

## Annex A. Engagement

The National Skills Strategy project involved ongoing oversight and input from an inter-ministerial team (the National Project Team). The National Project Team was co-ordinated by the Government Strategic Analysis Center of Lithuania (STRATA) and composed of representatives from various ministries, agencies and social partner organisations, as outlined in Table A A.1 below.

The European Commission was represented by Mr. Arnoldas Pranckevičius, Head of the European Commission Representation in Lithuania.

**Table A A.1. National Project Team**

Name	Organisation
Danguolė Kiznienė	Project Manager, STRATA
Agnė Kavaliauskienė	Advisor to the Group of Strategic Competences, LRV
Birutė Miškinienė	Representative of Employers, Vilnius Chamber of Commerce, Industry and Crafts (Vilniaus prekybos, pramonės ir amatų rūmai)
Eglė Došienė	Senior Advisor to the Youth Department, SADM
Emilija Ruželė	Representative of Employers, Tripartite Council
Gintautas Jakštas	Head of Higher Education policy and Career Analysis Division (as of 2020), STRATA
Giedrė Beleckienė	Policy Analyst, STRATA
Indrė Raubė	Advisor at the Division of Labour Market, SADM
Inga Liubertė	Advisor of the Division of Labour Market, SADM
Inga Veževičienė	Senior Officer of the Investment into the Growth of Economy Division, FINMIN
Janina Matuizienė	Representative of Trade Unions, Tripartite Council
Jovita Pretzsch	Representative of Trade Unions, Tripartite Council
Julius Jakučinskis	Director for Life Long Learning Department, SMSM
Linas Kadys	Head of the Development of Human Resources at the Department of Economic Development, EIM
Osvaldas Šmitas	Director for the Department of Economic Development, EIM
Jurga Šimkutė	Advisor at the Division of the Development of Human Resources, EIM
Tomas Pūtyš	Head of the Division of Non-Formal Education, SMSM

### Workshop moderators and note-takers

Staff of STRATA and the ministries in the national project team acted as moderators and note-takers during the virtual workshops in May-June and September 2020.

### OECD consultations in Lithuania

The OECD held three rounds of virtual consultations with officials and stakeholders in Lithuania between March and September 2020. A broad range of stakeholders, including representatives of municipalities, regional bodies, adult education providers, employers, employer associations and trade unions participated in these consultations. The consultations included webinars, interactive workshops, thematic expert meetings and bilateral meetings.

### Consultation 1: Skills Strategy Seminar

During the first virtual consultations on 9 March 2020, members of the OECD team:

1. held a technical-level meeting with representatives of the seven ministries and agencies in the national project team to discuss and receive feedback on the main elements of the project
2. held a high-level meeting with state secretaries and officials from the seven ministries and agencies to present and receive feedback and endorsement on the main elements of the project.

Vice Minister Marius Skuodis, Ministry of Economy and Innovation chaired the main the meeting. Representatives of several ministries and offices, as well as the European Commission, attended the virtual technical-level meeting and senior official's discussion on 9 March (Table A A.2).

**Table A A.2. Senior officials and technical-level meetings, 9 March 2020**

Organisation
Ministry of Education, Science and Sport
Ministry of Social Security and Labour
Ministry of Economy and Innovation
Ministry of Finance
Tripartite Council (Representing Employers, Trade Unions and the Government)
The Office of the Government of the Republic of Lithuania
Government Strategic Analysis Center (STRATA)
European Commission Representation in Lithuania

### Consultation 2: Assessment consultations

During the second virtual consultations from 27 May to 5 June 2020 (and 22-23 June), members of the OECD team:

1. had bilateral meetings with the ministries and organisations on the national project team
2. held a webinar allowing invitees to watch and hear the Government of Lithuania, European Commission and OECD speak and present about the project, and to ask questions
3. held four stakeholder workshops, one on each priority for the project, to build broad cross-sectoral buy-in to improve Lithuania's skills system, facilitate networking, and gather stakeholders' views
4. held four experts' discussions, one on each priority for the project, for the OECD to gather experts' views on Lithuania's main challenges and opportunities to enrich the report
5. held two regional discussions, with representatives of Kaunas and Utena, for the OECD to gather regional stakeholders' views on Lithuania's main challenges and opportunities to enrich the report.

