

The National Agency for Employment and Skills

Central Organisational Structure and Staffing Proposals



Schweizerische Eidgenossenschaft
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Swiss Agency for Development
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REPUBLIKA E SHQIPËRIË
MINISTRIA E FINANCAVE
DHE EKONOMISË



Shërbimi Kombëtar
i Punësimit



Empowered lives.
Resilient nations.

Central Organisational Structure and Staffing Proposals

APRIL 2019

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Table of Contents

NAES Mission and Vision	7
Overall Organisational Structure	8
Employment Services Support and Operational Directorate	10
Division of Jobseeker and Employer Services and Vocational Guidance.	11
Division of Active Labour Market Programmes, Measures for Youth and People with Disabilities (PwDs).	12
Division of Migration Services, EURES and Licencing of Private Employment Services.	13
VET Support and Operational Directorate	14
Division for the Coordination of VET programmes, Providers, other Partners and with NAVETQ.	16
Division of Licencing and Inspection of Private VET Providers.	17
Division of Pedagogical and Staff Supports.	17
Research, Planning and Strategic Projects Directorate	18
Division of Strategic Management and Regional Coordination, Pilot Projects and Donor Coordination.	20
Division of Labour Market Information.	21
Division of Operational Processes, Quality Assurance, Monitoring and Performance.	22
Division of Public Relations, Communication and ICT Strategy.	23
Human Resources Directorate	24
Division of Staff Development and Training.	25
Division of Staff Recruitment, Performance and Supports.	25
Division of Internal Administrative Supports.	26
Support Services and Infrastructure Directorate	27
Buildings Services and Maintenance Division.	28
Procurement Division.	28
Legal Services Division	29
Budgets and Finance Directorate	30

NAES Mission and Vision

The **Mission** of the National Agency for Employment and Skills is to develop and support the Albanian workforce through the provision of Vocational Education, Training, Vocational Guidance and Employment Services. It also provides financial and career supports to unemployed jobseekers. It aims to provide employers with jobseeker matching services and other supports to meet the human resource needs of all employers.

Our **Vision** is to become the partner of choice for all vocational students, adult trainees, jobseekers, job changers and employers, through the provision of high quality VET and employment services.

Overall Organisational Structure

The Employment Advisory Council is a key element of the National Agency for Employment and Skills (NAES) the employment, vocational education and training organisation of Albania. The council is a consultative body guiding NAES, and involves all the main actors who have a stake and role in employment services (ES), vocational education and training (VET) and skills development in Albania. The Council has representatives from all those involved in employment and the life-long provision of skills. This includes representatives of VET schools, VTCs, ES staff, teachers, instructors, experts in curriculum development, certification and standards, employers, trade unions, relevant ministries.

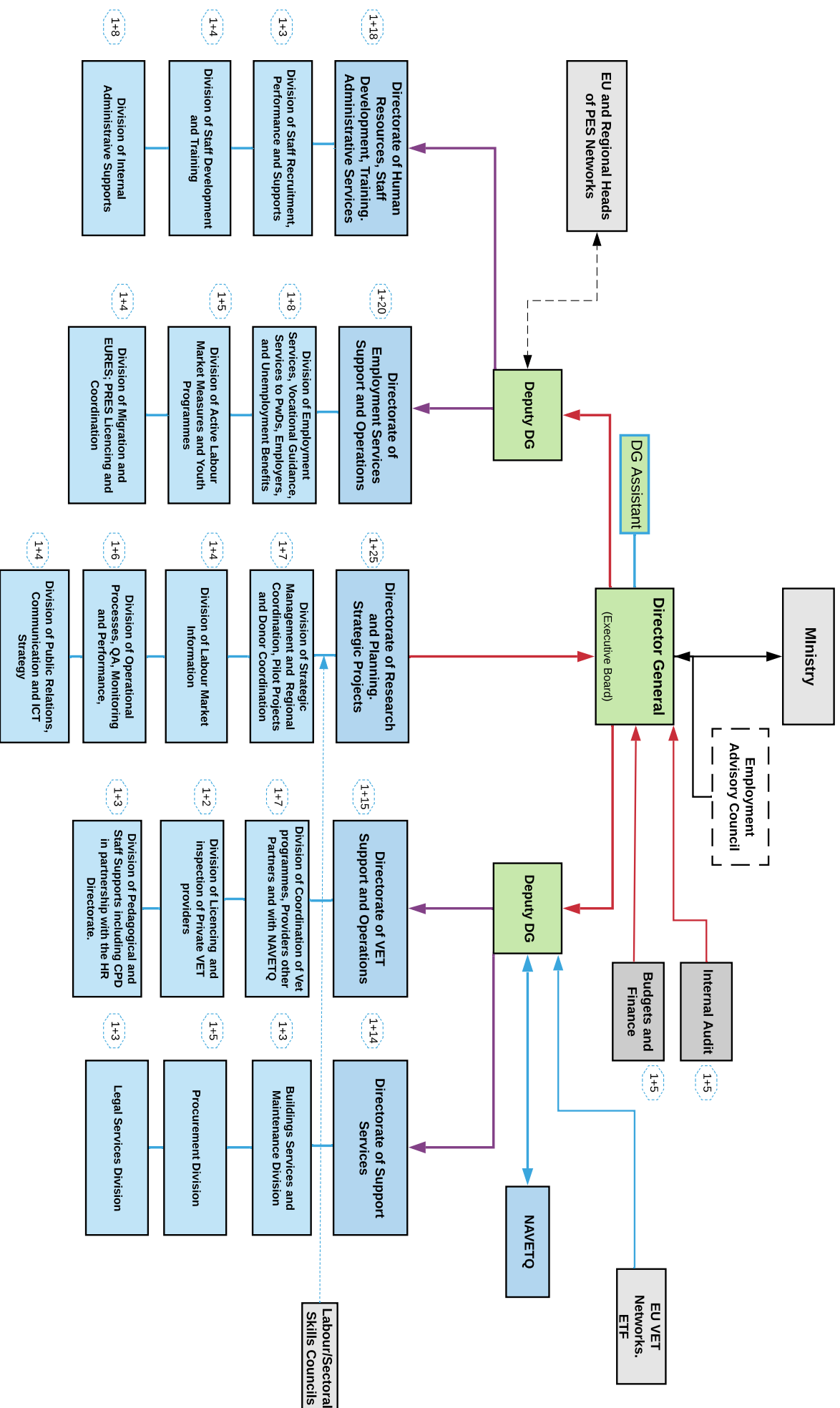
The **directorate of Research, Planning and Strategic Projects** reports directly to the **Director General (DG)**. The DG is supported by two **Deputy Director Generals (DDGs)**. One DDG is responsible for the **directorate of Employment Services** and the **directorate of Human Resources**. The second DDG is responsible for the **directorate of VET Support and Operations** and for the **directorate of Support Services**

