

ANNUAL PROGRAMME/PROJECT REPORT (APR)

Basic programme/project information

Programme or project number and title: 00078115 „Self-employment V and Technical Assistance to Support the Government Operational Plan for ALMMs for 2011“

Designated institution: Ministry of Labour and Social Policy (MLSP)
Employment Service Agency (ESA) with 30 Employment Centers (EC)
Ministry of Education and Science (MES)
Agency for Promotion of Entrepreneurship (APE)
Adult Education Center (AEC)
Center for Vocational Education and Training (VET)
United Nations Development Programme (UNDP)

Project starting date: April 2011
Originally planned: April 2011
Actual: March 2011

Project completion date: 31 March 2012
Originally planned: 31 March 2012
New: 31 March 2012

Total budget (US \$): USD \$ 4,871,935.09
Original: USD \$ 4,479,771.77 (Stipulated and signed in the Project Document)¹

Latest signed revision:

Period covered by the report: April –December 2011

¹ The difference in the budget is due to a exchange rate that has been changed since the Project Document has been signed (1\$= 43,25 MKD) and the last transfer (1\$ =47,67 MKD)

TEXTUAL ASSESSMENT

1. What are the major achievements of the programme or project vis-à-vis the expected results during the year under review? To the extent possible, include an assessment of the potential impact, sustainability and contribution to capacity development.

Expected results under the Project „Self-employment V and Technical Assistance to Support the Government Operational Plan for ALMMs for 2011” for the calendar year 2011 are:

- Capacities of partner institutions strengthened to better plan, implement and monitor ALMMs;
- Self-employment programme improved, envisaging creation of 700 small businesses;
- Formalization programme improved, envisaging formalization of 250 informal businesses;
- Additional Employments in companies registered through previous Self-employment and Formalization Programmes improved, envisaging up to 90 new employments;
- Pilot Programme Labour Mobility introduced and implemented by employing up to 20 unemployed;
- Model with mechanisms and procedures for implementation of ALMMs– Training in occupations deficient on the labour market and Roma Employment Support Programme improved, envisaging 204 successful trainees.

All above mentioned ALMMs have been defined as per the Governmental OP 2011. Following the achievements of the projects implemented in 2009 and 2010, 2011 project scaled up already developed ALMMs by supporting improvement and fine tuning of business models for implementation of Self-employment and Formalization Programmes. Improvements were also introduced in the Programme for Additional employments where firms registered through the Formalization of Existing Business implemented in 2008-2009 were eligible to apply. In addition, in the measure Training in occupations deficient on the labour market, new and a more gender sensitive training programmes were introduced with wider national dispersion. Moreover, in 2011 a model of Labour mobility programme was piloted.

The Project was implemented in close cooperation with all relevant Governmental partners, i.e. Ministry of Labour and Social Policy, Employment Service Agency and Agency for Promotion of Entrepreneurship, Ministry of Education and Science, Adult Education Center and the Center for Vocation Education and Training. Coordination and implementation took place through a regular Technical Working Group meetings, Selection Panel meetings and ad hoc meetings when needed. All project stakeholders were fully involved and consulted in order to achieve projected results. In addition, they were provided with regular reports and data on progress throughout the implementation of the ALMMs.

In the stage of business registration, the Project team coordinated the activities and upgraded the level of cooperation with the Central Registry, Craftsmen Chamber and Ministry of Agriculture, Forestry and Water Management in the interest of ensuring more efficient and qualitative provision of registration services for the beneficiaries.

The achieved results in this component by the end of 2011 were the following:

- *Provided support to national counterparts for development and endorsement of OP 2011 by the Government*

Technical support was provided in reviewing the implemented measures and recommendation provided for further improvement and fine-tuning of ALMMs including employment programmes in OP 2011.²

Pilot programme on labour mobility was introduced for the first time and implemented based on the new operational guidelines developed for this programme. A new methodology, evaluation and selection criteria were designed including the administrative documents (forms).

- *Capacities of Employment Centers further improved for effective implementation of employment programmes of OP 2011, also involving 8 Roma Information Centers*

A one-day workshop was organized for all 30 Employment Centers aiming to better coordinate project activities and to ensure that the operational procedures are followed and implemented in a standardized and effective way. Moreover, this workshop focused on better preparation of EC for promotion of employment programmes and information sharing among general population on the employment opportunities envisaged in the OP 2011. Capacities of the EC in implementation and monitoring of ALMMs were strengthened through continues involvement of the ECs' employees in all steps of implementation.

