

Country Evaluation Report: PES Albania

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1. INTRODUCTION

This report constitutes the final step of the Western Balkans Benchlearning, an initiative that was supported by the Regional Cooperation Council in the framework of the Employment and Social Affairs Platform (ESAP) regional project. A site visit to the Directorate General of the Albanian PES was paid in December 11, 2017, and the next day, a visit to the Regional Employment Office of Durrës. The external assessment team was composed of two experts from Kosovo and Albania, one representative of RCC, and three peer assessors from PES Kosovo.

The Albanian PES is a public autonomous agency classified as a Central State Administrative Unit and is regulated by the Statute of the National Employment Service and approved by the Decision of the Council of Ministers in 1998, with subsequent revisions in 2000, 2003 and 2014. It falls within the remit of the Ministry of Economy and Finance. PES is governed by the Tripartite Administrative Council chaired by the Minister of Finance and Economy along with nine other members, 3 of which represent ministries, and the other members represent the following institutions: one member from the State Labour Inspectorate, one member from the Institute of Social Insurance, two members from employees' organizations, and two members from the employers' organizations in this Council. The Albanian Employment Service is entitled by law to collaboration with the Institute of Social Insurance, the National Social Service and the State Labour Inspectorate. PES has a predefined budget set by the Ministry of Finance and Economy and approved by the Parliament.

The PES is structured as follows:

- Head office – directorate functions;
- Regional employment offices (12)
- Local employment offices (24)
- Vocational Training Centres (10).

Since 2014 the members of the PES Directorate have the status of civil servants and are selected by the Department of Public Administration via competition procedures set down for the recruitment of civil servants. The heads and staff of the regional and local offices are not categorised as civil servants and the senior appointments (such as directors of regional offices) are made by the PES Directorate and approved by the Ministry of Finance and Economy. The directors of the regional offices then have responsibility for appointing their own staff, subject to approval by the PES Directorate. The Human Resources Department at the Ministry of Finance and Economy decides on the structure and the number of staff in the PES at all levels, including the Vocational Training Centres. All three levels of the PES employ a total of 433 staff members. In deciding about the number and profile of the staff for each Employment Office, a certain number of local and regional labour market indicators are taken into account.

Regional Employment Offices are organized in 2 divisions: the sector of services and programmes, and the supporting and financial services. The GD of PES in Tirana employs the highest number of employees mainly because of its responsibilities. It currently has 45 employees. Regional offices employ 12-18 employees and the local offices have 3 to 6 employees.

2. CONTEXT

2.1. Institutional context, economic /labour market situation, main challenges for PES

Labour market participation rates in Albania remain below European averages, but showing constant increase since 2013. An improvement of about 2 percentage points was recorded in 2016 for the population aged 20-64. More recent figures indicate that this improvement continued and the share of active population 20-64 years old reached 74 percent of the working-age population by mid-2017¹. The labour market is characterised by a considerably low participation of women and youth. The gender gap was about 21 percent by mid-2017. On the supply side, the main reasons include the lack of education, skills and qualifications, household income, remittances, and social capital. Women in Albania feel disadvantaged in the labour market due to lacking child care services, and increasing backlog of unpaid work and responsibilities in the family. Nowadays women still bear the burden of unpaid work doing house chores, caring for their children, the elderly and other family members. A study undertaken by INSTAT during 2010-2011 on the "Time Use" concluded that 95 percent of women and only 39 percent of men are engaged in housework, child care, preparing meals, shopping and other activities related to unpaid work on weekdays.

Disabled adults are five times less likely to be working than the non-disabled population², despite the quota for the employment of disabled people by public and private employers settled in the Law "On employment promotion" which stipulates that every company or public institution with over 24 employees must employ a person with disabilities for every 25 employees.

Employment rates have followed an increasing trend in the last years. The employment-to-population ratio increased from 52.9 percent at the end of 2015 to 57.7 percent in the third quarter of 2017. Nonetheless, gender disparities persist, with men's employment rate being about 16.3 percentage points higher than women's. Employment in agriculture has decreased from 45% in 2011 to 40.2% of employed people in 2016, but it remains the main sector of employment.

