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RRITJE ALBANIA
COMPETITIVE ENTERPRISE DEVELOPMENT

Integrating Workforce Development into an Economic Growth Project

March 18, 2009 – March 17, 2014





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Project Overview

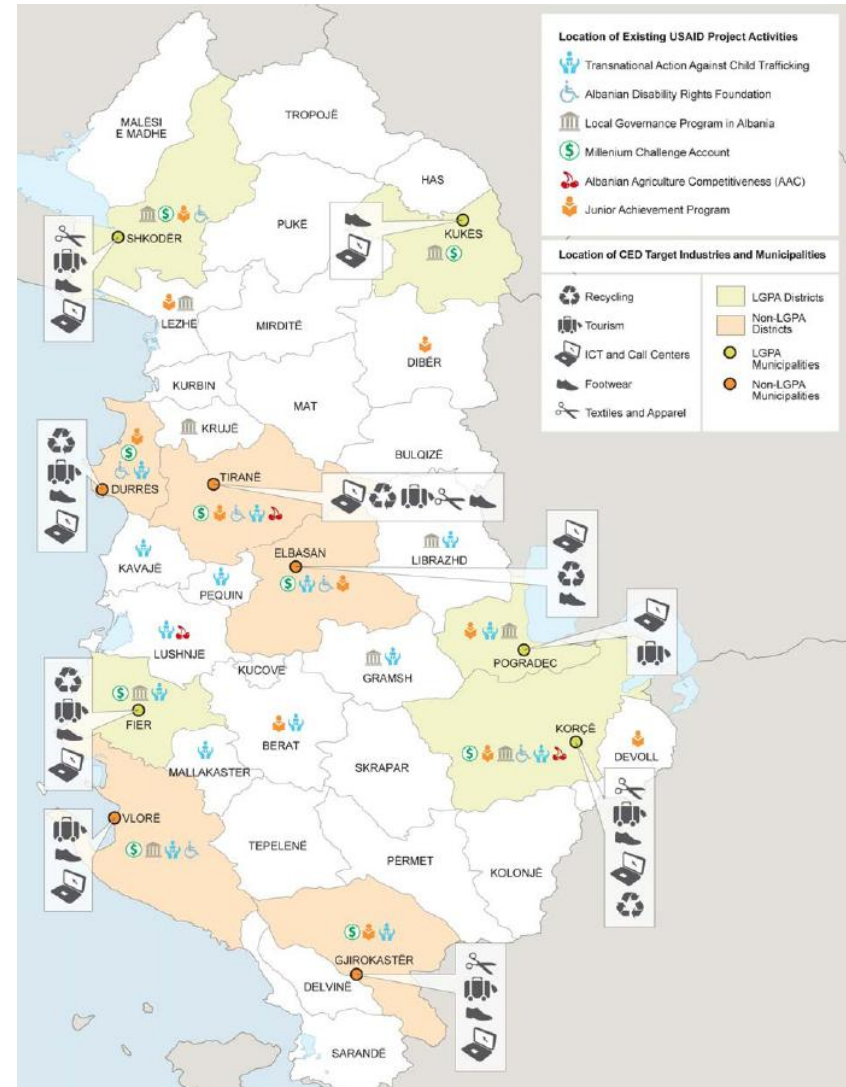
- **5-year project**
- **US\$9.8 million**
- **13 municipalities**

5 LGPA municipalities:

Shkoder, Kukes, Korçe, Fier, Pogradec

8 non-LGPA municipalities :

Tirana, Durres, Berat, Lac, Vlora, Elbasan, Saranda and Gjirokastra.





