



SUMMARY OF THE RESULTS

“Employment Promotion Programmes in Albania: An assessment of its quality in the formulation and implementation processes (2008-2014)”

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I. Objectives and methodological features of the evaluation

1.1. *Active Labor Market Programmes* are used across the world as one of the main tools to deal with unemployment. There are significant variations among countries implementing ALMPs in terms of scope, target-populations, specific aims, budget allocated and expected impacts. **The most common types are: training, job subsidies, entrepreneurship, and employment intensive and community works programmes.** It is essential to understand whether a particular active labour market programme has been successfully implemented or not, as well as to evaluate its effects in the labour market functioning.

1.2. Two “dimensions” for evaluation can be identified, **the process evaluation** (formation and implementation); and **the outcomes/impact evaluation**. The latest trend in assessing ALMPs reveals that a combination of techniques shall be applied when evaluating this kind of measures, due to its complexity, comprehensiveness and interlinked effects, involving psychological, social and economic factors. The so-called **target-oriented approach** offers the most complete perspective on assessing the overall quality of ALMPs, generating a set of information regarding relevance, efficiency, effectiveness and impacts of different programmes at the same time.

1.3. The purpose of this assessment is to analyze and measure **the relevance, effectiveness, and efficiency of the design and implementation of existing EPPs implemented in Albania during the period 2008-2014**, as well as the **impact in terms of employment and income generation** (for three programmes implemented in 2012-2013) contributing to the **evaluation of its overall quality**. The evaluation is expected to generate relevant findings, lessons learnt and recommendations that will be used to guide and inform future programming and implementation of employment promotion programmes in Albania.

1.4. This assessment is done within the framework of **Order Nr. 155, of 30.07.2014**, issued by the Minister of Social Welfare and Youth, establishing a **working group aiming at revising the current Employment Promotion Law**. This assessment of the quality of the formation and implementation processes of existing Active Labour Market Programmes in Albania (2008-2014) will be used as a mean of informing the upcoming decision-making process by MoSWY for the Employment Promotion Law revision, and its further adoption.

1.5. The assessment of the existing EPPs is supported by the **IPA 2010 Project on Human Resources Development** (implemented by the International Labor Organization and funded by the European Union) and **RISI Albania Project** (funded by the Swiss Agency for Development and Cooperation (SDC) and implemented by a consortium consisting of HEL-VETAS Swiss Intercooperation and Partners Albania).

1.6. In addition, one of the main pillars of the **National Employment and Skills Strategy 2014-2020** focuses on fostering decent job opportunities through effective labour market policies. Such framework centres on the improvement of monitoring and evaluation of employment programmes. The new framework for TVET and employment policies under the supervision of MoSWY is also more policy oriented.

1.7. Lastly, the “good cycle” of evaluating, designing, and implementing new measures under evidence based policies can be promoted with this study, which is done for the first time in Albania with many **methodological dimensions** giving the necessary complementary

perspective to such a complex research topic. The following table provides a summary of the **evaluation questions** which guides the evaluation, **expected analysis, output, and methodology** (Table 1).

Table 1: Summary of evaluation questions, output, and methodology

No	Evaluation Question	Expected analysis output	Methodology
1	What is the <i>rationale</i> behind the creation and expansion of the existing EPPs in Albania? What are the main evolution trends of EPPs in the period 2008-2014?	Analysis of the existing EPPs in Albania focusing on the identification of the main features of the existing programmes and their evolution over the last years including a comparative analysis between the Albanian programmes and international good practices relevant to the Albanian context.	Desk review exercise based on existing documents and literature.
2	Do the EPPs address the most important shortcomings of unemployment in the country? What are the gaps / “grey” areas still to be worked? What are the main trends on approved / completed projects? Are there significant differences amongst beneficiaries / projects approved in terms of regions, company size and economic sectors?	Analysis of the profile (variables to be identified in specific ToRs) of the existing jobseekers in the country, and on the beneficiaries (businesses) / projects approved to the EPPs calls in the period 2008-2014. Analysis of the main trends of the EPPs implementation in terms of geographical distribution, most chosen programmes, beneficiaries covered, disaggregated by social and economic characteristics, amongst others. Based on these analyses, identification of the most needed EPPs and of gaps in the existing EPPs.	Statistical data analysis on the jobseekers and beneficiaries (businesses) / projects approved based on existing NES datasets. Comparative analysis between the descriptive statistics and the features of EPPs.
3	Why do the businesses apply to the existing EPPs? How do they choose the ones to apply for? What are the main motivations? How do they select the final beneficiaries? How do they assess the established application procedures, implementation support and public employment services over the last years?	Analysis of beneficiaries (businesses)’ views on the design and implementation of the measures and on the overall quality of procedures and services offered by NES.	Quantitative data collection through a survey targeting applicants to EPPs in 2014 using a structured questionnaire. The sampling methodology used the whole population of EPP beneficiaries for the year 2014 comprised of 349 business and institutions. It covered the whole country and regions. Out of 349 interviews, 323 were completed. Data collection comprised of: direct interviews, online (e-mail) and phone interviews. The questionnaire consisted of 7 sections: <ul style="list-style-type: none"> i. <i>General Information on the company</i> ii. <i>Information on the application process for EPPs</i> iii. <i>Motivations and sources of information to apply for EPPs</i> iv. <i>Selection of participants to EPPs</i> v. <i>Implementation of the EPPs</i> vi. <i>Future applications to EPPs</i>