High unemployment rates, high structural unemployment and high youth unemployment rates remain major labour market challenges, with low levels of education and skills mismatch as the main sources of structural unemployment. The increase in GDP has been associated with weak and insufficient job creation. Double-digit unemployment rates are recorded throughout the last decade, reaching a high peak of 17.5 percent in 2014 (people aged 20-64) and decreasing to 13.8 percent in the second quarter of 2017. However, youth unemployment rate (15 – 24) was 32.4% in the second quarter of 2017. The percentage of unemployed young people with tertiary education is particularly high, 36.7% in second quarter of 2017. The share of young people (15-24 years old) neither in employment nor in education and training (NEET) remains very high, although it has scored a record

¹ INSTAT, Labour Force Survey 2017.

² Census 2011: Profiles of Disabled Population, January 2015

low of 27 percent in 2016. Long-term unemployment fluctuates around 10%, with women being more exposed to long-term unemployment than men and the low-skilled and low educated being more prone to long-term unemployment.³

Since 2014 funding for employment promotion programmes has been on a steady upwards trend from approximately EUR 0.65 million (ALL 90 million) in 2013, to around EUR 1.93 million (ALL 270 million) in 2014, EUR 3.4 million (ALL 450 million) in 2015 and EUR 3.6 million (ALL 490 million) in 2016. The budget allocation for the implementation of a portfolio of seven employment promotion programs remained unchanged for 2017, supporting the employment of over 5 263 unemployed jobseekers (i.e. 6 % of the total number of unemployed jobseekers). In terms of GDP percentage, ALMP funds increased from 0.0067% in 2013 to 0.033% in 2016.

On-the-job training and recruitment incentives for temporary employment take up the vast majority of ALMP expenditures, each accounting for 45 % of total expenditure ALMPs in Albania concentrate on provision of training (mainly on-the-job) and subsidised placements for registered unemployed, with emphasis on some targeted groups, including both standard vulnerable categories, such as females, Roma, youth, and categories specific to the context of the Albanian labour market such as university graduates. Programmes targeting direct job creation, start-ups, or job-rehabilitation account for only 1 % of total expenditure. Spending on labour market services constitute a very minor part of total expenditure falling from above 10 % in earlier years to just over 2.2 % in the period 2013-2016. A steady increase has been recorded in spending and a much steeper increase in the number of participants since 2013, which seems to have plateaued in 2016.

The range and scope of the ALMPs remains very narrow.

There are currently 7 ALPMs being implemented based on 7 Decisions of the Council of Ministers (CoM)/bylaws. These include financial support for the unemployed jobseekers during periods of trainings and/or internships, financial support for young unemployed jobseekers aged 16 – 30, graduated at Bachelor or Masters level, during periods of vocational training and on-the-job training, support for female jobseekers from special groups, such as Roma women, former trafficked women, elderly and disabled; support for long-term unemployed jobseekers who receive social assistance or unemployment, those entering the labor market for the first time, individuals between the ages of 18-25, individuals over 45 years who do not have more than secondary education or its equivalent, people with disabilities, Roma people, and return migrants who face economic problems; and support for disabled and young orphans.

Regarding the workload and staff capacities, 285 PES employees or about 66% of the staff work in the 36 employment offices and 110 employees or about 25% of the staff work in Vocational Training Centres. 250 PES counselling specialists serve about 90,000 unemployed jobseekers per month, so, on average, each specialist serves 360 of them. The Local and Regional Employment Offices in big cities process a higher number of applications, due to the high number of unemployed jobseekers in these cities. For example, the case-load in Tirana is 400 unemployed jobseekers per specialist. PES can hire part-time workers to cover its needs for vocational training, on average, 200-250 employees per year.

³ INSTAT, 2017

3. THE SELF-ASSESSMENT PROCESS

The self-assessment process started with two trainings provided by RCC during July-September 2017. Representatives of PES and external assessor participated in the training sessions. The trainings provided a general view of the process and informed on the aims and objectives of the benchmarking and benchlearning, the assessment process, the performance enablers, the PDCA cycle, the assessment templates, and the self- and external-assessment process.

Upon training completion, the national PES received a detailed template and the guidelines in Albanian language. The internal team was appointed including top management (deputy director), and senior experts (director of ALMP, finance officer, representatives of all service areas). The Deputy Director was appointed as the coordinator of self-assessment. The local team started completing section A of the template, assisted by the country expert. A workshop was organized later by the country expert with the local team of 15 assessors in which the responses to section A were discussed. In addition, the local team shared questions about the process and clarified further issues with the self-assessment process. Optional enablers were also selected.

