

D.Sc.Vjosa Mullatahiri

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PROFILE

I'm a Certified Management Consultant (CMC) with over 20 years of expertise in workforce development, labor market policy, and private sector growth, specializing in women's economic empowerment, youth employment, and innovative skills-matching programs. Trained and coached over 200 entrepreneurs in business and marketing planning, facilitating market entry and financial access. Conducted research and skills gap analyses in industries like wood and services to develop competitiveness strategies.

Holder of Ph.D. and MBA in Marketing Management; and Certified CMC assessor, project manager, and national trainer for Business Development (CEFE International), Digital Marketing Trainer (EBRD), experienced in fostering social youth entrepreneurship (GSBI). Skilled in developing and delivering training in digital marketing, sales management, research, and customer service, with a strong focus on mediating financial access for young entrepreneurs.

Have extensive experience working with government entities, international donors, NGOs, and business communities, leveraging collaboration to enhance program impact.

I'm passionate about gender equality and women's economic empowerment, which inspired me to initiate gender-sensitive measures that connect skills development with real labor market needs. With a Ph.D. in Marketing Management, I combine academic expertise and hands-on experience to develop practical, impactful business strategies, particularly for startup enterprises, and initiate innovative measures to promote employment opportunities in Kosovo.

EXPERIENCE

06/2021 – ongoing – Prishtine, Kosovo

PROGRAM COMPONENT MANAGER FOR LABOUR POLICY/MEASURES & YOUTH EMPLOYMENT – GIZ KOSOVO

- **Policy & Strategy Development:** Providing expert advice to political partners, piloting innovative outreach and aligning active labor market measures with industry needs focused on green and digital transformation. Advising EARK, Ministry of Finance, Labour, and Transfers (MFLT), in coordination with other partners (ILO, USAID, other UN agencies) during the formulation of new Employment strategies, Employment Promotion Law and ALMM and Employment Administration regulation.
- **Financial Management & Compliance:** Supervised the implementation of the Financial Agreement with MFLT (EARK); monitored and ensured strict adherence to the terms outlined in the signed agreement during implementation.
- **Capacity Building & Stakeholder Engagement:** Supported MFLT on internal restructuring and capacity building for smoother implementation of the Youth Guarantee Scheme (YGS) initiatives; Fostering support and facilitating cooperation among political partners and local stakeholders involved in the employment promotion initiatives.
- **Team & Project Management:** managing a team of internal & external advisors to improve the quality and expand the scope of labor market (LM) services, focused on providing better access to LM vulnerable groups including women, youth, and minority groups.

10/2015 – 05/2021 – Prishtine, Kosovo

PROJECT ADVISOR FOR ACTIVE LABOR MARKET MEASURES & YOUTH EMPLOYMENT / COUNTRY GENDER FOCAL POINT – GIZ KOSOVO

- **Policy & Strategy Development:** Advised MLSW on sustainable employment policies and revised active labor market measures based on field experience. Developed innovative approaches, including gender equality, to better serve youth and employers.
- **Gender and Inclusion:** Prepared Gender Analysis and integrated its principles into all aspects of the project. Developed inclusive measures in project and country level taking into account inclusiveness and LNOB principles.
- **Stakeholder Engagement & Compliance:** Advised stakeholders on new employment measures and ensured adherence to the financial agreement with the Ministry of Labor and Social Welfare (MLSW) in line with GIZ rules.

01/2014 – 10/2021 – Prishtine, Kosovo

FOUNDER / EXECUTIVE DIRECTOR – MARKETING & MANAGEMENT FOR START-UP AND SUCCESS (M4SUCCESS. LLC)

Founded a Marketing and Management consultancy specializing in empowering startups and established businesses. We deliver comprehensive solutions, helping clients identify their potential, overcome challenges, and achieve targeted results through strategic improvements. My expertise has led to the development of various products and services to address client needs in these main areas:

Project Management and Proposal Development:

- Led the strategic coordination and provided operational support to assess and prepare the proposal design for USAID's "Up to Youth" solicitation. (2018, Global Communities).