The employees in the Roma Information Centers were also introduced with the employment programmes of OP 2011 and have been trained to reach out and inform unemployed Roma on the available employment opportunities and provide better assistance in the application process.

- *Capacities of MLSP, ESA and other relevant national institutions strengthened through knowledge and experience sharing with respective European institutions*

A study tour to the Czech Republic was organized with the main objective to facilitate the transfer of know-how and national partners to get acquainted with examples of the best practices applied in times of economic crises, as well as in monitoring and evaluation of ALMMs practices.

- *Support to the National partner institutions on evaluation and impact assessment provided*

Instruments of the Methodology for Training Impact Assessment were developed. The report is currently under the preparation.

Evaluation of the Pilot programme to support labour force mobility was carried out by international UNDP Advisor and recommendations for improvements of this measure in future Operational plans provided.³

- *Capacities of the Adult Education Centre strengthened*

Support was provided to the AEC in development of the Guidelines for adult education training programme verification; Guidelines for adult education training programme providers licensing; a set of criteria to be utilized in the course of establishment of a Register of adult

² Two-day's workshop organized with all relevant national partners for preparation and development of OP 2011

³ The evaluation of pilot programme to support Labour mobility was conducted in December 2011 and it was finished in 15th of January 2012

education training programme providers and Criteria for membership in the Adult Education Training Programme Verification Commissions.

Achievements in Self-employment 2011:

Number of Employment Centres included:	30
Number of received applications:	1899
Number of eligible applications:	1899
Number of approved applications:	1000
Number of candidates attended the training:	990
Number of business ideas developed:	872
Number of business plans prepared:	750
Number of business registered:	700
Number of self employments :	700

Breakdown of employments by:

Gender	Female	Male
	276 (39.43%)	424 (60.57%)

Ethnicity		
Macedonian	571	(81.57%)
Albanian	89	(12.71%)
Roma	6	(0.86%)
Serbian	8	(1.14%)
Vlach	1	(0.14%)
Turk	11	(1.57%)
Muslim	10	(1.43%)
Other	4	(0.57%)

Target group		
Unemployed longer than 6 months	359	51.29%
Unemployed women, longer than 3 months	189	27.00%
Unemployed young people, up to 27 years old	142	20.29%
Unemployed Roma	4	0.57%
Unemployed former professional military staff	3	0.43%
Unemployed people from the energy sector	3	0.43%

Type of registration		
Lawyer	6	0.86%
Company with limited assets	463	66.14%
Individual farmers	19	2.71 %
Traders	71	10.14 %
Private health practices	11	1.57 %
Crafts	128	18.29 %

Achievements in Formalization of existing businesses 2011:

Number of Employment Centres included:	30
Number of received applications:	587
Number of eligible applications:	300
Number of approved applications:	250

Number of business registered: 250
 Number of self employments : 250

Breakdown of employments by:

Gender	Female	Male
	58 (23.20%)	192 (76.80%)

Ethnicity		
Macedonian	192	(76.80%)
Albanian	48	(19.20%)
Roma	1	(0.40%)
Serbian	3	(1.20%)
Vlach	0	(0.00%)
Turk	5	(2.00%)
Muslim	1	(0.40%)

Target group			
Unemployed women, longer than 3 months	245	27.00%	
Unemployed former professional military staff	0	0.00%	
Unemployed people from the energy sector	5	2.00%	

Type of registration			
Lawyer	1	0.40 %	
Company with limited assets	164	65.60%	
Individual farmers	7	2.80 %	
Traders	16	6.40 %	
Private health practices	4	1.60 %	
Crafts	58	23.20 %	

Achievements in Additional Employments in companies registered through Self-employment Programme 2007-2009 and Formalization Programme 2008-2009.

