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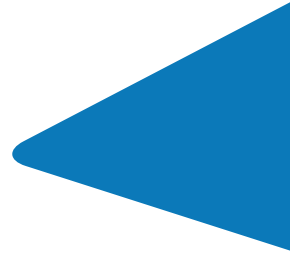


United towards empowering youth  
women and disadvantaged groups

# WORKFORCE DEVELOPMENT & ATTRACTION STRATEGY 2022-2025



**JIC** JAKOVA  
INNOVATION  
CENTER.



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## Setting The Stage

The continued success of Gjakova Municipality relies heavily on the collective capacity to attract and retain a skilled workforce. A strong and committed workforce will support the growth of communities and build a foundation for continued prosperity into the future. The municipality's long-term economic success depends on the strength of businesses in their efforts to attract, retain, and build skills in order to stay open, expand, and hand over to the next generation. It is with this spirit in mind, that Jakova Innovation Center and Gjakova Municipality produced the Workforce Development Strategy titled "Find Your Career in Gjakova." This Strategy will guide collective efforts through 2025 and set the stage for a solid future.

# Facing The Future

Gjakova Municipality is facing several workforce challenges, including

- a shrinking labour pool;
- a significant amount of outbound youth migration;
- a mismatch between skills needed and those currently available; and
- a number of issues related to specific sectors.

Companies are struggling to grow their businesses because they are unable to fill vacant positions, hire the skills they need, or have difficulty locating someone to take over their business. Primarily, these challenges are related to the shortage of workforce in Gjakova.

The Gjakova Workforce Development Strategy was created to grow and support the local labour force, spur

business growth, and advance an inclusive community willing and able to take on the challenges of today and tomorrow.

The Strategy explores innovative ways of attracting, retaining, and training employees, which will help employers overcome labour force challenges. Grounded in the latest data and research, this Strategy describes the current climate, including service employment area gaps; verified and further refined through consultation with local industry stakeholders and community organizations. The Strategy further defines the short, medium, and long-term actions needed to address these labour force realities.

Advancing these actions over the next 5 years will position the municipality, its businesses, and its workforce to support the next generation and strengthen the Gjakova economy.

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## Where we are

Gjakova has one of the highest unemployment rates (unemployment rate is the proportion of the labour force that is not currently employed but could be) and lowest participation rates (participation rate refers to the total number of people who are employed or in search of a job) in Kosovo, indicating that there are very few skilled people available to meet the growing labour needs of local businesses.

Approximately 183,000 people nationwide are nearing retirement in the next 5–10 years . While there are approximately 14,716 people within the municipality of Gjakova that are close to retirement in the next 5–10 years.

There is significant emigration of local youth and, compounding the situation further, the largest age cohort of workers is in the 50–64 age bracket, with approximately 183,000 people nearing retirement in the next 5–10 years. As workers grow closer to

retirement, many business owners find themselves struggling to hire adequate replacements or fulfill...

...succession plans for their own retirement. There is also a disconnect between the skills needed, as expressed by employers, compared to the skills of those seeking employment.

Textile, trade, and the retail/tourism sectors are significant pillars in Gjakova's economy and play a strong role in communities. Each sector offers substantial benefits to our economic state and they all have unique challenges in building a workforce that meets their specific needs. This Strategy will drive initiatives in all three sectors and is also designed for collaboration with organizations that do not fall into these specific sectors. Every part of our business community is important and interconnected; support and growth across the board is essential.

<sup>1</sup> Agjencia e Statistikave të Kosovës, "Vjetari Statistikor i Republikës së Kosovës 2021". (<https://ask.rks-gov.net/media/6800/vjetari-statistikor-2021f.pdf>)

<sup>2</sup> Data are calculated based on the population participation of Gjakova into the overall population of Kosovo

A photograph of three people sitting at a wooden table in a meeting room. On the left, a woman with long dark hair, wearing a white top, is smiling and looking towards the center. In the middle, a man with short dark hair, wearing a teal hoodie, is also smiling and looking towards the center. On the right, a woman with long brown hair, wearing a blue top, is partially visible, looking down at something in her hands. The table has several papers, two clear plastic water bottles with red caps, and a smartphone. The background is a plain, light-colored wall.

**The Region's available workforce  
decreased by 10.9% from 2004 to 2016.**

# The Workforce Landscape - Research

Researching and understanding the current situation determines where we need to go and what we need to do. The following baseline research will continue to be tracked and measured against to ensure that our efforts are making a difference.