4	What can be future employment promotion programmes as per the businesses' and jobseekers' opinions?	Analysis of the opinions of main stakeholders to identify recommendations for the design of new EPPs and its inclusion in the revision of the Employment Promotion Law.	Qualitative data collection through 8 focus group discussions with NES representatives and jobseekers who have benefited and those who have not benefited from EPPs (based on semi-structured questionnaires). The qualitative data collection will also cover some aspects listed under Point 3 above.
5	What are the impacts of the existing EPPs in terms of employment and income generation at the level of participants? Which are the most successful EPPs in Albania in terms of employment and income generation?	Impact evaluation on the employment and income effects of three EPPs (47, 48, 873) in the years 2012/2013. Comparison of the findings with the existing reports of 2008/2009 and 2010/2011 to draw conclusions.	The ILO guidelines provide the reference framework in terms of methodology. The quantitative data analysis is based on existing data from the NES datasets and uses a quasi-experimental technique of propensity score matching to establish the control group.

1.8. The **methodology** used has comprised: (i) a **literature review** drawing lessons from **successful and unsuccessful practices** in different countries regarding various active labor market measures; (ii) a detailed **analysis of the trends of EPPs based on descriptive statistics using statistical data** on the jobseekers and beneficiaries businesses based on existing NES datasets; (iii) a set of **eight focus group of NES staff** (NES officers who were invited to participate included the regional coverage and who had at least some experience in working with EPPs during 2014 and in the previous years) **and jobseekers** (comprised of both those who had benefited from EPPs in the past and those who did not, and belong to different categories such as people with disabilities, women, youth, etc.), organized in 4 districts (Tirana, Fieri, Gjirokastra and Shkodra); (iv) a **survey targeted companies and institutions which have benefited from an EPP in 2014** (a total of 349 businesses and institutions according to the database provided by NES, out of which 323 companies responded (92%)), aiming to analyze the opinions of the beneficiaries (businesses) about the **design and implementation of the active employment programs and the overall quality of procedures and services offered** by the NES; (v) a **propensity score matching** to measure the **impact of EPPs on employment and income generation**.

1.9. The **6 main employment promotion programs (EPP's)** currently applied by NES are the following:

- **Programme of encouraging employment of unemployed job seekers in difficulty**¹ approved by CoM Decision No. 48 (16.01.2008), amended by CoM Decision No. 923 (10.11.2010). This program provides financial support to employers who assure temporary employment of unemployed jobseekers in difficulty. 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.
- **Programme of encouraging employment through on the job training** approved by CoM Decision No. 47 (16.01.2008), amended by Decision No. 993 (02.07.2008) and Decision No. 683 (05.10.2011). This program financially supports 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.

¹ <http://www.kerkojpune.gov.al/programet-e-tregut-te-punes/>

- **Program of encouraging employment of unemployed female jobseekers from special groups**, approved by CoM Decision No. 632 (18.09.2003) and amended by CoM Decision No. 27 (11.01.2012). 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.
- **Program of encouraging employment of unemployed youth entering the labor market for the first time** approved by CoM Decision No. 199 (11.1.2012). This program added in 2012, specifically targets young unemployed who were previously included in the unemployed jobseekers. In 2012 it included the age category between 16-25 years, which is now extended to 30 years of age.
- **Program of encouraging employment of unemployed job seekers graduated from Albanian and international universities, through internships in state or private institutions and enterprises** approved by CoM Decision No. 873 (27.12.2006).
- **Program of encouraging employment through the institutional training** approved by CoM No. 646 (20.03.2006). The program provides training for beneficiaries from companies that guarantee employment after the training, or that can show through labor market studies and investigation that the training will be useful for the participants.
- **Program of encouraging employment of people with disability** approved by CoM No. 248 (30.04.2014). 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.

