

ETF · ACVT · CANDIDATE COUNTRIES

Good governance for VET progress

How partner countries are reshaping
vocational education & training — together

GLAD Network

THE GOVERNANCE LEARNING ACTION AND DIALOGUE NETWORK

Why governance matters now

- ◆ Coordination across institutions is still the toughest governance challenge in candidate countries
- ◆ Reforms must align with EU frameworks: the Osnabrück Declaration (2021–2025) and Herning Declaration (2026–2030)
- ◆ Digitalisation, the green transition and demographic change are reshaping skills needs fast
- ◆ Governance isn't a side task — it's the precondition for successful VET transformation

What is the GLAD Network?

- ◆ Launched by the ETF in April 2025, with ACVT members from Albania, Bosnia & Herzegovina, Moldova, Montenegro, North Macedonia, Serbia, Türkiye and Ukraine
- ◆ Tripartite by design — government, employers and trade unions at the same table
- ◆ A space for peer learning on shared reform challenges, open to expert observers
- ◆ Two focus areas: institutional arrangements, and stronger partnerships for work-based learning

INSTITUTIONAL ARRANGEMENTS

Coordination is the make-or-break

- ◆ Clear roles across national, regional and local levels make or break a reform
- ◆ Countries choose different models — central government offices or arm's-length agencies, as in Serbia and Albania
- ◆ Advisory councils work when their recommendations actually shape policy
- ◆ Flexible governance adapts faster to labour market change

INSTITUTIONAL ARRANGEMENTS

What works

- ◆ Tripartite cooperation models
- ◆ Social partners active in designing policy, not just consulted on it
- ◆ Strong inter-ministerial and cross-sector coordination
- ◆ Continuous learning through piloting and exchange of practice
- ◆ National strategies aligned with local labour market needs

PARTNERSHIPS & WORK-BASED LEARNING

Employers as co-designers

- ◆ Strong employer–education partnerships mean more relevant, higher-quality VET
- ◆ Employers shaping curricula and delivering work-based learning strengthens training
- ◆ SMEs are central to work-based learning — but need real institutional support
- ◆ Trust and clearly defined roles are what make dual education actually work

PARTNERSHIPS & WORK-BASED LEARNING

What works

- ◆ Sustained partnerships between VET providers and companies
- ◆ Joint design and delivery of work-based learning programmes
- ◆ Structured workplace mentoring for students
- ◆ Targeted incentives for SME participation in dual education
- ◆ Local partnerships linking education, business and labour market institutions

Three moves for reform delivery

Partnership & trust

Social partners help co-design VET. Build governance on partnership, trust and learning by doing.

Sustainable financing

Fund WBL and dual education to scale inclusively. Strengthen regional peer learning.

EU alignment

Align with the EU Pillar of Social Rights, the Competitiveness Compass and Union of Skills.

Good governance isn't a framework. It's a continuous process of joint learning, dialogue and shared responsibility.

Through sustained exchange, candidate countries are shaping more effective, inclusive and resilient VET systems.

**It is time to
be GLAD**

GLAD Network members

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