The context for Gjakova region labour force issues can be better understood by looking at the broader regional landscape. We are not in this alone, our Region and Kosovo, are all experiencing workforce issues. Regionally and locally, there are seven compounding workforce issues:

## 1. Rapidly Shrinking Qualified Work Force

The labour force of the Gjakova Economic Region is shrinking.

- Number of resident working age population 15–64 in Gjakova is 62,197 , out of which
- The total number of people registered employed in Gjakova is 9,980

## 2. Low Labour Force Participation

Participation rates indicate the number of people employed or seeking employment.

- In the “working age brackets” 25 to 44 age group, the participation rate was lower in the Gjakova Economic Region than in Kosovo.

[https://www.citypopulation.de/en/kosovo/admin/gjakov%C3%AB/02\\_\\_gjakov%C3%AB/](https://www.citypopulation.de/en/kosovo/admin/gjakov%C3%AB/02__gjakov%C3%AB/)

### 3. Shrinking Population

The shrinking population across Gjakova contributes to a declining labour force.

- The estimated population of Gjakova in 2016 was 95,215, while the estimated population of Gjakova in 2020 was 94,334.
- The largest age cohort is in the 45–64 age group (29.5%) followed by 65 + (23.0%).
- The 45–64 age group will have a continual impact on future job vacancies as they shift towards retirement, 65+ in the next 10 years.

### 4. High Unemployment Rate

High unemployment rate implies that there are high numbers of available workers.

- The unemployment rate of the Gjakova Region has been higher than that of Kosovo for the past 10 years.
- The Region's unemployment rate in early 2020 was 24.1% while the provincial rate was 23.8%.
- Among all ages, the unemployment rate for youth aged 15–24 years is the highest at 39.5%.

### Unemployment Rates by Age Cohort, 2020

| Age (years) | Gjakova Region | Kosovo |
|-------------|----------------|--------|
| 15 +        | 4.8%           | 6.5%   |
| 15–24       | 9.5%           | 14.0%  |
| 25–44       | 4.0%           | 5.7%   |
| 45–54       | 2.9%           | 4.9%   |
| 55–64       | 3.4%           | 5.3%   |
| 65 +        | 4.0%           | 3.3%   |

### 5. Youth Out–Migration Trends

Youth emigration is a major challenge as those aged 15 to 24 leave to attend post-secondary institutions. Emigration of those aged 15 to 24 is consistently higher than immigration.

<sup>3</sup> Based on the data generated by 'Kosovo Labour Market Barometer' (<https://sitp.rks-gov.net/Report/Static?ids=2.2.7>)

<sup>4</sup> Based on the data provided by Tax Administration of Kosovo (<https://sitp.rks-gov.net/Report/Static?ids=2.7.8>)

## 6. Business Culture Shift

Employers are facing challenges in filling vacant positions. The JIC Survey, conducted by the Jakova Innovation Center Board noted that Gjakova employers are facing major challenges related to an ongoing lack of enough applicants and lack of qualifications and difficulties with employees meeting workplace expectations, specifically soft skills, defined as communication, critical thinking, time management, and decision making. On the other hand, job seekers are struggling to find meaningful long-term employment.

The JIC 2021 Employee Survey found that both employees and job seekers indicated that the key characteristics of a positive workplace and management practices are



|  |  |  |  |
|--|--|--|--|
| Admiration for someone based on their abilities, qualities, or achievements. | A firm belief in the reliability, truth, ability, or strength. | Recognition that the work of an employee has helped the organization and having sufficient time and resources to complete tasks. | The ability to understand and share the feelings of another. |
|--|--|--|--|

Employers who understand work-life balance and show compassion to meet family obligations were the attributes that employees or job seekers said were most important to them. These human connections create loyalty between employees and employers and are critical factors when employees are considering resigning from the job.

In 2018, ICK conducted “Skills necessary in transforming work culture” report and survey responses noted that the #1-way organizations could change to improve retention was to have “flexible working conditions and work/life integration.” Both studies indicate a culture shift in the workforce and encourage a need to ensure that it is addressed.

Additionally, the COVID-19 pandemic accelerated the next big organizational and cultural shift—turning a hypothetical future into an immediate reality for both

employers and employees. Even the most successful companies today still operate by old rules of management that solve for uniformity, bureaucracy, and control. However, both organizations and employees must seize the opportunities and benefits from hybrid or fully remote working models, including flexibility, increased productivity, and higher employee satisfaction, which ultimately requires organizational cultural change.

## 7. Mismatched Worker Skills to Available Jobs

The continuous website trends indicated that there is mismatch of workers skills to the jobs available.