Representatives of several ministries and offices, the European Commission, and numerous stakeholder groups attended the assessment consultations (Table A A.3).

**Table A A.3. Organisations participating in the virtual assessment consultations, 27 May to 5 June 2020 (and 22-23 June)**

Organisations
<b>Ministries and agencies</b>
Ministry of Economy and Innovation (Ekonomikos ir inovacijų ministerija)
Ministry of Education, Science and Sport (Švietimo, mokslo ir sporto ministerija)
Ministry of Finance (Finansų ministerija)
Ministry of Social Security and Labour (Socialinės apsaugos ir darbo ministerija)

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**Organisations**


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The Office of the President of the Republic of Lithuania (Lietuvos Respublikos Prezidentūra)
The Office of the Government of the Republic of Lithuania (Lietuvos Respublikos Vyriausybės kanceliarija)
Parliament of the Republic of Lithuania (Lietuvos Respublikos Seimas)
Government Strategic Analysis Center (STRATA) (Vyriausybės strateginės analizės centras)
Bank of Lithuania (Lietuvos bankas)
Centre of Registers (VĮ Registrų centras)
Department for Regional Development under the Ministry of Internal Affairs (Regioninės plėtros departamentas prie Vidaus reikalų ministerijos)
Department of Youth Affairs under the Ministry of Social Security and Labour (Jaunimo reikalų departamentas prie Socialinės apsaugos ir darbo ministerijos)
European Commission Representation in Lithuania (Europos Komisijos atstovybė Lietuvoje)
National Agency for Education (Nacionalinė švietimo agentūra)
National Audit Office (Vastybės kontrolė)
National Council of Education (Lietuvos švietimo taryba)
Permanent Representation of the Republic of Lithuania to the OECD (Lietuvos Respublikos nuolatinė atstovybė prie EBPO)
Public Employment Service under the Ministry of Social Security and Labour (Užimtumo tarnyba prie Lietuvos Respublikos socialinės apsaugos ir darbo ministerijos)
State Labour Inspectorate (Valstybinė darbo inspekcija)
Tripartite Council (Representing Employers, Trade Unions and the Government) (Trišalė taryba, atstovaujanti darbdavius, profesines sąjungas ir Vyriausybę)

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**Stakeholders**


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Association of Local Authorities in Lithuania (Lietuvos savivaldybių asociacija)
Association of Lithuanian Chambers of Commerce, Industry and Crafts (LPPARA) (Lietuvos prekybos, pramonės ir amatų rūmų asociacija)
Association of Lithuanian Vocational Schools (Lietuvos profesinio mokymo įstaigų asociacija)
Chamber of Agriculture (Žemės ūkio rūmai)
Confinn (UAB "Confinn")
Education Division of Kaunas Chamber of Commerce, Industry and Crafts (Kauno prekybos, pramonės ir amatų rūmų Švietimo skyrius)
Education Exchanges Support Foundation (Švietimo mainų paramos fondas)
European Innovation Centre (Europinių inovacijų centras)
Factory "Utenos trikotažas" (fabrikas "Utenos trikotažas")
Global Lithuanian Leaders
Interino LT (Lietuvos verslo integracija į tarptautinės eksperimentinės plėtros ir inovacijų vertės grandines)
Invest Lithuania (Investuok Lietuvoje)
Jewish Community of Lithuania (Lietuvos žydų (litvakų) bendruomenė)
Kaunas Applied Art School (Kauno Taikomosios dailės mokykla)
Kaunas City Council (Kauno miesto taryba)
Kaunas City Municipality (Kauno miesto savivaldybė)
Kaunas Region Education Centre (Kauno rajono švietimo centras)
Kaunas University of Technology (Kauno technologijos universitetas)
Kazimieras Simonavičius University (Kazimiero Simonavičiaus universitetas)
King Mindaugas Vocational Training Center (Karaliaus Mindaugo profesinio mokymo centras)
Knowledge Economy Forum (Asociacija „Žinių ekonomikos forumas“)
Labour Market Research Institute (Darbo rinkos tyrimų institutas)
Lietuvos Junior Achievement (VšĮ "Lietuvos Junior Achievement")
Lithuanian Association of Adult Education (Lietuvos suaugusiųjų švietimo asociacija)
Lithuanian Business Employers' Confederation (Lietuvos verslo darbdavių konfederacija)
Lithuanian Career Professionals Association (Lietuvos karjeros specialistų asociacija)
Lithuanian Confederation of Industrialists (Lietuvos pramonininkų konfederacija)
Lithuanian Disability forum (Lietuvos negalios organizacijų forumas)
Lithuanian Employers' Confederation (Lietuvos darbdavių konfederacija)
Lithuanian Engineering Industry Association (Lietuvos inžinerinės pramonės asociacija)
Lithuanian Innovation Centre (Lietuvos inovacijų centras)

