



Jačanje sistema tehničkog i stručnog obrazovanja i obuke (TVET) u BiH

2. april 2025.



GOPA
WORLDWIDE CONSULTANTS



Zašto?



Što?



Kako?



GOVERNANCE

Zašto?

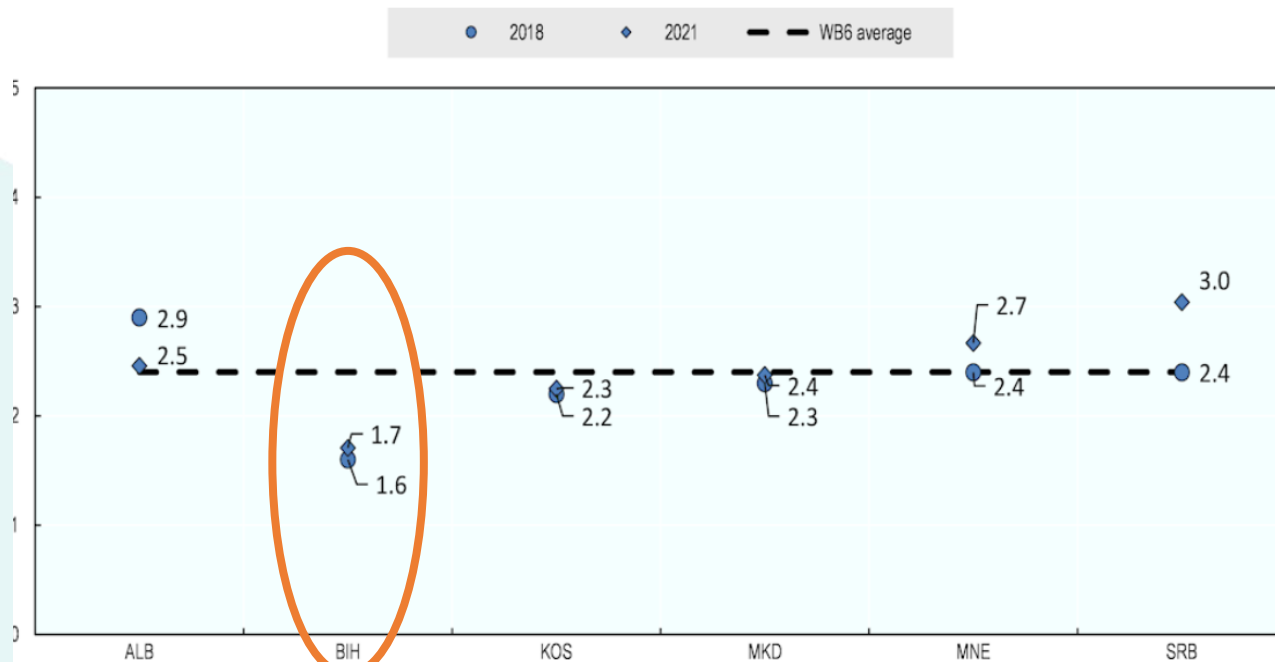


Procjena konkurentnosti na osnovu izvještaja OECD-a za 2021 godinu

Table 10.5. Scores for Sub-dimension 7.3: Vocational education and training

Sub-dimension	Qualitative indicator	ALB	BIH	KOS	MKD	MNE	SRB	WB6 average
Sub-dimension 7.3: Vocational education and training	VET governance	3.5	2.0	3.0	4.0	4.0	3.5	3.3
	Work-based learning	3.0	2.0	3.5	3.0	3.0	3.0	2.9
Sub-dimension average score		3.3	2.0	3.3	3.5	3.5	3.3	3.1

Figure 13.1. Overall scores for digital society dimension (2018 and 2021)

