

# Relevance of Work-Based Learning (WBL) and Social Inclusion for the WB's Economic Development

Date: May 31, 2023

Time: from 10 am to 2 pm

Venue: Chamber of Commerce and Industry of Serbia  
13-15 Resavska Street, Belgrade

## Introductory speakers:



**Mihailo Vesović**

Director of Division for Strategic Analyses,  
Services and Internationalisation at  
Chamber of Commerce and Industry of  
Serbia (CCIS)



**Richard Kohli**

Head of Cooperation, Embassy  
of Switzerland in Serbia



**Oliver Streit**

Project Director E2E  
NIRAS-IP Consult

## Keynote speaker:



**Stefan Thomas**

Senior Advisor for Human Capital Development – WBL, European Training Foundation

The ETF's mission is to help transition and developing countries to harness the potential of their human capital through the reform of education, training and labour market systems in the context of the EU's external relations policy. Stefan's responsibilities at the ETF include working with governments, social partners, international organisations and development agencies to improve work-based learning and apprenticeship systems. Centres of Vocational Excellence are another focus of his work at the ETF, an issue that is currently high on the agenda of many countries.

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# Panel discussion I

## Dual VET education in WB6 companies - Challenges and opportunities for conducting dual education in WB6

### Panel theme:

Dual education is a model of vocational education in which students acquire theoretical knowledge at school, and practical knowledge and skills through the work-based learning at companies, in a real working environment. In this way, students acquire the business processes of the company where learning through work is realized.

With the adoption of the Law on Dual Education, the rights, obligations and responsibilities of all participants were defined and certain specificities of this model in Serbia were established.

Every company in dual education must be accredited by the Chamber of Commerce and Industry of Serbia (CCIS), for every educational profile. The company is obliged to provide trained instructors who will work directly with students - instructor training and dual education instructor license exam are organized by CCIS.

Dual education in Serbia is mostly represented in the sectors of metal

and mechanical industry (especially the automotive industry), food, textile, wood, construction, tourism and hospitality, trade and logistics. Locksmith welders, industrial mechanics, machine operators, but also traders, cooks and waiters are the most sought-after profiles. Mechatronics technicians, technicians for computer control of CNC machines, as well as motor vehicle mechanics are also in demand.


So far, the dual model of education in Serbia has included about 12,900 students in 65 educational profiles, which cover all economic sectors. These profiles are implemented in 165 schools that cooperate with around 850 companies.

More than 3,000 students have already completed their education, 50% of whom got a job after completing their education, while 25% of them stayed to work in the companies where the learning by doing was implemented.

## Panelists:

### Tatjana Shterjova Dushkovska


*Secretary General, WB6 CIF, Trieste*



Through WB6 activities CIF, Tatjana is actively involved in promoting the market value of vocational education and training, and supporting the establishment of partnerships between educational, business and community organizations to develop strong WBL programs across the WB6 region. Tatjana believes that it is possible to bridge educational and professional experiences, prepare individuals for a successful career and foster a more inclusive society through the WBL program.

### Žana Zeković


*HR Director, Regent Porto Montenegro, Tivat*



HR Director at Regent Porto Montenegro with extensive experience in hotel and hospitality industry. Respecting high standards when it comes to work ethics, she is highly committed to promoting diversity, equality and inclusiveness culture. Close relationships with schools and universities, investment into youth education, people development, and giving back to the community are at the core of her Human Resources department's values and activities.

### Dijana Ilijevska Gjorev


*Financial Director, Rontis, Veles*



Dijana actively advocates for the development of WBL programs that empower individuals from diverse backgrounds. In collaboration with key stakeholders, she promotes social inclusion in the WBLs related to the Finances, ensures equal access to financial resources and aligns financial strategies with inclusive principles.

### Gabrijela Grujić

*Acting Director,  
Office for Dual  
Education and  
NOC, Belgrade*



Prof. Dr Gabrijela Grujić obtained her PhD of Pedagogical Sciences at the Faculty of Philosophy of the University of Novi Sad in 2009. In the period from 2017 to 2022, she held the position of Assistant Minister for Dual Education. She has been the director of the Office for Dual Education and the National Qualifications Framework since November 2022.

She chairs the Commission for the Development and Monitoring of Dual Education and the Council for the National Qualifications Framework of the Republic of Serbia.

She has made significant contribution through engagement in international projects dealing with the development of dual education, such as Erasmus+ and "EDU-LAB", which are supported by the European Union. Under the auspices of the Swiss Government, she completed dual education training at the prestigious KOF Swiss Economic Institute Center.

Together with her team and relevant social partners, Prof. Dr Gabrijela Grujić is the creator of the National Model of Dual Education in Serbia.



