

## Western Balkan Peer Reviews on Employment Policies and Programmes

### Peer Review on on-the-job training (Hosted by Albania)

#### Bosnia and Herzegovina

#### Review for the Federation of BiH

This study is conducted in the framework of the *Employment and Social Affairs Platform* (ESAP), a regional project financed by the European Commission and jointly implemented by RCC and ILO in Albania, Bosnia and Herzegovina, Kosovo\*, Montenegro, Serbia and The Former Yugoslav Republic of Macedonia. The project, which began its implementation in 2016 and lasts for 3 years, aims to strengthen regional cooperation and institutional capacities of national administrations, employers' and workers' organisations, enabling them to develop and effectively implement labour market and social policy reforms in their EU enlargement process.

This review covers in depth stages of the design, implementation, monitoring and evaluation of "Training until employment" programme in the Federation of BiH, "Employment Support Programme for youth through training" in the Republic of Srpska, and "Employment Support Programme for youth through training" in the Brčko District of BiH. The data for the review were collected through a questionnaire with the specialists of the PES offices.

#### 1. General information

On-the-job training programme in the Federation of BiH is named „Training until employment 2018“. The objective of the programme is to enable preparation for employment through training and acquiring skills in a business environment for 1200 unemployed persons, of whom at least 840 should be employed. The programme is focused on unemployed persons who do not have the required knowledge and skills, especially with regards to new working methods and use of new technologies in the economy sector.

By assisting in the formation of the skills needs of employers, the programme matches the workforce skills with those required in the labour market, thus fulfilling labour market needs. In addition, the programme confirms the importance of life-long learning and investing in updated and new knowledge both for the employee and the employer.

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\* This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo declaration of independence.

The programme started its implementation in 2014. The source of funds is the budget of PES of the Federation of BiH. It covers the whole territory of the Federation of BiH. The annual budget of the programme is as follows:

2014/2015 – 1.500.000 BAM (EUR 770,000)

2016 – 1.000.000 BAM (EUR 511,000)

2017 – 1.000.000 BAM (EUR 511,000)

2018 – 2.000.000 BAM (EUR 1,022,000)

The target group participants are the registered employers in the Federation of BiH and that comply with the tax rules and payments and have signed an agreement with the Tax Administration of the Federation of BiH for payment of debts and those that operate in accordance with the law of financial consolidation.

The programme identifies a target group of unemployed persons; their training for certain jobs is co-financed in order to increase the competitiveness, competences and opportunities in the labour market. The target group of unemployed persons must be registered with the Employment Service Offices before submitting an application for a public call by the employer. There is no discrimination with regard to work experience, age, or level of education.

The legal framework for on-the-job training in the Federation of BiH is based on the Law on Mediation in Employment and Social Security of Unemployed Persons („Official Gazette of the Federation of BiH“, No. 41/01, 22/05 and 9/08), The Strategy of Strengthening the Function of Mediation in Public Employment Services of the Federation of BiH, and the Action Plan of the PES for the year 2018.

## **2. Programme design and promotion**

The Federal Employment Service is in charge of the design of the programme. Although PES is a responsible institution for the implementation of the programme, to this end there is collaboration between cantonal Employment Offices, employers and other institutions such as schools, training centres and local self-government units. The collaboration with the later depends on the needs and is not common, as employers organise the training programme in the workplace according to their needs.

The Employment Service of the Federation of BiH conducts labour market survey, for example an annual survey with employers regarding the current dynamics and trends in the labour market in the Federation of BiH. The conduction of this kind of surveys started 12 years ago and has been conducted every year since then. The main goal of the survey is to provide a clear and realistic picture of the labour market by collecting relevant information on the opinions, evaluations, results and recommendations of employers. Based on the survey data, a situational analysis of the labour market is carried out, as well as an analysis of the trends and skills needs of employers in the future. The data, including forecasts of new knowledge and skills are submitted to the respective ministries and other institutions, such as international organisations with the aim of further elaboration and data analysis for the design of appropriate measures.