From July 2019 to February 2020, **THE TOP RECRUITING JOB POSITIONS** were as follows:

- |                           |                             |                      |
|---------------------------|-----------------------------|----------------------|
| • Retail Salespersons     | • Housekeepers and related  | • Registered Nurses  |
| • Kitchen Helpers         | • Food Counter Attendants   | • Care Providers     |
| • Cooks                   | • Early Childhood Educators | • Heavy Equipment    |
| • Delivery Drivers        | • Cashiers                  | • Operators          |
| • Courier Service Drivers | • Personal Support Workers  | • Automotive Service |
| • Transport Drivers       | • Construction Managers     | • Technicians        |
| • Customer Service Reps   | • Labourers                 | • Food and Beverage  |
| • Salespersons            | • Servers                   |                      |

Opposingly, **JOB SEEKERS WERE LOOKING FOR** the following positions:

- |                           |                    |                     |
|---------------------------|--------------------|---------------------|
| • Retail Salespersons     | • Cashiers         | • Food and Beverage |
| • Home Support Workers    | • Cooks            | • Servers           |
| • Food Counter Attendants | • Admin Assistants | • Farm Workers      |

The job seekers had interest in Business and Administration, Finance, Trades, Transport/ Equipment and Technical with particular interest in management, professional and pre-professional, and skilled occupations. So, there is a mismatch between the job seekers skills and the jobs they are applying to as available in the labour market.

Digital and AI technologies are transforming the workforce and today's market will need to learn new skills and to continually adapt as new occupations emerge. We also know that the COVID-19 crisis has accelerated this transformation. Based on a research that focused on the current most in-demand jobs, the need for manual and physical skills, as well as basic cognitive ones, will decline, but demand for technological, social, emotional, and higher cognitive skills will grow.

As such, there are 4 main skills that one need to continuously develop in order to become attractive for the future labour market:

- |                          |                        |
|--------------------------|------------------------|
| • Cognitive skills       | • Interpersonal skills |
| • Self-leadership skills | • Digital skills       |

<sup>5</sup> MC Kinsey & Company "Work is changing—this will help you prepare"  
(<https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/the-organization-blog/work-is-changing-this-will-help-you-prepare>)

<sup>6</sup> MC Kinsey & Company "Defining the skills citizens will need in the future world of work"  
(<https://www.mckinsey.com/industries/public-and-social-sector/our-insights/h34/>)

## 8. Sector-specific Challenges

The following sectors are struggling to find labour force:

- Healthcare: an aging society is creating a higher demand for healthcare workers. Gjakova has seen this firsthand, being unable to fill vacancies for Personal Support Workers and nurses.
- Retail and Tourism: difficulty recruiting workers for restaurants, retail and hospitality sector as evident from the JIC data.
- Agriculture: as per Kosovo Ministry of Agriculture Labour Market information report, in 2019, 16,500 jobs went unfulfilled leading to severe revenue losses. Labour force requirements are expected to grow in the next 10 years and by 2029, this sector needs more workers to reach production targets.
- Manufacturing: large decline in employment in Kosovo from 2007 – 2019. This industry expresses deep concern about the availability of workers as well as the skill level of existing and future employees at all levels within their organizations.





## The 2020 COVID-19 Pandemic

The 2020 COVID-19 pandemic tremendously impacted the world and here in Kosovo. Analysts speculated that the demand for quality & quantity of the available workforce would

continue to change and that vulnerable sectors of the population would likely grow. In June 2020, the unemployment rate for the Gjakova region was 59.3%.