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**Organisations**


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Lithuanian National Commission for UNESCO (Lietuvos nacionalinė UNESCO komisija)
Lithuanian National Union of Students (Lietuvos studentų sąjunga)
Lithuanian School Students' Association (Lietuvos moksleivių sąjunga)
Lithuanian Trade Union "Solidarumas" (Lietuvos profesinė sąjunga „Solidarumas“)
Lithuanian Trade Union Confederation (Lietuvos profesinių sąjungų konfederacija)
Mykolas Romeris University (Mykolo Riomerio universitetas)
National Digital Coalition (Nacionalinė skaitmeninė koalicija)
National Network of Education NGOs (Švietimo tinklas)
Panevezys City Municipality (Panevėžio miesto savivaldybė)
Panevezys Development Agency (Panevėžio plėtros agentūra)
PPMI Group - Public Policy and Management Institute (Viešosios politikos ir vadybos institutas)
Private limited liability company "Serfas" (UAB "Serfas")
Public institution "Sustainable idea" (VŠĮ "Tvari idėja")
Public institution Enterprise Lithuania (VŠĮ „Versli Lietuva“)
Qualifications and Vocational Education and Training Development Centre (Kvalifikacijų ir profesinio mokymo plėtros centras)
Siauliai Labour Market Training Centre (Šiaulių darbo rinkos mokymo centras)
SMK University of Applied Social Sciences (Socialinių mokslų kolegija)
Social initiative "Cycling Without Age" (pilietinė iniciatyva "Cycling Without Age")
Social Innovation Fund (Socialinių inovacijų fondas)
Soros International House
SPA VILNIUS Treatment Centre ("SPA Vilnius")
Swedbank
The World Lithuanian Youth Association (Pasaulio lietuvių jaunimo sąjunga)
Training and Consulting Centre of Association of Local Authorities in Lithuania (Lietuvos savivaldybių asociacijos Mokymo ir konsultavimo centras)
Utena Dauniskis gymnasium (Utenos Dauniškio gimnazija)
Utena Division of Panevezys Chamber for Commerce, Industry and Crafts (Panevėžio prekybos, pramonės ir amatų rūmų Utenos padalinys)
Utena Education Centre (Utenos švietimo centras)
Utena Region Municipality (Utenos rajono savivaldybė)
Utena Regional Development Council (Utenos regiono plėtros taryba)
Utena University of Applied Sciences (Utenos kolegija)
Vilnius Academy of Arts (Vilniaus Dailės Akademija)
Vilnius car mechanics and business school (Vilniaus automechanikos ir verslo mokykla)
Vilnius Chamber of Commerce, Industry and Crafts (Vilniaus prekybos, pramonės ir amatų rūmai)
Vilnius City Administration (Vilniaus miesto savivaldybė)
Vilnius University (Vilniaus universitetas)
Visaginas Technology and Business Vocational Education and Training Centre (Visagino technologijos ir verslo profesinio mokymo centras)
Visionary Analytics
Vytautas Magnus University (Vytauto Didžiojo universitetas)