The employers are not obliged to notify the Employment Service of the Federation of BiH about the job vacancies, hence the total demand for jobs is not recorded by this institution. Based on their needs, the employers show their interest in finding appropriate workforce either through collaboration with employment mediation services of the Federation of BiH or

on their own initiative/voluntary basis. The general and special criteria are specified for each programme/measure. They also include rules and criteria for inclusion of certain categories of unemployed in the programme. There are no specific criteria for disadvantaged groups such as the unemployed from the Roma community, disabled persons, etc. The target group includes all registered unemployed (before applying for a call) regardless of experience, age and/or level of education.

The programme mainly focuses on metal, wood, and textile processing, hotel industry and tourism and manufacturing industry in general, but it also focuses on the medical, construction, and food products sector. However, the needs of employers are considered as very important, so other sectors may be included in the programme.

No specific criteria are set on the size of the beneficiary businesses; hence the programme is open to any kind of business and company size, and there are no restrictions with regard to characteristics of the persons who would participate in the training.

Social partners, such as the local community and local businesses, have been involved on several occasions during the implementation of the programme. Legal agreements are designed with regards to the characteristics of the activity/collaboration on a case to case basis and signed between the parties before the implementation of the activity. A legal contract is signed between each participating business and PES for the implementation of the programme. The contract specifies the rules and responsibilities of both parties.

The main changes made in the programme mainly relate to certain provisions in the tax policy, especially the obligation to pay taxes and contributions for trainees.

The program is delivered in combination with more comprehensive programmes that provide training plus supplementary services such as counselling, mentoring, job search and placement assistance. The employers express their interest to participate in the training programme and to employ a certain profile of employee. Employment services proceed with employment mediation services to meet the employer's requirements. Potential trainees and employees may also come through the business' own initiative and efforts. Employment Offices often involve the counsellors in the process and try to link their activity with active measures. However, this is not a systematic approach.

### **3. Selection process (Recruitment/Admission)**

When the call is launched, the potential applicants may find information about the programme on PES webpage ([www.fzzz.ba](http://www.fzzz.ba)), public employment offices of the Federation of BiH as well as in other online sources of public information. The rules for selection/admission of participants in the programme are set when determining the target group for each programme.

With regard to the application process, it starts with the call and submission of documents to the Employment Service of the Federation of BiH. The list of documents is approved by the Managerial Board. No cantonal and/or local labour market information/statistics are used during the selection process.

### **4. Implementation and operationalization**

As specified above, the main fields of training include metal, wood, and textile processing, hotel industry and tourism and manufacturing industry in general; no priority fields/sectors are predefined as they are determined based on the requests of the employers and their needs

for training programmes. The training plan and training programme are designed by the employer, including training classes, theoretical and practical classes. The plan and programme specify the timeline and deadlines. PES may be involved in the preparation of the plan and programme at the request of the employer and provide support in the preparation of training modules, or training modality. There is no structured training plan with modules for any field/sector of training as they are designed by each company and customised to the company needs. Trainers are trained. There are no specifications on how the Public Employment Offices support businesses during the implementation process, but besides the selection of the candidates, assistance may be offered depending on the needs and at the request of the employer.

With regard to the financial support scheme, the programme finances a preparation for employment in the amount of BAM 1,116 per person (around EUR 570), which is used for the following:

- BAM 226 (EUR 116 ) as compensation of participants
- And the rest is used for:
  - Accident insurance at the workplace based on the respective legislation,
  - Taxes and contributions,
  - Theoretical and practical training – expenditure for the instructor, use of equipment, consumables, professional literature (BAM 100 KM or EUR 51 ).

After the training period, the employer has to employ at least 70 percent of trainees for 6 months. At the end of this period, PES pays a one-time lump sum of bam 500 per person.

There are no conditions for beneficiary companies in financial or operational companies, except for those listed in the training plan and programme, according to which the financial support to the employer is conditional, and it will become effective when the employer submits proof of compliance with the obligations.

With regard to the conditions set for the trainees for the training period, they have to participate in training as part of the services provided for an active job search, and to maintain the unemployment status. In practice, however, fluctuations are observed in the number and structure of the unemployed, which causes problems in achieving goals, objectives and targets. Upon successful completion of the training period, participants are awarded a certificate.

## **5. Monitoring and evaluation**

Due to limited human resources there is no systematic process of monitoring the implementation of training. The monitoring process is carried out through verbal and written correspondence with the company, and the submission of regular and special reports. Visits to the training site are done depending on needs.