II. Main findings and recommendations

2.1 The main lessons learnt from the past evaluations carried out in Albania on the Employment Promotion Programmes can be summarized in the table below:

Table 2: Lessons learnt from past evaluations

- ✓ On-the-job training appears to be the most successful program with the highest rates of increase in employment showing that enterprises appreciate the skills they deliver themselves and that are acquired by the work force.
- ✓ Employment subsidy programs do not appear as successful even though they too positively affect employment.
- ✓ Better targeting and the need for tailored programmes and policies to the needs of the unemployed job seekers remain an issue. Programmes should be able to fit them to the different needs of vulnerable groups so that they are not excluded through lack of particular incentives directed at them and their potential employers.
- ✓ Control groups are quite limited in numbers, thus making the matching technique and reliability of the results quite questionable.
- ✓ A number of variables suffer from missing data making the task even more difficult even in the case when the variables exist. Data is also missing for vulnerable groups thus making it impossible to test for heterogeneity of the impact and excluding these groups from the impact evaluation. The absence of data for this group may also indicate in itself that these programmes are not reaching the intended job seeker beneficiaries.
- ✓ Past assessments of vulnerable groups such as Roma, women, and young women have also shown that an inclusion of vulnerable groups is quite limited and the program themselves are not built in with the mechanisms to target and treat vulnerable groups.
- ✓ Repeated recommendations, fewer action plans.

2.2 The analysis of the registered jobseekers data can be summarized as follows:

Table 3: Summary of main findings on registered jobseekers and EPP's trends

- **Poor coverage** of unemployed females. The apparent equal share between sexes of registered unemployed jobseekers should not be mistaken for increased equality; rather it shows a poor coverage of females, who largely constitute a more vulnerable group in the labour market. The actual difference in coverage rates between men and women per program across years is quite insignificant.
- The vast majority of **unemployed job-seekers have primary education**, which reaches over 50% and those same trends in terms of education categories are maintained throughout the years. The percentage of registered unemployed job seekers significantly declines for higher levels of education. The level of primary education is exceptionally high for Roma and Egyptian registered jobseekers.
- **Large increases in number of return migrant** registered job-seekers and registered

Roma and Egyptian jobseekers. The number of return migrant registered jobseekers has gone from 484 in 2010 to 2,136 in 2013, which is more than fourfold increase. Likewise, the number of registered **Roma and Egyptian** registered jobseekers **has increased** from 2,706 individuals in 2008 to 9,414 in 2013.

- **Large differences** between registered **men and women with disabilities**. This encompasses a tendency of the labour market to be unable to accommodate women with disabilities even more so than men, keeping them away from the labour market and therefore discouraging them to register as unemployed jobseekers.
- **Very low percentage** of unemployed **treated** by employment promotion programs to average number of registered jobseekers.
- There is **not much focus** on persons with **disabilities** and those on social assistance.
- The accommodation of registered jobseekers in larger companies may indicate **lack of incentives to smaller companies**.
- **The number of companies** involved in EPPs is **very low**. It may not be expected that few companies would significantly reduce unemployment of the group of registered unemployed in difficulty, or unemployment overall.

2.3. Some of the main recommendations from the analysis of the trends in EPPs in Albania include programme focus and targeting, service provision, profiling, data unification, entrepreneurship initiatives, etc.