## Panel discussion II

### Non-formal learning through work in WB6 companies - Challenges and opportunities in conducting non-formal workplace training (WBL)

#### Panel theme:

Each individual acquires appropriate competencies necessary for their work-life throughout further continuous education. Non-formal education and training is the most common form of learning for adults who have already obtained their first qualification or have been forced to leave formal education for various reasons. The principle of work-based learning is therefore the most represented in various training courses on the labour market. Trainings at the workplace are organized so that the individual most of the time acquires theoretical and practical knowledge and skills at the workplace, under the guidance of trained mentors-instructors, based on their own programs developed according to the needs of companies. The length of these trainings varies from one to six months, depending on the complexity of the jobs for which the individual is being trained, and it can be implemented in vocational schools, training centres and companies.

The private sector emphasizes the speed and simplicity of implementing

non-formal on-the-job training, in accordance with demand and needs for a competent workforce, required by companies. Through E2E activities, more than 1,600 young people have been trained so far in 200 companies, and as many as 77% of trained young people were employed after the training.

The most represented are the trainings for occupations in the metal and mechanical sector, energy, but also in the automotive and textile industries and hospitality.

In Serbia, a system of accreditation of such programs has been established for the acquisition of the status of publicly recognized organizers of adult education activities - PROAEA. The Ministry of Education is responsible for the accreditation of schools as PROAEA, and the Qualification Agency is responsible for accreditation of other organizations.

The number of accredited training sessions is still significantly lower compared to the total offer of trainings on the market.

#### Panelists:

##### Goran Kovijanić

HR manager, GM  
TMT, Travnik



An accomplished HR manager with over 12 years of experience in HR, particularly in skills development, talent management and education in general. He holds a degree in HR management from Ljubljana University and has worked in several companies and countries as an HR manager. In GS-TMT, he leads a team focused on fostering partnerships between education and business. His primary field has always been training and development of current and future employees. He firmly believes that by WBL and dual education can bridge the gap between educational systems and business needs. By creating opportunities for development of young people, we foster the development of the society in general and building our internal capacities for business growth.

##### Milica Radunović

HR Coordinator, Logate,  
Podgorica



Milica is responsible for the selection process and monitoring of work of course participants at the Logate Institute, and consequently for the recruitment process of successful participants for internships and employment within the Logate company. Logate creates and implements software solutions that empower business partners to be innovative, smart and fast, and their commitment to dual education is one of the foundations of the company's development. In 2018, they opened the doors of the Logate Institute for Information Technology to anyone who wants to acquire programming skills and start or advance their IT career. Through a growing range of accredited and professional courses, the company empowers the IT community in Montenegro, educates the IT workforce of their partners, and promotes careers in the IT industry as highly challenging and interesting, yet in demand in the labour market.

##### Mladen Mojsilović

Director  
of STAX  
Academy, STAX  
Technologies, Čačak



HR Leader and STAX Academy Director with a deep-rooted passion for fostering Work-Based Learning (WBL) through vocational and leadership training. He actively collaborates with stakeholders to eliminate barriers and create inclusive opportunities for individuals from diverse backgrounds, while providing enough highly skilled employees to ever-growing STAX business. Mladen is a strong advocate of decentralization and reducing brain-drain from Čačak to Belgrade and abroad.

##### Agon Dula

Coordinator for Private Sector and VET,  
Austrian Development Agency's project  
ALLED2, Priština



Experienced economist with a proven record of working in the private, government and NGO sectors. A graduate from the Faculty of Economics, University of Pristina. A lecturer of "Money and Banking" and "Introduction to Business" for more than three years. As Strategic Advisor to the Minister of Economic Development, directly involved in many large-scale projects, including the energy sector and the Digital Agenda for the Western Balkans. Currently engaged in the education sector as Coordinator for VET and private sector cooperation focusing on aligning education and training with labour market needs.

##### Elidon Avrami

General Manager, DBS Group, Tirana



Elidon Avrami holds a Master's degree in Economics from the University of Perugia, Italy, and an Honors Bachelor degree in International Business from Leeds Metropolitan University, UK. He is a Ph.D. candidate at the Faculty of Economics at the University of Tirana. Under Elidon Avrami's leadership, the DBS group has embraced sustainable manufacturing processes that minimize the environmental impact of its operations. He has implemented cutting-edge technologies to reduce polyester fabric, water and energy consumption, minimize waste production and ensure responsible sourcing of raw materials. Through these initiatives, the DBS group has become a trailblazer in sustainable textile production, setting new industry standards.