Each **individual DDG is also tasked with the general oversight and supervision of six designated regions of the NAES.**

The **Executive Board** is the forum for the DG and senior management team to initiate and manage the transformation of NAES, develop future planning and manage the core activities of NAES, across all aspects of its operations.

A strong 'management of change' strategy led by the executive board and implementation of that strategy (assisted by the Research, Planning and Strategic Projects Directorate), is key to the success of NAES. **It is crucial** that the executive board provides a complete **understanding for all staff of the need and reasons for the change process**. All people, administrations and organisations involved in the changes will be properly identified, informed, consulted and all their views and ideas taken into account. Whatever change processes are proposed and agreed, they will be clear and understandable to all parties involved. **All of those parties will be given the tools and support to be part of the process of change and the development of NAES.**

The National Agency for Employment and Skills Organisational Structure



Employment Services Support and Operational Directorate

This key directorate is at the core of all ES activity and provides practical support to the Regional Directorates and local offices' delivery of all operational processes including holistic profiling, mediation, activation strategy, vocational guidance and counselling, placement of jobseekers, EURES services, migration services, active labour market programmes and measures, services for people with disabilities (PwDs), services for employers, youth employment measures and administration of unemployment benefits.

The directorate has close connections with all the other sections of the head office including the important areas of strategic performance management, operational process formulation, staff development and training, ICT and finance.

This directorate also provides for coordination of the various employer-related initiatives at central, regional clusters and local levels. This includes employer services operations coordination in relation to job vacancies/ICT self-service for employers, matching jobs to jobseekers, work-based learning at both VTC/VET levels, in-company training provision and employment subsidy initiatives. Services for PwDs mediated through employers are facilitated, such as the development of a job coaching and mentoring service for the placement of PwDs in a 'supported employment' environment. In case of any forecast lay-off of workers, this directorate coordinates outplacement efforts to re-employ laid-off workers in suitable new jobs or in retraining opportunities.

This directorate has a key role in Careers guidance/counselling and general vocational information are key to a properly functioning labour market and require adequate resources including the tools to provide on-line careers guidance/information.

Staffing

1 Director

The director reports directly to the DDG. The director is responsible for developing employment services (ES) initiatives and managing all ES oversight, operational and support functions at central, regional and local levels. 20 staff report to the director who is also responsible for liaison with the other head office directorates. The director is required to attend executive board meetings if requested by the DDG and to deputise for the DDG when absent.



Division of Employment Services, Vocational Guidance, Employers Services, services to PwDs and administration of unemployment benefits

This division headed up by one manager, is *inter alia* responsible for ES operational guidelines and handbooks. It has close links to and works in tandem with the research and planning directorate. The development of vocational guidance systems and supports are key responsibilities. It also has a key role in the development and delivery of services for PwDs in close collaboration with employers and ES regional and local operations. Delivery of services in line with the NAES employer strategy is a key role. Employer services related to employment and VET are also key areas of responsibility.

2 Specialists

Development, adjustment and monitoring of operational guidelines related to placement, mediation and guidance. This includes revisions to guidelines and new approaches to jobseeker placement, vocational guidance operations and their roll-out and support to operational staff. Administration of unemployment benefits comes within the scope of these specialists in collaboration with the finance directorate.

3 Specialists

Responsible for the development of employer strategy and staff operational guidelines for employer services, in both employment and VET arenas. Development of employer services marketing materials and satisfaction surveys. Responsible for all development and maintenance of employer supports/subsidies for the employment of targeted jobseekers (e.g. disadvantaged groups/internships). Responsible also for liaison with employers' organisations at national level. Responsible for the coordination of employer contacts and initiatives related to VET school PASOs/ VTC/ES work in collaboration with regional coordinators. This includes employer aspects of learners' and jobseekers' work-based learning supports. Responsible for all activities related to redundancies and mass-layoffs. They also manage all NAES employer channels. Responsible for employers contact centre and all channel management related to employer services, including matching aspects of ISCO/ESCO and the maintenance of those coding systems in partnership with the research and planning directorate.

2 Specialists

Development of strategy and operational systems for the provision of modernised and extensive Vocational Guidance and Counselling services within NAES. This includes development of multi-media channels for the delivery of careers information. There will be substantial interaction with ES offices but also VET schools. There will also be strong links to the HR directorate in relation to the development of training for staff in vocational guidance and counselling techniques.

1 Specialist

Responsible for the development of strategy and new approaches to the delivery of services for PwDs in partnership with the ALMP division below. This includes initiatives such as the introduction of supported employment services including job coaches, mentors for PwDs and supports for employers taking part in initiatives and programmes for PwDs.