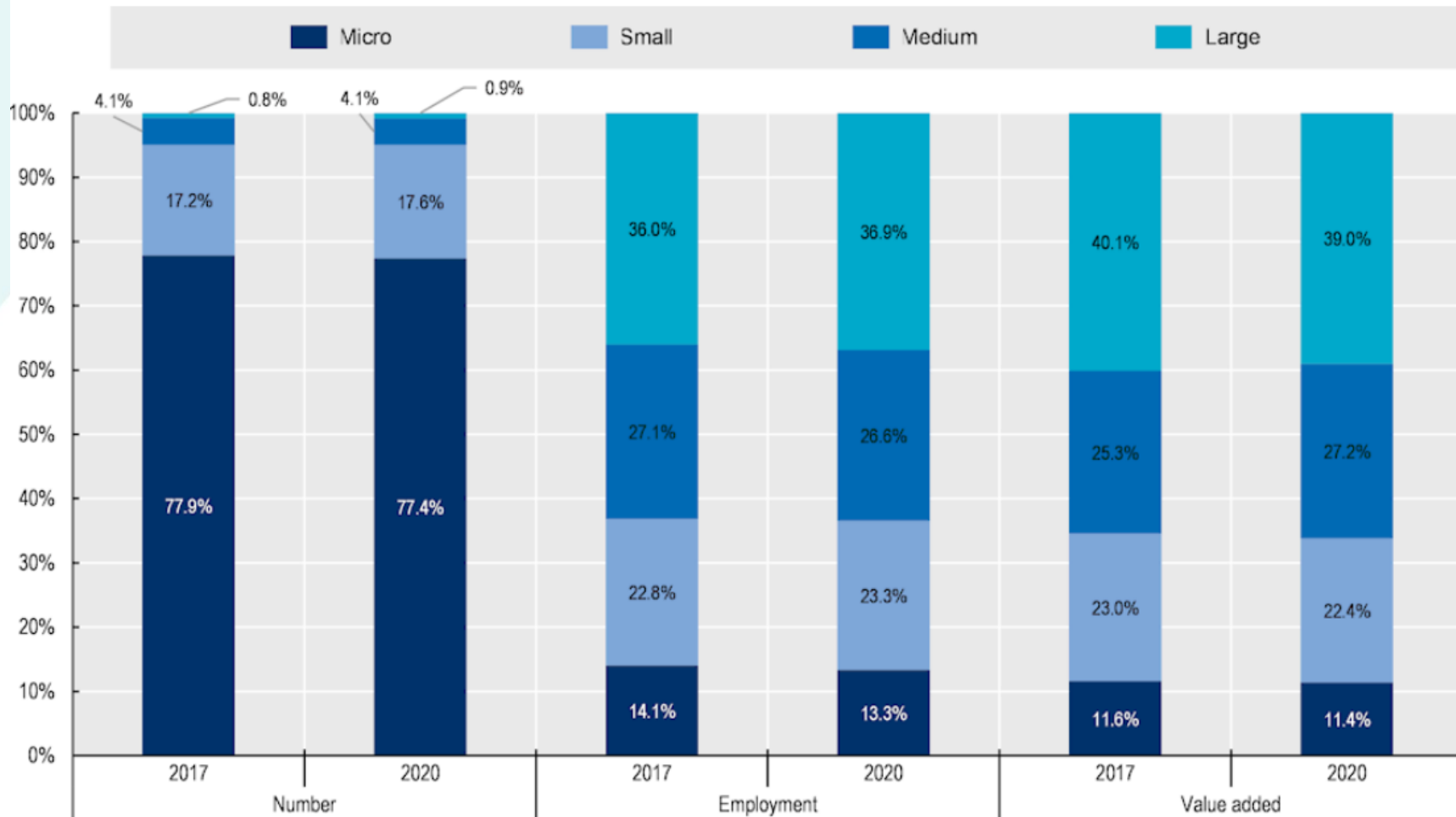


31.726 MSP + 272 velika MSP 99,15% ; mikro i mala – 95,07%

	ALB		BiH ¹		KOS		MKD		MNE		SRB	
	Number	Share	Number	Share	Number	Share	Number	Share	Number	Share	Number	Share
Number of enterprises												
Micro	95 558	93.2%	24 759	77.38%	39 480	91.93%	52 409	90.59%	35 878	96.30%	388 385	96.20%
Small	5 674	5.50%	5 660	17.69%	2 914	6.78%	4 528	7.83%	1 110	2.98%	12 187	3.00%
Medium	1 173	1.10%	1 307	4.08%	487	1.13%	771	1.33%	229	0.61%	2 716	0.70%
Large	169	0.20%	272	0.85%	67	0.16%	145	0.25%	38	0.10%	584	0.10%
SMEs	102 405	99.8%	31 726	99.15%	42 881	99.84%	57 700	99.75%	37 217	99.90%	403 288	99.90%
Employment												
Micro	186 400	37.00%	65 963	13.30%	71 640	31.30%	125 532	31.79%	62 032 ¹	..	439 762	29.70%
Small	111 347	22.10%	115 357	23.25%	58 580	25.60%	87 533	22.56%	41 639 ¹	..	246 883	16.60%
Medium	114 767	22.80%	131 918	26.59%	42 550	18.59%	75 967	19.58%	37 784 ¹	..	278 816	18.80%
Large	91 472	18.10%	182 876	36.86%	56 100	24.51%	101 106	26.06%	..	..	518 409	34.90%