In practice, it is difficult to reveal the difference between everyday business activities and training, however monitoring and activity mentoring are the means used to ensure that business-as-usual are not paid by public money. In general, the trainees do not use expensive machines or special equipment (because of the risk of damage) to avoid accidents at the workplace.

The internal evaluation of the programme is carried out on ad-hoc basis, based on regular monitoring of programme activities. If the programme procedures are not followed properly, PES investigates the reasons, and makes efforts to solve the problems in collaboration with the business. The lessons learned are used in most cases to plan new activities or to improve

existing ones, but also the results of the internal analysis are used to set new rules and procedures towards smoother implementation of the programme in the upcoming year(s).

No external evaluations have been conducted until now, although there is a need for such evaluations to assure the programme sustainability.

## **6. Results**

The number of businesses that applied for the training programme in the period 2014-2015 was 31, and 3 of them gave up. The funds for the remaining 28 employers were approved, and the total number of employees for these businesses was 3,334. The employers requested co-financing of training for 1,618 persons, and employment of 1,312 persons for at least 6 months after completion of the training. The participating businesses requested co-financing of training in the amount of BAM 1.804.300,53, and in accordance with the programme the Employment Service approved co-financing in the amount of BAM 1.469.388,77.

In 2016, PES of the Federation of BiH signed collaboration contracts for co-financing on-the-job training with 28 employers. The number of participating trainees was 387 persons (53.75 percent of females). Upon successful completion of the training, 308 persons were employed for at least six months. In 2017, 24 employers trained 336 unemployed persons, and 170 or 51 percent of them were female.

Some characteristics of the programme participants in the 4 years of programme implementation disaggregated by gender, education level, and duration of unemployment, are as follows:

In the period 2014-2015, 19.32 percent of the participants had no qualifications, 25.57% were qualified, 51.14% completed secondary education, and 3.98% completed tertiary education. The average age of the trainees was 30.7 years and they were looking for a job on average for 17.7 months. 31.14% of them were female.

In 2016, the average age of trainees was 30 years, and the unemployment duration was 45 months. With regard to education, most of them completed secondary education (160 of them or 41.34%) and were qualified workers (150 or 38.76%). The training was mainly related to professions in the textile industry (70.28%), chemical products (7.75%), and wood processing (7%). On-the-job training funds for this year amounted to BAM 598,960.

The average age of the participants in 2017 was 26, and their unemployment duration was 3 years. 140 persons or 42% of trainees completed secondary education, and 124 or 37% were qualified. The main fields of training included textile and wood processing industry. In financial terms, the value of the programme amounted to BAM 501,319.

No information is provided on the percentage of registered unemployed covered by the programme, but expectations are that the figures are very low. Statistics on the participation of vulnerable groups, Roma, disabled, etc., are not available.

The average cost per person is BAM 1,616, out of which BAM 1,116 are training costs/expenditures, while BAM 500 are co-financed costs for the employment period of six months after completion of the training.

The average and the maximum training period is three months.

The key factors of success are supposed to be the fact that it is relatively cheap compared to other programmes, it is being used by new and expanding manufacturing businesses, and its availability throughout the year. Legislation, procedures and rules that could impose barriers

towards achieving better results have been changed. However, major barriers are the trends and availability of the workforce, fluctuations, and the mentoring system.

# **Review for the Republic of Srpska, B&H**

## **1. General information**

On-the-job training programme in the Republic of Srpska is a training programme for independent work in a profession and targets at young unemployed individuals without work experience. The programme is named “Youth employment support programme through training“.

The programme aims to build and increase capacities and prepare young people for employment, especially by providing them with the necessary work experience and engaging in the professional and social life. The legislation considers the trainee as an individual with a certain level of education who needs a work experience to participate in the labour market and have equal opportunities for participation;

The programme started its implementation in 2007 and covers the entire geographical territory of the Republic of Srpska. The annual budget of the programme is determined on the basis of the available funds for ALMPs and the Action Plan for each year. The source of funds for the programme is the budget of the Employment Service and the Government Budget of the Republic of Srpska in the framework of Action Plan for Employment. During the last five years, the budget of the programme increased from 1.28 million Euros in 2014 to 4.15 million Euros in 2018. Nevertheless, there is a gap in programme implementation as it was not implemented in 2015. The participant target group are young unemployed jobseekers without work experience.