Division of Active Labour Market Programmes and Measures (ALMPs), and Youth Programmes.

This division has a central role in the support, management, delivery and monitoring of ALMPs and youth specific measures. This includes the development and adjustment of operational guidelines for the delivery of ALMPs. It works closely with the finance and the planning and research directorates.

3 Specialists

Responsible for the support of all ALMP activities (other than for youth) delivery

within NAES. This includes coaching of staff in the delivery of ALMPs, monitoring their delivery and implementing adjustments as needed. New ALMPs are developed in conjunction with the planning and research directorate. This includes measures for PwDs delivered by the division of employment services above. The European Social Fund (ESF) will be a key resource for all ALMPs targeted at disadvantaged groups. One of the key foundations of the ESF is the requirement to report on ESF supported ALMPs. This key role will be in part undertaken here in collaboration with the research and planning directorate and the finance directorate.

2 Specialists

Responsible for development and delivery of specific ALMPs directed towards youth and coordination in that regard with VTCs and Schools (e.g. early school leavers). Responsible for any activities under Youth Guarantee schemes.

Division of Migration Services, EURES and Licencing of Private Employment Services (PRES)

This division supports and oversees all jobseeker migration activities in the ES. It will also have a future role in the implementation of EURES in partnership with the Ministry (depending on where the EURES coordination office is located (to be defined with DG Employment, Social Affairs and Inclusion of the EU Commission)). It is also responsible for licencing and monitoring PRES.

2 Specialists

Responsible for migration services and preparation for EURES. This latter will be a big task and will involve some preliminary work that can be undertaken by these specialists. However this division is likely to expand further as it takes on EURES services in the EU ex-ante and ex-post EU accession phases.

2 Specialists

Responsible for licencing and monitoring of Private Employment Services (PRES). The PRES has become a key partner for PES in the EU. The NAES has an important role of oversight of PRES activities in Albania. This includes temporary work agencies. The monitoring of PRES will be supported here and the regions will have a key role in the on the groundwork in that regard. Under ILO and EU regulations charging of jobseekers for PRES placement services is not foreseen. Subcontracting of some PES services is a trend worldwide. However this requires careful management. While procurement is not a role for these specialists they will work closely with the NAES procurement systems to ensure a high standard and close monitoring of any services that are subcontracted to PRES or NGOs.

VET Support and Operational Directorate

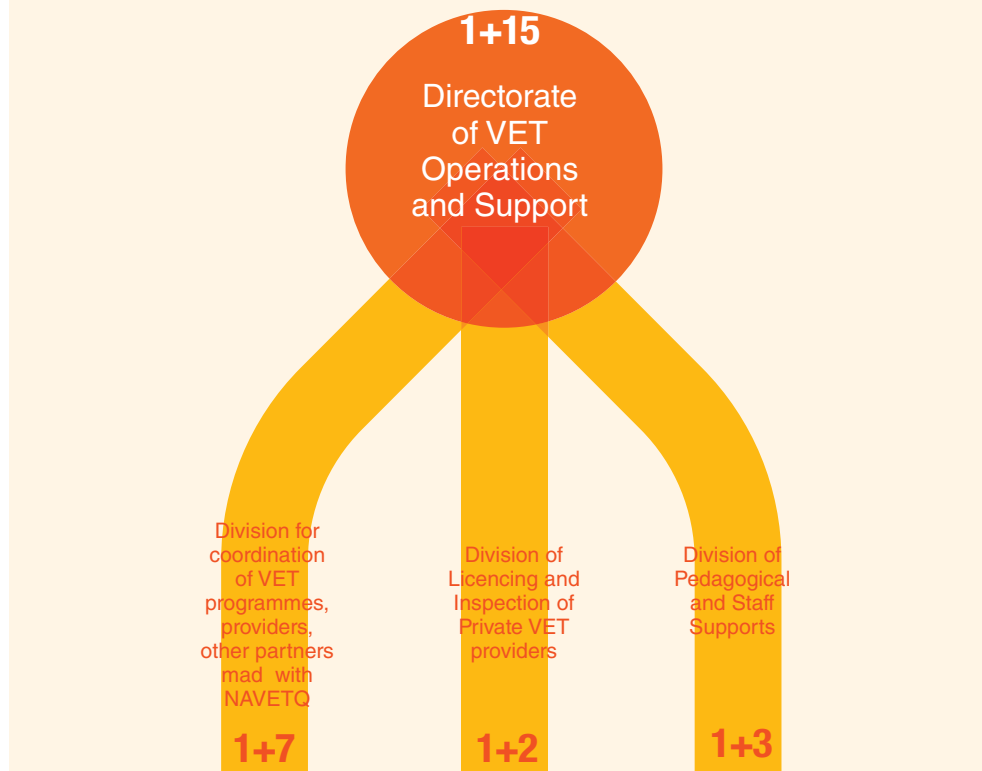
Internationally, the trend is now towards the idea of clusters for life-long learning, where second-level VET schools, specific skills adult training centres, adults returning to education and training, training services to business, are jointly provided through the sharing of VET resources.

This directorate is in charge of all aspects related to the management and administration of VET providers. This directorate is at the centre of all vocational education and training activity in Albania including the sourcing and provision of increased financial, physical and human resources to the sector. The directorate is also a key driver for any future establishment of Multi-functional VET Centres (MFCs). The directorate provides liaison and all required educational and staff development supports to Regional Directorates and all VET local staff. There is close liaison with the HR directorate and the Ministry of Education/NAVETQ for the initial and continued professional development of VET general teachers and instructors.

The directorate ensures close coordination between VET and ES at national, regional and local levels. It also develops plans related to VET programmes or courses in cooperation with relevant partners.