- Established advisory boards and facilitated dialogues between universities and private/public sector enterprises, while enhancing communication and marketing strategies. (2015-2016, Helvetas Swiss Intercooperation)
- Developed Work-Based Learning Manual and recommendations for the revision of the Administrative Instruction on Work-Based Learning. (2019, Helvetas Swiss Intercooperation)

Capacity Building and Strategy Development:

- Mentored aspiring consultants (eight individuals) through the Certified Management Consultant (CMC) program, ensuring their successful certification. (2015-2018, BCC)
- Developed a comprehensive fundraising and marketing strategy for NGO Downs Syndrome Kosova, leading to increased resources and valuable partnerships: policies and procedures for functionalization of Board of Directors (2016-2017, DSK/HELP International)
- Delivered digital marketing workshops: Equipped women-owned businesses with essential skills in web marketing, email marketing, and social media marketing. (2015, EBRD/CEFE Serbia)

Gender Equality, Inclusion and Economic Empowerment:

- Developed a Women's Economic Empowerment Strategy utilizing the Market for Poor (M4P) approach, empowering women through market participation. (2014, PPSE)
- Led Women's Economic Empowerment Assessment: Authored a report summarizing key findings on the status of women's economic empowerment in Kosovo. (2014, Women's Chamber of Commerce - G7)
- Provided pro bono marketing guidance in marketing and business development strategy guidance to a women-owned startup "Happy Feet." (2018, Vital Voices)
- Delivered training on Value Chain and Making Markets Work to Women in Business and gender focal points. (2016, Swiss Contact/USAID)
- Facilitated the launch of Women in Business (WiB) chapters in both South and North Mitrovica. Provided guidance in defining their mission, objectives, and establishing leadership structures. (2015-2017, Community Building Mitrovica)

11/2014 – 04/2015 – Suhareka, Kosovo

GRANT EVALUATOR – UNITED NATION DEVELOPMENT PROGRAM (UNDP)

- Evaluated 380+ Business Grants: Reviewed applications for business development and marketing grants on behalf of the Local Development Fund, supporting new and expanding businesses in Dragash and Shterpce

02/2014 – 01/2016 – Prishtine, Kosovo

SENIOR EXPERT ON ALMP AND GRANT SCHEME MANAGEMENT (EU project) – WYG INTERNATIONAL

- Analyzed the effectiveness of Active Labor Market Programs (ALMPs) for disadvantaged groups, trained stakeholders on EU applications and ALMP monitoring, and built a robust system to track employability outcomes.

02/2015 – 05/2015 – Prishtine, Kosovo

WORKFORCE DEVELOPMENT SPECIALIST – MENDEZ ENGLAND & ASSOCIATES

- Conducted a comprehensive assessment for USAID, identifying challenges and constraints in preparing youth for the workforce (Kosovo Workforce Readiness Assessment - Final Report).

02 - 04/2014 – 02/2015 – Prishtine, Kosovo

NATIONAL CONSULTANT – GIZ KOSOVO

- **Appraisal Mission for YEPIK** - Evaluated Kosovo Government & stakeholder strategies in youth, employment, and migration, focusing on gender equality. Developed a comprehensive gender analysis report and stakeholder map for the new Youth Project.
- **Sectorial strategy on Employment and Social Dialogue** - Provided policy and technical expertise for the Ministry of Labour and Social Welfare's Action Plan on professional training, employment, labor, and social dialogue.

01/2011 – 09/2013 – Prishtine, Kosovo

PROGRAM MANAGER & ACTING CHIEF OF PARTY – USAID YOUNG ENTREPRENEURS PROGRAM- EDUCATION DEVELOPMENT CENTRE

- Led a team of 6 business advisors in creating and implementing the USAID Young Entrepreneurs Program. This initiative empowered over 1200 aspiring entrepreneurs (aged 18-35) to launch or expand their businesses, with over 350 + businesses supported and securing \$ 2 million in matching funds. Furthermore, developed clear guidelines and a monitoring system for the USAID Seed Fund, streamlining the application process and ensuring effective tracking of funded start-ups and existing businesses, and further mentoring opportunities.