The legal framework for the programme is based on the Employment Law (published in the Official Gazette of the Republic of Srpska No. 1/16). The law prescribes the conditions and approach to the creation of employment relations for persons without work experience who become employed for the first time (trainees) and have acquired a certain level of qualifications. Based on this law, the training is provided in accordance with the programme prepared by the employer, unless otherwise provided by this law. The law prescribes the duration of practice/training, if special regulations do not specify other durations, depending on professions or expertise. Upon completion of the training, the trainee takes an exam for checking the acquired knowledge and skills required to work in the respective profession. The content of the exam is approved by a particular regulation or by a general act. During the training period, the trainee is entitled to payment, and all other rights provided by and in compliance with the Law on Employment Relations, the General Act and the Employment Contract. The person creates employment relations as a trainee and signs a employment contract.

## **2. Programme design and promotion**

The Employment Service of the Republic of Srpska is the institution in charge of the design of the programme. The implementation of the programme combines efforts of different institutions such as PES of the Republic of Srpska, the Government, the Ministry of Labor, War Veterans and Disabled Persons' Protection, and the employers as the main partners of the programme.

During the design of the programme several indicators of regional and local labour market in the Republic of Srpska are used. In particular, the set of indicators includes statistics on the

target group of the programme (young unemployed jobseekers without work experience). The analysis of these indicators constitutes an integral part of the programme.

The public call is launched for all registered unemployed jobseekers under an equal opportunity of participation. The encouragement of all participants and inclusion of disadvantaged groups is guaranteed through the direct contact with unemployed jobseekers and through the promotion of the programme. The criteria for participation in the programme apply to all participants, but when funds are granted for each employer, priority is given to employers that employ disabled persons.

The priority sectors/fields of intervention differ by ALMP programme. In general, priority is given to the real sector. In the training programme, priority is given to employers from the manufacturing industry, but in the selection of sectors, priority is given to labour market conditions and the priorities set by the programme.

The selection of beneficiary businesses is based on the criteria defined by the Employment Office. The size of the business does not play an important role in the selection of businesses. In accordance with the legal procedures, private enterprises, public enterprises, public institutions and other institutions in the Republic of Srpska are the main providers of on-the-job training, i.e. they employ individuals without work experience and enable them to gain work experience in their profession and acquire skills to perform the job independently. The condition placed on the employer is that the company possess material, professional and technical sources, necessary to train the individuals who will work in their profession. They should also not be liable to the Tax office with regards to the payment of taxes and contributions. Previous experiences in programmes in collaboration with PES are also taken into account.

Social partners are involved in the stages of programme, such as the design of the programme, the publication of the call for applications, and the approval of funds for the applications and training programmes submitted for approval.

The programme is subject to continuous changes and corrections. They depend on the impact of the programme, objectives set by the programme, labour market indicators, and target group indicators (young unemployed jobseekers without work experience).

The legal requirements with regard to participants of the programme are that they are registered as active unemployed jobseeker with the Employment Service, young and without work experience. Businesses should comply with the criteria published in the public call and service acts (Regulation on conditions and criteria for the implementation of ALMPs, „Official Gazette of the Republic of Srpska), No. 20/17.

The programme is part of the Annual Action Plan for Employment developed by the Government of the Republic of Srpska every year. The employment services should provide counselling and guidance for the unemployed and assist them in finding a job, through the design of the individual employment plan, which may include participation in this training programme. Mentoring, during the training, is assured by the employer. A legal contract is signed between the business and PES for the implementation of the programme as well as between the business and the trainee.

### **3. Selection process (Recruitment/Admission)**

The programme is promoted through press conferences, in print media, online on the webpage of the Employment Service, through direct visits paid to employers, through the collaboration between the Chambers of Commerce of the Republic of Srpska and the Trade

Unions. The programme is also promoted in activities organised by regional and local offices.

The rules applied to the selection/admission of participants of the programme are in accordance with the Law on Mediation in Employment and Rights During Unemployment Period („Official Gazette of the Republic of Srpska No. 30/10 and 102/12.) and the Regulation on Criteria and Conditions for the Implementation of ALMPs (“Official Gazette of the Republic of Srpska”, No. 20/17).