## Panel discussion III

**Inclusive private sector from WB6 - Social inclusion in WB6, opportunities for further cooperation**

### Panel theme:

The concept of social inclusion is multidimensional and does not represent an established state but rather a constant process of changing and improving the community, in order to meet the needs of all its members. Inclusion in the field of employment is an indispensable element of economic and social development. The inclusion of persons with disabilities and other socially excluded groups in the labour market ensures greater economic inclusion, productivity and a lower rate of inactivity.

The panel discussion entitled „Inclusive private sector from WB6 - Social inclusion in WB6, opportunities for further cooperation“, will deal with the experience of the private sector from the region in ensuring professional inclusion and in creating an open and inclusive work

environment. Specific focus will be on those measures and activities that lead to the desired results in the field of inclusive employment in the WB6. The panellists will present lessons learned through inclusive business and propose recommendations for the future. Panelists will present companies' experience and we will also learn about the firsthand experience from a person who had the opportunity to participate in these activities. This will provide insight into how the system can be improved and aligned to spreading awareness about the importance of social inclusion for the economic development of the Western Balkans. It is crucial to get answers to the questions, i.e. how can we learn from each other and how to ensure greater inclusiveness in our working environment.

### Panelists:

**Lazar Bulatović**  
*Entrepreneur*  
*GlobalSpeak/FMI*  
*Partner, Belgrade*



Lazar Bulatović is a web accessibility specialist. He helps companies create their websites available to all people regardless of disability. This allows them to buy things online just like any other customer. He works for the Allyant, the world's premier accessibility agency, and provides accessibility consulting services independently. Due to the difficulties in finding the right employment and many unpleasant experiences with recruiters, he decided to become an entrepreneur, and has never regretted it. Assistive technology for the blind is in his blood. Besides English, Lazar also speaks German and Russian. He holds a degree in Sociology and enjoys swimming, fishing, and going out with friends.

**Elidon Avrami**  
*General Manager,*  
*DBS Group, Tirana*



Elidon Avrami holds a Matster's degree in Economics from the University of Perugia, Italy, and an Honors Bachelor degree in International Business from Leeds Metropolitan University, UK. He is a Ph.D. candidate at the Faculty of Economics at the University of Tirana. Under Elidon Avrami's leadership, the DBS group has embraced sustainable manufacturing processes that minimize the environmental impact of its operations. He has implemented cutting-edge technologies to reduce polyester fabric, water and energy consumption, minimize waste production and ensure responsible sourcing of raw materials. Through these initiatives, the DBS group has become a trailblazer in sustainable textile production, setting new industry standards.

**Mirta Pađen Lee**  
*People & Culture*  
*Delivery Manager,*  
*IKEA, Zagreb*



Experienced HR professional with a CIPD Level 5 Certificate in Human Resource Management and demonstrated history of working in the oil & energy industry. Skilled in HR consulting, organizational design, change & transformation, people development, and international HR. In her rich career, Mirta has held various positions in the HR world since the beginning. Starting as a junior HR person and HR partner at the company INA Industrija nafte, Mirta performed similar tasks and progressed through HR management positions in MOL Group, INA Group and all the way to a position of the People & Culture Delivery Manager, at IKEA company.



**Ljubica Janevska**  
*HR manager, Rontis, Veles*

Ljubica was the leader of the E4E project in cooperation with the Swiss development organization Helvetas, Rontis and the Chamber of Commerce of North Macedonia, which had a mission to create opportunities for underprivileged individuals to participate in the workforce. She is the winner of the "November 9th" award for her significant contribution to the integration of women in sustainable development of Veles. Owing to her efforts in the field of human resources, the management of Rontis Corporation awarded her the title of "Mother of the Company".

**Ajla Sadiković**  
*HR Associate, Prevent*  
*Fashion, Bugojno*



An adviser for human resources and legal affairs at the Prevent Fashion company in Bugojno. She started working in the company as a law student on internship in cooperation with the Hastor Foundation. Today, as a law graduate, and soon a master of law, she is willing to share her experiences and knowledge about the inclusion.

### Conclusions of the panel discussion



**Mirjana Kovačević**  
*Director, Business Academy CCIS, Belgrade*

Highly experienced professional with a remarkable career spanning over 20 years in the field of education development, dual vocational education and training, market research, and economic analysis. Currently, Mirjana holds the esteemed position of Head of Education and Dual VET Centre as well as Director of the Business Academy at the Chamber of Commerce and Industry of Serbia. In this role, she plays a pivotal role in shaping educational policies and programs that align with the needs of both students and the labor market. Her innovative approach to education and her commitment to enhancing the quality of vocational training have made a significant impact on the education landscape in Serbia.

