in the green sector, and participant satisfaction ratings.

Use Both Qualitative and Quantitative Data for a Holistic Assessment: A combination of data types ensures a comprehensive understanding of program effectiveness.

Promote Active Stakeholder Participation Throughout the Evaluation Process: Engaging stakeholders fosters ownership and ensures that diverse perspectives are considered.

Leverage Data Insights to Refine Strategic Action Plans Continuously: Using evaluation data to inform decision-making helps adapt programs to better serve participants and meet industry demands. Example: If data reveals that participants in a renewable energy technician course struggle with hands-on applications, the program can be adjusted to include more practical workshops and field experiences.

Maintain Thorough Documentation to Facilitate Long-Term Knowledge Sharing: Comprehensive documentation of the evaluation process and findings supports transparency and knowledge transfer. Example: Create a centralized repository of evaluation reports, feedback, and lessons learned from various green training initiatives, allowing future program developers to access valuable insights and best practices.

Monitoring & Evaluation Section

The Monitoring and Evaluation of the Individual Action Plan in Green Skills ensures individuals track progress, apply knowledge effectively, and adapt to the evolving green economy. This process relies on three key components: monitoring methods, performance indicators (KPIs), and continuous improvement.

Monitoring Methods

By employing a variety of monitoring methods, stakeholders can gain insights into the progress and effectiveness of the initiatives. The following methods outline key approaches to monitoring:

Self-Assessment (Every 3–6 Months): Trainees evaluate their own skill development and identify challenges they face during the training. *Example:* In a green construction course, trainees complete a self-assessment every six months to reflect their understanding of sustainable building practices and identify areas where they feel they need additional support.

Mentorship & Feedback: Regular reviews and feedback sessions conducted by trainers and industry experts help guide trainees' development. Example: Trainees in a renewable energy technician program meet monthly with mentors from the industry who provide constructive feedback on their project work and suggest areas for improvement.

Performance Measurement: Digital tracking of skill application in projects and case studies allows for objective assessment of trainees' abilities. Example: A digital portfolio system enables trainees in an environmental management course to document their projects, such as waste reduction initiatives, and track their progress in applying learned skills in real-world scenarios.

Impact Analysis: Surveys conducted after program completion assess employment outcomes, career progression, and the integration of sustainability practices in participants' jobs. Example: Graduates of a green energy program receive a survey one year after completion to evaluate their employment status, career advancements, and how they have applied sustainable practices in their workplaces.

Key Performance Indicators (KPIs)

To effectively evaluate the success of the Individual VET Action Plan, it is essential to establish clear Key Performance Indicators (KPIs). By monitoring these KPIs, stakeholders can ensure that the programs are meeting their objectives and adapting to the needs of both participants and the green job market. The following KPIs outline critical areas of focus, along with simple examples from a green vocational education and training (VET) context:

Training & Certification: This KPI measures the percentage of participants who complete the training program and earn recognized green certifications. Example*:* In a solar panel installation course, tracking shows that 85% of participants successfully complete the training and obtain certification from a recognized green energy organization.

Practical Application: This indicator assesses the percentage of trainees who apply green technologies and sustainable methods in their work environments post-training. Example*:* After completing a sustainable agriculture program, 70% of graduates report implementing organic farming practices in their own operations or workplaces.

Employment & Growth: This KPI evaluates the job placement rate, career advancement, and salary improvements of graduates within six months of completing the program. *Example:* A green building design course measures 90% of graduates secure employment in related fields, with an average salary increase of 15% within six months of completing the program.

Program Effectiveness: This indicator gauges stakeholder satisfaction, including feedback from participants and industry partners, as well as the frequency of curriculum updates based on evolving industry needs. *Example:* Surveys reveal that 95% of participants in an energy efficiency training program are satisfied with the curriculum, and the program is updated annually to incorporate the latest industry standards and technologies.

Continuous Improvement

Continuous improvement is a fundamental aspect of the Individual VET Action Plan, emphasizing the need for ongoing monitoring and adaptation of training programs. This process ensures that adjustments are data-

driven, stakeholder feedback is integrated, and new technologies are adopted to enhance the effectiveness of training initiatives.

Ongoing Monitoring: Regular assessment of training outcomes and participant progress allows for timely adjustments. Example: A green energy program conducts quarterly evaluations of participant performance in hands-on projects, enabling trainers to identify areas where additional support or resources are needed.

Data-Driven Adjustments: Utilizing quantitative and qualitative data to inform decisions about curriculum and training methods. Example: An analysis of job placement rates reveals that graduates of a sustainable construction course are struggling to find jobs in certain regions, prompting the program to introduce specialized modules on local building codes and practices.

Stakeholder Feedback Integration: Actively seeking input from participants, employers, and industry experts to refine training content and delivery.

Technology Adoption: Embracing new tools and technologies to enhance training delivery and participant engagement.

ANNEX III - ABBREVIATIONS AND GLOSSARY

Abbreviations

Abbreviations	Definition
AQF	Albanian Qualifications Framework
BHQF	Bosnia and Herzegovina Qualifications Framework
DCMs	Decisions of Council of Ministers
EQF	European Qualifications Framework
EU	European Union
EV	Electric Vehicle
HR	Human resources
IAP	Individual Action Plan
KPIs	Key Performance Indicators
LMS Platforms	Digital learning management systems
M&E	Monitoring and Evaluation
NGOs	Non-Governmental Organizations
PBL	Project-Based Learning
SMART	Specific, Measurable, Achievable, Relevant, Time-bound (objectives)
VET	Vocational Education and Training
VW	Virtual Workshops

Glossary of Key Terms

This glossary serves as a quick-reference tool for understanding key terms used in the VET Action Plan Guide, ensuring clarity and ease of comprehension for a broad audience.

- *Competency Framework*: A structured list of skills and knowledge required for participants to meet program objectives.

- *Collaboration tools* – Digital platforms (e.g., Microsoft Teams, Slack, Google Workspace) that facilitate teamwork, communication, and file sharing.

- *Competency Assessment Tools* – Interactive digital platforms used to evaluate learners' knowledge and skills through engaging quizzes, real-time feedback, and performance tracking

- *Digital learning platforms* – Online systems (e.g., Moodle, Blackboard) that support e-learning, assignments, and remote training.

- Data Visualization: The use of graphs and charts to represent evaluation findings and trends

- *Feedback loops* – A process in which the results of an action influence future actions, creating a self-reinforcing or balancing cycle that can either escalate or regulate a system (Positive feedback loop → Reinforcing, Self-reinforcing, Escalating, Compounding and Negative feedback loop → Balancing, Regulating, Dampening, Counteracting)

- *Green Sector Training:* Vocational training programs focused on skills required for sustainable practices and green technologies.

- Impact Measurement: The process of assessing the effectiveness of an initiative through indicators like goal achievement, resource efficiency, and long-term sustainability.

- *Individual Action Plan (IAP):* A tailored plan outlining specific training objectives, responsibilities, and monitoring techniques for participants.

- *Key Performance Indicators (KPIs):* Measurable metrics used to evaluate the success of training programs, such as completion rates, employment outcomes, and stakeholder satisfaction.

- *Mentorship:* Guidance provided by trainers or industry experts to support trainees' development.

- *Prioritization Matrix*: A decision-making tool to rank actions based on their impact and feasibility.

- *Stakeholder Mapping:* A tool used to identify and categorize key actors based on their influence and interest in a training program.

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ZELENI DOM-GREEN HOME UDRUZENJE
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EUROTRAINING EDUCATIONAL ORGANIZATION
Greece

CESIE
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