07/2013 – 09/2013 – Prishtine, Kosovo

LOCAL CONSULTANT – WOMEN FOR WOMEN INTERNATIONAL

- Conducted an in-depth study and report on Kosovo's women's economic empowerment, identifying gaps between gender equality laws and their practical implementation.

07/2011 – 12/2011 – Pristine, Kosovo

LOCAL EXPERT (EVALUATOR) – UNIVERSITY OF SALZBURG, AUSTRIA

- Evaluated Quality Assurance at 10 Private Higher Education Institutions: Led external project evaluation, resulting in a comprehensive report with recommendations for improvement and future development.

03/2009 – 01/2011 – Pristine, Kosovo

WORKFORCE DEVELOPMENT LEAD -USAID KOSOVO PRIVATE ENTERPRISE PROGRAM – BOOZ|ALLEN|HAMILTON

- Led and overseeing the Workforce Development projects, building strong partnerships to ensure seamless program execution. I bridged critical skill gaps and enhanced employability by conducting training needs analyses, developing programs for key sectors (welding, banking, ICT, etc.), and designing curricula that addressed those needs. Piloted for the first time sector-specific job fairs and internship programs, fostering valuable connections between jobseekers and employers.

06/2007 – 03/2009 – Prishtine, Kosovo

PROJECT COORDINATOR /MANAGER – UNITED NATION DEVELOPMENT PROGRAM (UNDP)

- Led a team of 7 UN Youth Volunteers to implement Youth Action Plans, managing a \$337,000 budget and delivering a project praised by external auditors. Also supported the Department of Youth (MCYS) by establishing procedures for youth volunteer recruitment and MDG grant implementation, while monitoring and evaluating projects to strengthen youth sector development.

07/2005 – 06/2007 – Prishtine, Kosovo

PRIVATIZATION TRANSACTION OFFICER – KOSOVO PRIVATIZATION AGENCY (EU MISSION)

- Streamlined SOE Privatization: Assessed SOE status, prepared KTA board documentation, and implemented a tracking system to monitor the successful privatization of NewCOs (formerly SOEs).

03/2003 – 07/2005 – Gjakove, Kosovo

EXECUTIVE DIRECTOR – COMMUNITY AND BUSINESS DEVELOPMENT CENTER

- Founded and led a local NGO, managed a team of 7 (5 staff & 2 volunteers); Designed and executed projects supporting youth employment, entrepreneurship, and women's business initiatives. Secured over €200,000 in funding from reputable organizations (CIDA, SOROS, Save the Children, USAID, Philip Morris) for the Women's Entrepreneurship program. Secured substantial funding exceeding €200,000 to support these initiatives.

01/2002 – 03/2003 – Gjakove, Kosovo

BUSINESS CONSULTANT / LOCAL PROGRAM MANAGER – CHF INTERNATIONAL/ GLOBAL COMMUNITIES

- Empowered Kosovo Construction Businesses: Managed a team of consultants while delivering needs assessments, coaching on business plans, and facilitating bank loans for KCEP clients, ensuring their success in the construction industry.

02/2001 – 12/2001 – Gjakove, Kosovo

DEMOCRATIZATION ASSISTANT (NGO) – OSCE

- Supported Local Civil Society: Facilitated collaboration between local NGOs and international partners, advised new NGOs on documentation and finances, and assisted with implementing the "Responsible Governance and Civic Participation" pilot project.

07/1999 – 02/2001 – Gjakove and Peje, Kosovo

PRE-SCHOOL OFFICER – SAVE THE CHILDREN

- Led Early Childhood Development Initiatives: Successfully managed 13 "Safe Areas," transitioned one into a pre-school, and supported Save the Children Alliance Kosovo in developing their Early Childhood policy. Additionally, 3 tracing officers supervised.