Other NAES key functions such as jobseeker and employer services, ICT, operational processes and performance and HR, all contribute to the work of the VET support and operational directorate. NAVETQ is a key resource and works closely with this directorate. This also includes monitoring VET enrolments and systems and tracking students through to course completion and post-vet placement. All VET certificates and certificate supplements issued are recorded. Working closely with NAVETQ this directorate provides assistance and supports to NAVETQ to develop, together with Sector Skills Committees, occupational and qualification standards for vocational qualifications of levels 2-5 of the AQF.

Chart 3 Directorate of VET Operations and Support



Staffing

1 Director

Reporting directly to the DDG VET, the director is responsible for the coordination and management of all supports to VET providers. This also includes pedagogical supports and materials. NAVETQ is a key partner and close collaboration with NAVETQ is facilitated and maintained by this director, particularly in relation to quality assurance of all operational processes in the VET systems in collaboration with the research and planning directorate. Continuous professional development of all VET staff is a key area of responsibility, in collaboration with the HR directorate. Development of partnerships and marketing of VET and development of recognition of prior learning (RPL) in collaboration with the research and planning directorate come with the remit of this director. VET operational processes are subject to a QA system. Together with the planning and research directorate, the VET director's work covers VET day to day operational aspects of QA as directed by NAVETQ. The director is required to attend executive board meetings if requested by the DDG and to deputise for the DDG when absent.

Division of Coordination of VET programmes and providers

This division has a key role in the coordination of private and public VET providers. It maintains and reports on VET MIS. The division has a key role in developing and maintaining external partnerships with all relevant actors. It has a central role in the marketing and visibility of VET on a national basis and coordinates regional marketing activities. RPL is an area that will develop further in the coming years and this division is tasked with ensuring that NAES is equipped to take on this role. In partnership with NAVETQ, the division manages the monitoring and quality of the day to day operations and standards in VET schools and VTCs.

2 Specialists

Responsible for overall coordination of VET providers and VET MIS reporting. This includes ensuring that all operational processes are well defined and reported upon (in collaboration with NAVETQ and the research and planning directorate). These specialists mediate all VET management information. General administrative and liaison supports to VET providers come within this brief.

2 Specialists

Responsible for the development and maintenance of partnerships and capacity-building at regional and local levels to increase the relevance and quality of VET provision. Responsible for raising awareness and organising campaigns on VET opportunities in the country, together with NAVETQ.

2 Specialists

Responsible for coordination with NAVETQ and educational authorities. This also includes monitoring VET enrolments and systems and tracking students through to course completion and post-vet placement. All VET certificates and certificate supplements issued are recorded. Working closely with NAVETQ this directorate provides assistance and supports to NAVETQ to develop, together with Sector Skills Committees, occupational and qualification standards for vocational qualifications of levels 2-5 of the AQF.

1 Specialist

Responsible for all operational aspects of the recognition of prior learning, in partnership with NAVETQ.

Division of Licencing and Inspection of Private VET Providers (PVRs)

This division has a key role in the development of a robust inspection and licencing system for PVRs. This includes all aspects of PVR operations. Certification and standards in PVRs will be a key focus, in partnership with NAVETQ.

2 Specialists

Responsible for the PVRs licensing and inspection systems. These aspects have been weak in the past in Albania. Standards, certification and quality assurance are key areas of inspection of PVRs by these specialists. This will be undertaken in partnership with NAVETQ.

Division of Pedagogical materials and manuals and coordination of CPD

This division provides all pedagogical supports and facilitates CPD activities in partnership with the HR directorate and with NAVETQ.

2 Specialists

Responsible for VET pedagogical aids/books/manuals/teaching material. While some VET schools are well resourced in this area, many are not. These specialists will have a key role in ensuring that any deficits are addressed. In the past, responses to requests by providers for such supports have not been optimal. From now on these specialists will be tasked with providing a quality support service within a reasonable response time. VTCs demonstrate some specific lacunas in this area and addressing these gaps is a key task.

1 Specialist

Responsible for coordination of VET staff CPD and it's monitoring, in collaboration with HR Division. While the HR directorate has the pivotal role in the delivery of staff training and their continual development, this specialist is tasked with ensuring proper liaison with VET providers with regard to CPD. Monitoring staff needs and uptake in this area are key to the maintenance of quality VET.

Research, Planning and Strategic Projects Directorate

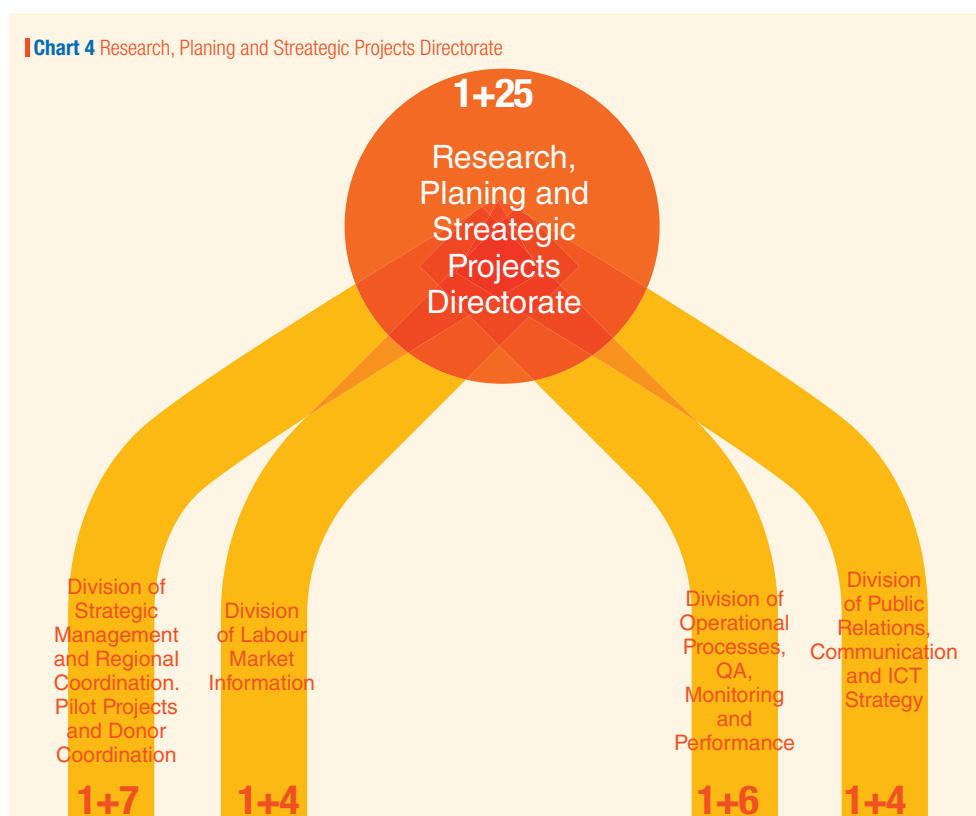
Strategic Performance Management is one of the key enablers of excellence in NAES. In collaboration with the executive board, target setting, translation of those targets into indicators at central, regional and local levels and their measurement are central to the work of the research and planning directorate. Performance targets are adjusted to local labour market conditions. This is facilitated by a performance management system that can provide accurate information in real time. Operational processes are then designed, actioned and monitored.

