



# AGDUPT

ADdressing skills mismatching in the green sector through Digital Upskilling of veT

## **Operational framework of the Mechanism for Diagnosing Business Needs in the Green Sector D2.1**

**Center for Social Innovation – CSI Cyprus**

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# Summary of the Project

The EU's enlargement agenda for the Western Balkans (WB) region targets several areas of interest that need to be addressed, including the labour market situation. The region's economic recovery seems to be on track, but there is a significant mismatch between skills and competencies offered and the needs of businesses. To address these needs, the project aims to reinforce the link between VET provision in third countries of the Western Balkans and the emerging green sector of their labour markets. ADDUPT project has several objectives, including the development of a mechanism for diagnosing business needs in the green sector, the provision of a thorough analysis of the green sector in the third countries involved in the project, and support for WB-VET trainers and staff to establish flexible and interactive links between VET and the labour market. Additionally, the project seeks to build the capacity of WB-VET institutes to incorporate green labour market needs into their training provision, improve the skills and knowledge of WB-VET trainers and staff in developing digital microlearning resources, and enhance the employability potential of WB-VET learners through the improved capacity of WB-VET to provide VET courses that correspond to the green sector's requirements. Overall, ADDUPT project focuses on improving the VET sector's quality and ensuring the continuing professional development of VET teachers and trainers in the third countries of the Western Balkans not associated with the Programme, while also addressing the needs of the emerging green sector of their labour markets.

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## D2.1 Operational Framework of the Mechanism for Diagnosing Business Needs in the Green Sector

### Function

The Mechanism is a long-lasting, operational tool that facilitates timely, targeted, and comprehensive diagnosis of the green sector's needs and requirements in terms of specializations, skills, and knowledge. It aims to reinforce the link between VET provision in involved third countries not associated with the Programme and the green sector of their labour markets, to better correspond to the emerging needs of green businesses and improve the employability of VET learners.

### Specific objectives

- ▷ Conduct a thorough analysis of the current situation of the green sector in the third countries not associated with the Programme involved in the Project, validating the quality of findings through the adoption of a multi-actor approach and the involvement of various stakeholders.
- ▷ Identify mismatches between VET offer and labour market needs, in order to develop highly-applicable resources that will substantially build the capacity of VET staff and institutes to address these mismatches.
- ▷ Develop and maintain a sustainable platform for diagnosing business needs in the green sector of the labour market.
- ▷ Continuously update the platform to ensure that it remains relevant to the emerging needs of the green sector.

# Requirements

## Organisation

- ▷ The Mechanism will be led by the Center for Social Innovation (CSI) in cooperation with all partners and particularly WB partners. It will involve a team of green sector experts including representatives from labour market (relevant chambers, professional associations), green business, VET and local/national educational authorities/WB-partner country.

## Allocated Resources

- ▷ The Mechanism will require a sufficient budget to conduct the analysis, consultations, and verification activities. It will also require access to relevant data sources and technologies, as well as staff time and expertise.

## Continuous Operation

- ▷ The Mechanism will operate on an ongoing basis, with regular updates and reviews of its functions and activities. It will also require continuous engagement with relevant stakeholders to ensure its relevance and effectiveness.

## 3-Stage Process – Analysis, Consultation, Verification

### Stage 1 – Analysis

- ▷ The Mechanism will conduct a thorough analysis of the green sector in the involved third countries not associated with the Programme. The “Green sector analysis: Trends and changing needs” will involve both **desk** and **field research**, with at least 20 labour market representatives and 20 VET representatives per WB-partner country. The objective of this analysis is to collect and evaluate information regarding the advancement of technology, finance, and regulations in the WB sector. The main focus is on understanding the impact of upcoming changes on the labour market, identifying new skill requirements, and examining the effects on existing professions. The analysis will occur on a yearly basis to identify any new advances and support the adjustment of VET offerings.