EDUCATION

2013 – 2019 **DOCTOR OF ECONOMIC SCIENCES IN THE FIELD OF MARKETING** – University of Prishtina "Hasan Prishtina", Kosovo

2007 – 2011 **MASTER OF MANAGEMENT AND INFORMATICS** – University of Prishtina "Hasan Prishtina", Kosovo

2007 – 2010 **MBA IN MARKETING MANAGEMENT (ONLINE)** – University of Gavle, Sweden

2000 – 2005 **BACHELOR IN BUSINESS ADMINISTRATION & DIPLOMA IN FINANCE
ENTERPRISES**– University of Pristine- Faculty of Applied Science in Peja, Kosovo

TRAINING

04/2024	COMMISSION MANAGEMENT TRAINING , online – Academy for International Cooperation
02/2024	COMPLIANCE BASIC COURSE online – Academy for International Cooperation
01-02/2024	GREEN & DIGITAL SKILLS TRAINING , online – INCO Academy UK
02/2023	DATA PROTECTION TRAINING , online – Academy for International Cooperation
01- 03/2022	COOPERATION AND TEAM MANAGEMENT , online – Academy for International Cooperation
27/01/2021	EFFECTIVE PRESENTATION IN THE INTERNATIONAL CONTEXT , online – Academy for International Cooperation
10/2019	GENDER IN PRACTICE , Academy for International Cooperation, Eschborn, Germany
09/2019	ADDRESSING CHALLENGES OF YOUTH NEET: INSTRUMENTS OF RESPONSES OF LABOUR MARKET INCLUSION , International Training Center – ILO, Turin, Italy,
10/2018	CAPACITY WORKS FOR PROJECT MANAGEMENT , GIZ, Prishtina, Kosovo
11/2017	GENDER SENSITIVE PROJECT MANAGEMENT , Academy for International Cooperation, Prishtine, Kosovo
02/2017	SHAPING MIGRATION FOR SUSTAINABLE DEVELOPMENT , GIZ, Prishtine Kosovo
06/2016	THEYE! BOOST PROGRAM FOR ToT -TARGETING EARLY-STAGE YOUNG ENTREPRENEURS , online, Global Social Benefit Institute (GSBI)
06/2016	EXPORTING STRATEGY FOR BUSINESSES , European Bank for Reconstruction and Development (EBRD), Prishtine, Kosovo
05/2016	ToT FOR WOMEN IN START-UP BUSINESSES , European Bank for Reconstruction and Development, Belgrade
05/2016	BUSINESS DIAGNOSTICS TRAINING , European Bank for Reconstruction and Development, Prishtine
10/2015	GENDER ANALYSIS IN VALUE CHAIN DEVELOPMENT , Swiss Contact, Peja,
03/2015	MAKING MARKETS WORK FOR POOR (M4P) OR MARKETS FOR SYSTEM DEVELOPMENT , Helvetas Swiss Intercooperation Sarajevo, BiH
03/2013	MARKETING AND SELLING CONSULTANCY SERVICES , European Bank for Reconstruction and Development, Prishtine, Kosovo
11/2013	STARTING A CONSULTANCY BUSINESS , European Bank for Reconstruction and Development, Skopje, North Macedonia
10/2011 - 05/2019	CERTIFIED MANAGEMENT CONSULTANT (CMC) , MCA2000 & ICMC, Prishtine Kosovo
04/2011	MARKET RESEARCH FOR YOUTH INCLUSIVE FINANCIAL SERVICES , Making Cents and Financial School in Frankfurt, Germany
10/2007	PRINCE2- PROJECTS IN CONTROLLED ENVIRONMENT , APM Group, UK and UNDP Prishtine, Kosovo
09/2006 – 12/2006	EU INTEGRATION TRAINING , Kosovo Foundation for Open Society and Kosovo Foundation for Civic Society, Prishtine, Kosovo
06 – 12/2005	BUSINESS PLAN DEVELOPMENT AND TOT FOR BUSINESS PLAN DEVELOPMENT , CEFE Int. & GIZ, Prishtine, Kosovo
09/2005	GLOBAL LEADERSHIP SEMINAR FOR NGO'S WORKING IN SMALL BUSINESS DEVELOPMENT Cairo, Egypt, International Institute of Education
03-04/2003	HOW TO ESTABLISH AN ORGANIZATION & BOARD OF DIRECTORS , CHF International/Daniel Krotz (one-on-one advise)
05- 07/2002	PROMOTER FOR START-UP ENTERPRISES IN CONSTRUCTION SECTOR , National Albanian and American Council, Washington D.C, United States, HOW TO START A BUSINESS AND HOW TO WRITE A PERFECT BUSINESS PLAN , SCORE group / Small Business Administration, Washington D.C, United States