Labour market information systems are maintained, managed and further developed here.

Client follow-up systems are managed and monitored, such as tracing VTC clients and VET graduates, customer and staff satisfaction surveys. It is essential to have these key sets of data at hand, to inform NAES policy. **Further research in this directorate** such as into econometric profiling of jobseekers for example, can also produce efficiency gains. **ALMP design** is one of the tasks of this directorate.

While it is recognised that Information and Communication Technology (ICT) services are centralised by national government, the development of NAES ICT strategy and liaison with the national government ICT services are managed in this directorate. The ES register is already integrated into other national databases and provides excellent data for potential tracking of outcomes and for maintaining an accurate current register of genuine jobseekers. Data mining of all jobseeker websites is undertaken by this directorate in order to identify the changing current competences requirements of the expanding labour market. This feeds into ES and VET provision adjustment and curriculum development. There are also additional demands that VET management bring to the ICT role. These include student and trainee record systems, some of which have yet to be implemented in the VET sector. A robust performance management system will rely heavily on the support of the national ICT services. A key NAES objective is that the ES web Portal becomes the portal of first choice for students, trainees, jobseekers/job changers and employers.

Chart 4 Research, Planning and Strategic Projects Directorate



Strategic Projects

NAES in partnership with MFE, is the initiator of projects and initiatives in VET/ ES spheres. **Rather than being donor driven, NAES and MFE guides donors to follow the NAES/MFE policy and operational requirements.** Donor and partnerships coordination are therefore important tasks for this directorate.

Another key priority task for the directorate is the current **management of change project** for the transformation of NES, VET and VTCs into **NAES**. This requires a big effort to ensure all sides come on-board and stay on-board. **This directorate works closely with the Executive Board in order to manage the change process including arranging for staff briefings throughout the country.**

Pilot Projects are very important in a modern ES/VET agency and are a way of testing modernisation initiatives with a view to mainstreaming, if the pilot proves successful. The move from pilot to evaluation of results to ultimate mainstreaming, has been sub-optimal in the past. A well-resourced strategic projects team helps to improve the transition process from successful pilot to mainstream. Evaluation of ALMPs and the contracting out of such evaluations are other key roles for this directorate.

Getting the NAES message out to all customers and stakeholders in a professional way, is also **essential public relations work** for this directorate.

The directorate participates in EU dialogue processes in ES and VET and ensures international cooperation.

Staffing

1 Director

Reporting directly to the DDG ES, this director is responsible for all NAES research and planning and the development of strategic projects within NAES. The director's role covers a very large remit and the detailed functional aspects are described below.

Division of Strategic Management

This division supports strategic NAES management in collaboration with the executive board. This division has the important role of on-going donor coordination and will play a key role in the management of change programme as NAES is established. Pilot projects (e.g. different ways to deliver services or almp innovations) are initiated and evaluated. It collaborates with EU VET and ES networks

3 Specialists

Responsible for development and support of the strategic management system and internal benchmarking in NAES. Targets are set here, and then translated into indicators at central, regional and local levels and then measured. Statisticians will ensure that performance targets are adjusted to local labour market conditions. Performance results are shared with all staff and relevant parties. These performance results will be presented in a form that is easily understood by all staff. Expected results must be within achievable limits for staff.

4 Specialists

These four specialists will have key regional coordination functions as directed by the DG. They are responsible for the development and management of strategic projects (e.g. a NAES change management project). All donor activity is coordinated and targeted activities for donor coordination are identified and facilitated. Pilot projects are initiated, coordinated, evaluated and appropriate mainstreaming facilitated. Design of ALMPs comes within their remit in partnership with the Employment Services directorate. Coordination of EU research dialogue in ES and VET and international cooperation comes within their remit.

Division of Labour Market Information (LMIS), client follow-up, tracking and tracing

This division has overall responsibility for management information systems and *inter alia* works closely with national ICT functional management to ensure the collection of extensive and accurate management information related to all NAES operational units. The publishing of information on labour market trend and issues such as skills shortages comes within its remit in partnership with INSTAT and the division of public relations and communication, below. Client follow-up will also be a key task to ensure that any future ESF allocations to NAES programmes are monitored and reported (in collaboration with the finance directorate) upon in line with EU standards.

