



# 2021 OPERATIONAL PLAN

FOR ACTIVE EMPLOYMENT PROGRAMS AND MEASURES  
AND LABOR MARKET SERVICES

Skopje, March, 2021

# TABLE OF CONTENTS

<b>LIST OF ABBREVIATIONS</b>	3
<b>INTRODUCTION</b>	4
<b>I.EMPLOYMENT PROGRAMS AND MEASURES</b>	5
<i>1.SELF-EMPLOYMENT (ENTREPRENEURSHIP) SUPPORT</i>	5
<i>1. Self-employment (entrepreneurship) support</i>	5
<b>2.JOB CREATION SUPPORT</b>	9
2.1 Wage subsidy	9
2.2 Employment and growth of legal entities	12
2.3 Support for employment of persons with disabilities	13
<b>3.TRAININGS</b>	16
3.1 On-the-job training for a known employer	16
3.2(a)Vocational training in line with employer’s requirements	19
3.2(b) Vocational training in line with employer’s requirements	22
3.2(c) Online skills training in accordance with employer’s requirements	25
3.3 Occupations-in-demand training	27
3.4 Driving lessons for C and D categories	29
<b>4.DIGITAL SKILLS DEVELOPMENT TRAININGS</b>	31
4.1 Advanced IT skills training	31
4.2 Advanced IT skills training (co-financed) for unlicensed training providers	35
<b>5.INTERNSHIP</b>	38
5. Internship	38
<b>6.WORK ENGAGEMENT PROGRAM</b>	40
6. Public works	40
<b>7.CARE ECONOMY</b>	42
7.1 Community work	42
7.2 Training and employment of persons to provide community care services for persons with disabilities and persons with chronic illness in the community	44
7.3 Entrepreneurship support and establishment of legal entities that will provide community care services	47
<b>8.PAYMENT OF YOUTH ALLOWANCE</b>	50
<b>II EMPLOYMENT SERVICES</b>	51
<b>YOUTH GUARANTEE</b>	54
<b>ACTIVATION OF GMA BENEFICIARIES</b>	55
<b>OCCUPATIONAL REHABILITATION AND INCLUSION OF PERSONS WITH DISABILITIES IN THE LABOR MARKET</b>	56
<b>COMMUNICATION PLAN</b>	57
<b>FINANCIAL FRAMEWORK</b>	59

## LIST OF ABBREVIATIONS

<b>ESA</b>	Employment Service Agency of the Republic of North Macedonia
<b>ALMMs</b>	Active labor market measures
<b>APERNM</b>	Agency for Promotion of Entrepreneurship of the Republic of North Macedonia
<b>LGU</b>	Local Government Unit
<b>IEP</b>	Individual Employment Plan
<b>MES</b>	Ministry of Education and Science
<b>MLSP</b>	Ministry of Labor and Social Policy
<b>ME</b>	Ministry of Economy
<b>OP</b>	Operational Plan
<b>OG</b>	Operational Guidelines
<b>UNDP</b>	United Nations Development Program
<b>UNOPS</b>	United Nations Office for Project Services
<b>E4E</b>	Education for Employment Project in Macedonia
<b>PRO</b>	Public Revenue Office
<b>EC</b>	Employment Center
<b>AEC</b>	Adult Education Center
<b>CRRNM</b>	Central Registry of the Republic of North Macedonia
<b>CVET</b>	Center for Vocational Education and Training
<b>CSW</b>	Center for Social Work
<b>ZELS</b>	Association of the Units of the Local Self-Government
<b>SDC</b>	Swiss Agency for Development and Cooperation

## INTRODUCTION

The employment policy framework in the Republic of North Macedonia is defined by the Program of the Government of the Republic of North Macedonia, i.e. the 2022 Revised Employment and Social Policy Reform Program in line with the country's obligations arising from the International Labor Organization's (ILO) Global Jobs Pact, 2020-2022 Youth Guarantee Plan, IPA Budget Financing Program, reforms in the social protection system and the introduction of the Guaranteed Minimum Assistance.

The 2021 Operational Plan for Active Labor Market Employment and Services Programs and Measures will determine the employment programs, measures and services that should foster and support job creation, increase the employability of unemployed persons, especially young people, the long-term unemployed and the beneficiaries of social cash benefit assistance (hereinafter: guaranteed minimum assistance), as well as support the unemployed persons whose employment was terminated during the crisis caused by the COVID-19 coronavirus (as of March 11, 2020).

When implementing employment programs and measures, as well as the labor market services, the following basic principles will be respected:

- ◆ Coping with the negative effects and consequences on the labor market and the employment, caused by the COVID-19 pandemic;
- ◆ The principle of diversity and inclusion for all social categories in the private sector, in accordance with the principles of equitable and adequate representation of ethnic, gender, religious, racial or any other vulnerable category of citizens, in line with the standards and practices of the United Nations and the International Labour Organization;
- ◆ Encouraging balanced regional development, in accordance with the data from the Bureau for Regional Development and the level of development of the planning regions in the Republic of North Macedonia.

All registered unemployed persons and employers shall have access to these employment programs, measures and services<sup>1</sup>. The right to participate shall be determined based on the requirements and criteria defined for each individual employment program, measure or service, and as a general rule, these programs, measures and services will strive for equal representation of both men and women, in accordance with the Law on Equal Opportunities for Women and Men, including young people of up to 29 years of age with at least 30%.

At the same time, in the distribution of the funds and the selection of participants in the employment programs and measures from this Operational Plan, the balanced regional development shall be taken into account. More specifically, the criteria from the Decision for classification of the planning regions according to the level of development for the period 2018-2023 ("Official Gazette of the Republic of Macedonia" No. 234/18) will be considered when publishing public calls in those programs and measures of the Operational Plan, where applicable. The public calls will determine the quotas for the number of companies that will be subsidized by planning regions, in accordance with the principle "first come, first served".

The implementation of employment programs, measures and services shall be defined by Operational Guidelines adopted by ESA, in cooperation with other implementing partners.

The inclusion of unemployed persons in employment programs or measures shall be made on the basis of transparent application processes, up until the full coverage envisaged, i.e. by the end of November 2021. Services shall be provided by ESA throughout the year.

Unemployed people and employers will be informed about the opportunity to participate in the employment programs, measures and services in a number of ways (via phone, SMS texts, e-mail, open calls). An adequate agreement shall be concluded with the participants so as to regulate their rights and obligations in greater detail.

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1. While participating in the preparation for employment programs and measures (programs: 3, 4, 5, 6 and during the training for measures 7.2 and 7.3), unemployed persons shall retain the rights they have gained under the Law on Social Protection and Unemployment Rights.

The 2021 Operational Plan will focus on young unemployed people aged up to 29, long-term unemployed persons and guaranteed minimum assistance beneficiaries.

During the Operational Plan's implementation, the coverage of people included in employment programs/measures may be adjusted, while reallocating the funds based on any observations and analyses by ESA and other competent bodies and institutions, upon ESA's proposal, which must be approved by the Minister of Labor and Social Policy.

The main implementer of the Operational Plan shall be the Ministry of Labor and Social Policy, while its implementation shall be under the competence of the Employment Service Agency of the Republic of North Macedonia, in partnership with other responsible institutions. Each competent institution shall provide data on the level of Operational Plan's implementation during the implementation itself.