The PES organized a retreat for the assessor team in Razma, Shkoder, as a good possibility to concentrate on the self-assessment process and complete the self-assessment template. The country expert and the RCC representative participated in this retreat, to assist the team with any possible questions and clarifications. The local team was composed of 10 staff members who split in two based on their job specialization and competencies and divided the sections of the questionnaire accordingly. The assessment was carried out by the teams during the first two days of the retreat, and during the third day the inputs were shared and revised in a joint meeting. The core self-assessment team reviewed the self-assessment template in the PES offices during the last week before submission, in order to unify writing styles and assure consistency of inputs and scores across sections and cycles.

The process was initially perceived as a burden to everyday work and somehow redundant as PES was involved in similar projects with other donors, but this impression improved considerably as the team engaged and properly realized the main objective of the process. The engagement in the core phase was serious and the outcome proves that. The team members confirmed that filling in the questionnaire template involved self-reflection on the PES performance, as well as enabled them to distinguish good practices, strengths and weaknesses.

4. STRENGTHS AND WEAKNESSES

4.1. Strengths

One of the main strengths of the Albanian PES is the strategic management, and especially the establishment of the fundamentals of performance management by target-setting. This is based on the strategic documents, such as the National Strategy of Employment and Skills 2014-2020, which sets objectives for the next five years. Annual objectives, indicators and plans are then compiled based on the long-term objectives. Translating these into indicators and measurement of these indicators is also a strong point.

Provision of PES services have improved as they are offered in a better environment and through the use of a new service model. 21 employment offices are refurbished and accessible to the public with

the new employment services model. The introduction of the new service model was carried out with the support of the Government of Sweden through an IPA 2010 project, and aimed to improve the service provision to unemployed jobseekers and overall performance of PES. During 2017, two vocational training centres (Tirana, Berat) have also been reconstructed. In the framework of the deregulation reform, PES has implemented new online application procedures for ALMPs and transaction costs are reduced considerably. The PES information system, comprising intra and internet, has seen significant improvements and represents a qualitative step in the modernization of the institution. The intranet includes the registers of employers, vacancies, jobseekers by status (employed/unemployed), automatic intermediation and reminders. The online system (www.puna.gov.al) enables employers to register online, to publish vacancies, to search for profiles, to invite jobseekers to apply. It also allows jobseekers to register, to fill in CV templates, and search for vacancies. In 2016, the system was integrated with the national database allowing the exchange of information with the Civil Status Information System, the Tax System, the Compulsory Health Care System, and the Economic Assistance System.

Registered unemployment has experienced a very sharp decline (39%), from a high of over 152,000 in the third quarter of 2015 to less than 90,000 in the second quarter of 2017. Given that no major changes have happened in the labour market statistics such as employment or new job creation, this change may be due to the integrated online system, which helped clean the records and remove persons with no job search intention. 50% of the registered unemployed jobseekers are low-skilled and have very low levels of education.

The assessment of an individual's or group's employment potential is another strong performance enabler. It is based on a wide set of standard and non-standard characteristics, it is automated through the use of the ICT software, it is repeated every six months and allows for holistic profiling of groups which can then be addressed through different ALMPs.

Another strength is the high level of use of ICT and particularly the integration of PES register of unemployed jobseekers with the databases of other institutions. Based on the DCM No.191 dated 09.03.2016, the PES system was integrated with the national database.

Several strengths were identified with regards to design of ALMPs and selection of businesses to participate in ALMPs. In order to assure sustainability of employment, ALMPs have been adopted to local conditions and past experiences, combining support during on-the-job training and support for employment after the completion of training. In addition, PES has designed a scoring system for the applicant businesses in ALMPs, based on certain criteria, and scoring higher for those applying in a combination of ALMPs. For example, a business will score higher if it may employ long-term unemployed female heads of households, recent graduates, disabled, or young orphans, who may be eligible for more than one ALMP. This has enabled an effective increase in number of ALMP beneficiaries, while keeping the same budget and reducing per capita costs.

The autonomy and possibility of regional offices to establish partnerships with regional and local institutions, businesses and NGOs, is a notable strength. Furthermore, the decentralization in terms of administration of funds from the regional offices is also seen as an important advantage that allows regional employment offices to adapt their budgets and expenditure to their needs and characteristics.