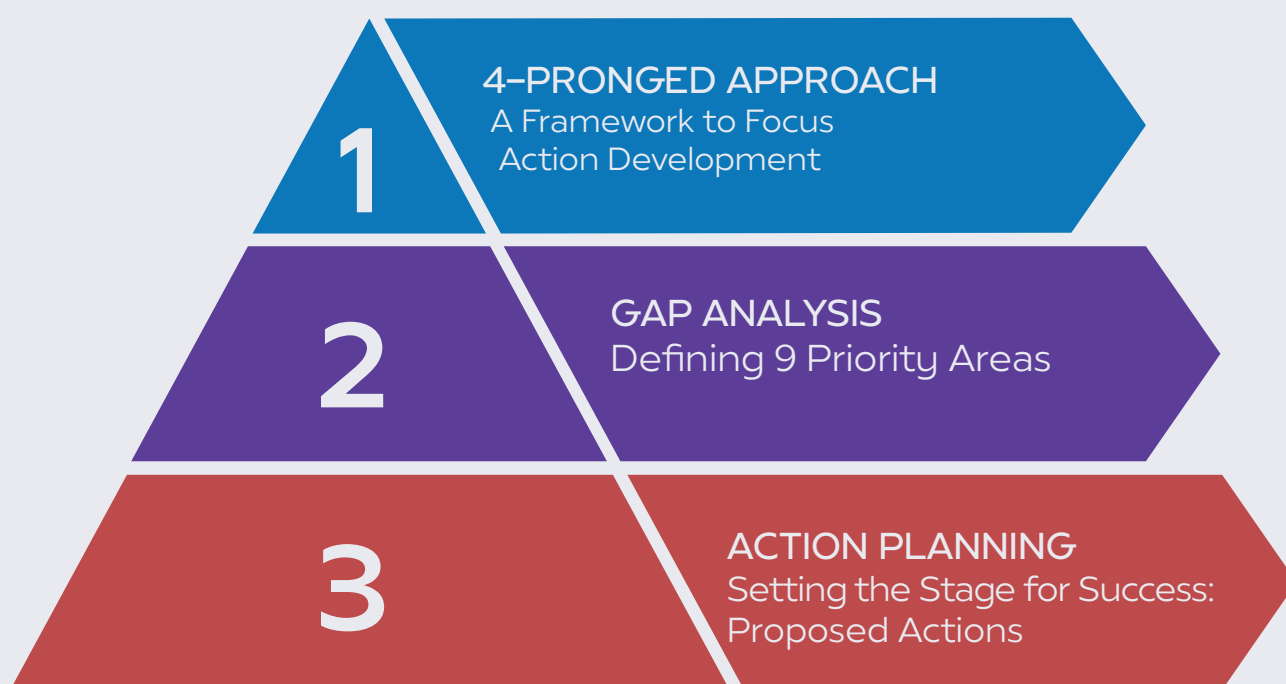
**According to a JIC survey, 58% of post-secondary students had experienced a loss of employment or were temporarily laid off in 2020; 36% worked reduced hours.**

# Where We Are Going

## STRATEGY DEVELOPMENT

There is a dire need to solve the ever-growing issue of labour shortage. A complete workforce strategy includes assessing industry needs now and into the future, ongoing measures to combat the local skills gap, attracting the right audience by delivering a strong message, and providing ongoing supports to grow welcoming and diverse communities where people want to live and work. Hence, Gjakova is developing a multi-faceted Strategy to help businesses overcome the challenges of current workforce realities.

There were three steps that were utilized to develop the Strategy and its supporting actions:

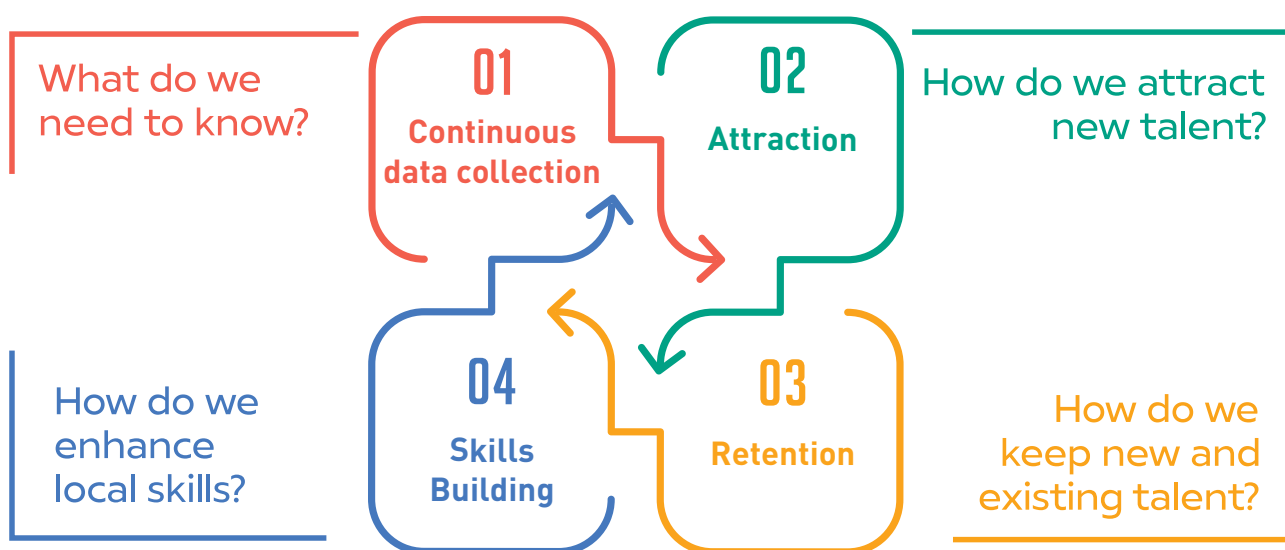


## 1. 4-PRONGED APPROACH: A Framework to Focus Action Development

A 4-Pronged Approach involves various sectors such as local government, business, and education. It addresses the workforce shortage along with the flexibility to pivot as the landscape changes. This approach was created to understand the complete picture of the workforce landscape in Gjakova Region and sets the direction as to what actions need to be undertaken.