Table 4: Main recommendations from trends in EPPs in Albania

- **Programmes should be differentiated** according to the specific target group instead of including vulnerable groups into one big category.
- **Programmes should better target as well as tailor policies** to the needs of the unemployed job seekers and be able to fit them for the different needs of vulnerable groups so that they are not excluded from the programs through lack of particular incentives directed at them and their potential employers.
- **Vocational training should not substitute basic education**. Vocational training is of major importance in terms of skills formation and update, however it cannot make up for basic education, and it may not be successful if it stands alone. Key-competences and basic literacy are a common need especially for vulnerable groups as a basic condition for increasing their opportunities to get a place in a competitive labor market.
- **Training needs to be narrowly targeted** and small scale in order to address particular needs of both job seekers and employers. **Training programmes should include workplace learning/experience** as part of the curricula. It is important to include the need for training programmes to be targeted to fill skills gaps and to be as closely linked to the world of work as possible. This puts a strong emphasis on the need for timely and robust labour market information as well as good consultations with social partners, workers and employers.
- **Developing flexible and widely marketable skills** rather than promoting overly specific human capital is necessary for successful outcomes.

- **Profiling is necessary and should be conducted systematically** especially given the diversity within and across groups, which should improve fit of the program. Profiling needs to be assessed on a regular basis, it should be adjusted if changes have occurred in the labour market, or to the applicant, and it should be modified as required.
- **Integrated programs** should take place, which combine training, professional orientation, information on the labour market, assistance in job-searching and subsidized employment. They are deemed to have a higher probability of success after profiling.
- **Provision of supply side driven programs**, oriented towards the jobseekers, in which employment specialists assist the jobseekers to construct an appropriate Individual Employment Plan. Consequently, unemployed jobseekers should have a more active role as providers of labor demand therefore **incentives should be provided to both sides in the choice of programs**, as well as have a better fit of the program not only to the employers, but also to the unemployed jobseekers.
- There should be a **unification of the system of data collection** in order to allow for a better evaluation that can provide more specific recommendations on how the programs may be improved.
- **Promotion of entrepreneurship is recommended especially for university graduates.** This program would be most favourable for them given their higher qualifications and skills.
- **Programmes should apply declining subsidies over time**, i.e. 75% for first few months, then 50% for next few, 25% for the following few months, up until the employer receives no subsidy, but is used to paying for the employee. This is consistent with the degree that the employee's productivity is expected to improve over time, and this scheme has provided better results.
- **Focus should be mainly on action** rather than a continuation of producing studies.

2.4. Main recommendations envisage to bring closer together jobseekers and employers, better matching of regional needs and economic activity, marketing of programmes, incentive provision and supply side driven programmes.

Table 5: Main recommendations to bring closer jobseekers and employers

- There needs to be a **better match between regional needs** of employment and **economic activity** and program offers, and job seekers profiling.
- There should be **marketing of the programmes** in order to reach out to various groups of job seekers, and especially vulnerable groups, which are harder to reach. It is counterproductive to develop programmes for various groups if they do not use the services of the employment offices who implement the programmes.
- **Incentives** should also be directed towards **small and medium size companies** in order to increase their employment opportunities and therefore have a major impact on employment.
- Incentives should also be offered by **employment staff** who are seeking programme hosts for particular jobseekers as part of their **individual employment plan** to help their transition into the labour market.

- Some programmes should be **supply driven** with employment officers having the capacity to approach individual businesses to provide on-the-job training to a specific job seeker in an occupation that may not be in top occupational sectors. This might prove especially successful in some of the areas where participation is currently very low.

2.5. Main recommendations from the focus groups, including jobseekers and NES staff, regarding the most needed employment promotion programmes and its relevance, design and future implementation are listed in the table below.

Table 6: Main recommendations from jobseekers

Jobseekers	NES staff
<ul style="list-style-type: none"> • Program of encouraging employment of unemployed female jobseekers from special groups should be improved related with two aspects: to remove the one year registered as jobseeker, as a precondition to benefit and to reduce to 45 years the age limit. • Provide incentives to businesses to apply for promoting internship program (no. 873), extend the internship to 6 months and increase the limit of having 24 months from the graduation. • Increase awareness and information on EPPs for the jobseekers to become active partner for EPPs through information sessions, media campaigns and other promotional tools. • During the evaluation process, the profile and background of the jobseekers registered in each regional office should be considered as an evaluation criterion, especially for the programs of promoting employment of special groups (no. 27, 48, 248). Employers in cooperation with NES should detail the criteria's for each job offered. • Monitoring process by Employment Offices should strongly focus on the fulfillment of the contractual rights and obligations until the end of the project. • New EPPs for promoting entrepreneurship, start-ups are needed. • Extend the obligation for employers to employ a certain % of the participants after EPPs are completed. 	<ul style="list-style-type: none"> • The programs promoting the employment of young peoples and women from special groups (no. 27 and 199) should be revised, to enable the inclusiveness of their special groups beneficiaries. • New EPPs targeting: <ul style="list-style-type: none"> ○ Public works ○ Youth entrepreneurship ○ Start-up ○ Seasonal employment (in tourism and agriculture) is needed. • Outsource and create partnership for implementing the new EPPs. • Extend the application process though out the year. • EPPs design and implementation should take into account the diversity of territory and requests of jobseekers , e.g. in touristic areas should be promoted EPPs designed for the this territory texture; higher funds can be allocated for regions with a high number of people with disabilities.