# I.EMPLOYMENT PROGRAMS AND MEASURES

## 1.SELF-EMPLOYMENT (ENTREPRENEURSHIP) SUPPORT

The self-employment program is designed to support the unemployed persons in starting their own business.

<b>Measure title</b>	<b>1. Self-employment (entrepreneurship) support</b>
<b>Measure objective</b>	Support for the unemployed in starting their own business
<b>Target group</b>	Unemployed persons registered with ESA
<b>Measure scope</b>	1762 employees in newly established legal entities
<b>Competent institution</b>	MLSP, ESA, ME-APERNM, CRRNM, UNDP, Association REDI Skopje

### Amount of financial support

Up to **307,500 denars** or up to **615,000 denars** (if the legal entity is established by two partners).

### Beneficiaries

- ◆ Unemployed young people up to 29 years old
- ◆ Unemployed people with disabilities
- ◆ Unemployed persons
- ◆ Unemployed women from vulnerable groups of marginalized persons
- ◆ Unemployed people wishing to formalize their business
- ◆ Unemployed Roma people
- ◆ Unemployed persons due to the coronavirus

**Note:** Any unemployed people who have completed an entrepreneurship training and/or developed a business plan in 2020 can also be beneficiaries of this program.

### Application method

Open call/Public announcement, Invitation through the records of unemployed persons, Application and Entrepreneurial Affinities Assessment Questionnaire.

### Criteria

The participation in the program and the selection of candidates will be done on a competitive basis, in accordance with the following criteria:

- ◆ Successfully completed questionnaire;
- ◆ Extended business plan developed (with special reference to candidate's competition assessment and SWOT analysis) including advisory support;
- ◆ Business plan positively evaluated by an expert commission;
- ◆ Persons with disabilities selected for registration of their legal entities by program's support will have the opportunity to attend online training on "Entrepreneurship and entrepreneurial skills development";

The companies established by persons with disabilities will be supported by additional employment if they have selected sustainable business plans envisaging additional employment;

The program's implementation will take into account the regional representation defined within the Operational Guidelines.

For people with disabilities, mentorship of at least 120 hours will be provided to develop their positively evaluated Business Plans.



## COMBINATION WITH OTHER MEASURES

Beneficiaries supported through the self-employment program who will manage to register a legal entity, thus becoming self-employed, may be included in measure 2.1 Wage subsidy and 2.2 Employment and growth of legal entities. Support by additional employment shall be provided up until the full coverage envisaged by measures 2.1 and 2.2 of the job creation support program.

## JOINT BENEFICIARIES

In case two persons are interested in starting a company together (as partners), such two unemployed persons should go through all of the implementation steps together (Participation Statement, Questionnaire, development of a joint business idea and joint business plan, etc.).

The legal entity established by two partners shall be registered in the Trade Register as **LLC - Limited Liability Company of Two Persons**, where each of the partners will have an equal (50%) share in the company.

## Obligations

If the legal entity's activity is terminated within 2 years upon entity's registration or if the grant beneficiary's employment is terminated on any grounds (except in the case of death or inability to work) within 2 years upon signing an employment contract, the founder/grant beneficiary shall return:

- 80% of the grant, if the termination occurs during the first year of legal entity's registration; or
  - 60% of the grant, if the termination occurs during the second year of legal entity's registration.
- The founder/grant beneficiary ceasing their activity may not be entered into the records of unemployed persons within a period of 3 years as from the day of their employment.

The legal entity employing an additional person within this program shall employ such person full-time and keep them employed for at least 12 months if they are up to 29 years old, or 9 months if they are older than 29.

If during the period of this foreseen obligation, the employment of additional employees is terminated, unless the reasons for employment termination are death or inability to work, the employer shall either employ another unemployed person registered with ESA or return the funds in the amount proportionate to the unmet obligation regarding the number of employees reduced.

The legal entity/beneficiary supported by this program shall fulfill their legal obligations for payment of wages and contributions for all 24 months as from the day of employment. Otherwise, they will be obliged to return the paid/used funds in full.

If the beneficiary-founder of the company terminates their employment before the expiration of 2 years as from the date of employment for the purpose of another employment, another person from ESA's unemployed persons records shall be immediately employed instead of them, at least until their contract's expiration. Otherwise, the beneficiary-founder shall return the funds paid to them. In order to implement the aforementioned, the legal entity-beneficiary shall submit a Request, which shall be decided by the Commission for Selection of Participants in Active Employment Measures.

Rights and obligations shall be described and regulated by the Operational Guidelines and the Contract

## Implementation

- ◆ Open call/Public announcement for unemployed persons
- ◆ Application and Questionnaire completion
- ◆ Business plan development with advisory support through the APERNM Voucher counseling system to expend the business plan in those aspects covered by the entrepreneurship training
- ◆ Selection of the most successful business plans, taking into account the regional representation criteria
- ◆ Online training on “Entrepreneurship and entrepreneurial skills development” for all interested people with disabilities

and

→ The digitization and formalization contain six modules<sup>1</sup> :

- ◆ Company registration and employment
- ◆ Additional employment for businesses established by persons with disabilities
- ◆ The grant will amount up to 307,500 denars, i.e. up to 615,000 denars if a legal entity of two partners is established, and it will be transferred as seed money for the business
- ◆ Advisory/mentoring support within a period of 12 months as from company’s establishment will be provided to the following target groups:
  - ◆ persons with disabilities;
  - ◆ Roma community members;
  - ◆ women from vulnerable groups (social assistance beneficiaries, domestic violence victims, human trafficking victims, single mothers and socially excluded women due to redundancy and bankruptcy).

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1. The Digitization and Formalization Program will be implemented by the Initiative for the Development of Roma Entrepreneurship - REDI in cooperation with the Employment Service Agency of the Republic of North Macedonia.

The Roma Economic Development Initiative - REDI will implement an e-accelerator program that aims to equip 50 Roma-led businesses with the knowledge and skills necessary for their transformation from traditional into digital businesses. The training’s objectives include:

1. Enable 50 businesses run by Roma people from North Macedonia to use SMART working in their business through an access to digital business training and online tools;
2. Strengthen the skills for business and financial planning and business management of 50 Roma people from North Macedonia
3. Transform digitally 50 businesses (either formal or informal) run by Roma people;
4. Prepare 50 business plans;



**Note: Persons who have received a grant in the past are not eligible to participate in the program.**

The program will not support starting a business in the following sectors:

1. Agriculture, i.e. Sector A/A, Section 01 activities - Crop and animal production, hunting and related service activities, with the exception of organic agricultural production;
2. Businesses operating in class 49.32 - Taxi service;
3. Production and distribution of weapons, i.e. any class 25.40 activity - Production of weapons and ammunition;
4. Financial and insurance businesses and activities including games of chance, i.e. Sector K/I activities - Financial and insurance activities.

As an exception to Items 1 and 2, registering a legal entity in agriculture and taxi service will be allowed for unemployed persons with disabilities, beneficiaries of guaranteed minimum assistance, persons who lost their jobs due to Covid-19 (as from March 2020) and unemployed Roma.



## 2. JOB CREATION SUPPORT

The job creation support should encourage the employment of the unemployed in micro, small and medium enterprises, social enterprises that are primarily focused on social/societal goals whose profits are reinvested to achieve those goals through their business operations or community investments, and civil (non-profit) organizations that are engaged in any economic activity classified in the National Classification of Activities, which helps organizations achieve the goals set in their statutes.