After the launch of the public call, the employers submit their requests for participation in the programme through joint financing of the programme. The requests are submitted to the respective Office of the Employment Service.

The criteria for the selection of businesses are listed in the programme and public call, while the selection of the businesses is made in accordance with the conditions and criteria specified in the Regulation on the Implementation of ALMPs. When selecting among unemployed jobseekers, the employer has the right to choose the staff from the target group, taking into account rules from the sector/field.

The selection process starts with the appointment of a commission by the Employment Service Director. The commission evaluates the submitted requests and proposes a selection of businesses to the Employment Service Director. The decision for the approval of funds is made by the Managerial Board of the Employment Service. The team/commission is composed of high-level specialists with work experience and relevant knowledge in the field of ALMPs.

The selection phase starts after the closure of the public call. The first stage of the selection process is to conduct a control of business eligibility as specified in the criteria stated in the programme and public call, as well as the technical control for the full application file. After this first screening and the list of qualified employers, further elaboration is based on the criteria.

The duration of the selection process depends on the number of applications presented by employers, but all requests must be elaborated in the shortest possible period in order to continue with the next phase. Regional and local labour market information/statistics and trends in the labour market are used during all phases of the programme, from its design to selection and implementation of the programme.

The programme is financed by the Employment Service in collaboration with the employer. In most cases, the Employment Service pays a net wage of the trainee, which must not be less than BAM 500, while the obligation of the employer is to pay all taxes and contributions. In accordance with its possibilities and the internal rules, the employer may pay the trainee a higher wage than anticipated in the programme. The employer is also obliged to sign an employment contract with the trainee.

- In special cases, for example, when dealing with special categories such as unemployed jobseekers with tertiary education, children of deceased war veterans, the Employment Service provides additional funds to pay a gross wage of the trainee.
- The rights and obligations of the Employment Service and the employer are written in the contract. Special attention is paid to the engagement of the instructor and ensuring that the trainee takes the professional exam. The employer signs the contract when the decision on approval of funds is made.
- Based on the contract, the Employment Service reimburses the funds that are approved for co-financing of the programme every month.

- Upon completion of the training, the employer has to ensure that the trainee takes the exam and receives the respective certificate after passing the exam.

#### **4. Implementation and operationalization**

The period of training is determined by the Employment Law of the Republic of Srpska. Unless otherwise specified by special regulations, training usually lasts for six months for each unemployed jobseeker who has completed secondary education, 12 months for those who have completed tertiary education, provided that they are employed in a profession for the first time

Training modules are prepared by the employer, and the employer must show and prove that they have the necessary material and technical capacities to train the trainees. Instructors/mentors must possess the appropriate expertise for the training. The duration of training and programme depend on education levels and the profession which training is provided for.

#### **5. Monitoring and evaluation**

The Public Employment Service controls and monitors the programme for the period of 12 months from the first day of initiation of the practice. They control whether the contributions are regularly paid and if the practice is done in accordance with the vocational training programme. In addition, if necessary, PES also carries out additional controls for the effective monitoring of the programme. Six to twelve months after completion of the programme, programme evaluation is carried out to estimate the impact of the programme. One of the main indicators measured in the evaluation is the status of participants in the programme, whether employed by the same employer, another one, or whether they are unemployed.

With regard to the evaluation results, more than 60 percent of the participants in the programme are employed by the same employer or another one, while the rest are employed after a short period of job search compared to persons who have not completed the training.

To ensure that business-as-usual are not paid by public money, PES transfers the monthly amounts of reimbursement after the relevant documents are submitted by the employer. A g is determined in the rulebook and guidelines for the implementation and monitoring of the programme. The monitoring process is carried out regularly during the implementation of the programme set a pre-determined frequency of monitoring.

Taking into consideration that programme sustainability is a process that ensures that the objectives and results of the programme will be sustained even after the termination of the programme, special attention is paid to monitoring and measurement of results in the framework of general and special objectives of the programme. Impact analysis and results are also used after programme termination; they serve as core indicators when determining future objectives and goals.

#### **6. Results**

The number of participating businesses in 2018 was 587. This year, PES is implementing the programme for supporting employment of youth with tertiary education through training. In the last five years, 2,249 persons without work experience have been trained in the training programmes.

The programme covers 7 -10 percent of the target group (the total number of registered unemployed jobseekers with higher education and no work experience). The average cost per person is about BAM 6.680 for a period of 12 months, which is the average training period.