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SELECTED SECTORS: TOURISM, FOOTWEAR, TEXTILES, RECYCLING, ICT





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Project Overview



Sustained, broad-based economic growth for non-agricultural enterprises

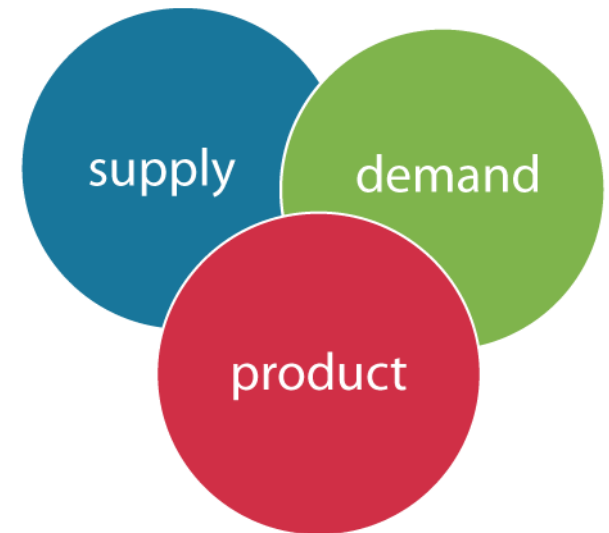




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Guiding Operational Principles

1. Market-based interventions
2. Local/Client ownership of solution
3. Leveraged resources and prioritized interventions
4. Attentive to results and implementation process
5. Monitoring and evaluation built in from the beginning.





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Multi-Client Problems/Solutions





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Workforce Development Improved

Demand-driven and Client-Centered

Workforce Development Solutions

to increase Sales and Jobs





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Workforce Development Definition

A process to identify and develop interventions through:

1. Policies
2. Practices, and
3. Procedures

to support enterprises in:

- Recruiting appropriately skilled employees;
- Improving the Human Resource Management (HRM) practices of enterprises to retain employees;
- Identifying, training, & coaching, HRM/managers how to use systems



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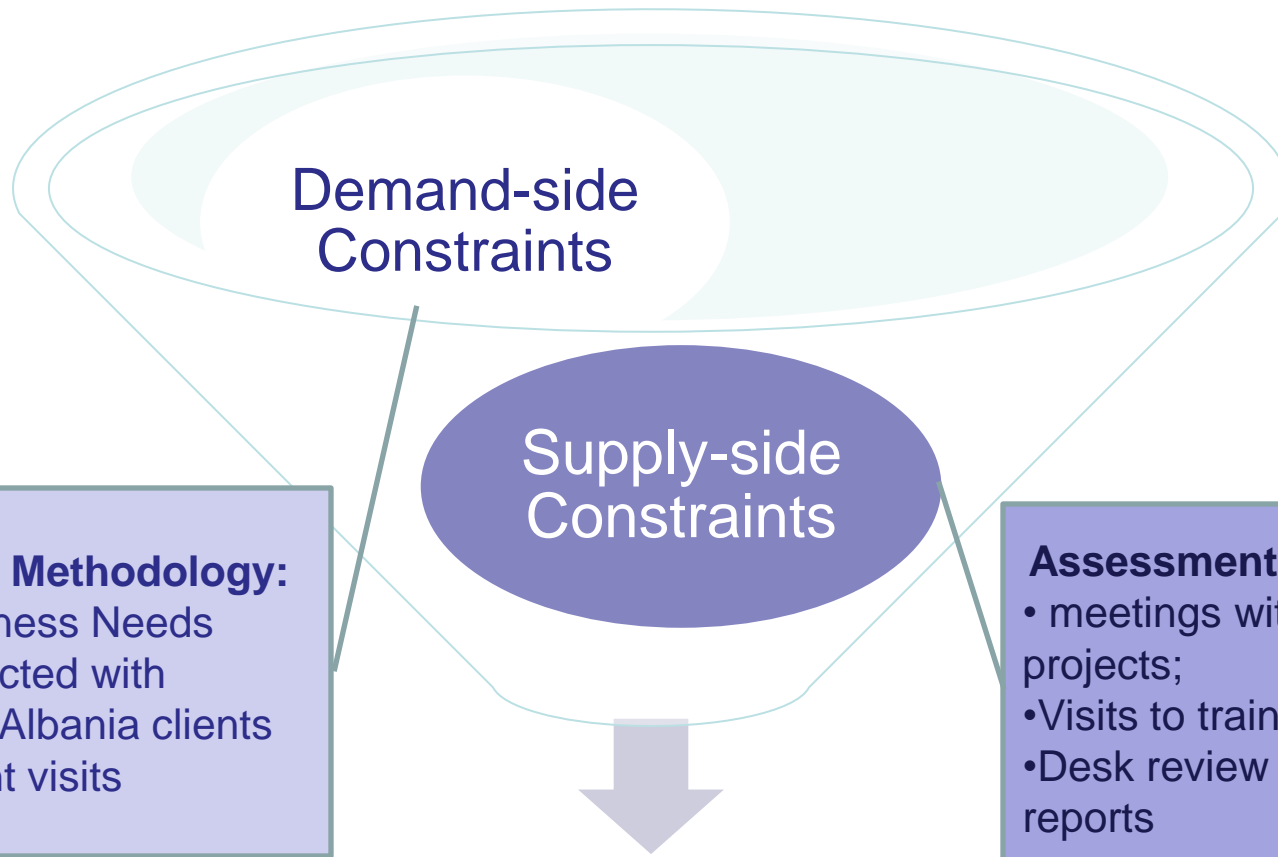
Rritje Albania Workforce Principles