A tracer system is in place for VET graduates and certificated trainees. This is an important development that was piloted in 2015-2016 in one vocational school in Kamza, in collaboration with GIZ and it will also be implemented for the trainees of the Vocational Training Centres. Its implementation would enable valuable information on employability of the trainees, time of transition, acquired skills and their matching with labour market demand for skills, among others.

4.2. Weaknesses

The budget allocation for the implementation of a portfolio of seven ALMPs remained unchanged for 2017, supporting the employment of over 5,263 unemployed jobseekers. The coverage of unemployed jobseekers hence was 6% in 2017, whilst the registered unemployed rate is 7.5% (INSTAT, 2016) which is why ALMPs are not expected to have a sizeable impact on unemployment and/or employment rates. Nonetheless, they are of relevance for women, youth, vulnerable groups, ethnic minorities, etc. According to PES data, 58% of the beneficiaries of the seven current ALMPs are women and girls, 52% are 15-30 years old, 2% are people with disabilities, 1% of total participants are unemployed jobseekers from income support schemes, 4% are unemployed jobseekers from the Roma and Egyptian communities, 2% are returning migrants, 0.1% are unemployed orphaned jobseekers and 45% of the total number of participants are long-term unemployed.⁴

Although the use of ICT is one of the identified strengths, this system needs to be improved in order to make possible the automated segmentation and profiling of the unemployed jobseekers. This would allow for an objective segmentation, while currently this is made by the employment counsellor and it may be biased and subjective. The characteristics of the unemployed jobseeker need also to be extended with and the matching process need to take into account additional information on talents, hobbies, and special skills of the unemployed jobseeker.

The register of jobseekers contains information on a wide range of personal characteristics, education and work experience. However, no hard copies of personal files are kept in the employment offices. This practice can ensure that the information provided by the unemployed jobseeker is real and backed up with copies of diplomas, certificates and other relevant documents.

Although there is a good practice of Individual Action Plan, there are no deadlines for designing such a plan, its duration and the frequency of revisions. Although, duration and time depend on the characteristics of the individual, there is need to set some maximum deadline, duration and the need to revise these, in order to avoid postponement and effective implementation of the third stage of services to unemployed jobseekers which consist of more difficult cases.

Staff development is provided through training and coaching which are also supported by international donors. However, PES has no strategy of human resource development, and staff training plans are not systematic. Furthermore, there is occasional exchange of experiences and best practices between regional and local employment office employees. Although this is recorded as a good practice, it is not systematic and not embedded in the business plans.

Rewarding well-performing regional and/or local offices and employees is not possible. There is no current system of financial or non-financial incentives based on performance results and there is no safeguard against demotivation. Objectives and performance indicators are set for each employee at the beginning of the year. The employees of the General Directorate offices, based on the civil

⁴ National Employment Agency, Unemployed Jobseekers' Register. 2017.

servants law, may lose the status if its performance was low in two consecutive assessments, and if they had a good performance they could only be considered for promotion if there is a vacancy. Certainly, this is not enough to incentivise employees or offices to perform better, and there is need to raise such a system and embed it to Human Resource Strategy.

The lack of employer strategy and management is a notable weakness. The PES has certain objectives on the relations with employers, measurable indicators and targets as part of the performance management system. Nonetheless, no segmentation of employer services is used, and no strategy on dealing with SMEs, provision of universal services, and adoption of the services to labour market analysis. On a related note, a survey of employer satisfaction is usually undertaken. Such a survey would enable the identification of good practices, problem areas, necessary improvements or additional services, and assist PES in improving employer services.

Another weakness is the lack of a monitoring and evaluation system. It is interesting to note that the scoring of the self-assessment is always lower in the check phase of the PDCA cycle. No dedicated structure/unit for monitoring and evaluation is operating in the Albanian PES. In these regards, one possible reason is that the structure of PES is predetermined and it cannot decide on establishing new internal structures. Nonetheless, that should not impede from designing and implementing an appropriate monitoring and evaluation system. Last but not least, there is no clear rule on how performance results are used to improve services, adopt and improve ALMPs, and propose new measures.

5. POTENTIAL GOOD PRACTICES

PES strengths outlined above are supported by some potentially transferable good practices.