<b>Measure title</b>	<b>2.1 Wage subsidy</b>
<b>Measure objective</b>	Employment support for unemployed persons who find it more difficult to enter the labor market
<b>Target group</b>	<p><b>Unemployed persons</b> registered with ESA, who find it more difficult to enter the labor market include:</p> <ul style="list-style-type: none"> <li>◆ Long-term unemployed persons (over 12 months on record, with priority given to persons being unemployed for over 5 years)</li> <li>◆ Young people up to 29 years old</li> <li>◆ People older than 50</li> <li>◆ Unemployed persons whose employment was terminated during the COVID-19 pandemic</li> <li>◆ Returnees from abroad due to the crisis caused by COVID-19</li> <li>◆ Beneficiaries of guaranteed minimum assistance</li> <li>◆ Beneficiaries of social cash benefits based on unemployment</li> <li>◆ Persons having the status of children without parents and parental care</li> <li>◆ Victims of domestic violence</li> <li>◆ Persons with disabilities</li> <li>◆ Female members of the Roma and other ethnic communities</li> <li>◆ Persons belonging to the Roma ethnic community</li> <li>◆ Persons whose personal documentation status has been resolved</li> <li>◆ Single parents</li> <li>◆ Parents of children with disabilities<sup>1</sup></li> <li>◆ Parents of 3 or more children</li> <li>◆ Parents of street children</li> <li>◆ Convicted persons after their release from a penitentiary institution</li> <li>◆ Homeless people</li> <li>◆ Persons with incomplete secondary or lower education</li> </ul>
<b>Measure scope</b>	A total of <b>866<sup>2</sup></b> unemployed persons registered with ESA (of whom <b>80</b> unemployed persons who are beneficiaries of guaranteed minimum assistance registered with ESA – funded through the IPA II fourth direct grant <sup>3</sup> ).
<b>Competent institutions</b>	MLSP, ESA, CSW, CRRNM, PRO
<b>Duration of subsidy</b>	3, 6 or 12 months

1.The persons from this target group will be employed for a maximum of 20 hours per week in accordance with the Law on Social Protection.

2.This measure will seek to include 120 Roma people

3.For 80 people, 50% of the total amount of the subsidy will be provided by the IPA II - fourth direct grant

## Amount of financial support

**19,000 denars** per month as a subsidy to the employee's salary for a period of **3, 6 or 12 months** for employing people from the target groups.

The employer can also pay the employee a higher salary.

The total financial support for one person is **57,000 denars** for a period of **3 months**; **114,000 denars** for a period of **6 months** and **228,000 denars** for a period of **12 months**.

Funds shall be paid one-off for the entire subsidy period, after the person has been employed full-time, in accordance with the provisions and conditions specified in the Subsidy Agreement.

## Beneficiaries

Micro, small and medium companies, social enterprises and civil (non-profit) organizations engaged in an economic activity while performing their own activity.

New enterprises established through the Self-Employment Program in 2020.

Unemployed persons.

## Application method

### For employers:

Open call/Public announcement, Application for Participation and Request for Employment Mediation.

### For unemployed persons:

Public announcement, Search in the records of unemployed persons.

## Criteria

### For employers:

- ◆ The total number of persons employed for an indefinite period of time on the day of application and before receiving the support shall not be lower than the average number of persons employed<sup>1</sup> for an indefinite period of time in the previous calendar year, unless the reason for reduction of the number of employees for an indefinite period of time is employment termination due to resignation, retirement, death, or inability to work;
- ◆ The employer shall have settled all of its liabilities regarding payment of salaries and compulsory social insurance contributions;
- ◆ No financial loss has occurred in the previous year, except for loss due to capital investments made by the legal entity<sup>2</sup>
- ◆ The employer shall have at least one person employed for an indefinite period of time, with the exception of civil society organizations that do not have an employee at the time of application.
- ◆ The persons whose employment (for a definite or indefinite period of time) was terminated one year before their employment within the active measure, shall not be supported by re-employment with the same employer, with the exception of civil society organizations. The number of new employees that the employer can obtain through the employment support program may not exceed 50% of the average number of employees in the previous calendar year, where the maximum number may not exceed 5 people per employer, except when employing beneficiaries of guaranteed minimum assistance where the maximum number of persons employed through this measure is unlimited. For employers with only one employee, civil society organizations with no employees and legal entities registered after July 1, 2020, the maximum number of supported employments shall be one person.

1.The term "average number of employees" refers only to the needs for active employment programs/measures implementation.

2.This criterion shall not apply to legal entities registered after July 1, 2020.

## Obligations

**For employers:** The employer employing an unemployed person shall keep the person employed for a total of:

- ◆ **9 months**, for a 3-months subsidy;
- ◆ **18 months**, for a 6-months subsidy;
- ◆ **18 months**, for a 12-months subsidy (for beneficiaries of guaranteed minimum assistance, unemployed persons whose employment was terminated after March 11, 2020 due to the COVID-19 coronavirus, and Roma people) and
- ◆ **30 months**, for a 12-months subsidy.

- If the employee for whom the subsidy has been paid terminates his/her employment at any time (during the subsidy period and the additional period for which the employer must keep the person employed), except in case of death, retirement and inability to work, the employer shall employ another unemployed person in his/her stead within 15 days. This person shall be an active job seeker who belongs to any category of the target groups covered by this measure, except for the beneficiaries of guaranteed minimum assistance where the replacement must be made from the same target group. Otherwise, the employer shall return a proportional amount of the funds paid to the employer (the amount of subsidy per person divided by the total number of months).
- During the entire period (subsidy period and the additional period for which the employer is obliged to keep the person employed), the employer shall not reduce the total number of persons employed for an indefinite period of time (who were employed as per the day of application, including the number of persons employed through this measure), except in case of employment termination due to death, retirement or inability to work. Otherwise, the employer shall employ another unemployed person within 15 days in order to top up the number of its employees or the employer shall return a proportional amount of the funds paid (equaling the amount of subsidy per person divided by the total number of months).

Rights and obligations are described and regulated by the Operational Guidelines and the Contract.

## Implementation

Open call/Public announcement, Application for Participation, Mediation and referral to the records by the Employment Center official, Announcement by the Centers for Social Work.



<b>Measure title</b>	<b>2.2 Employment and growth of legal entities</b>
<b>Measure objective</b>	Support in creating new jobs in micro, small and medium enterprises, social enterprises and civil society organizations
<b>Target group</b>	Unemployed persons registered with ESA
<b>Measure scope</b>	226 <sup>1</sup> unemployed persons registered with ESA from the following target groups: young people up to 29 years old, beneficiaries of guaranteed minimum assistance, unemployed persons who lost their jobs upon the outbreak of the Covid-19 pandemic (since March 2020) and Roma people
<b>Competent institutions</b>	MLSP, ESA, CRRNM, PRO, CSW
<b>Amount of financial support</b>	

New employment support of up to 460,000 denars, 768,750 denars or 1,000,000 denars (depending on the age and number of employees approved)

The employment grant for persons over the age of 29 amounts to 92,000 denars per person, for persons up to 29 years old, it is up to 153,750 denars per person, and for the beneficiaries of guaranteed minimum assistance and unemployed persons from the Roma ethnic community, the grant amounts to 200,000 denars per employee, while for the unemployed people who lost their jobs upon the outbreak of the Covid-19 pandemic (since March 2020) the financial support will amount to 260,000 denars per person.