- **Demand-driven solutions** addressing enterprise needs;
- **Sustainable Systems and Processes;**
 - **TOT in design** to build capacity within enterprises, business service providers and education and training institutions;
 - **Competency-based experiential and hands on learning;**
- **Leverage and complement** work of other donors & organizations;
- **Design and implement initiatives** that bridge the gaps between demand and supply of workforce:
 - **Internships;**
 - **Public Private Partnerships.**



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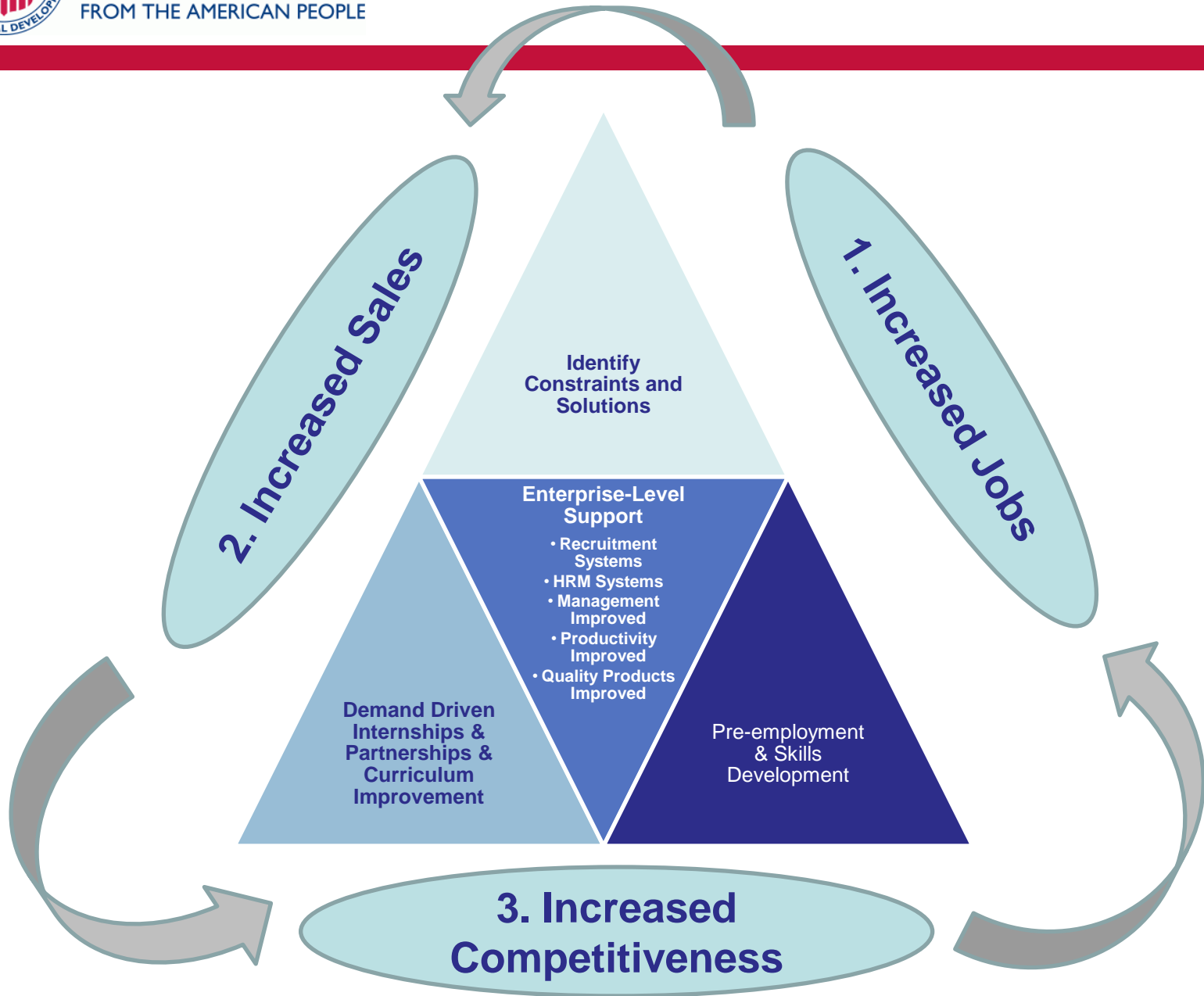
Workforce Development Approach