This 4-Pronged Approach includes the following:

- 1. Continuous Data Collection** – assessing and defining industry needs now and into the future including labour needs and hiring trends, identifying talent in the Region, future labour market needs, and existing gaps in skills and education.
- 2. Attraction** – ongoing marketing tactics that drive resident attraction to meet current and future needs of business. This includes a broad regional approach in addition to at the local municipal level and in concert with the existing business community.
- 3. Retention** – ongoing supports to grow welcoming and diverse communities where people want to live and includes working with businesses to grow cultures where people want to work.
- 4. Skill Building** – ongoing measures to combat the skill gaps experienced between industry and traditional education. Including enhancing local skills by bridging skill gaps for short- and long-term labour needs, bridge education gaps to address sector-specific skill gaps, support succession planning, and raise awareness among local employers about pathways to employment projects.



## 2. GAP ANALYSIS: Defining Priority Areas

It is important when developing a strategy to ensure that there is no duplication of efforts. Many initiatives and organizations are tackling workforce challenges and therefore, reviewing those efforts is an important step when developing coordinated actions. Undertaking a job-distribution and task analysis and identifying gaps is an important step in framing recommended actions.

The outcome of this analysis was the establishment of 9 Priority Areas that will be addressed through the action plan development:

| Prong                         | Priority Areas   | Gap     | Addressed By |
|-------------------------------|--|---------|--------------|
| 1. Continuous Data Collection | 1. Identify current employer labour needs (primary data)   | Yes     |              |
|                               | 2. Identify local education and skills gaps  | Yes     |              |
|                               | Identify future local labour needs in general and based on economic sectors                                | Partial |              |
|                               | Identify current employer labour needs and hiring trends (secondary data)                                  | No      |              |
|                               | Identify talent currently in the region  | No      |              |
| 2. Attraction                 | 3. Identification of attraction audiences based on research  | Yes     |              |
|                               | 4. Strong messaging to identified audiences with appropriate methods                                       | Yes     |              |
| 3. Retention                  | 5. Welcoming communities (respect for diversity, public services, access to housing and transportation)    | Yes     |              |
|                               | 6. Employer culture (leadership skills, professional development, diversity training, positive well-being) | Yes     |              |
|                               | Support newcomers to settle  | Partial |              |
|                               | Quality of life (vibrant downtowns, strong sense of place, recreational opportunities)                     | Partial |              |
| 4. Skills Building            | 7. Bridge skills and education gaps for short and long-term labour needs                                   | Yes     |              |
|                               | 8. Support succession planning to prepare for baby boomer mass exodus                                      | Yes     |              |
|                               | 9. Address sector-specific skills gap  | Yes     |              |
|                               | Provide employers with information on pathways to employment and other government projects                 | Partial |              |

### 3. ACTION PLANNING: Setting the Stage for Success

Developing a workforce strategy requires a clear set of actions that lead to the desired outcomes that we are collectively working together to achieve. To address the identified 9 Priority Areas, 29 actions were formulated with the intent that they are achievable and when tackled will have lasting impacts. By creating a set of strategic actions, we are setting the stage for future success. The Strategy and its actions provide a sense of direction, motivation, clear focus, and measured timelines and outcomes that everyone can evaluate against.



# Our Plan

## The Strategy



## 1. Continuous Data Collection Actions

Data collection plays a key role to document and measure where we have been, where we are now, and charts out trends as the actions of the Strategy unfold to determine their effectiveness. While Gjakova Municipality (Department of Economic Development) staff connect with many local businesses through extensive outreach activities and business consultation services, there is a need to access primary data from all local employers.