#### Beneficiaries

Micro, small and medium enterprises, social enterprises and civil society organizations interested in creating new jobs. New enterprises established through the Self-Employment Program in 2020. Unemployed persons.

#### Application method

Open call/Public announcement, Application, Mediation and referral to the records by the Employment Center official.

#### Criteria

**The participation in the program and the selection of employers shall be made based on the following criteria:**

- ◆ The total number of persons employed for an indefinite period of time as per the day of application and before receiving the support shall not be lower than the average number of employees <sup>2</sup> for an indefinite period of time in the previous calendar year, unless the reasons for reducing the number of employees for an indefinite period of time include employment termination (due to employee's resignation), retirement, death or inability to work.
- ◆ As per the day of application, the employer shall have settled all of its obligations regarding payment of salaries and compulsory social insurance contributions;

1. This measure will strive to include 40 Roma people

2. The term "average number of employees" refers only to the needs for active employment programs/measures implementation

- ◆ No financial loss has occurred in the previous year, except for loss due to capital investments made by the legal entity<sup>1</sup>;
- ◆ The employer shall have at least one person employed for an indefinite period of time, with the exception of civil society organizations that may not have any employees at the time of application;
- ◆ The number of new employees may not exceed 50% of the average number of employees for an indefinite period of time in the previous calendar year, where the maximum number may not exceed 5 people per employer. For employers of only one employee, civil society organizations and legal entities registered after July 1, 2020 with no employees, the maximum number of supported employments shall be one.

### Obligations

- ◆ The employer employing an unemployed person under this program shall hire the person full-time and keep them in employment for at least 12 months if they are up to 29 years old, or 9 months if they are over the age of 29, counted as from the day of employment. If the person for whom financial support was provided has their employment terminated on any grounds, except in case of death, retirement or inability to work, the employer shall employ another registered unemployed person in their stead within 30 days. Otherwise, the employer shall return the amount of funds that is proportionate to the remaining time until the expiration of the period.
- ◆ The employer shall not to reduce the total number of persons employed indefinitely (as per the day of application) for the entire period of the foreseen obligation, except in case of death, retirement or inability to work. Otherwise, the employer shall employ another unemployed person within 15 days in order to top up the number, or the employer shall return a proportionate amount of the funds paid to it (equaling the amount of subsidy per person divided by the total number of months).

### Implementation

- ◆ Open call
- ◆ Application
- ◆ Selection
- ◆ Employment
- ◆ Signing of Grant Agreement
- ◆ Payment of funds for the purchase of new equipment and/or materials

<b>Measure title</b>	<b>2.3 Support for employment of persons with disabilities</b>
<b>Measure objective</b>	Increase the employability and employment opportunities for registered unemployed persons with disabilities
<b>Target group</b>	Unemployed persons with disabilities registered with ESA
<b>Measure scope</b>	210 unemployed persons registered with ESA
<b>Competent institution</b>	ESA

<sup>1</sup> .This criterion shall not apply to legal entities registered after July 1, 2020.

### Amount of financial support

- ◆ **Employment of a person with disability for an indefinite period of time**, for which 20 average net salaries paid in the Republic of North Macedonia in the year prior to employment shall be awarded, or 40 average net salaries paid in the Republic of North Macedonia in the year prior to employment in case of blind persons or persons with disabilities moving in wheelchairs.
- ◆ **Workplace accommodation**, for which funds in the amount of up to 100,000 denars shall be allocated.
- ◆ **Equipment procurement**, for which funds in the amount of up to 200 average net salaries paid in the Republic of North Macedonia in the previous year shall be allocated, where the basic criterion for the amount of funds allocated shall be the number of employees with disabilities.
- ◆ **Work assistant** to a person with disability, who may be involved in the job training at the request of either the employee or the employer.
- ◆ **Job training** of both employed and unemployed persons with disabilities.

### Beneficiaries

- ◆ Persons with disabilities who are self-employed as sole proprietors, employers or acting as employers.
- ◆ Companies for employment of persons with disabilities, i.e. shelter companies.
- ◆ State administration.
- ◆ Local Government Units and the City of Skopje.
- ◆ Public enterprises, agencies, funds and other state institutions.

### Application method

Pursuant to the Law on Employment of People with Disabilities ("Official Gazette of the RM" no. 44/2000, 16/2004, 62/2005, 113/2005, 29/2007, 88/2008, 161/2008, 99/2009, 136/2011, 129/2015, 147/2015 and 27/2016 and 99/2018) and the Rulebook on the criteria and manner of granting non-refundable funds from the Special Fund ("Official Gazette of the RM" no. 156/2008 and 163/2015). The request for granting non-refundable funds from the **Special Fund** shall be submitted by the beneficiary to the Management Board of the Employment Service Agency of the Republic of North Macedonia, through the Employment Center located on the same territory as the employer's head office.

### Criteria

The criteria are defined by the Rulebook on the criteria and manner of granting non-refundable funds from the Special Fund for Improving the Employment and Work Conditions of Persons with Disabilities ("Official Gazette of RM" no. 156/2008 and 163/2015).

### Obligations

- ◆ When hiring a person with disability, the beneficiary shall create adequate working conditions and accommodate the workplace depending on the job, type and level of education and type and degree of disability of the person with disability being employed;
- ◆ The beneficiary of funds from the Special Fund shall not reduce the total number of employees with disabilities whose employment was supported by non-refundable funds (within 3 years as from the day of employment of the person with disability for whom such employment funds were used, unless the termination is by force of law or due to death, or 3 years as from the date of allocation of funds for equipment purchase);
- ◆ The beneficiary shall pay its employees with disabilities a regular salary in accordance with law, the collective bargaining agreement and employment contract; and
- ◆ People with disabilities should work in an adequate workplace that is in line with their health condition.

## Implementation

- ◆ The Employment Service Agency's Management Board shall adopt a decision for allocation of funds from the Special Fund upon a submitted request within 90 days as from the day of submission thereof;
- ◆ Based on the decision adopted, an Agreement for payment of funds allocated from the Special Fund shall be prepared; and
- ◆ Funds allocated shall be paid after the submission of a bank guarantee by the funds beneficiary





### 3. TRAININGS

Trainings aim to improve the skills and qualifications of unemployed persons in order to help them integrate into the labor market more successfully.

<b>Measure title</b>	<b>3.1 On-the-job training for a known employer</b>
<b>Measure objective</b>	The purpose of this measure is to equip unemployed persons with the skills required for performing their work tasks in line with employer's needs.
<b>Target group</b>	Unemployed persons registered in ESA's records
<b>Measure scope</b>	152 <sup>1</sup> unemployed persons registered with ESA (72 unemployed persons with E4E projects support, 80 unemployed persons who are beneficiaries of the GMP - IPAll fourth direct grant).
<b>Competent institutions</b>	ESA, CRRNM, PRO, Swiss Agency for Development and Cooperation - Education for Employment Project in Macedonia (E4E@mk), Chambers of Commerce, associations, etc.