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Workforce Development Model





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Needs of Albanian Enterprises

Business needs survey found that enterprises need:

- **Recruitment Systems to select, and train new employees;**
- **HRM systems:**
 - HRM Manager, Job descriptions, performance evaluations, incentive systems, compensation plans;
 - To link hospitality and customer service best practices with Quality Mark and international standards;
- **Linking Jobs with job seekers through job fairs, internships, and public private partnerships**



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Rritje Albania Workforce Development Solutions

I. Tool Kits: Develop, Test, Train, Coach, Replicate

- **Recruitment, Selection, and Pre-employment training for new employees**
- **HRM system:**
 - **job descriptions, performance assessments, incentives for productivity, e.g. HRM systems linked to hospitality & customer service to Quality Mark Standards**

II. Linking Jobs to Job Seekers (Sequencing)

- **Internships in ICT, Tourism, Management, Communications;**
- **Public Private Partnerships linking:**
 - **Enterprise demand for relevant training to training organizations;**
 - **Businesses with curriculum content development process**



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Workforce Development Solutions Approach

I - TOOLKITS

- **Develop, Test, Train, Coach, Replicate:**
 1. **Recruitment , selection, training, & orientation of new employees**
 2. **Retention of employees through HRM systems that provide job descriptions, incentives for accuracy and productivity, performance assessments, etc.**
 3. **Customer Service and Hospitality training (TOT – Training of Trainers) to meet Quality Mark Standards linked to increased sales**



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Workforce Development Solutions Results

I - TOOLKITS

a. Shared leadership/ delegation

- Enterprise Management and designated HR person engaged in design, training, evaluation, and implementation

b. Learn by doing - Sustainable

- Management trained as the solution and tools are designed
- Develops the capacity of the client firm to manage the processes in the future

c. Transparency of HRM and decision-making

- Formalizes operational procedures
- Provides evidence to owner/manager of the value of training and HR systems
- Quantifies return on the investment of training through monitoring

d. Replicable to other enterprises



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SAMPLE Toolkit Solution and Results

- **Hospitality and Customer Service Training**
 - Develop, pilot test, evaluate Quality Mark Standards for hospitality training in hotels;
 - Train manager, HRM coordinator, and supervisors on standards and performance evaluation systems;
 - TOT for supervisors and managers;
 - Develop, test and analyze system of gathering customer feedback for continuous improvement.
- **Intended Results:**
 - Management and supervisors implement a system of quality control and customer service;
 - Link customer satisfaction and return on the investment of training with incentives, payment through HRM system;
 - Build the capacity of the hotel to train employees and gather/analyze data from customer satisfaction system



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Workforce Development Solutions Approach

II – LINKING JOBS TO JOB-SEEKERS

- **Linking Jobs to Job Seekers**
 - Recruitment Toolkit
 - Job Fairs (with industry focus)
 - ICT/Web based job matching
 - Internships (with training for business & intern)
- **Intended Results**
 - Better linkages between companies and education/training institutions/NGO's/employment offices
 - Efficiencies and objectivity of job announcements and selection improved
 - Job seeking skills improved
 - Improved education and training once demands are known and being met.