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### **Consultation 3: Recommendations consultations**

During the third virtual consultations from 21 to 25 September 2020, members of the OECD team:

1. held a webinar allowing invitees to watch and hear the Government of Lithuania and OECD speak and present about the project
2. held four stakeholder workshops, one on each priority for the project, to gather stakeholders' views on draft policy recommendations
3. held 9 experts' discussions on key topics covered in the project, for the OECD to test draft recommendations with experts.

Representatives of several ministries, offices and stakeholder groups attended the recommendations consultations (Table A A.4).

**Table A A.4. Organisations participating in the virtual recommendations consultations, 21-25 September 2020**

Organisations
<b>Ministries and agencies</b>
Ministry of Economy and Innovation (Ekonomikos ir inovacijų ministerija)
Ministry of Education, Science and Sport (Švietimo, mokslo ir sporto ministerija)
Ministry of Finance (Finansų ministerija)
Ministry of the Interior (Vidaus reikalų ministerija)
Ministry of Social Security and Labour (Socialinės apsaugos ir darbo ministerija)
The Office of the President of the Republic of Lithuania (Lietuvos Respublikos Prezidentūra)
The Office of the Government of the Republic of Lithuania (Lietuvos Respublikos Vyriausybės kanceliarija)
Government Strategic Analysis Center (STRATA) (Vyriausybės strateginės analizės centras)
Tripartite Council (Representing Employers, Trade Unions and the Government) (Trišalė taryba, atstovaujanti darbdavius, profesines sąjungas ir Vyriausybę)
Bank of Lithuania (Lietuvos bankas)
Centre for Quality Assessment in Higher Education (Studijų kokybės vertinimo centras)
Civil Service Department under the Ministry of the Interior (Valstybės tarnybos departamentas prie Vidaus reikalų ministerijos)
National Agency For Education (Nacionalinė švietimo agentūra)
National Audit Office (Valstybės kontrolė)
National Council of Education (Lietuvos švietimo taryba)
Permanent Representation of the Republic of Lithuania to the OECD (Lietuvos Respublikos nuolatinė atstovybė prie EBPO)
Public employment service under the Ministry of Social Security and Labour (Užimtumo tarnyba prie Lietuvos Respublikos socialinės apsaugos ir darbo ministerijos)
Regioninės plėtros departamentas prie Vidaus reikalų ministerijos (Department for Regional development under the Ministry of the Interior)
State Labour Inspectorate (Valstybinė darbo inspekcija)
Statistics Lithuania (Lietuvos statistikos departamentas)
Study Evaluation Commission at the Centre for Quality Assessment in Higher Education (Studijų kokybės vertinimo centro Studijų vertinimo komisija)
<b>Stakeholders</b>
Alytus "Sakalėlis" primary school (Alytaus Sakalėlio pradinė mokykla)
Association of Local Authorities in Lithuania (Lietuvos savivaldybių asociacija)
Association for HR Professionals (Personalo valdymo profesionalų asociacija)
Association Investors' Forum (Asociacija „Investuotojų forumas“)
Association of Klaipėda City Communities (Klaipėdos bendruomenių asociacija)
Association of Lithuanian Chambers of Commerce, Industry and Crafts (LPPARA) (Lietuvos prekybos, pramonės ir amatų rūmų asociacija)
Association of Young Physicians (Jaunųjų gydytojų asociacija)
Dzukija school (Dzūkijos mokykla)
EAPN Lithuania – Lithuanian National Anti Poverty Network (Nacionalinis skurdo mažinimo organizacijų tinklas)
Education Exchanges Support Foundation (Švietimo mainų paramos fondas)
ESTEP (VšĮ) Europos socialiniai, teisiniai ir ekonominiai projektai)
Invest Lithuania (Investuok Lietuvoje)
ISM University of Management and Economics (ISM Vadybos ir ekonomikos universitetas)
Kaunas Region Education Centre (Kauno rajono švietimo centras)
Kaunas University of Applied Engineering Sciences (Kauno technologijos universitetas)
Kaunas University of Applied Sciences (Kauno kolegija)
Knowledge Economy Forum (Asociacija „Žinių ekonomikos forumas“)
LAMA BPO (Lietuvos aukštųjų mokyklų asociacija bendrajam priėmimui organizuoti)
Lithuanian Association of Adult Education (Lietuvos suaugusiųjų švietimo asociacija)