#### Amount of financial support

**Trainees** will receive a monthly allowance in the amount of **9,000 denars**, including personal income tax and insurance for disabilities and bodily injuries caused by work-related injuries and occupational diseases for the duration of the training of up to 3 months. This compensation will be paid by ESA.

**The employer** will receive a one-off payment in the amount of **15,000 denars** per trainee after training completion.

#### Beneficiaries

Unemployed persons in ESA's records  
Employers

#### Application method

##### For employers:

Open call/Public announcement, Application for participation in the program, Training program

##### For unemployed persons:

Announcement, Search in unemployed persons records based on profiling and IEPs.

#### Criteria

##### For employers:

- ◆ The employer shall have at least one person employed for an indefinite period of time, with the exception of civil society organizations and employers that will include Roma women in the training;
- ◆ On the day of application, the employer shall have settled all of its obligations regarding payment of salaries and compulsory social insurance contributions; and
- ◆ The number of persons involved in training may not exceed 50% of the total number of permanent employees, with the exception of civil society organizations and employers that will include Roma women in the training.

##### For unemployed persons:

- ◆ Low qualifications

1. This measure will seek to include 15 Roma people.

## COMBINATION WITH OTHER MEASURES

Unemployed persons who remain unemployed after having participated in this measure will have the opportunity to participate in other programs and measures from the Operational Plan. Any employer that will employ more than 50% of people attending training shall be able to use Program 2 measures for those persons in accordance with the criteria established.

### Obligations

#### For employers:

- ◆ The employer shall implement the training program following a previously determined program plan;
- ◆ The employer shall appoint a mentor for its trainees;
- ◆ The employer shall hire at least 50%<sup>1</sup> of the persons involved in the training full-time for at least 3 months. If the employer does not hire at least 50% of the persons who have successfully completed the training or if their employment is terminated after a period of 3 months, except in case of death, retirement or inability to work, the employer shall employ another unemployed person from among the persons who have successfully completed the training or another registered unemployed person;
- ◆ During the training and within the period for which the employer is obliged to keep the person at work (6 months), the employer shall not to reduce the total number of persons employed for an indefinite period of time as per the day of application. Otherwise, the employer shall to return the entire amount paid to it;
- ◆ Rights and obligations are described and regulated by the Operational Guidelines and the Contract.

#### For unemployed persons:

- ◆ For the entire duration of the training the candidate shall: attend the training regularly and perform the assigned work tasks; in case they are unable to be at the workplace, the candidate shall, within 24 hours, inform the employer of the reason for their absence and bring a document of justification, otherwise they shall be excluded from the training; be disciplined and respect the established rules, property and means of work, and handle entrusted materials conscientiously; in case of causing damage during the training due to negligent behavior or gross negligence, the candidate shall compensate the employer for such damage. The candidate's right to training shall be terminated if: the candidate willfully leaves the training; is excluded due to unjustified absence from training; has caused damage due to negligent behavior or gross negligence; and if he/she did not attend at least 70% of the training for valid reasons (illness, employment, founding or managing a legal entity, military service). In these cases, the candidate shall be deleted from the records of unemployed persons for a period of one year, unless the reasons for training termination were justified. Unemployed persons attending at least 70% of the classes scheduled for that month shall be paid 9,000 denars per month (including personal income tax and insurance in the event of work-related accidents and occupational diseases);
- ◆ Any candidate who completed training and was offered employment by any employer shall accept such employment. If he/she does not accept such employment, the candidate shall return the funds, except in case of employment by another employer;
- ◆ Rights and obligations are described and regulated by the Operational Guidelines and the Contract.

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1.If the employer has trained only one person, the employer shall hire such person.

## Implementation

- ◆ Open call for employers
- ◆ Submission of application for participation in the training by interested employers
- ◆ Selection of employers
- ◆ Selection of unemployed persons
- ◆ Contract with employers and unemployed persons
- ◆ Training of unemployed persons
- ◆ Employment
- ◆ Monitoring

<b>Measure title</b>	<b>3.2(a) Vocational training in line with employer's requirements</b>
<b>Measure objective</b>	The purpose of this measure is to provide vocational training conducted by verified trainers according to employer's requirements. The training will be realized in close cooperation with both employers and training providers
<b>Target group</b>	Unemployed persons from ESA's records
<b>Measure scope</b>	100 unemployed persons registered with ESA
<b>Competent institutions</b>	MLSP, ESA, UNDP, SDC, MES, AEC, employers, training providers

#### Amount of financial support

**Persons attending the training through this measure** will receive a monthly compensation of **9,000 denars**, including insurance for work-related accidents and personal income tax for the duration of the training of **2 to 4 months**.

The employer may increase its monthly compensation amount for the training duration through co-financing, which shall be reflected in the contract respectively.

**Training providers** will receive compensation in the amount of up to **30,000 denars** per trainee.

#### Beneficiaries

Unemployed persons from ESA's records  
Employers

#### Application method

##### For employers:

Open call/Public announcement, Application for participation in the program

##### For unemployed persons:

Announcement, Application and Statement of Consent, Search in unemployed persons records based on profiling and IEPs.

##### Training providers:

From the register of verified training providers kept by the AEC and MES.

From the records of secondary vocational schools with a verified training program kept by the Ministry of Education and Science.

#### Criteria

##### For employers:

- ◆ Provision of premises/facilities and training equipment

##### For training providers:

- ◆ Valid training implementation verification and/or occupational profile in the profession required

##### For unemployed persons:

- ◆ Unemployed persons from ESA's records shall be selected by the employer

#### COMBINATION WITH OTHER MEASURES

Following their participation in the measure, unemployed persons shall have the opportunity to use other Operational Plan programs and measures.

### For training providers:

- ◆ The training provider shall adjust the training program verified by the AEC and MES to a period of 2 to 4 months, according to employer's needs;
- ◆ Unemployed persons who attended at least 70% of the classes scheduled for that month shall be paid 9,000 denars (including personal income tax and insurance in case of work-related accidents and occupational diseases) provided through the measure and stipulated in the four-party contract for participation in this measure concluded between the training provider, the employer, ESA-EC and UNDP;
- ◆ The training provider shall submit a monthly report on trainees' attendance, a monthly report on training results and proof regarding the funds paid to candidates;
- ◆ The training provider shall examine trainees' acquired knowledge before a Commission and issue an adequate document prescribed by the Ministry of Education and Science (MES) and/or the Adult Education Center (AEC); and
- ◆ Upon training completion, the training provider shall submit a summary report and evaluation of the training completed to both UNDP and ESA.

### For unemployed persons:

→ For the entire duration of the training the candidate shall:

- ◆ Attend the training regularly and perform the work tasks assigned. In case he/she is unable to be at the workplace, he/she shall, within 24 hours, inform the employer of the reason for absence and bring a document of justification. Otherwise, he/she will be excluded from the training;
- ◆ Be disciplined and respect the established rules, property and means of work, and handle the entrusted materials conscientiously. In the event of causing damage during the training due to negligent behavior or gross negligence, he/she shall compensate the employer for such damage.