Table 1. Budget and beneficiaries during 2014 - 2018

	Annual budget in EUR	No. of beneficiaries	% of the programme beneficiaries compared to the number of registered unemployed persons	% of the programme beneficiaries compared to the total ALMP beneficiaries
<b>2014</b>	1,278,617.51	350	0.25	18.66
<b>2015</b>				
<b>2016</b>	2,079,380.34	466	0.37	18.75
<b>2017</b>	1,572,873.33	384	0.34	22.91
<b>2018</b>	4,146,238.87	1049	1.09	21.56

The main barriers/challenges towards better results in all stages are:

- Budget constraints;
- Low coverage of the target group of the programme;
- A large number of redundant/surplus professions not covered by the programme;

The programme(s) have enabled:

- to improve the employability of youth by providing work experience and facilitating integration into the work process;
- Easy integration of the youth into the work process and social life as well as active inclusion in the economic development;
- To increase the quality of labour supply in the labour market;
- Improvement of the general infrastructure for the qualification of employees through engagement of educated, high and professional individuals.

# **Review for the Brčko District of BiH**

## **1. General information**

In the Brčko District of BiH, the Employment Service implements a programme named “Preparation of Roma for employment at the request of the employer”, which aims to increase general competencies in the preparation for inclusion in the labour market, increase the social inclusion of the unemployed, and improve partnerships with employers. The programme is new; it was first implemented in 2018. It covers the entire territory of Brčko District in B&H. The total budget of the programme for 2018 is approximately €80,000. The source of funds is the grant of the Ministry of Human Rights and Refugees in BiH. The target group of participants includes registered unemployed jobseekers from the Roma community in the Brčko District of BiH. The legal framework is based on the Law on Mediation in Employment and Rights during Unemployment Period in the Brčko District of B&H.

## **2. Programme design and promotion**

The Employment Service of the Brčko District of BiH is the institution in charge of the design and implementation of the programme. During the design of the programme, the Employment Service uses internally produced data, statistics and evidence on the regional labour market, as well as the Action Plan and Service Report. The programme is launched through a public call. The participants of the programme must be registered with the Employment Service of the Brčko District of BiH and be declared as members of the Roma community prior to the publication of the programme call. Priority sectors/fields of intervention are not pre-determined for this programme.

With regard to the criteria on selection of beneficiary businesses, the main criterion states that the applicant business must apply for the training of at most 50 percent of the actual staff with permanent (no time limited) contract. No criterion applies to the sector of operation of the business, or its size. Social partners, such as Roma organisations, are included in the planning process, as well as in the promotion of the programme(s), implemented by the Employment Service of the Brčko District of BiH in the Roma community. The programme is provided in combination supplementary services such as counselling, mentoring, job search and placement assistance. The Employment Service also assists the employers, especially for the application and selection of the participants in the programme. A legal contract is signed between the business and PES for the implementation of the programme.

## **3. Selection process (Recruitment/Admission)**

The public call for the programme is published online on the PES webpage and its Facebook profile, and is promoted through the collaboration with the Roma organisations. The rules for selection/admission of participants in the programme are based on the Law on Mediation in Employment and Rights During the Unemployment Period in the Brčko District of BiH, the Regulation on Employment Promotion Measures, the Memorandum for the Implementation of the Action Plan of B&H for solving the employment problems of the Roma community, as well as the criteria published in the call for the programme.

After launching the public call, the employers submit their applications, which include relevant documents required in the call, information and data on the business activity, as well as the type and duration of the requested training. The request includes the financial amount requested by the business to increase the number of employees, the number of new vacancies,

self-employment and preparation for employment. A form is prepared by PES for the programme application. It includes:

- a declaration that the business complies with all criteria stated in the public call for the use of funds,
- data and evidence on the criteria based on which the evaluation of employers will be conducted,
- evidence on persons who are/will be employed/trained under this programme from the active register of the Employment Service.

Specialists from the Employment Service, the Department for Economic Development, Sports and Culture of the Government of Brčko District of BiH, and representatives of the Roma Association, the Employers' Associations and the Ministry of Human Rights and Refugees of B&H are member of the commission for the consideration of employers' requests and evaluation of employers for the use of funds with the aim to prepare participants for employment and co-finance their employment/self-employment. The selection process takes 30 days in accordance with the regulations that impose timelines for the publication and confirmation of the list of selected employers.