Continuing to build the required knowledge of local education and skills gaps is also an area to expand and is necessary to cultivate now and into the future.

| Actions  | Issue(s) Addressed   | Start Date | Duration    |
|--|--|------------|-------------|
| <b>Identify current employer labour needs (primary data)</b>   |  |            |             |
| 1. Ongoing analysis of jobs in Gjakova data & other sources of credible information  | <ul style="list-style-type: none"> <li>• Business Culture shift</li> <li>• Mismatched Worker Skills to Available Work</li> </ul>         | Sept 2022  | Ongoing, LT |
| 2. Connect with employers directly who have high job demand and are struggling to find people  | <ul style="list-style-type: none"> <li>• Mismatched Worker Skills to Available Work</li> </ul>   | Sept 2022  | Ongoing, ST |
| 3. Open call to employers to connect and provide their job demand requirements: using a direct survey and work with neighboring municipalities to collect primary data.  | <ul style="list-style-type: none"> <li>• Rapidly Shrinking Labour Force</li> <li>• Business Culture Shift</li> </ul>                     | Dec 2022   | Ongoing, ST |
| 4. Gjakova, Junik and Deçan Local Immigration Partnership (LIP) Activity<br><ul style="list-style-type: none"> <li>• Employer Engagement: Participant in an Employer Roundtable which will work to share challenges, ideas and best practices around hiring newcomers, understanding newcomers needs, and diversifying.</li> </ul> | <ul style="list-style-type: none"> <li>• Mismatched Worker Skills to Available Work</li> <li>• Rapidly Shrinking Labour Force</li> </ul> | Sept 2022  | Ongoing, ST |
| <b>Identify local education and skills gap</b>   |  |            |             |
| 5. Collaborate with recruitment companies and local businesses   | <ul style="list-style-type: none"> <li>• Rapidly Shrinking Labour force</li> </ul>   | Oct 2022   | Ongoing, LT |
| 6. Connect with the school boards, local educational institutions and local employers  | <ul style="list-style-type: none"> <li>• Low Labour Force Participation Rate</li> <li>• High Unemployment Rate</li> </ul>                | Oct 2022   | Ongoing, LT |

## 2. Attraction Actions

Research has determined that immigrants and newcomers are a primary target audience along with millennials looking for an explorer lifestyle. Many regions in the world have benefitted greatly from inbound migration practices. Coordination across all sectors of government, community, and business will be essential to succeed.

| Actions   | Issue(s) Addressed  | Start Date | Duration    |
|---|---|------------|-------------|
| <b>Identify attraction based on research</b>  |   |            |             |
| 7. Target Newcomers and Immigrants as potential audience <ul style="list-style-type: none"> <li>• Building awareness of Gjakova amongst Newcomers and Immigrants</li> <li>• Conducting familiarization tours/ connecting employers and job seekers, in partnership with Re-turnees office</li> </ul>                                      | <ul style="list-style-type: none"> <li>• Rapidly Shrinking Labour Force</li> <li>• Aging population</li> <li>• Migration Trends</li> </ul>                              | Apr 2023   | Ongoing, MT |
| 8. Broaden educational opportunities focusing on Newcomers and Immigrants: <ul style="list-style-type: none"> <li>• Engage with local training facilities to explore accredited post-secondary course offerings to attract newcomers and immigrants</li> <li>• Engage with secondary colleges to highlight local opportunities</li> </ul> | <ul style="list-style-type: none"> <li>• Rapidly Shrinking Labour Force</li> <li>• Low Labour Force Participation Rate</li> <li>• Sector-Specific Challenges</li> </ul> | Apr 2023   | Ongoing, MT |
| 9. Gjakova, Deçan Junik LIP Activity: <ul style="list-style-type: none"> <li>• Participate in Partner Family Tours to create first-hand awareness of the region among partners and service providers to bring awareness of potential opportunities and display newcomer realities in the region</li> </ul>                                | <ul style="list-style-type: none"> <li>• Rapidly Shrinking Labour Force</li> <li>• Aging Population</li> </ul>  | Apr 2023   | Ongoing, MT |
| 10. Target Millennials (personal attributes are in line with explore lifestyle) as a potential audience: <ul style="list-style-type: none"> <li>• Expanding the current marketing efforts showcasing Gjakova region's attractions, lifestyle, and business assets helps to build a sense of pride for the area.</li> </ul>                | <ul style="list-style-type: none"> <li>• Rapidly Shrinking Labour Force</li> <li>• Migration Trends</li> </ul>  | Jan 2023   | Ongoing, MT |

|  |   |            |             |
|--|---|------------|-------------|
| 11.Target Youth as a potential audience:<br>• Outreach to Kosovo post-secondary institutes for co-op opportunities with Gjakova's local employers                        | • Rapidly Shrinking Labour Force<br>• Migration Trends<br>• Sector –Specific Challenges | Jan 2023   | Ongoing, MT |
| 12.Showcase success stories of New-comers, Returnees through videos and marketing outside the municipality   | • Rapidly Shrinking Labour Force<br>• Migration Trends                                  | Sept 2023  | Ongoing, MT |
| 13.Continues supporting through Gjakova business programs:<br>• Provide training, mentorship, guidance to entrepreneurs educating them on ways to hire and retain staff. | • Aging Population<br>• Mismatched Worker Skills Available Work                         | Continuous | Ongoing, LT |
| 14. Continued marketing through Visit Gjakova:<br>• Message alignment, branding as place to live and work, not just visit.   | • Migration Trends  | Continuous | Ongoing, LT |