- The National Strategy for Employment and Skills 2014-2020 aims at integrating economic, education, vocational and entrepreneurship policies together through an action plan that boosts employment in the country matching employment and vocational education and training with labour market demands. It sets the strategic objectives based on which PES compiles action plans and sets objectives for each regional and local office. This ensures that the process is not complicated or time-consuming, and responsibilities and action plans of respective institutions are coordinated for the achievement of strategic objectives. The labour market data, forecasts, possible outcomes, specific objectives, as well as insights in the process of designing strategies and setting objectives are provided by the Local and Regional Employment Offices. Respective budget forecasts are also prepared by Regional Offices based on their forecasts. The General Directorate elaborates these data at the national level and proposes them for approval at the respective ministries.
- Integration of PES register of unemployed jobseekers with the databases of Civil Status Information System, the Tax System, the Compulsory Health Care System, and the Economic Assistance System is a good practice that has increased accuracy of data and enabled to have a “clean” register of unemployed jobseekers, by excluding those who are not interested in working, but in benefiting from free health care and other services.
- The employer scoring system in ALMP provision is also a good practice. Furthermore, regional offices have their say and decision on the collaboration with small businesses and their inclusion

in ALMP schemes, and medium and large enterprise are ranked and selected based on their scores. The scoring process is carried out in the General Directorate and the decision is taken by this institution.

- It is also important to mention that another good practice is the good relationship that PES has with other institutions, particularly those of a higher rank on which PES depends and collaborates for the introduction of new ALMPs or the necessary changes of some others in order to increase effectiveness of the interventions.
- The autonomy of regional offices on establishing partnerships and signing agreements with local level actors is a practice that can be shared with other Western Balkan PES.
- The financial management is also a good practice. It allows regional offices to administer their own funds based on their needs and characteristics to make sure that objectives are reached given budget constraints, and assure flexibility of their use for a smooth functionality.
- The implementation of a tracer survey for VET graduates and certificated trainees is also a good practice worth sharing.

6. RECOMMENDATIONS

As mentioned in the previous sections, the Albanian PES has several strengths in almost any of the major fields of operation, and scores higher in performance enablers related to strategic performance management, establishing performance measures and targets, strategic partnerships, budgeting, sustainable activation and management of transition and management of partnerships. Of course, during the self-assessment process the team has reflected on each of the enablers, especially the weaknesses and explored the possibilities to improve. The scoring on the planning and implementation phases of the PDCA cycle are usually higher than in checking and acting, which is why most of the recommendations are related to improvement of the monitoring of performance indicators, measures, as well as the use of results to improve performance. Some recommendations are short-term and need different levels of financial and human resources, while long-term recommendations involve not just PES internal resources, but more changes at institutional level, or even structural changes.

6.1. Short-term and relatively less costly

With regards to translating targets into performance indicators (A2), one of the important recommendations would be to draft a mutual agreement between the Ministry of Economy and Finance and PES for the process of setting the objectives. The revision of the annual indicators of performance results is recommended to be done after the first six months, or even at higher frequencies, based on the dynamics and unforeseen events of the labour market and the economy.

C1 Holistic Profiling: New indicators have to be taken into account for the profiling and the level of service to be offered. There is need for further training and qualifications of the specialists and counsellors that deal with unemployed jobseekers, as well as specialization and profiling of specialists based on the service provision for certain target groups.

C2 Segmentation: Specific timelines must be stated for the formulation of the Individual Action Plan and for its duration. In addition, specific frequencies of the revision of the Individual Action Plan

must be determined. Furthermore, in order to provide more quality services, a limited maximal number of counselling for specialist for a period of time must be determined. The frequency of meetings with the unemployed jobseekers must also be determined.

C3 Individual action plan and ALMP measures: A strategy or approach must be developed for the early measures for each service.

C5 Early intervention to reduce the duration of unemployment: There is need to develop the information system to monitor for the duration from first contract with Employment Offices to the first interview. Currently the unemployed jobseeker has to go to Employment Offices for scheduling an appointment. It would be more convenient for them and the Employment Office to use the online system to book an appointment with the specialist when such an appointment is necessary.

6.2. Short-term, more resource intensive

G1 Human Resources: Annual surveys of customer satisfaction are recommended to be conducted, regarding several services offered by PES. In addition, a staff satisfaction measurement survey needs also to be implemented.

G2 Budget: Annual performance analysis for each Employment Office based on the human and financial resources (input-output approach).