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YR 1 PROGRESS CHART

ASSESS

DESIGN

PILOT

EVALUATE
& REVISE

SCALE UP

Establish recruitment,
training and retention system

HRM Systems adopted at the
enterprise level

Marketing Toolkit – Trade
Fair Preparation

Customer Service and
Hospitality Training

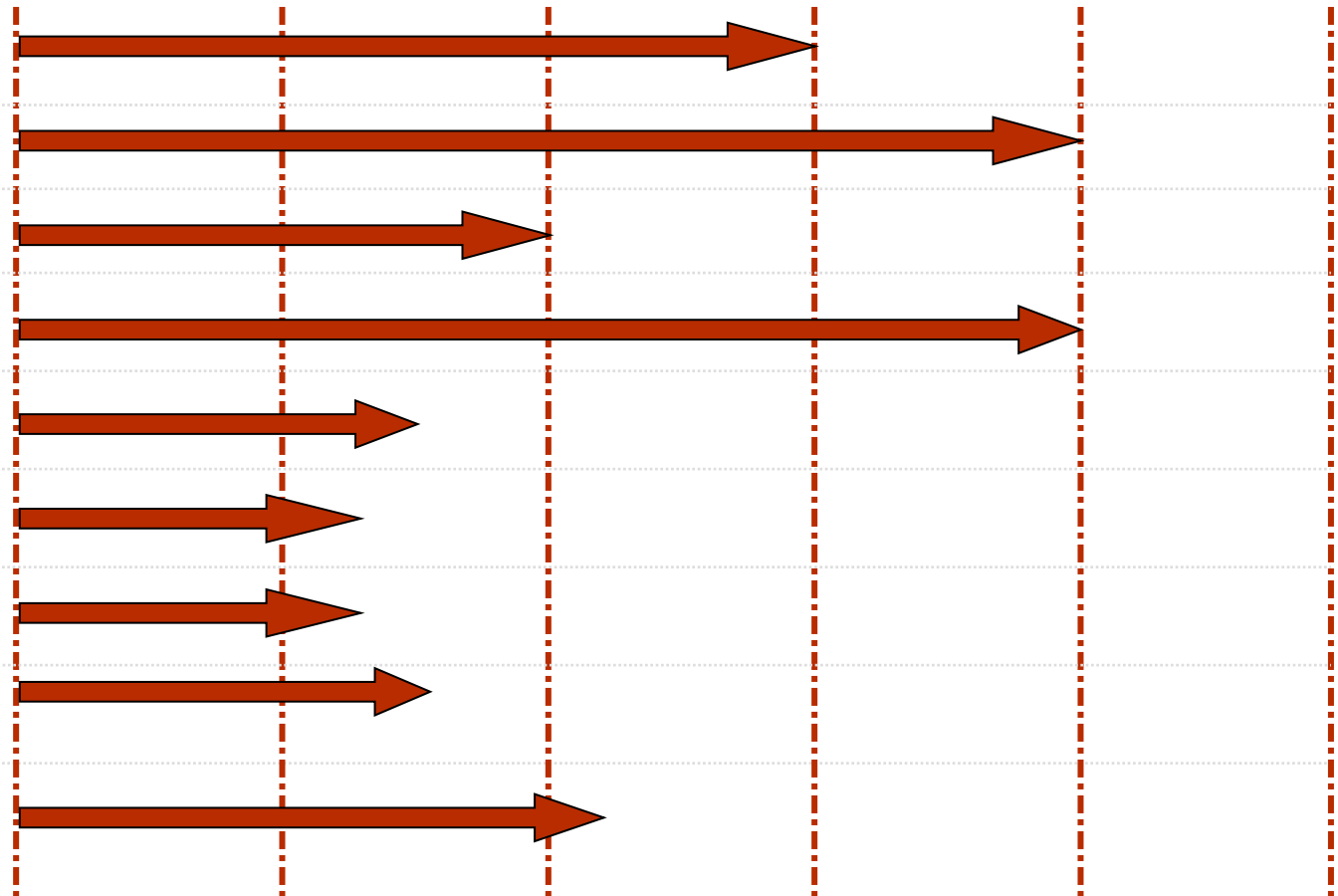
Internship Program for ICT
and Tourism Industries

Job Fairs Program

Financial planning and
management Training

Public-Private Partnerships

Quality Mark Adaptation &
Assessment training





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Rritje Albania Results to Date

First Employment Contract!





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Rritje Albania Results to Date

From Recruitment to Training to Jobs





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Rritje Albania Results to Date

Jobs are big news





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