LANGUAGE SKILLS

Mother tongue(s): ALBANIAN

Other language(s):	UNDERSTANDING	SPEAKING	WRITING
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	Listening	Reading	Spoken production	Spoken interaction	
ENGLISH	C2	C2	C2	C2	C2
SERBIAN	C1	C1	B1	B1	C1

Levels: A1 and A2: Basic user; B1 and B2: Independent user; C1 and C2: Proficient user

DIGITAL SKILLS

Microsoft Office | MS Teams | SPSS | IDA | Prezi.com | Microsoft Visio | Calculators /Tools for measuring Carbon Footprint

COMMUNICATION AND INTERPERSONAL SKILLS

Analytical skills - Strong analytical skills acquired during doctoral studies and consultancy works in preparing gender analysis, market assessment and ALMM manual development; Experience in assessing needs young people and women to further develop their skills to address the labour market demand.

Leadership and Management skills - While managing diverse team of professional staff and volunteers, I gained experience and ability to lead, motivate, develop capacities of my team and work as part of a team. Also serving as Board Member, I've provided my inputs to ensure that organizations and institutions follow their mission and develop strategies for the benefit of the community

Communication and Negotiation skills - Very good communication and negotiation skills obtained during my experience as program manager and advisor working with political and institutional partners, business associations, employment offices and training centres, and business owners.

PUBLICATIONS

- **The Relationships among Service Quality and e-Marketing with Trust and Loyalty to Brands of Mobile Telephone Operators in Kosovo (2019)** Ukaj, F., Mullatahiri, V. [Link](#)
- **The Effects of e-Marketing on Brand Loyalty: The Case of Mobile Operators in Kosovo (2019)** Mullatahiri, V., Ukaj, F. [Link](#)
- **The approach of local firms towards e-banking (2015)** Mullatahiri, V. [Link](#)
- **Kosovo Workforce Readiness Assessment Report, USAID/Kosovo (2015)** Statman, J., Huibregtse, A., Pupovic, D., Mullatahiri, V. [Link](#)
- **Service Innovation and Customers' Involvement in Service Industry in Kosovo(2014)** Mullatahiri, V. [Link](#)
- **Zhvillimi dhe Menaxhimi i Marketingut në Industrinë e Drurit në Kosovë (2010)** Reshidi, N., Mullatahiri, V.
- **Marketing Management for NGO's in Kosova (2010)** Mullatahiri, V. [Link](#)
- **Doracak për Ndërmarrësit e Rinj (2005)** Mullatahiri, V., Dushi, V., Kaja, H.

VOLUNTEERING / SERVING BODIES

2024 – present – Co Assessor for Institute of Quality Assurance for International Council of Mgmt. Consulting Institutes

2021 – 2022 Chair of the Steering Board of the University “Fehmi Agani” in Gjakova (UFAGJ) – Appointed by Minister of Education, Science and Technology

2019 – 2022 Chair of Ethical and Professional Committee of Business Consultants Council (BCC)

2014 – 2018 Board Member for Medica Gjakova

2014 – 2016 Board Member for Association Nermin-Vlora Falaschi - Branch in Gjakova

2013 – 2016 Board Member for Business Consultant’s Council (BCC)

2009 – 2015 Board Member for Advocacy and Training Resource Training (ATRC)

2005 – 2010 Board Member for Community and Business Development Center (CBDC)