→ The candidate's right to training shall be terminated if the candidate:

- ◆ Did not attend 70% of the training for valid reasons (illness, employment, founding or managing a legal entity, military service);
- ◆ Willfully left the training;
- ◆ Was excluded due to unjustified absence from training; and
- ◆ Caused damage due to negligent behavior or gross negligence.
  - ◇ In case of training termination, the candidate shall be deleted from the records of unemployed persons for a period of one year, unless he/she was excluded from the training for valid reasons;
  - ◇ After completing the training, the candidate shall take a final exam before a Commission. If he/she does not attend the final exam, he/she shall return the funds received up until that point and will be deleted from the records of unemployed persons for a period of one year; and
  - ◇ The candidate who completes the training and is offered employment by any employer shall accept such employment. If he/she does not accept the employment, he/she shall return the funds, except in case of employment by another employer.

### For employers:

- ◆ The employer shall determine minimum criteria for the selection of unemployed persons;
- ◆ The employer shall take an active participation in training implementation;
- ◆ If possible, the employer shall supplement/co-finance the monthly wage of trainees referred to training, which shall be reflected in the four-party agreement respectively;
- ◆ Within 3 days after completing the training, the employer shall employ full-time at least 50% of the trained persons for a period of at least 6 months. If the employer does not establish employment with at least 50% of the included persons who have successfully completed the training, the employer shall return the funds in the total amount of up to 30,000 denars per trained unemployed person regarding the non-employed persons, determined by the four-party agreement, except in case when any trained unemployed person refused employment; and
- ◆ If the employee's employment is terminated before the end of the 6 months, the employer shall, within 30 days, hire another unemployed person from among the persons having successfully completed the training or another registered unemployed person. Otherwise, the employer shall return a proportionate amount of the funds used for training in the amount of up to 30,000 denars per person.

## Implementation

- ◆ Submission of application for participation by employers
- ◆ Selection of employers
- ◆ Selection of training providers
- ◆ Announcement for unemployed persons
- ◆ Selection of unemployed persons
- ◆ Training of unemployed persons
- ◆ Employment
- ◆ Monitoring

<b>Measure title</b>	<b>3.2(b) Vocational training in line with employer's requirements</b>
<b>Measure objective</b>	The purpose of this measure is to provide vocational training as per employer's requirements. Training will be implemented in close cooperation with the private sector.
<b>Target group</b>	Unemployed persons from ESA's records <sup>1</sup>
<b>Measure scope</b>	80 unemployed persons registered with ESA belonging to vulnerable groups
<b>Competent institutions</b>	UNDP-SDC, MLSP, ESA, MES, AEC, employers and training providers

### Amount of financial support

**Persons attending vocational training** will receive monthly compensation in the amount of **9,000 denars** from this measure's budget, including insurance in case of work-related accidents and personal income tax for the entire training duration of **2 to 4 months**. The employer may increase the amount of monthly compensation during the training through co-financing, which shall be reflected in the contract respectively.

**Vocational training providers** will receive compensation in the amount of up to **30,000 denars** per trainee.<sup>2</sup>

### Beneficiaries

Unemployed persons from ESA's records  
Employers

### Application method

#### **For employers:**

Open call/Announcement, Application for participation in the program

#### **For unemployed persons:**

Announcement, Application and Statement of Consent, Search in unemployed persons records based on profiling and IEPs.

#### **For training providers:**

Training providers (employers)

1. This measure focuses on the following target groups: young people up to 29 years old, persons with disabilities, members of the Roma community and other persons at risk of social exclusion.

2. The amount paid for the training realized by employers themselves shall be stated in the Training Plan and shall not exceed 30,000 denars per trainee. The Training Plan and the funds required for its implementation shall be approved by the Working Body in charge of this measure implementation.

## Criteria

### **For employers:**

Provision of premises/facilities and equipment required for vocational training implementation

### **For vocational training providers:**

Occupational profile/work experience in the required profession

### **For other training providers:**

Training Plan including workflow and schedule of classes and modules

## **COMBINATION WITH OTHER MEASURES**

Unemployed persons who have participated in this measure will have the opportunity to use other Operational Plan programs and measures.

## Obligations

### **For vocational training providers:**

- ◆ Vocational training providers shall adjust the training program to a period of 2 to 4 months, according to employer's needs;
- ◆ Unemployed persons who attended at least 70% of the classes scheduled for that month shall be paid 9,000 denars (including personal income tax and insurance in case of work-related accidents and occupational diseases), provided through the measure and stipulated in the contract for participation in this measure;
- ◆ Vocational training providers shall submit a monthly report on trainees' attendance, a monthly report on training results and proof regarding the funds paid to candidates;
- ◆ Vocational training providers shall examine candidates' acquired knowledge and upon training completion, they shall submit to both UNDP and ESA a summary report and evaluation of the training implemented.

### **For unemployed people attending vocational training:**

→ During the training, the candidate shall:

- ◆ Attend training regularly and perform work tasks assigned. In case he/she is unable to attend, he/she shall, within 24 hours, inform the employer of the reason for absence and bring a document of justification. Otherwise, he/she will be excluded from the training; and
- ◆ Be disciplined and respect the established rules, property and means of work, and handle the entrusted materials conscientiously. In the event of causing damage during the training due to negligent behavior or gross negligence, he/she shall compensate the employer for such damage.

→ The candidate's right to training shall be terminated if the candidate:

- ◆ Did not attend 70% of the training for valid reasons (illness, employment, founding or managing a legal entity, military service);
- ◆ Willfully left the training;
- ◆ Was excluded due to unjustified absence from training; and
- ◆ Caused damage due to negligent behavior or gross negligence.
- ◆ In case of training termination, the candidate shall be deleted from unemployed persons records for a period of one year, unless he/she was excluded from the training for valid reasons;
- ◆ After completing the training, the candidate shall take a final exam before a Commission. If he/she does not attend the final exam, he/she shall return the funds received up until that point and will be deleted from unemployed persons records for a period of one year; and
- ◆ Any candidate completing the training who is offered employment shall establish employment with their employer. If he/she does not accept the employment, he/she shall return the funds, except in case of employment with another employer.



### **For employers participating in vocational training:**

- ◆ The employer shall identify minimum criteria for the selection of unemployed persons;
- ◆ The employer shall take an active participation in training implementation;
- ◆ Any employers implementing the training themselves shall appoint a mentor regarding the practical part of the training
- ◆ If possible, the employer shall supplement/co-finance trainees' monthly compensation, which will be reflected in the four-party agreement respectively;
- ◆ Within 3 days after completing the training, the employer shall employ full-time at least 50% of the trainees for a period of at least 6 months. If the employer does not establish employment with at least 50% of the included persons who have successfully completed the training, the employer shall return the funds in the total amount of up to 30,000 denars per unemployed person trained, except in case when any trained unemployed person refused employment;
- ◆ If the employee's employment is terminated before the end of the 6 months, the employer shall, within 30 days, hire another unemployed person from among the persons who have successfully completed the training or another registered unemployed person. Otherwise, the employer shall return a proportionate amount of the funds used for training in the amount of up to 30,000 denars per person.

### **Implementation**

- ◆ Submission of application for participation in vocational training by employers;
- ◆ Selection of unemployed persons for participation in vocational training;
- ◆ Selection of vocational training providers;
- ◆ Vocational training announcement for unemployed persons;
- ◆ Selection of unemployed persons to attend vocational training;
- ◆ Training of unemployed persons; and
- ◆ Monitoring.