Number of Employment Centres involved: 21
 Number of received applications: 74⁴
 Number of eligible applications: 56⁵
 Number of successful mediated employments: 87
 Number of companies (beneficiaries): 55

Breakdown of employments by:

Gender	Female	Male
	32 (36.78 %)	55 (63.22%)

Achievements in Pilot Programme Labor Force Mobility:

Number of Employment Centres involved: 4
 Number of unemployed applied: 51
 Number of companies applied: 16
 Number of possible matching's: 12⁶
 Number of successful mediated employments: 7⁷

⁴ 74 companies which applied for Additional Employment Programme offered 116 employments

⁵ Only 56 companies (offering 90 employments) met the eligibility criteria for employment mediation

⁶ Based on the demand of companies that applied for this pilot programme, only 12 profiles could be offered and mediated for employment

Number of companies (employers): 7

Breakdown of employments by:

Gender	Female	Male
	4 (57.14%)	3 (42.86%)

Achievements in Trainings in occupations deficient on labour market:

Number of Employment Centres involved:	10 ⁸
Number of received applications:	659 ⁹
Number of eligible applications:	659
Number of signed contracts with applicants:	236
Number of candidates attending trainings:	171
Number of successful trainees:	162

Breakdown of employments by:

Gender	Female	Male
	62 (39 %)	99 (61%)

Achievements in Trainings under Home Support Programme:

Number of Employment Centres involved:	10 ¹⁰
Number of received applications:	207
Number of eligible applications:	207
Number of signed contracts with applicants:	50
Number of candidates attending trainings:	27
Number of successful trainees:	23

Breakdown of employments by:

	Female	Male
	4 (17 %)	19 (83%)

2. What major issues and problems are affecting the achievement of programme or project results?

2.1 Lack of public awareness campaign with customized approach on national and local level to effectively promote employment programmes in order to trigger higher number of applications, which will enable to get the utmost out of all business ideas/plans and support those who guarantee sustainable self-employment.

2.2 Uneven level of human and technical capacities among the Employment Centers to transparently and efficiently implement employment measures. Some irregularities in the application stage were recorded in few ECs when the answers of the application questionnaire were unveiled and unreal high percentage of successful applications was reached.

⁷ Out of 12 mediated employments only 7 were completed successfully

⁸ Trainings were conducted in 10 Municipalities i.e. Employment Centers, but eligible candidates for trainings were from all 30 EC

⁹ The total numbers shown below, include also one candidate from the Programme for Economic Empowerment of Women Victims of Domestic Violence

¹⁰ Trainings were conducted in 10 Municipalities i.e. Employment Centers, but eligible candidates for trainings were from all 30 EC

2.3 High rate of drop-outs recorded after the application stage as well as during the training sessions in the Self-employment programme and measure for trainings in deficient skills.

2.4 The delayed provision of project funds by the Government have put at risk the timely provision of equipment and/or materials to the beneficiaries which could have created a financial burden to the newly created companies in the most fragile period of their existence.

3. How should these issues or problems be resolved? Please explain in detail the action(s) recommended. Specify who should be responsible for such actions. Also indicate a tentative time-frame and the resources required.

3.1 Increase of the promotion activities related to the Operational plan in a more organized and structured manner, in order to enhance the interest among the unemployed people and receive applications of better quality, by supporting promotion activities continuously throughout the whole year, with possibility for inclusion of more partner institutions like the municipalities, local communities, Centers for Social Welfare etc.

Launching public calls for interested candidates twice a year will increase the number of applications and will create better chance for selection of good quality applications.

3.2 The capacities of ECs should be further strengthened through trainings, workshops and informative meetings on particular steps in implementation.
In order to decrease the possibility for subjective impact over the final application results, new questionnaires and software for application should be created. This software would enable random generation of a certain number of questions from the database with around 100 newly prepared questions. The questionnaire would be designed in a manner not only to estimate entrepreneur interests and capacities of the candidates, but also to estimate their needs for additional knowledge and skills that could be supported by the programme that will help them to run the business successfully. Ultimately these new products and procedures will improve the transparency and efficiency of the ALMMs.

3.3 In order to reduce the drop-out rate of Self-employment programme candidates after the application stage, to separate the act of expression of interest from the actual filling in of the questionnaires. Conducting informative trainings before the questionnaire filling, where specially prepared handbook would be distributed for better preparation of the candidates and for identification of their strengths and weaknesses will improve the application process significantly.
Introduction of short questionnaires for each key implementation phase of the programme, will help to get information related to the reasons of dropping out from all programmes, feedback on the participants satisfaction with the training quality in the deficient trainings, employer's satisfaction with the quality of newly-employed in the programme for additional employments and etc., as well as to gather participants suggestions for further improvements that will strengthen the monitoring and evaluation of the ALMMs.