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**Organisations**


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Lithuanian Association of Hotels and Restaurants (Lietuvos viešbučių ir restoranų asociacija)
Lithuanian Career Professionals Association (Lietuvos karjeros specialistų asociacija)
Lithuanian Centre of Non-formal Youth Education (Lietuvos mokinių neformaliojo švietimo centras)
Lithuanian Confederation of Industrialists (Lietuvos pramonininkų konfederacija)
Lithuanian employers' confederation (Lietuvos darbdavių konfederacija)
Lithuanian National Union of Students (Lietuvos studentų sąjunga)
Lithuanian Trade Union „Solidarumas“ (LPSS) (Lietuvos profesinė sąjunga „Solidarumas“)
Lithuanian Trade Union Confederation (LPSK) (Lietuvos profesinių sąjungų konfederacija)
Lithuanian Youth Council (Lietuvos jaunimo organizacijų taryba)
Nacionalinė NVO koalicija (National Coalition of Non-Governmental Organizations)
National Association of Third Age Universities (Nacionalinė trečiojo amžiaus universitetų asociacija)
National Digital Coalition (Nacionalinė skaitmeninė koalicija)
National Network of Education NGOs (Švietimo tinklas)
Panevezys City Municipality's STEAM Centre (Panevėžio gamtos mokslų, technologijų, inžinerijos, matematikos tyrimų ir eksperimentinės veiklos atviros prieigos centras)
Panevezys Development Centre (VŠĮ Panevėžio plėtros agentūra)
PPMI Group - Public Policy and Management Institute (Viešosios politikos ir vadybos institutas)
Private limited liability company "Orion Global PET" ("UAB "Orion Global PET")
Private limited liability company "Serfas" (UAB "Serfas")
Public institution Enterprise Lithuania (VŠĮ „Versli Lietuva“)
Rectors' Conference of Lithuanian University Colleges (Lietuvos kolegijų direktorių konferencija)
Siauliai Labour Market Training Centre (Šiaulių darbo rinkos mokymo centras)
SMK University of Applied Social Sciences (Socialinių mokslų kolegija)
Soros International House
Utena Education Centre (Utenos švietimo centras)
Vilnius Chamber of Commerce, Industry and Crafts (Vilniaus prekybos, pramonės ir amatų rūmai)
Vilnius City Administration (Vilniaus miesto savivaldybė)
Vilnius Gediminas Technical University (Vilniaus Gedimino technikos universitetas)
Vilnius International Film Festival "Kino pavasaris" (Vilniaus tarptautinis kino festivalis "Kino pavasaris")
Vilnius University (Vilniaus universitetas)
Vilnius University of Applied Sciences (Vilniaus kolegija)
Visaginas Technology and Business Vocational Education and Training Centre (Visagino technologijos ir verslo profesinio mokymo centras)
Visaginas Third Age University (Visagino trečiojo amžiaus universitetas)
Visionary Analytics
Vytautas Magnus University (Vytauto Didžiojo Universitetas)
Zirmunai Vocational Education Centre (profesinio mokymo centras "Žirmūnai")

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