SMEs	412 514	81.90%	313 238	63.14%	172 770	75.49%	280 092	73.94%	141 455¹	..	965 461	65.10%
Value added (in thousands EUR)												
Micro	1 011 521	22.20%	657 616	11.39%	..	..	909 555	21.63%	964 261	53.00%	5 851 598	23.00%
Small	1 182 938	25.90%	1 294 211	22.41%	..	..	1 106 978	24.20%	..	..	4 060 721	16.00%
Medium	1 188 713	26.00%	1 569 971	27.18%	..	..	1 009 547	22.07%	436 647	24.00%	5 144 574	20.20%
Large	1 181 881	25.90%	2 253 554	39.02%	..	..	1 468 896	32.11%	418 453	23.00%	10 367 359	40.80%
SMEs	3 383 173	74.10%	3 521 797	60.98%	..	..	3 106 080	67.89%	1 819 361	77.00%	15 056 892	59.20%
Share of exports												
Large	..	36.00%	..	..	..	..	..	73.99%	..	..	10 223 930	60.50%
SMEs	..	64.00%	..	..	..	..	..	25.88%	..	..	6 674 253	39.50%

Indeks politika OECD-a za mala i srednja preduzeća 2022

Figure 14.2. **Business demography indicators in Bosnia and Herzegovina (2017 and 2020)**



Indeks politika OECD-a za mala i srednja preduzeća 2022

Table 1. Number of SMEs per 1 000 inhabitants in the Western Balkans and Turkey (2017 and 2020)