3.4 In order to avoid delays in provision of equipment and materials to the beneficiaries, when the Governments financial support did not come as per the scheduled timeframe, an alternative solution was applied. The registration of the companies was postponed until

the financial support was secured, in order not to create additional financial burden to the newly created businesses which would not be able to generate income and pay tax contributions.

For future implementation of employment programmes where provision of equipment and/or materials is envisaged, a better system or solution for timely transfer of funds should be applied.

4. What new developments (if any) are likely to affect the achievement of programme or project results? What do you recommend to respond to these developments?

Irregular flow and/or significant delays of installments transfer by the MLSP toward UNDP can greatly affect the implementation of the employment measures or project activities. Better distribution of installments throughout the whole implementation cycle and better coordination with the Ministry of Finance may prevent future delays in transferring installments on time.

Some policy changes, more specifically introduction of micro-loans scheme that would further support the newly formed businesses (to be initiated and financially supported by the Government), could reinforce the achievements and the project results.

Clustering of the training with other measures as one of the ALMMs providing also possibility for subsidized employment or starting own business and self-employing would increase the sustainability of the created job. This kind of action could reinforce the achievements of the project results.

Continues analyses and evaluation of achieved results and impact assessment of the employment programmes on the overall economic and social environment, could give clear direction to the policy makers on where and how should future funds and programmes be allocated.

5. What are the views of the target groups with regard to the programme or project? Please note any significant gender-based differences in those views.

Implementation of Self-employment Programme aiming at reduction of unemployment by creation of 700 new businesses has been done through transparent and open selection process involving following targets groups:

- unemployed people registered longer than 6 months
- unemployed women registered longer than 3 months
- unemployed young people up to 27 years old
- unemployed Roma
- unemployed former professional military staff
- unemployed people from the energy sector

The Formalization Programme involved the following target groups:

- unemployed people, registered in ESA from the energy sector
- unemployed people-former professional military staff
- unemployed people, registered longer than 3 months, performing informal businesses

Based on the definition of the target groups a particular emphasis was put on the gender mainstreaming, since one of the target groups defined in the Self-employment measure are women entrepreneurs. The analyses of the previous years' implementation of the Self-employment measure show that the higher participation of women was enabled due to existence of a separate target group within the measure.

The gender ratio 60.57% (male): 39.43% (female) has largely followed the trend from the previous years (2008 onward), while in the Formalization of informal businesses measure, the gender ratio was 76.80% (male): 23.20% (female), that may be explained with the lower involvement of women in informal business.

Similar trend of women inclusion with a reasonably satisfactory ratio 63% (male): 37% (female) follows the Programme for Additional employments in companies registered through Self-employment and Formalization.

Regarding the measure Trainings in deficient skills on labour market, in 2011 new and more gender sensitive training programmes were introduced and made available to the unemployed, which resulted with high participation of women. The gender distribution of successful trainees is 61% man vs. 39% women, which a significant achievement, compared to the previous years (2009 and 2010), when there was not even one woman among the beneficiaries.

Inclusion of vulnerable target group, especially Roma, is evident especially in the training programme where the entire OP 2011 programme on Roma support was implemented in line with the principles of the trainings in deficient skills. Participation ratio of Roma in the trainings in the previous years was very low due to the limited number of trainings available for Roma. In 2011, all existing trainings were made available for all interested, including Roma. In that context the participation rate increased from 14% in 2010 (only 7 trainees) to 67.64% in 2011 (23 out of 34 envisaged).

6. To date, what lessons (both positive and negative) can be drawn from the experience of the programme or project?

Positive:

- Capacity of Employment Service Agency (ESA) in implementation of measures such as self-employment, formalization, additional employments and trainings in deficient skills has been significantly improved, which contributed to efficient and timely implementation of all envisaged activities;
- Good communication and coordination among institutions involved in the project implementation when responsibilities and tasks are well defined always leads toward achieving great results;
- The interest of unemployed people continues to rise year by year for all employment programmes as well for the training programmes which lead to enhancement of employability of the unemployed;
- Interest among unemployed people for legalization of their informal business increases year by year;

- The realized 33 employments of the successful trainees show that increased employability is recognized by the employers, which leads to increased marketability of certified trainings.

Negative:

- There is a further need to strengthen the coordination among certain relevant institutions for more efficient implementation of the envisaged ALMMs;
- There is a need for further strengthening of the monitoring and evaluation system that should focus on systematic collection of quantitative and qualitative data, their appropriate recording and analysis thus creating basis for continuous monitoring and provision of feedback information to the policymakers;
- There is a need to strengthen capacities of the Adult Education Centre in order to enable private training providers to apply and thus increase quality of training programmes provided in trainings in deficient skills measure.