### 3. Retention Actions

Retaining the local workforce is more important than ever. Building an inclusive community, where people can come for work and stay for a lifetime is a priority. According to the “Characteristics of a Welcoming Community”\*, communities need to work on becoming more welcoming and inclusive, in addition to assets and opportunities people look for in a place they call “home.” Employers also play a critical role in retention and it is recognized that employers need support and/or training around how to foster business culture improvements including values like addressing leadership skills, creating advancement opportunities, offering diversity training, and supporting overall positive well-being.

| Actions   | Issue(s) Addressed   | Start Date | Duration    |
|---|--|------------|-------------|
| <b>Welcoming Communities</b>  |  |            |             |
| 15. Work towards the characteristics that describe Welcoming into Community Development & Improvement Plans while collaborating with municipalities for continued support of implementation   | <ul style="list-style-type: none"> <li>• Rapidly Shrinking Labour force</li> <li>• Aging Population</li> </ul>   | Apr 2023   | MT          |
| 16. Collaborate with Welcoming Communities of respective municipalities on projects and initiatives that promote inclusivity, diversity, and anti-racism  | <ul style="list-style-type: none"> <li>• Rapidly Shrinking Labour Force</li> <li>• Migration Trends</li> </ul>   | Continuous | Ongoing, LT |
| 17. Gjakova LIP Activity: Support the formulation of a flexible Settlement Strategy and Action Plan to respond to changing needs in the community as they arise   | <ul style="list-style-type: none"> <li>• Rapidly Shrinking Labour Force</li> </ul>   | Jan 2023   | LT          |
| 18. Gjakova LIP Activity: Community dialogues supporting the volunteers form Welcoming Communities of Gjakova & other partners that support workshops to celebrate cultural diversity   | <ul style="list-style-type: none"> <li>• Rapidly Shrinking Labour Force</li> <li>• Aging Population</li> </ul>   | Jan 2023   | LT          |
| <b>Employer Culture</b>   |  |            |             |
| 19. Cultivating Employer Culture to include diversity and inclusion (Returnees, Newcomers and Immigrant focus): <ul style="list-style-type: none"> <li>• Launch Public Awareness Campaign: development of collateral pieces for local business to attract Newcomers and Immigrants</li> <li>• Recognize successful entrepreneurs including Newcomers and Immigrants at Gjakova's annual Business events</li> <li>• Diversity training and education.</li> </ul> | <ul style="list-style-type: none"> <li>• Rapidly Shrinking Labour Force</li> <li>• Aging Population</li> <li>• High Unemployment Rate</li> <li>• Migration Trends</li> </ul> | May 2023   | MT          |
| 20. Cultivate Community Culture to include diversity and inclusion (Newcomers and Immigrant focus): <ul style="list-style-type: none"> <li>• Promote Diversity &amp; Inclusion: provide support to local groups and municipalities to host multicultural events and festivals to celebrate diversity and welcome Newcomers and Immigrants</li> </ul>  | <ul style="list-style-type: none"> <li>• Rapidly Shrinking Labour Force</li> <li>• High Unemployment Rate</li> <li>• Migration Trends</li> </ul>                             | May 2023   | MT          |

## 4. Skill Building Actions

Having the right skills for the right job is essential in today's world. Work aptitude, soft skills, technical skills, and work ethics are just but a few of necessities that are required in today's workplace. Working to bridge these gaps requires involvement from all directions within our communities. Some aspects of skills building are easier to bridge than others, but with concentrated efforts from all partners including government, education, and private sector, level of workplace skills will continuously rise to meet the needs of a growing economy now and into the future.