3 Specialists

Responsible for maintenance of labour market information systems. This includes research on new MIS applications. It is also responsible for the adjustment of performance management systems linked to local labour markets conditions and local disadvantaged jobseeker register analysis. Terms of reference for skills shortages studies and forecasting models are developed here. Results are published as appropriate.

4 Specialists

Responsible for the tracking and tracing of VET and ES clients. Evaluations of

outcomes from VET and ES systems are undertaken. ICT data resources are managed and used extensively here in order to extract data to facilitate research, evaluations and development of initiatives such as econometric profiling.

Division of Operational Processes, QA, Monitoring and Performance

All ES and VET operational processes need to be subject to a well-designed QA system. In the latter regard, NAVETQ **are the main initiators** but this directorate manages the monitoring and quality of the day to day operations and standards of VET schools and VTCs.

ES processes are also designed here and are subject to a dedicated QA system implemented by this division. It is responsible for processes definition in the areas of management, core operations and supporting processes. All processes are documented and responsibilities for all activities are clearly defined.

3 Specialists

Responsible for the development and monitoring of ES processes and in doing so adopt a consultative approach to all staff in relation to the design and the implementation of ES processes and their quality assurance. They adjust processes as required. Responsible for the implementation of quality management tools and a systematic approach to quality in the ES. They ensure that the quality management system focuses on the quality of processes and provide guidance for regular inspection of quality. All staff are informed about their contribution to overall quality and are involved in adjustments to the quality systems, as required. Responsibilities for all these activities are clearly defined to ensure accountability.

3 Specialists

Responsible for VET QA, in partnership with NAVETQ. This relates not just to processes of teaching and training delivery but also to assessment/certification and curriculum development and definition standards. **In the latter regard, NAVETQ are the main initiators** but this division manages the monitoring and quality of the day to day operations and standards of VET schools and VTCs.

Division of Public Relations, Communications

This division covers all aspects of NAES PR, both external and internal. NAES ICT strategy development is undertaken by this division.

4 Specialists

Responsible for getting the NAES message out to all customers and stakeholders in a professional way. This includes using multi-media, job fairs, internal staff information systems, leverage of partnerships to get the key messages out. Included here also are outputs of the work of the LMIS division above. Internal and external messaging of success stories are key to developing staff morale, informing line and other ministries, partners and the public are all key tasks for this division. ICT strategy development is a key role.

Directorate of Human Resources

This directorate has a wide and important brief in NAES. It develops HR strategy in collaboration with the executive board. It ensures that NAES is given the human resources to do its work. It is tasked with developing a clear analysis of NAES human resource current capacity, and planning future requirements. Recruitment of new staff at junior and senior levels to fit the new tasks to be undertaken by NAES is a key role. It ensures that all definition of qualifications and competences profiles for all VET/ES functions at all organisational levels are up to date and these profiles are made accessible to all employees.

Initial training of all NAES PES and VET staff cohorts and levels are managed by this directorate (assisted by NAVETQ in relation to VET). The **continuous professional development (CPD) of PES and VET staff** is also implemented by this directorate and delivers related measures, together with CPD coordinators in public VET institutions. Management training is delivered through this directorate.

HR strategy includes financial and non-financial **incentives for staff based on performance results** in order to promote continuous improvement. The directorate arranges systematic HR monitoring through regular employee satisfaction surveys (the latter are conducted by the research and planning directorate).

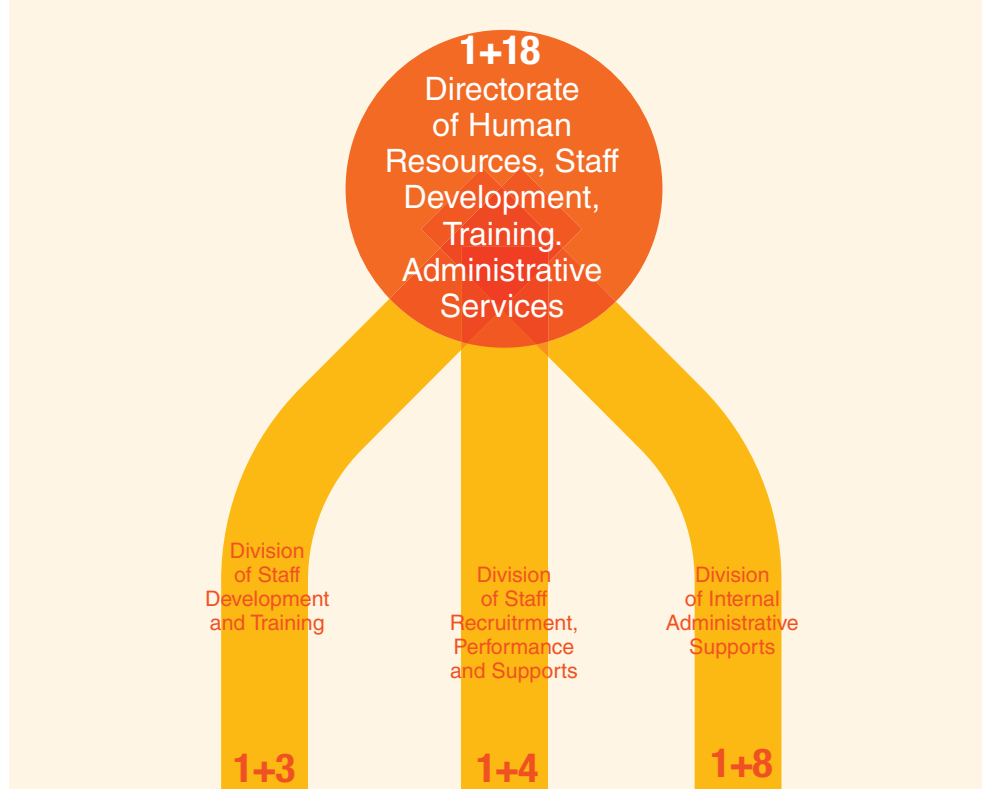
General administration supports to NAES and the executive board is also the responsibility of this directorate.