General conclusions and lessons learnt:

- Self-employment as a measure is more suitable for those that are more likely to develop good quality business plan and are able to sustain it, at least for the required period.
- The formalization of informal business indicates that these candidates need training for managing their businesses, marketing and promotion of their product/service as well should be introduced with the market possibilities for further recourse mobilization, which more likely will make their businesses more competitive and sustainable on the market.
- The expressed interest in the programme for additional employments shows that there is a need for additional support of the small companies in order to enable their growth.
- Increased interest of unemployed candidates in training in deficient skills measure suggested that involved responsible institutions have to continue to enlarge the number of locations where trainings are conducted, including increased number of training programmes offered by private or public training providers.

7. If the programme or project has been evaluated, what is the implementation status of the recommendations made by the evaluators?

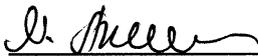
The Self-employment 5 project has not been evaluated as entire set of measures and procedures but a sequence has, and that is a Pilot programme on Labor Mobility. Referring to the above stated report, several recommendations are provided such as: support to labour mobility through grants and job search assistance should be a continuing programme which is available throughout the year subject to availability of funding; arrangements should be made that will enable Employment Centres to access information on vacancies elsewhere in the country; subject to availability of funds, eligibility should be extended to older people and those with lower education levels and etc.

8. Do you propose any substantive revision to the programme or project document? If yes, what are they? State justification.

If the project would be replicated in the future the possible revisions could be as follows:

- Explore other incentives in support to employment generation of vulnerable groups through different ALMMs;
- Explore possibilities for widening the scope for trainings in deficient skills by increasing the number of locations for provision of trainings in line with the demands of the local labour markets, introducing opportunities for supporting trainings with other measures in a form of their clustering.

9. Provide any other information that may further support or clarify your assessment of the programme or project. You may include annexes, as you deem necessary.



Mirjana Aleksevska, Head of Labor Sector, Ministry of Labour and Social Policy



Urim Kasapi, Project Manager, UNDP



Alessandro Fracassetti, UNDP Deputy Resident Representative

<p>"Self-employment V and Technical Assistance to Support the Government Operational Plan for ALMMs for 2011" -00078115</p> <ul style="list-style-type: none"> o Ministry of Labour and Social Policy o Employment Service Agency with 30 Employment Centers o Agency for Promotion of Entrepreneurship o Ministry of Education and Science o Centre for Vocational Education and Training o Adult Education Centre o UNDP 	<p>National Implementation</p> <p>April –December 2011</p>
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Brief analysis of progress achieved in the contribution of the programme or project to the expected results.

Self-employment, Formalization, Additional employments in small companies, Pilot measure supporting Labour mobility and Trainings in skills deficient on the labour market are part of the Governmental Operational Plan for ALMMs. All activities are completed as planned in the AWP 2011. The final stage of the project-monitoring and transfer of equipment to the beneficiaries of Self-employment, Formalization and the Programme for Additional is planned to be implemented in the first quarter of 2012.

At the beginning of the project implementation, a technical support and recommendation was provided to the national partners in reviewing all implemented measures and in improvement and fine-tuning of ALMMs including employment programmes in OP 2011. Pilot programme on labour mobility was introduced for the first time and implemented as per the operational guidelines designed and developed for this programme. Evaluation of the Pilot programme to support labour force mobility was carried out by international consultant and has provided recommendations for improvements of this measure in future Operational plans.

A one-day workshop was organized for all 30 Employment Centers aiming to better coordinate project activities and to ensure that the operational procedures will be followed and implemented in more standardized and effective way. The employees in the Roma Information Centers have been introduced with the employment programmes and trained to provide better assistance to the Roma communities by utilizing proactive information sharing model on employment opportunities and for the application process itself.

A study tour to the Czech Republic was organized with the main objective to facilitate the transfer of knowledge and to strengthen the capacities of the national partners in monitoring and evaluation of ALMMs. Support was provided to the AEC in development of the Guidelines for adult education training programme verification and Guidelines for adult education training programme providers licensing.

By the end of December 2011, 1044 new employments were created (700 new businesses registered, 250 businesses formalized, supported 55 companies with 87 subsidized employments, 7 employments through pilot programme Labour mobility, as well as 185 unemployed have successfully completed their trainings and have acquired skills which are deficient on the labour market.