2.6. The total number of employees for all beneficiaries in 2014 amounts to 35,211. The table below presents a short profile of the companies benefiting from each EPP in terms of economic sector, size and region.

Table 7: Company profile benefiting from EPPs

- **CMD 48 on jobseekers in difficulty** has mainly benefited companies that operate in the field of construction industry (15%), wholesale and retail trade(11.7%), footwear manufacturing (11%), food and beverages service (8.5 %), and clothing confection (7.8%) in different cities With regards to size, the largest number of beneficiary companies are medium size companies of 6 to 20 employees (39.8%), and small size of 1 to 5 employees (19.6%).

- **CMD 47 concerning on-the-job training** has mainly benefited companies which operate in the area of clothing confection (32.7%) and construction (29.3) in different cities. With regard to the size of the companies the largest number of beneficiary companies is the small size companies with 1 to 5 employees (32.7%) and medium size companies with 6 to 20 employees (24.4%).
- **CMD 873 on graduated students** has mainly benefited public institutions (91 %) that have as their scope of activity public administration, health and education in various cities. Meanwhile, 9 % of the beneficiaries are companies operating in the area of wholesale and retail trade, telecommunication, financial and insurance activities as well processing industries. With regard to the size of the companies the largest number of beneficiary companies is the big companies, with more than 150 employees (34.1%) and medium size one with 6 to 20 employees (22.7%).
- **CMD 27 on unemployed female** has mainly benefited companies that operate in the area of clothing confections (32.7%), and construction (29.3) in different cities. With regards to the size of the companies the largest number of beneficiary companies are the small companies with 1 to 5 employees (32.7%) and medium sized with 6 to 20 employees (24.4%).
- **CMD 199 on unemployed youth** has mainly benefited the companies that operate in the area of food and beverage services (26 %), wholesale and retail trade (21.7 %), and public administration (14.2 %) in different cities. With regard to the size of the companies the largest number of the beneficiary companies is small size companies with 1 to 5 employees (35.7%).
- **CMD 248 on people with disabilities** has mainly benefited companies which operate in the area of health (1 company), other processing industry (2 companies), processing of textiles (1 company), engineering works (1 company), printing and regrouping of registered media (1 company), retail trade (1 company). Cities in which these companies are located are Elbasani, Fieri, Shkodra and Tirana. With regard to the size of the companies, the largest number of beneficiary companies are medium sized companies with 6 to 20 employees (42.8% / 3 companies) and big size companies with over 150 employees (28.5% / 2 companies). The number of companies benefiting from this programme is quite limited as is the number of unemployed jobseekers benefiting from this programme.

2.7. The beneficiaries (businesses)'s opinions about the design and implementation of the active employment programs and the overall quality of procedures and services offered by the NES are summarized below.

Table 8: Main recommendations by benefiting companies/institutions

- ✓ Extend the application process throughout the year.
- ✓ During the application process could be organized more informative events to exchange practices and information among applicants, and to further clarify the details of the application procedures.
- ✓ Unemployed jobseekers should be informed and make aware about the opportunity to register by NES and participate to EPPs.

- ✓ The application and information online for EPPs should be provided, to ease the application procedures.
- ✓ Cooperation with VET providers to offer qualification and training in accordance to jobs offered through EPPs should be promoted.
- ✓ Selection process of job seekers should be improved to enable a better matching of the profiles with job requirements.

2.8. The last component of this evaluation focused on the impact assessment in terms of employment and income generation and a critical review of the defined methodology implementation. Main recommendations may be found in the following table.