Staffing

1 Director

Reporting to the DDG VET, this director is responsible for all HR functions in NAES. Staff development and training also come within the director's remit. This wide brief covers all VET and ES HR needs.

Chart 5 Directorate of Human Resources, Staff Development, Training. Administrative Services



Division of Staff Recruitment, performance and supports

This division covers the main core HR activities related to recruitment and staff HR supports.

4 Specialists

Responsible for definition and description of qualifications and competences profiles for all functions at all organisational levels; these profiles are made accessible to all employees. Responsible for on-going analyses of the NAES human resource capacity and forecasts of future requirements. Responsible for flexible recruitment methods which enable the filling of all vacancies on all organisational levels in strict accordance with these profiles; regional/local offices take part in the recruitment decisions in case of their own staff.

Division of Staff Training and Development

This division has a very wide brief in the areas of all ES and VET staff initial and continuing development. It is key to the institutional development of NAES and its operational units. Professionalisation of all PES staff is a goal as is the continuous professional development of teachers and instructors (in partnership with NAVETQ).

3 Specialists

Responsible for all initial training of all NAES PES and VET staff cohorts and levels (assisted by NAVETQ in relation to VET). The continuous professional development (CPD) of PES and VET staff is implemented by this division and delivers related measures, together with CPD coordinators in NAVETQ. Management training is delivered through this division. This is a very wide brief and these specialists will have a key role in ensuring the quality of any training that may be procured through external providers. These specialists should have a high level of pedagogical skills, as they themselves will be providing a significant proportion of training.

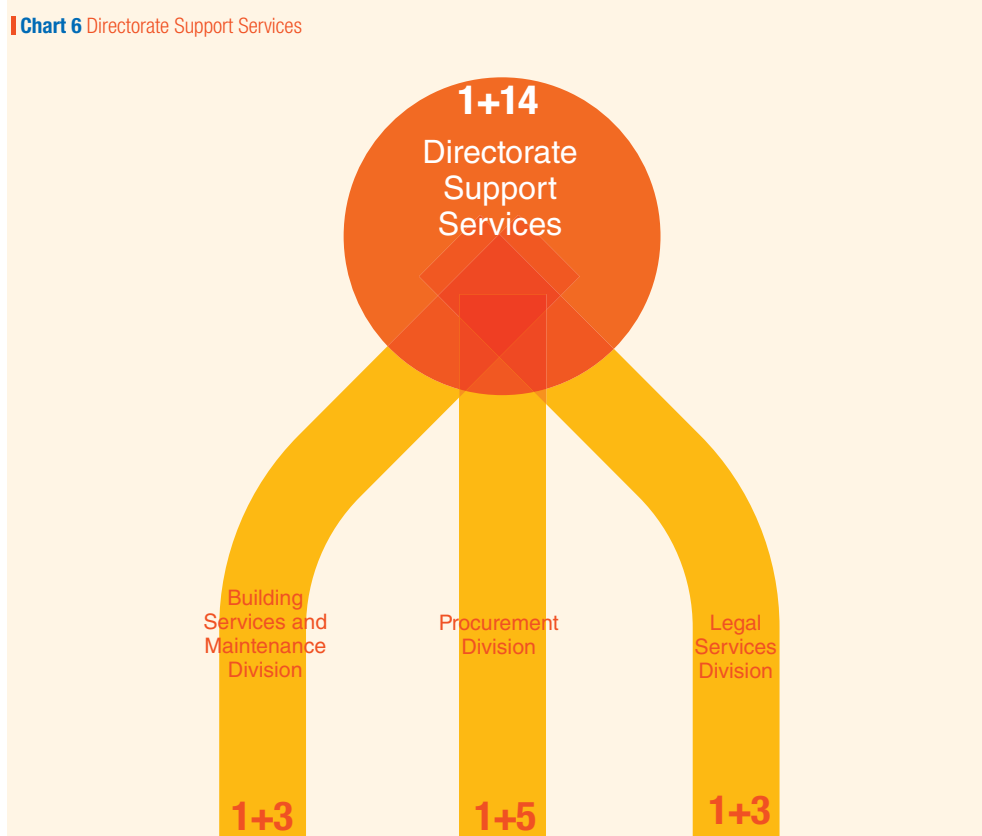
Division of Administrative Support Services

This division provides all practical general administrative supports to NAES

8 Specialists

Directorate of Support Services and Infrastructure

This Directorate is responsible for all issues relating to NAES infrastructure and coordination of building maintenance and equipment. This also includes ICT infrastructure. It also covers procurement of services and equipment. Legal services are placed within this Directorate.



Staffing

1 Director

Ideally someone with an architectural background, this director reports to the VET DDG and is responsible for all NAES existing infrastructure and buildings maintenance and development of new buildings and infrastructure. Equipment in schools and training centres also comes within this important brief.

Division of Building Services and Maintenance Division

3 Specialists

Responsible for all NAES infrastructure issues and buildings services needs. Much of the NAES infrastructure is in need of repair and refreshing. This includes not just buildings maintenance and repair but also equipment. NAES will have a very large property portfolio that includes schools, training centres and employment offices. The number of staff in this division will be kept under review and increased if required as a review of infrastructural needs is undertaken by these specialists in the first year of the operation of NAES.