FINANCIAL SUMMARY

TRAC (1 and 2)	170,000.00	170,000.00	100%
TRAC 3			
Other			
Cost-sharing:			
Government			
Financial institution			
Third party	4,487,909.39	4,439,817.00	98.92 %
Trust funds			
AOS (where applicable)			

<p>Programme Summary Objectives</p> <p>1. To train interested unemployed eligible target groups</p> <p>2. To prepare of solid business plans by the consultants engaged through APE</p> <p>3. To register of family business and self-employments</p> <p>4. To provide financial support to new established business and formalization of existing ones</p>			
Obj. 1	Train interested unemployed (from the eligible target groups)	<ul style="list-style-type: none"> • Number of trainees • Number of trainings delivered • Quality of training curricula • Number of business ideas developed 	<p>45 two-day trainings delivered to 1,000 candidates of Self-employment Programme; 899 business ideas developed. 198 unemployed attended trainings for skills deficient in the Labour market; 185 of trainees successfully finished the trainings.</p>
Obj. 2	Preparation of solid business plans by the consultants engaged through APE	<ul style="list-style-type: none"> • Number of business plans prepared • Quality of prepared business plans 	<p>750 business plans prepared and evaluated by Experts' Committee</p>
Obj. 3	Registration of family business and self-employments	<ul style="list-style-type: none"> • Number of business registered • Number of employment registered • Number of formalized business 	<p>700 business registered and employments created by the end of the year; 250 businesses formalized and employments created 87 additional employments created in companies.....; 7 employments created through Labour Mobility pilot programme</p>
Obj. 4	Financial support to new established business and formalization of existing ones	<ul style="list-style-type: none"> • Number of Grant Agreements signed • Number of procurements completed 	<p>950 Grant Agreements signed with the new established companies in both measures; 55 Agreements in Programme for Additional employment, and 7 contracts in Pilot measure. All procurements cases have been completed by the end of December 2011.</p>

Capacity building and assistance to Employment Centers and institutions	Implementation procedures transferred to the EC employees	employees from each EC involved in the process) Permanent involvement of EC employees in all steps of implementation; Technical assistance provided by MO's.
<p>Output 1 Capacities of partner institutions strengthened to better plan, implement and monitor ALMMs</p>	<p>National counterparts supported and assisted in designing the Operational plan for employment (OP) 2011. New pilot measure on labour mobility introduced to further upgrade existing Employment Programme. The OP 2011 was developed and endorsed by the Government.</p>	<p>Self-employment Programme model further improved to effectively attain targets set in OP 2012 – 2013</p>
<p>Output 2 Self-employment Programme model further improved, to effectively respond to the new target groups set in Operational Plan 2011.</p>	<p>Employment measures implemented successfully and supported total 1,044 programme beneficiaries: -700 Self-employments/businesses created; -250 existing businesses were formalized; -87 additional employments established in already registered firms and -7 employments through supporting Pilot programme Labour mobility.</p>	<p>Financial Support to legal entities (SME and craftsmen shops) for opening new jobs. Model further improved in line with the set priorities in OP 2012-2013</p>
<p>Output 3 Formalization of 250 existing businesses. Programme model further improved in line with new target groups set in OP 2011.</p>	<p>185 unemployed have successfully finished trainings in occupation deficient on the labour market including 23 Roma and 1 woman victim of domestic violence. 33 trainees got employed.</p>	<p>Business model for pilot programmes a) through training to sustainable self-employment; b) through training to subsidized employment and c) community work introduced and implemented.</p>
<p>Output 4 Programme model further improved for supporting additional employments in firms registered through the Self-employment Programmes 2007- 2009 and through Formalization of existing businesses.</p>	<p>Technical assistance provided to Adult Education Center (AEC) and Ministry of Education and Science (MES). Total 7 new training programmes verified. Guidelines for verification of training programs and Guidelines for licensing of training providers for the AEC developed and promoted. Methodology for Impact Assessment of training activities under development. Evaluation of the Pilot programme Labour Mobility developed.</p>	<p>Capacities of partner institutions strengthened to better plan, implement and monitor ALMMs and to coordinate training in demanded skills</p>
<p>Output 5 Pilot Programme Labour Mobility introduced and implemented by employing up to 20 unemployed.</p>		