Table 9: Main recommendations from impact evaluation of EPPs

- ✓ **Extension of the programmes:** The positive rates of the programs and especially those of jobseekers in difficulty and on-the-job training show that the programs may be extended further in order to increase the number of beneficiaries. If better and larger targeting is achieved program’s impact should improve in terms of reaching more unemployed.
- ✓ **Improved program design:** There should be a clear methodology in assigning random treatment and control groups in order to improve common support and impact result accuracy avoiding bias. In this respect, the process should be two-fold. First it should divide the registered unemployed jobseekers into eligible and non-eligible through clear eligibility conditions and collect the same data for both groups. Second, it should randomly assign treatment and control and again collect the same data for both groups. This would highly improve matching and common support resulting in more accurate results for the impact evaluation. Data collection should be done keeping in mind project design for impact evaluation.
- ✓ **Improved follow-up data:** In order to achieve a better response rate of treated and control group, and consequently achieve more accurate and representative impact evaluation results, greater efforts should be taken in the follow-up process. There should be better rates of response in the follow-up in order to allow for accurate and unbiased impact evaluation. The follow-up process should be considered as an integral part of project implementation.
- ✓ **Increase collection of individual and household level data:** There should be a larger number of variables regarding individual, household and regional characteristics of treated and control group to allow for better matching. Questionnaires should be enriched with additional data following questionnaires used for similar.

III. Main Conclusions and Recommendations

3.1. The main purpose of this assessment report focuses on evaluating the relevance, effectiveness and efficiency of the design and implementation of the existing Employment Promotion Programmes (2008-2014) as well as its impacts in terms of employment and earnings. **Furthermore it aims to identify and recommend to the MoSWY a reorganized set of Employment Promotion Programs (including new measures) as a contribution for the necessary amendments to the “Employment Promotion Law”.**

3.2. To accomplish its goals, the report uses various methodologies to investigate and suggest best practices, identifies gaps in the EPPS, analyze the trends of EPPS over the 2008-2014 period identifying the profiles of registered jobseekers and companies. In addition it provides insights in term of beneficiaries and their assessment of the programs and their procedures as well as views of NES employees and jobseekers on the functioning of the programs as well as ways to improve. Lastly, the report presents results from the impact evaluation of EPPs on employment of registered jobseekers.

3.3. Besides the finding and recommendations presented in each of the sections, the following general recommendations are suggested on program design, implementations and the overlapping of the two.

ON the DESIGN:

- There should be better targeting of the needs of the companies and jobseekers through diversifying the EPPs and/ or creating new ones. These measures may include a larger inclusiveness or introduction of quota system, as well as providing a broader focus of existing programmes. The EPPS need to be tailored for groups in need and special conditions should be provided for the most vulnerable groups including economic support overlap and redefinition of rules.
- There should be a focus on supply-driven programmes, be that current or new EPPs. They should be adopted according to the emerging needs and characteristics of the jobseekers.
- There should be new measures to be created, which have arisen from the assessment:
 - Public works for specific groups and sectors, where the emphasis is on low-tech high labor intensive activities. In this case, jobs are created at a variety of skill levels, suitable for both men and women, young and old, and the like. The emphasis is on training as part of the programme so that participants acquire marketable skills, which increase their employability and may lead to long-term sustainable employment with other employers after the public works programme is finished. This type of programme is popular for governments as they benefit from infrastructure development at the same time as getting the unemployed back to work.
 - Entrepreneurship and start-ups targeting different groups of jobseekers with specific needs such as youth, female over 45, and highly skilled.
 - Seasonal employment programmes for Tourism and Agriculture sectors combined with Vocational Training. This may reduce informality as well as provide the needed skilled in the service sector such as tourism, where the majority of workers are untrained or are part of family labour. Likewise, vocational training may be provided to those who are in unpaid labour in agriculture to direct this labour force into paid employment in agro-processing and other growing agricultural industries.

ON the IMPLEMENTATION:

- There should be better and more information available and better marketing of EPPs to the applicants is needed. In this respect, a variety of tools may be used such as on-line tools; regional meetings; open communication channels with NES staff prior and over the application process.
- Implementation procedures should improve transforming them into more formal and with clear rules based on written information and contracts as to avoid “surprises” for jobseekers and companies.
- To define new rules for retaining the participants by the companies and apply a mandatory thresholds.
- There should be a better coordination of EPPs with the VET system, namely with the VT centres programmes offered.

ON both DESIGN and IMPLEMENTATION:

- There should be better match of the *regional and sectorial skills needs* as to respond to company’s needs, increasing their satisfaction of workforce and increasing employment retention.
- *Inclusiveness* and *coverage rate* should be addressed as key-issues.