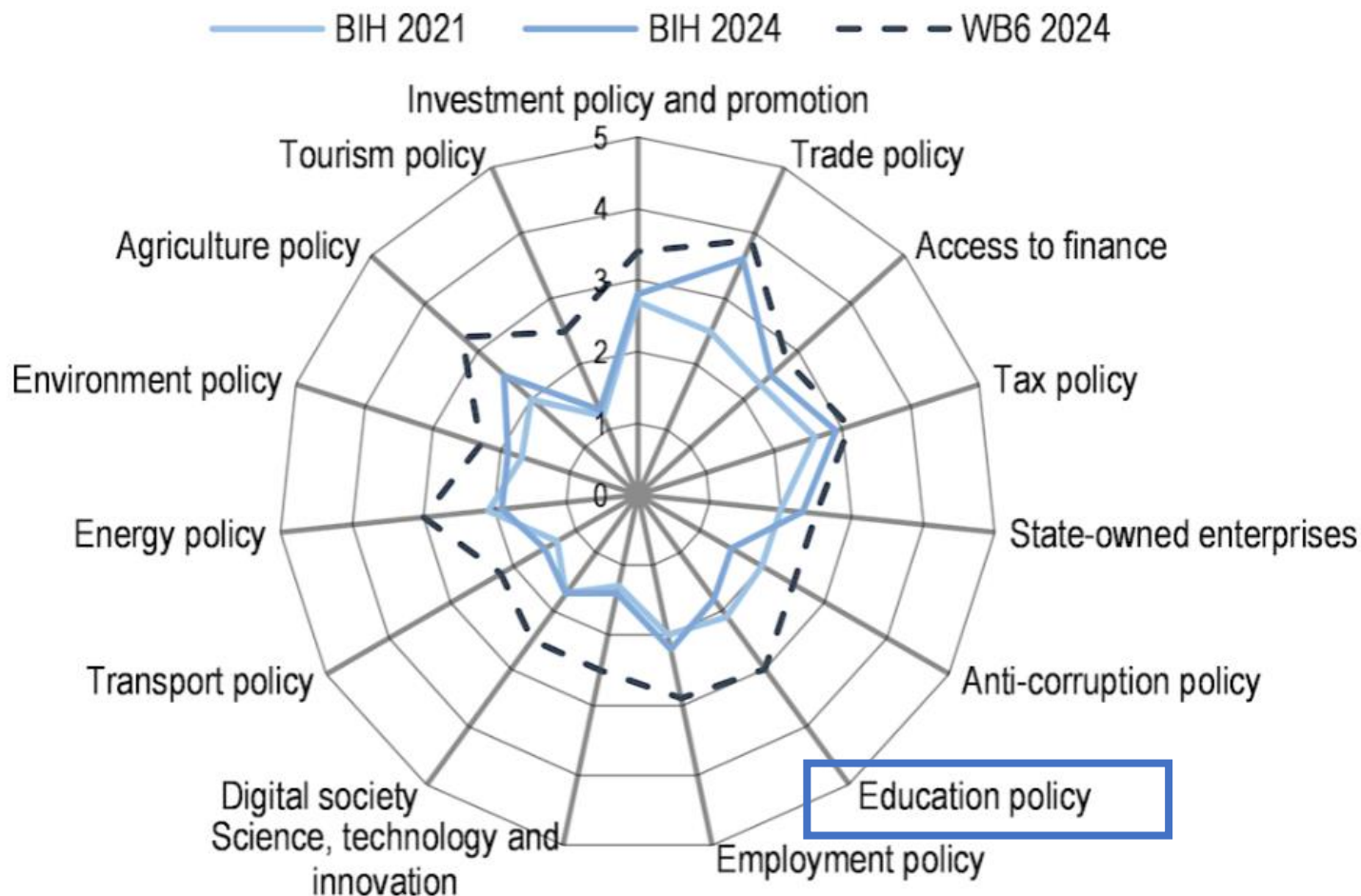
SMEs per 1 000 inhabitants	ALB ¹	BiH ¹	KOS	MKD	MNE	SRB	TUR	WBT average
2017	15.4	8.5	20.3	26.5	48.8	50.9	38.3	29.8
2020	17.3	9.7	23.9	27.8	59.9	58.4	39.1	33.7
% change	12.3%	14.1%	17.7%	4.9%	22.8%	14.7%	2.1%	13.1%

Table 14.5. Number of registered companies in Bosnia and Herzegovina, by enterprise size class and entity and FBiH canton (2021 or the latest available year)