### Steps of the Desk Research Analysis

- ▷ Identify the research questions to be answered through desk research.
- ▷ The Western Balkan partners countries (Albania, Montenegro, Bosnia-Herzegovina) will conduct the analysis of desk research list of approximately 10 research questions that will guide the research process. These guidelines will be provided by CSI.
- ▷ Gather relevant data and information from various sources, including reports, academic papers, and other publications.
- ▷ Analyse the data and information collected to identify trends and patterns related to the needs of the green sector in the three partner countries.
- ▷ Draft a report summarizing the findings of the desk research.
- ▷ The report should be between 10-20 pages in length, with clear and concise information presented in a well-organized manner.
- ▷ Review and edit the report as necessary to ensure that it meets the desired quality standards.

### Steps of the Field Research Analysis

- ▷ Identify the research questions to be answered through field research.

- ▷ Contact and select the appropriate labour market and VET representatives to participate in the research at least 20 labour market representatives and 20 VET representatives in each Western Balkan partner country (Albania, Montenegro, Bosnia-Herzegovina).
- ▷ An online survey instrument will be developed including the field research questions to collect data from the research participants.
- ▷ Conduct the field research in each of the Western Balkan partner countries to gather data from at least 20 labour market representatives and 20 VET representatives in each country.
- ▷ Use appropriate data analysis techniques to analyze the collected data and identify patterns and trends related to the green sector in the partner countries.
- ▷ Compare and contrast the data collected from each of the partner countries to identify commonalities and differences in the green sector across the region.
- ▷ Draft a report summarizing the findings of the field research and the conclusions drawn from the analysis. The findings of both desk and field research will be presented to relevant stakeholders, including labour market actors, VET providers, policymakers, and other interested parties to conduct the consultation step.

## Data of most attention of the research phase

- ▷ Identification of technological advances in the Green sector in WB countries
- ▷ Utilisation of Green Finance <sup>1</sup>in WB countries
- ▷ Policies, initiatives, and regulations in Green Sector of WB countries
- ▷ Identification of the key occupations and job roles in the Green Sector in WB countries
- ▷ Key Trends and the required skills of employees in Green Sector
- ▷ Current status of VET institutions and the level of training they provide
- ▷ Identification of areas that need improvement in VET institutions

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<sup>1</sup> Green finance refers to financial products and services that are used to support environmentally sustainable economic activities. It is a way of financing projects that contribute to reducing greenhouse gas emissions, protecting natural resources, and mitigating climate change. Green finance can take many forms, including loans, bonds, insurance, and investment funds. It can be used to fund a wide range of projects, such as renewable energy infrastructure, energy-efficient buildings, sustainable agriculture, and clean transportation. The aim of green finance is to encourage the transition to a low-carbon, sustainable economy by redirecting investment towards environmentally friendly projects. It can also help to reduce the financial risks associated with climate change by promoting more sustainable and resilient business practices. Many countries and organizations have developed policies and frameworks to promote green finance, such as the Green Bond Principles and the Sustainable Finance Disclosure Regulation. The ultimate goal is to create a financial system that supports sustainable economic growth while protecting the environment.

- ▷ The role and impact of emerging technologies in the Green Sector
- ▷ Identification of Partnerships between VET institutions and employers
- ▷ Identification of the teaching methods and technological means in use.

## Stage 2 – Consultation

The Mechanism will consult with various stakeholders in Western Balkans (Chambers of Commerce, professional associations, green business, and VET representatives) to validate the quality of its findings and to ensure that its recommendations are aligned with the needs and requirements of the green sector. In the consultation stage, conclusions and findings will be gathered from each of the expert group workshops held in the partner countries of the WB. The next step is to analyse and synthesize this information to create an overall report that includes the combined findings from all the workshops. This report will provide a comprehensive overview of the labour market, green business, VET, and educational authority perspectives in the Western Balkans region. The report will be a valuable tool for policymakers, stakeholders, and organizations interested in the region's economic development and education sectors.