| Actions  | Issue(s) Addressed   | Start Date | Duration    |
|--|--|------------|-------------|
| <b>Bridge skills and education gaps for short and long –term labour needs</b>  |  |            |             |
| 21. Raising awareness of trades and skilled workforce in local schools, expanding training opportunities locally and connect future labour market supply with regional stakeholders. | <ul style="list-style-type: none"> <li>• Rapidly Shrinking Labour Force</li> <li>• Aging Population</li> <li>• High unemployment Rate</li> </ul>                     | May 2023   | Ongoing, IT |
| 22. Outreach at community –based promotional events to endorse the trades and skilled workforce.   | <ul style="list-style-type: none"> <li>• Rapidly Shrinking Labour Force</li> </ul>   | June 2023  | Ongoing, LT |
| 23. Asset Mapping: assemble a complete inventory of community assets, opportunities, and resource to enable effective utilization.   | <ul style="list-style-type: none"> <li>• Mismatched Worker Skills to Available Work</li> </ul>   | Oct 2023   | Ongoing, MT |
| 24. Create communication materials to promote and distribute a consistent message about opportunities in the trade and skill workforce.  | <ul style="list-style-type: none"> <li>• Rapidly Shrinking Labour Force</li> </ul>   | Continuous | MT          |
| <b>Support succession planning</b>   |  |            |             |
| 25. Continue to work with entrepreneurs to support them in succession planning largely as a result of retiring baby boomers, through Business in Gjakova.                            | <ul style="list-style-type: none"> <li>• Aging Population</li> <li>• Business Culture Shift</li> <li>• Youth migration</li> </ul>                                    | Apr 2023   | Ongoing, LT |
| <b>Address sector-specific skills gap</b>  |  |            |             |
| 26. Connect with Kosovo Government to understand the immigration rules around attracting skilled workforce   | <ul style="list-style-type: none"> <li>• Rapidly Shrinking Labour Force</li> <li>• Migration Trends</li> <li>• Mismatched Worker Skills to Available Work</li> </ul> | Apr 2023   | MT          |

|  |  |          |             |
|--|--|----------|-------------|
| 27. Connect with Kosovo Govt. to understand the Temporary Foreign Worker Program to attract needed workforce   | <ul style="list-style-type: none"> <li>• Rapidly Shrinking Labour Force</li> <li>• Migration Trends</li> <li>• Mismatched Worker Skills to Available Work</li> </ul> | Apr 2023 | MT          |
| 28. Engage and promote the pathways of trades and skilled workforce opportunities to under-represented population groups, including but not limited to minorities, immigrants, women, and youth. | <ul style="list-style-type: none"> <li>• High Unemployment Rate</li> <li>• Migration Trends</li> </ul>   | Jan 2023 | Ongoing, LT |
| 29. Partner with local community organizations such as Jakova Innovation Center, VETs, the business club and community on their training programs to help potential workers/clients              | <ul style="list-style-type: none"> <li>• Mismatched Worker Skills to Available Work</li> </ul>   | Jan 2023 | Ongoing, LT |



# What Success Looks Like

Each prong of the Strategy has key performance indicators (KPIs) to help articulate what success looks like. Tracking these indicators is vitally important to demonstrate the impact of the Strategy.

This will allow the actions to pivot if and where needed. The first year will provide the basis to measure against subsequent years.

- Continuous employer outreach and consultations
- Open call employer survey results
- Digital data collected from JIC and Municipality websites
- Survey data collected via partner organizations

- Community outreach events
- Partnership connections made with community organizations
- Supporting initiatives for under-represented populations

**01**  
**Continuous  
data collection**

**04**  
**Skills  
Building**

02

## Attraction

- Connections facilitated between job seekers and employers
- Connections facilitated between education partners, newcomers, and employers
- Clients connected through the Business Clubs etc.
- Students placed in co-op opportunities with employers

03

## Retention

- Participants involved in community dialogues
- Inclusion and diversity training sessions
- Cultural events supported

# Moving Ahead

The Workforce Development Strategy highlights short, medium, and long-term actions. The priority in the short-term is to understand the current and future labour market needs. The medium-term will help bridge the gaps between education and skills and attract more people to join the workforce. And finally, the long-term actions will support communities and employers in retaining their current workforce alongside continuing to attract the desired workforce.

Similar labour market challenges exist across Kosovo, so a concentrated effort by all levels of government and

employers will help to overcome these challenges and allow for continued growth and prosperity of the region. In addition to the coordination needed at the broader regional level, it is important to acknowledge that the greatest impact on workforce development can occur when there is coordination between the local municipalities, and the local business community. Gjakova's Macro Approach will support the coordination of collaborative efforts



# Macro Approach

Gjakova's Macro Approach requires the involvement of the Municipality, and local entrepreneurs to be successful. This community economic development model acknowledges that there is latent leadership potential in our communities that need support and resources to materialize. By harnessing this potential, we will see meaningful and significant changes on the ground in all of our communities. It is essential that we work collectively to ensure the realization of the Workforce Development Strategy.

Municipality's role will be to cast a wide net, position the region, create awareness at a broader level, facilitate outreach and filter opportunities. The respective departments will act in a leadership capacity by administering the overall strategy.

The regional municipalities will be directly involved by ensuring that their communities are ready for the workforce, selling their community assets, and working towards making their communities welcoming and inclusive.





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