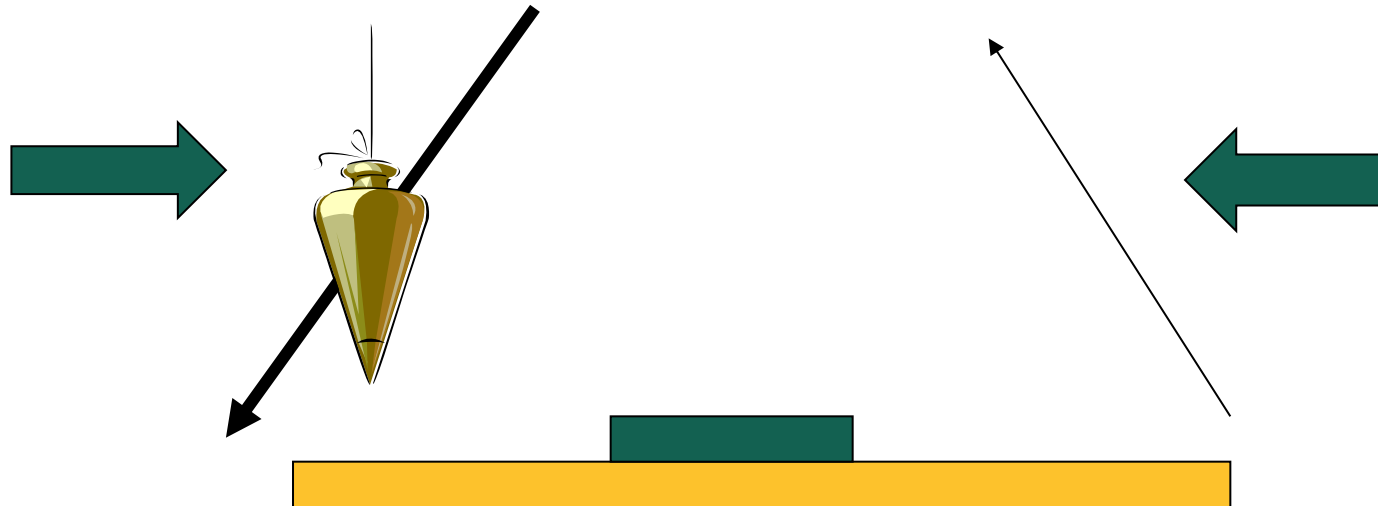
Entities	Cantons (FBiH)	Enterprise size class, by employment				Total	Share of total number of enterprises	
		0-9	10-49	50-249	250+		2020-21	2017
Federation of Bosnia and Herzegovina	Bosnian Podrinje	135	41	8	4	188	0.54%	0.57%
	Herzegovina-Neretva	2 260	413	77	16	2 766	7.93%	7.86%
	Canton 10	556	92	16	2	666	1.91%	2.00%
	Sarajevo canton	7 234	1 084	245	64	8 627	24.73%	23.18%
	Posavina canton	279	55	14	2	350	1.00%	1.14%
	Central Bosnia canton	1 410	305	98	26	1 839	5.27%	5.58%
	Tuzla canton	3 113	653	195	36	3 997	11.46%	11.72%
	Una-Sana canton	1 625	332	63	6	2 026	5.81%	6.02%
	Western Herzegovina canton	1 069	183	50	11	1 313	3.76%	3.83%
	Zenica-Doboj canton	2 308	547	166	28	3 049	8.74%	8.47%
	Total FBiH	19 989	3 705	932	195	24 821	71.16%	70.40%
Republic of Srpska		7 700	1 839	425	96	10 060	28.84%	29.60%
Bosnia and Herzegovina		27 689	5 544	1 357	291	34 881	100.00%	100.00%

Procjena konkurentnosti na osnovu izvještaja OECD-a za 2024 godinu

Figure 1. Scores for Bosnia and Herzegovina across Competitiveness Outlook policy dimensions (2021 and 2024)



Pametno upravljanje TSOO



Ponuda TVET

Upravljanje – EBPM,
Osiguranje kvaliteta QA,
Poduzetna škola,
Industrija 4.0 - relevantnost
Centri izvrsnosti

Potražnja Poslovni sektor

Relevantnost – Industrija 4.0,
Potrebe
Odgovornost i samostalnost u
radu
Učenje temeljeno na radu
Centri izvrsnosti