<b>Measure title</b>	<b>3.2(c) Online skills training in accordance with employer's requirements</b>
<b>Measure objective</b>	The purpose of this measure is to provide online skills training as per employer's requirements. The training will be implemented in close cooperation with training providers and the private sector.
<b>Target group</b>	Unemployed persons from ESA's records
<b>Measure scope</b>	100 unemployed vulnerable group persons registered with ESA <sup>1</sup>
<b>Competent institutions</b>	UNDP-SDC, MLSP, ESA, MES, AEC, employers and training providers.

#### Amount of financial support

**Persons attending online skills training** will gain access to other online trainings, in line with labor market trends and demands.

The amount of compensation for online skills training providers will depend on training specifics, i.e. the duration and planned number of classes and training modules. Training providers will receive compensation in the amount of up to 70% of the estimated market price, but no more than 30,000 denars per person for the trainings requested by employers and the labor market, while the co-funding will be ensured by the employer.

#### Beneficiaries

Unemployed persons from ESA's records  
Employers

#### Application method

**For employers:**

Open call/Announcement, Application for participation in the program

**For unemployed persons:**

Announcement, Application and Statement of Consent, Search in unemployed persons records based on profiling and IEPs.

**Training providers:**

Other training providers (employers, websites, etc.).

#### Criteria

**For other training providers:**

Training plan including the workflow and schedule of classes and modules.

**COMBINATION WITH OTHER MEASURES**

The unemployed persons who have participated in this measure will have the opportunity to use other Operational Plan programs and measures.

1. This measure focuses on the following target groups: young people up to 29 years old, persons with disabilities, members of the Roma community and other persons at risk of social exclusion.

## Obligations

### For online skills training providers:

- ◆ The skills training provider shall submit a report on training implementation and a report on training results;
- ◆ The online skills training provider shall examine candidates' acquired knowledge; and
- ◆ Upon training completion, the online skills training provider shall submit to both UNDP and ESA a summary report and evaluation of the training completed.

### For the unemployed attending online skills training:

- ◆ The candidate shall attend the training regularly for its entire duration. In case of training termination, the candidate shall be deleted from the records of unemployed persons for a period of one year, unless the reasons for being excluded from the training are justified.

## Implementation

- ◆ Submission of application for participation in **online skills training** by employers;
- ◆ Registration of unemployed persons interested in skills training;
- ◆ Selection of online training providers;
- ◆ Training of unemployed persons; and
- ◆ Monitoring.



<b>Measure title</b>	<b>3.3 Occupations-in-demand training</b>
<b>Measure objective</b>	The purpose of this measure is to meet the needs for occupations in demand, social services , qualifications leading to “green jobs” and e-commerce through training.
<b>Target group</b>	Unemployed persons from ESA’s records
<b>Measure scope</b>	A total of <b>400</b> unemployed persons registered with ESA, out of whom 200 unemployed persons that are beneficiaries of GMA and IPA II - fourth direct grant
<b>Competent institutions</b>	MLSP, ESA, MES, AEP and verified training providers

#### Amount of financial support

**People attending the training** will receive a monthly compensation in the amount of **9,000 denars**, including insurance for disabilities and bodily injuries caused by work-related injuries and occupational diseases and personal income tax for the entire training duration.

**Training providers** will receive compensation in the amount of **24,000 denars** per trainee. The training will be implemented within 3 months. Training participation priority will be given to guaranteed minimum assistance users.

#### Beneficiaries

Unemployed persons from ESA’s records

#### Application method

**For training providers:**

Open call, Submission of application for training participation by verified training providers through a public call published by the AEC and/or from the register of verified training providers kept by the AEP and MES.

**For unemployed persons:**

Open call/Announcement, Search in unemployed persons records based on profiling, IEPs and individual activation plans, Application and Statement of Consent.

#### Criteria

**For training providers:**

The occupations-in-demand training provider shall have a valid training implementation verification

**For unemployed persons:**

Minimum qualifications met for attending the training

**COMBINATION WITH OTHER MEASURES**

Unemployed persons participating in this measure will have the opportunity to use other Operational Plan programs and measures.

## Obligations

### For training providers:

- ◆ The training conducted by the training provider shall be verified by the AEC and the Ministry of Education and Science;
- ◆ The training provider shall submit a monthly report on persons' attendance and a monthly report on training results;
- ◆ The training provider shall examine candidates' acquired knowledge before a Commission and issue an adequate document prescribed by the Ministry of Education and Science (MES) and/or the Adult Education Center (AEC);
- ◆ The persons having passed the exam successfully shall be issued a certificate prescribed by the Ministry of Education and Science.
- ◆ The training provider shall submit a final report and evaluation of the training implemented.
- ◆ Rights and obligations are described and regulated by the Operational Guidelines and the Contract.

### For unemployed persons:

- ◆ During the training, the candidate shall: attend training regularly, and in case of inability to attend, inform the trainer of the reason for their absence and bring a document of justification within 24 hours - otherwise, the candidate will be excluded from the training; be disciplined, respect the established rules, property, and means of work, and handle the entrusted materials conscientiously; in case of causing damage during the training due to negligent behavior or gross negligence, the candidate shall compensate such damage. The candidate who stops attending the training or practical work without any justification shall be deleted from the unemployed persons records for one year; and
- ◆ Rights and obligations are described and regulated by the OGs and the Contract.

## Implementation

- ◆ Public call for unemployed persons and search in unemployed persons records based on profiling and IEPs;
- ◆ Public call for training providers;
- ◆ Submission of application for participation by training providers;
- ◆ Selection of training providers;
- ◆ Selection of unemployed persons;
- ◆ Training of unemployed persons; and
- ◆ Monitoring.

<b>Measure title</b>	<b>3.4 Driving lessons for C and D categories</b>
<b>Measure objective</b>	To increase the employability of registered unemployed persons by their acquisition of skills in line with the traffic profession requirements and the demand for labor in this economic area, and to employ them.
<b>Target group</b>	Unemployed persons from ESA's records
<b>Measure scope</b>	50 unemployed persons registered with ESA
<b>Competent institutions</b>	MLSP, ESA, Driving schools

#### Amount of financial support

Trainings and exams will be carried out at licensed driving schools. Trainings will be focused on traffic profession occupations demanded on the labor market, i.e. they will be aimed at meeting the demand for drivers with C and D category driving licenses. Trainings will be conducted by training providers that have applied for the open call. Persons successfully completing the training will have the right to take a driving test in licensed examination centers. The training will last one month.

#### Beneficiaries

Unemployed persons from ESA's records

#### Application method

**For training providers:**

Public procurement contract procedure

**For unemployed persons:**

Public call/Announcement, Search in unemployed persons records based on profiling and IEPs, Application and Statement of Consent.

#### Criteria

**For training providers:**

Trainings shall be conducted by selected licensed driving schools. After completing the training (including both the theoretical and practical part), successful candidates will take a C or D category driving test at examination centers licensed to organize and conduct driving tests for this category.

**For unemployed persons:**

Minimum qualifications met for attending the training

**COMBINATION WITH OTHER MEASURES**

The unemployed persons who have participated in this measure will have the opportunity to use other Operational Plan programs and measures.