While the necessary evidence for the selection of trainees/employees is extracted from the internal records of unemployed jobseekers, the selection of businesses starts with the requirement that the business must be registered in the National Register of Businesses in B&H, and registration of the activity is made in compliance with the law. In addition, businesses must comply with the following conditions to be eligible for the call:

- b) should have no obligations to the Tax Office with regards to payment of taxes and contributions as required by the law,
- c) if they comply with the obligations for gross wage,
- d) if the employer does not follow the procedures of bankruptcy or liquidity crisis,
- e) should enable the preparation for employment and employment of unemployed jobseekers from the Roma community (registered with the Employment Service prior to the publication of the call),
- f) should not prepare for employment or employ individuals who have terminated their employment relations with the same employer during the last 24 months,
- g) on the day of launching the public call, the number of employees with a permanent contract should not be lower than the number of employees with a fixed-term contract on the 31<sup>st</sup> of December of the last calendar year.
- h) meets other criteria determined by the law, the Regulation of the Employment Service, and the public call.

The public call states the conditions and criteria of funds use. The programme for preparation of Roma for employment at the request of the employer lasts for two months, and the financial support in the amount of BAM 2,000 is granted for this period.

#### **4. Implementation and operationalization**

The training period is determined based on the Law on Mediation in Employment and the Rights During the Unemployment Period in the Brčko District of B&H, the Regulation on Employment Promotion Measures, the Memorandum for the Implementation of the Action Plan in B&H for solving the employment problems of the Roma community, and based on

the public call. It takes about two months. Currently, all employers are providing training of 40 hours a week for a period of two months. The training plan and modules are prepared by the employer based on employer's needs, and the selection of instructors/trainers and their training is an obligation of the employer. The employer receives a financial support of BAM 2,000 for a period of two months. The employer submits the employment contract for indefinite duration with a person who has completed the training period, and the request for reimbursement of training costs. Hence, the payment is conditioned by the employment of the trainee upon completion of the training. There are no other constraints/conditions for the beneficiary company that would condition the performance during training.

The contract for the training between the Employment Service and the employer includes the following conditions:

- a) the employer must maintain job relations with at least 50 percent of trainees,
- b) the training period lasts two months and the financial support is BAM 2,000 ,
- c) The reimbursement of trainees who have completed the training period is based on a contract between the employer and the trainee. The financial compensation is paid on a monthly basis and includes the costs of transport (bus tickets) and one main meal fee – maximum BAM 5 KM per day of training. Participants in the training are not awarded a certificate upon training completion.

## 5. Monitoring and evaluation

The mutual rights and obligations of the parties are clearly stated in the signed contract for the implementation of the programme. In order to ensure that business-as-usual is not paid by public money, the employer submits monthly to the Employment Service the evidence of participation in training for all trainees, and a bank statement proving the payment of compensation for trainees. The Employment Service hence monitors the implementation of the programme by controlling the evidence provided by the employer. When the employment contract for an indefinite period (of minimum 12 months) is signed, a copy is also sent to the Employment Service with a request to reimburse the funds. The employer receives BAM 2,000 for each trainee who is employed after completion of the training. If the employer fails to comply with the terms of the call, the employer will be excluded from the list of employers eligible for the programme for the next two years. .

## 6. Results

In 2018, 3 businesses and 5 trainees participated in the programme, 3 women and 2 men. 3 of them were not qualified, 2 have completed secondary education. Table 1 shows the data from the records of the Employment Service with regard to Roma unemployed jobseekers, a total of 47 persons, 22 men and 25 women.

**Table 1. Roma registered unemployed jobseekers by level of qualification and age**

Tertiary education	Secondary education	Qualified workers	Change of qualification	Unqualified workers
2	7	5	0	33
<b>Age</b>				
Up to 18	18-25	25-40	40-50	> 50

The programme is offered exclusively for the Roma community, with an average cost per person of BAM 2,000 and an average training duration of two months. The main barriers/challenges towards better results at all stages include the promotion of programme to the target group, self-esteem and prejudice, and monitoring and evaluation through measurement of results and long-term unemployed.