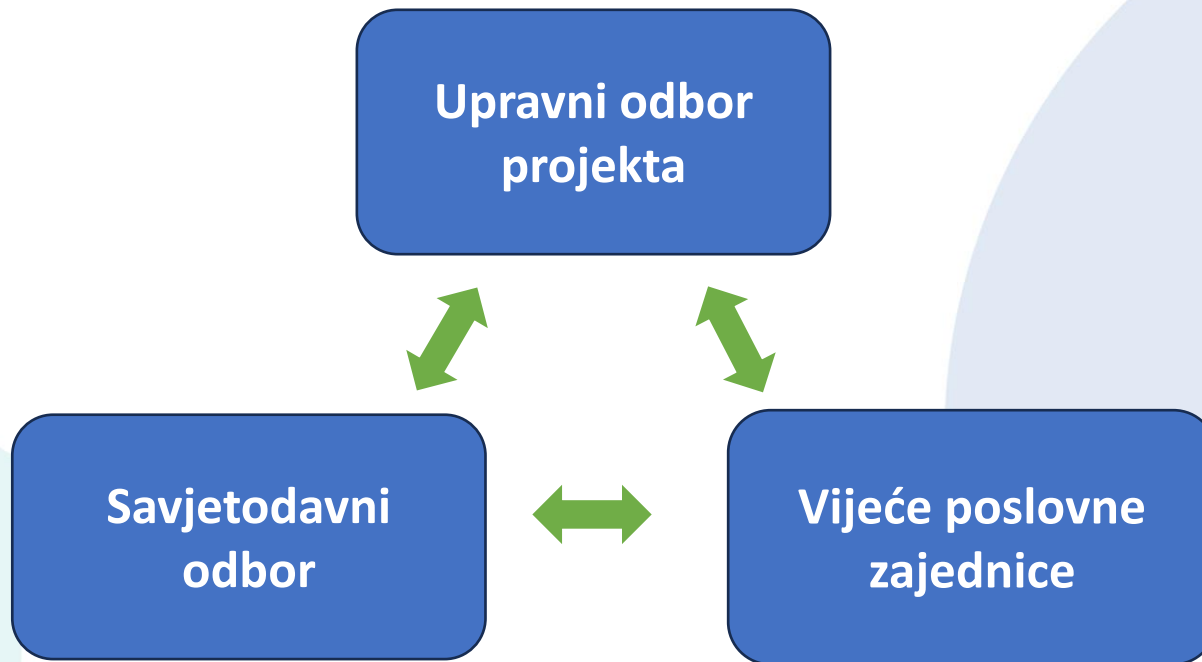


Kako?



Upravljanje projektom

Makro



Ključni principi implementacije

1. Opći pristup i ključni principi - horizontalno:

- Pametno upravljanje i osiguranja kvaliteta u TSOO-u – EBPM i EQAVET;
- Snažna predanost za suradnju - Memorandum o suradnji;
- Razvijeni kriterijumi za odabir korisnika;
- Dualna orijentiranost - obrazovanje i privreda;
- Industrija 4.0;
- Učionica 3.0 relevantno podučavanje i učenje;
- Škola kao jedinica promjena;
- Kolegijalno učenje/razmjena znanja (Peer learning)
- Primjeri dobre prakse iz Švicarske i Slovačke

2. Upravljanje - modularnost:

- 3-slojni pristup:
 - makro – politike i zakonski okviri,
 - mezzo - institucije,
 - Mikro - škole, kompanije

Principi pametnog upravljanja i osiguranja kvalitete EBPM i EQAVET

- Odgovorne obrazovne vlasti
- Odgovarajući predstavnici poslovnih udruženja
- TVET škole kao jedinice promjene/unapređenja
- VET Vijeća
- Osiguranje kvaliteta (QA)
- Strukturirana koordinacija i saradnja sa kompanijama
- Pametno upravljano temeljeno na dokazima i višeslojno osiguranje kvalitete
- Sektori relevantni za ekonomski razvoj - drvo, metal, turizam i ugostiteljstvo
- Korelacija s razvojnim strategijama
- 5E princip:
 - **E**ducation – **E**conomy - **E**ntrepreneurship – **E**mployment - **E**nvironment
- Modularni pristup – Vertikalne i horizontalne poveznice

Hvala na pažnji!