Procurement Division

5 Specialists

Responsible for all contracting and procurement in NAES. This includes purchasing of services and equipment but also the contracting out of services such as for special LTU unemployed cohorts, in line with the new Law on Unemployment. It is likely that an increasing number of PES operations to support LTU and other disadvantaged groups will be outsourced, if deemed appropriate. Based on international experience one of the key elements in the success of such initiatives is the development of a professional procurement process and the continual monitoring and oversight of the outsourcing of services delivery. Quality of service delivery, meeting targets and exposing any gaming of placement results are just some of the key tasks of these specialists to ensure that public money is spent in an effective and efficient manner and without any scope for fraud or corrupt practices. In the light of these extensive tasks it may be decided to increase staff numbers in this division after a period of NAES operation and review.

Legal Services Division

3 Specialists

Responsible for all legal services. They drafts and reviews internal regulations, secondary legislation regarding the activity of NAES Head Office, employment offices and VET providers. This division provides legal expertise to develop VET regulations jointly with NAVETQ and Ministry of Education. At least one of the specialists must be education lawyer.

They represents NAES in all legal disputes / court cases. In general they offers legal assistance to other NAES' directorates. The significant number of NAES providers puts significant demands on this division. A key set of tasks is the drafting of cooperation agreements and contracts based on inputs from other directorates. In relation to the latter set of tasks, the increased emphasis on contracting out some services will impose significant demands on this division.

Budgets and Finance Directorate

According to the legislation on Finance Management and Control (Law No. 10296), this directorate is responsible for the system of policies, procedures, activities and controlling through which financial resources are planned, directed and controlled in order to ensure the efficient delivery and effectiveness of NAES. The director is the chief financial officer of NAES and reports to the Director General. The chief financial officer is responsible for the budgets of NAES and their disbursement. Preparation of annual financial accounts in accordance with the legislation is a key role.

General financial support services are provided by this directorate, as required.

The **internal audit** function works with this directorate but operates independently and ultimately reports directly to the Ministry and DG as part of the annual financial auditing reporting cycle and look-back investigations into historical expenditure.

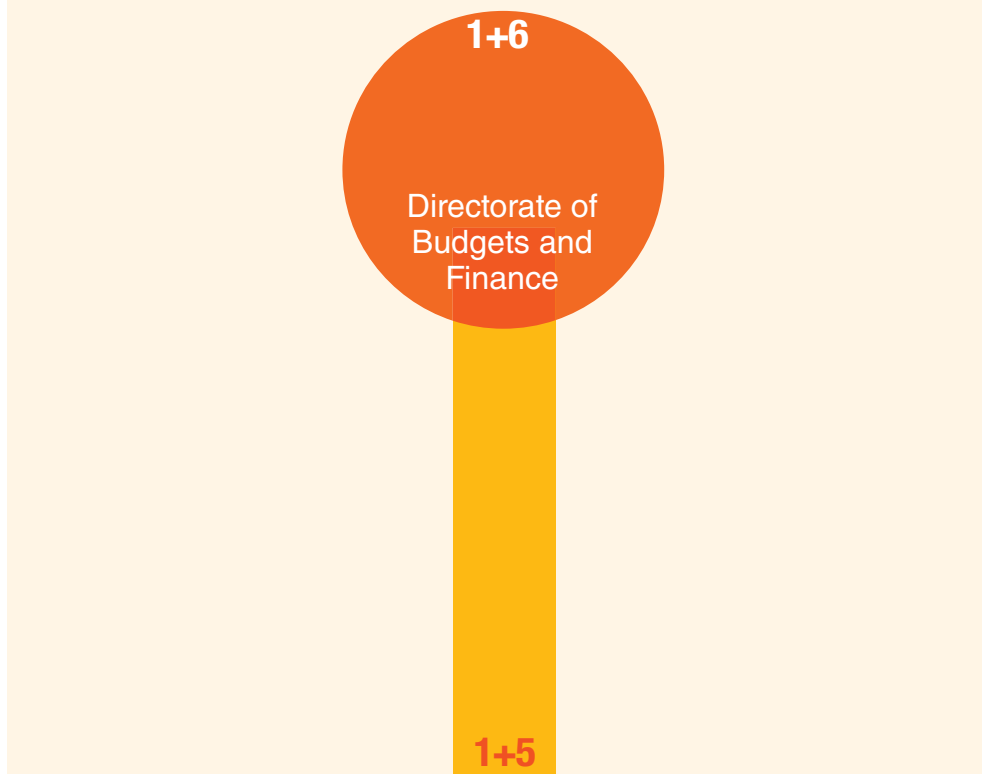
Allocation and distribution of unemployment benefits are controlled by this directorate. All financial aspects of the implementation of ALMPs are resourced and spending on them is monitored by this directorate.

Staffing

1 Director

Reporting directly to the DG, and as set above, the director has responsibility for all financial and budgetary aspects of NAES. This key division allocates, manages and monitors NAES budgets including the funding of benefits and ALMPs. While the parent Ministry and the Ministry of EU Affairs are pivotal to the management of EU funds, this division also has a key role in the disbursement and control of future ESF allocations to the NAES activities included in any future human resources operational programme in Albania.

Chart 7 Directorate of Budgets and Finance



5 Specialists

Responsible for the financial allocation and distribution of unemployment benefits and for other ALMPs. A high level of financial and project management expertise is required here, particularly in the context of future EU funding of ALMPs via an ESF approach. If not managed correctly such funds can be suspended if reporting to the EU Commission is weak or incomplete (as was the case for Romania and Bulgaria in their first years of accession to the EU).

Responsibilities include approval of financial orders / procedures regarding legality, regularity and ensuring financial efficiency and effectiveness. Budgets are agreed here and budgetary planning of other units is coordinated. Tasks include identifying financial risks and their mitigation. Accurate and timely accounting of all transactions is ensured here.

All the above roles are amplified in the new NAES because the number of dependent providers has increased exponentially with the addition of all the VET schools. It may therefore be necessary to adjust upwards the number of staff allocated as above. The management of EU funds will put increased demands on the directorate into the future.