6.3. Long-term, but relatively less costly

Regarding the performance management by target-setting there is need to increase the level of involvement of local offices in the definition of objectives relevant to them, by combining the top-down and bottom-up approaches. It would be also useful to write down the guidelines and define deadlines for setting the objectives, and detailing them to different levels/offices, appointing units or specialists that would act as process managers. It is also important to automatize the process of objective monitoring through the use of the information system that would enable generation of management reports

6.4. Long term and costly but important

G1 Human Resources: A strategy for Human Resource Management is needed in the framework of PES restructuring and its transition towards a Skills and Employment Agency.

A3 Following up performance measurement: Currently PES is not following a specific methodology for performance measurement of the offices, that would take into account both internal and external factors, inputs and outputs. It would be important to implement such a methodology in the future in order to have a more realistic evaluation and measurement of the performance of each and every office.

D1 Employer strategy and management:

- Formulate a strategy for the relationship with employers and use the information system to segment the employers. The strategy must include specific approaches towards collaboration with each segment of employers, and priority sectors.

- The terms of reference for relationship between PES and small and medium enterprises must also be drafted. Having a percentage of the budget targeted for these enterprises is not a sufficient measure, given the importance of these businesses in the economy and employment.

B3 Quality management:

- Need to develop and implement a quality management system.
- Frequently carry out surveys to measure the quality of service and client satisfaction.

6.5. Related to institutional framework conditions

B2 Implementation of support structure: There is need for a dedicated structure for the development and management of the information system and its functionality.

A4 Use of the results of performance management: A system of financial and non-financial incentives and motivation must be designed and implemented.

D2 Specialised unit for employer services: Enable the creation of a dedicated unit for employer services, at least in regional offices (12). Training and specialization of staff members for employer counselling and services, new legislation and the respective changes.

F2 Partnership building: Partnership building must be based in strategies and other relevant documents which need to be drafted and approved, for different levels and for different groups of interest.

APPENDIX

ALMPs in Albania

There are currently 7 ALMPs being implemented based on 7 Decisions of the Council of Ministers (CoM)/bylaws.

- 1) Decision of CoM No. 873, made on 27/12/2006, "For the amount, criteria and procedures of implementation of the programme of vocational training and on-the-job training for unemployed jobseekers that have completed university degree in the country or abroad", amended by Decision of CoM No. 187, on 2.04.2014. The beneficiaries are jobseekers that are financially supported with the amount of 100% of the unemployment benefit up to 6 months depending on the training/internship duration (in state or private institutions and enterprises).
- 2) Decision of CoM No. 199, on 11.01.2012 "For the amount, criteria and procedures of implementation of employment promotion for young unemployed jobseekers (16-30 years old)" amended by Decision of CoM No. 67, on 7.1.2016. The beneficiaries of this programme are young unemployed jobseekers, graduated at Bachelor or Masters level, that are under 30 years old and benefit from vocational on-the-job training and employment.
- 3) Decision of CoM No. 27, on 11.01.2012: "For the implementation of employment promotion for female jobseekers from special groups" amended by Decision of CoM No. 189, on 2.04.2014. The program of employment for women aims to integrate marginalized women such as Roma women, former trafficked women, elderly and women suffering disabilities into the labor market. The women entering this program can be enrolled from 1 to 3 years.
- 4) Decision of CoM No. 48 on 16.01.2008 " For the implementation of employment promotion for persons in difficulties", amended by CoM Decision No. 192, on 2.04.2014. Unemployed jobseekers in difficulty include long-term unemployed who receive social assistance, individuals who receive unemployment benefits, those entering the labor market for the first time, individuals between the ages of 18-25, individuals over 45 years who do not have more than secondary education or its equivalent, people with disabilities, Roma people, and return migrants who face economic problems.
- 5) Decision of CoM No. 47 on 16.01.2008 "For the implementation of employment promotion programmes of the unemployed jobseekers through on-the-job training", amended by Decision of CoM No. 193 on 2. 04. 2014 and by Decision of CoM No. 65, on 27.01.2016. This program supports financially employers who guarantee the training of beneficiaries and recruit at least 50% of the trainees in the same occupation for an additional period of 6 months.
- 6) Decision of CoM No. 248, on 30.04.2014, "For the Employment Promotion Programme for people with disability", amended by CoM Decision No. 460, on 9. 07. 2014. The program finances the employment of people with disability as well as on-the-job training for people with disabilities. Whereas before this group stood with other vulnerable groups for EPPs, it now stands on its own.
- 7) Decision of CoM No. 64, on 27/01/2016, "For the employment Promotion Programme of the young orphans".