## Steps of Consultation

- ▷ Engagement of representatives from labour markets, green businesses, vocational education and training, and educational authorities in WB partner countries.
- ▷ Organize expert group workshops/focus groups in each WB-partner country. CCIT will lead and guide these expert group workshops.
- ▷ Invite representatives from labour markets, green businesses, vocational education and training, and educational authorities to participate in each focus group.
- ▷ Discuss, review, and assess with the expert representatives the results of the analysis conducted in the first phase.
- ▷ Ensure a maximum level of reliability by gathering input from various representatives.
- ▷ The conclusions drawn from these workshops will ensure that they give possible solutions to address the needs that were identified in analysis phase.
- ▷ Once all the workshops are completed, the CCIT partner will compile an overall report with combined findings from all the expert groups.

## **Stage 3 – Verification**

The Mechanism will verify the accuracy and relevance of its recommendations by testing them in practice and evaluating their impact on the green sector and VET provision. The Mechanism will produce a report that includes the publication of the results from the previous stages and the finalization of the needs' diagnosis, as well as recommendations. The report will provide an overall overview of the current state of the green sector, including employment opportunities, future needs and challenges, and identification of current and future skill gaps.

## Steps of Verification

- ▷ Collect and compile the data obtained from the analysis and consultation phases of the Mechanism's operation.
- ▷ Verify the accuracy and relevance of the recommendations by evaluating their impact on the green sector and VET provision.
- ▷ Produce a report that includes the combined results of the previous stages and the finalization of the needs' diagnosis.
- ▷ Provide an overall description of the current situation of the green sector in terms of activities carried out, employment opportunities, etc.
- ▷ Provide a detailed forecast of future needs and challenges in the green sector.
- ▷ Provide a thorough identification of current and future skills mismatches.
- ▷ Involve CSI with the contribution of WB-partners and feedback from EU-partners to be responsible for the final needs' diagnosis.
- ▷ Use the results to feed the development and implementation of the ICBF-VET in WB-VET partners.

## Delivery of “Business needs’ diagnosis in the green sector” report

The delivery of the "Business needs' diagnosis in the green sector" report includes the results of the three stages of processes: analysis, consultation, and verification. In the analysis phase, desk and field research will be conducted to identify the needs of the green sector in Western Balkan countries, which will be used to develop tools for updating VET curricula. In the consultation phase, expert group workshops will be organized to review and assess the results of the analysis, ensuring maximum reliability. Feedback from the workshops may require re-evaluation of initial findings. In the verification phase, the accuracy and relevance of recommendations will be tested in practice and evaluated for impact on the green sector and VET provision. A report will be produced, providing an overall description of the current situation of the green sector, a detailed forecast of future needs and challenges, and a thorough identification of current and future skills mismatches. CSI, in cooperation with all partners and labour market actors from WB, will lead the development of the Mechanism, and will be responsible for delivering the needs' diagnosis report. The results of the report will be used to adapt VET provision to labour market needs and develop the ICBF-VET in WB-VET partners.

## List of abbreviations

Acronym	Description
<b>VET</b>	Vocational Education and Training
<b>WB</b>	Western Balkans
<b>CSI</b>	Center for Social Innovation
<b>CCIT</b>	Chamber of Commerce & Industry Tirana
<b>ICBF-VET</b>	Integrated Capacity Building Framework for VET

# Executive summary

Overall Mechanism will have a significant impact on the VET provision and the green sector of the labour market of WB countries. By providing an in-depth analysis of the current state and future needs of the green sector, the Mechanism will enhance the connection between VET learners and employment opportunities within this industry. This will ultimately improve the employability of VET learners by equipping them with the necessary skills and knowledge needed to succeed in the green sector in WB countries not associated with the project. Additionally, the Mechanism will support the emerging needs of green businesses by identifying the skills required to meet the growing demands of this industry. This will facilitate the development of relevant training programs and ensure that VET learners are adequately prepared to meet the needs of the evolving green sector. In general, the Mechanism will play a crucial role in bridging the gap between VET provision and the green sector, benefiting both learners and businesses alike.



Addressing skills mismatching in the green sector through Digital Upskilling of veT



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