## Obligations

### For training providers:

- ◆ The training provider shall conduct the training.
- ◆ The training provider shall submit a monthly report on candidates' attendance and a monthly report on training results;
- ◆ The training provider shall examine candidates' acquired knowledge before a Commission and issue an adequate document;
- ◆ The training provider shall issue a certificate to the people who will successfully pass the exam;
- ◆ The licensed driving school shall submit a final report to ESA.

### For unemployed persons:

- ◆ Persons interested in participating in the training shall be registered in ESA's records of active job seekers;
- ◆ Persons who participate in the category C training shall: have previously obtained their driving license (for at least 1 year), have turned 21 and have a valid category B driving license,
- ◆ Persons who participate in the category D training shall: have previously obtained their driving license (for at least 2 years), have turned 24 and have a valid category C license;
- ◆ After completing the training and passing the test, the unemployed person will obtain a certificate for issuance of a driver's license for category C or D, information that will be entered in the individual file of such registered unemployed person.
- ◆ Rights and obligations are described and regulated by the Operational Guidelines and the Contract.

## Implementation

- ◆ Open call for unemployed persons and search in unemployed persons records based on profiling and IEPs;
- ◆ Open call for training providers;
- ◆ Submission of application for participation by training providers;
- ◆ Selection of training providers;
- ◆ Selection of unemployed persons;
- ◆ Training of unemployed persons;
- ◆ Monitoring.

## 4. DIGITAL SKILLS DEVELOPMENT TRAININGS

<b>Measure title</b>	<b>4.1 Advanced IT skills training</b>
<b>Measure objective</b>	This measure aims to upgrade the skills of unemployed young people under the age of 34 in the field of information technology in order to increase their competitiveness and accelerate their integration in the labor market.
<b>Target group</b>	Unemployed young people up to 34 years old, registered with ESA
<b>Measure scope</b>	300 unemployed persons registered with ESA

### MEASURE DESCRIPTION

Advanced IT skills trainings will be conducted according to the following modular program packages:

#### 1. FullStack Java development (60 people)

The theoretical part of this program package should help trainees get acquainted with object-oriented programming and learn how to develop console and web applications. Through practical exercises, trainees will learn the main functionalities and possibilities of JAVA programming language and qualify as FullStackJava developers.

The FullStackJava development program envisages 3 training modules [Java Fundamentals SE8 (40 classes); Java Programming SE8 (40 classes), MySQL for Developers (32 classes)] and 1 exam (1Z0-808) for obtaining the OCA title, Java SE8 Programmer.

#### 2. Front-end MERN Stack Development (60 people)

This program package should teach trainees how to create web applications and services.

Emphasis should be placed on programming the client's website by using the latest standards for displaying and organizing information via HTML5 and CSS3 and using browser functionalities via JavaScript.

The program package should cover one of the most used platforms, Node.js, based on the V8 JavaScript mechanism and the MongoDB database. Trainees will be able to build state-of-the-art user interfaces using the React - JavaScript library.

The MERN Stack Development Front-end program package is composed of 3 training modules [20480C: Programming in HTML5 with JavaScript and CSS3 (40 classes); Node.js & MongoDB (30 classes) and React.js (30 classes)] and 1 exam (70-480) to obtain the title Programming in HTML5 with JavaScript and CSS3.

#### 3. Data analyst (60 people)

This program package should help trainees get acquainted with:

- techniques of writing a basic "SELECT statement" to extract data from an "SQL server"
- techniques of sorting and grouping data
- aggregate functions application and
- methods of data presentation.

Moreover, trainees should acquire BI skills for data analysis in Excel, create charts, use Pivot Charts and create Data model in Excel. In addition to these skills, trainees will have the opportunity to get acquainted with the most popular data analysis tool - Power BI - and learn to apply the whole lifecycle for analysis, starting from data preparation, data Model creation, visualization and drawing conclusions.

As part of their learning process, trainees should also become more familiarized with the principles of teamwork and agility.

The Data Analyst program package includes 4 training modules: [[5532: Writing Analytical Queries for business intelligence (24 classes); 20779: Analyzing Data with Excel (24 classes); 20778: Analyzing Data with Power BI (24 classes) and Scrum master Certified (20 classes)] and 2 exams (70-779, 70-778) to obtain the MCSA title: BI Reporting.



#### **4. Automation tester (24 people)**

The theoretical part of this program package should help trainees:

- learn the practices of object-oriented programming which will later serve as a basis for writing the automated testing process scripts; and
- acquire the necessary knowledge for the software tester profession, i.e. get acquainted with the principles, phases, levels and types of testing, functional and non-functional testing, static and dynamic testing, blackbox and whitebox testing, designing and performing effective test cases, writing detailed fault reports and exploratory testing.

By practicing automatic testing of web applications, trainees should gain independence in creating automated tests with Selenium Web Driver without supervision.

The Automation tester program package includes 3 training modules [Java Fundamentals (40 classes); ISTQB Foundation (24 classes) and A4Q Selenium Tester Foundation (24 classes)] and 1 exam (CTFL-001) for the ISTQB Foundation Tester title.

#### **5. UX design specialist (24 people)**

The UX Design Specialist program package should incorporate new technologies for designing a fully customizable website and application. Trainees are supposed to learn how to create a product strategy based on user experience, how to define functionalities and interaction in the user interface, how to develop a web project prototype and how to test the idea.

The UX Design Specialist program package provides 6 training modules [Web design process - Creative Thinking (24 classes) included; User UX/UI principles - Adobe XD (30 classes) included; Adobe Animate + ACA Exam (30 classes); Web optimization and analytics (30 classes); SCRUM Master Certified (20 classes) and Website Design - Practical Course (24 classes)] and 1 exam (ACA\_701) to earn the title of Adobe Certified Associate in Multiplatform Animation using Adobe Animate CC 2018.

#### **6. ISTQB software tester (24 people)**

This program package is intended for those who want to get into the fundamentals of testing as support for the application development process in agile projects.

The theoretical part of this program package should enable trainees to get acquainted with the basics of dynamic and static techniques for testing software solutions, as well as the test planning process and the tools used for that purpose. Manual testing is best suited for exploratory testing and error-guessing scenarios.

The practical part of the program package should provide trainees with knowledge about the concept of testing software solutions in agile environments, working in an agile team, with a special emphasis on the importance of the tester and the cooperation with other members of such agile team, so as to successfully complete a project.

The ISTQB software tester program package includes 3 training modules [ISTQB Software Testing Foundation (24 classes); ISTQB Foundation Extension Agile Tester (16 classes) and Scrum Master Certified (20 classes)] and 2 exams: CTFL-001 for the ISTQB Foundation Tester title and CTFL-AT for the ISTQB Agile Tester title.

## 7. Cloud Administrator (24 people)

The purpose of this program package is to learn the basics of designing and implementing IT infrastructure on the most used AWS Cloud platform. In order to integrate AWS services into Cloud-based solutions, trainees should also have knowledge in the area of computer systems administration, design, and implementation and maintenance of computer networks. Additionally, trainees are supposed to optimize AWS Cloud models for optimal IT solutions in a company.

The ISTQB software tester program package includes 3 training modules [CCNA - Implementing and Administering Cisco Solutions (40 classes); ISTQB Foundation Extension Agile Tester (16 classes); Scrum Master Certified (20 classes) and Real Project Work under Mentoring (30 classes)] and 2 exams: CTFL-001 for the ISTQB Foundation Tester title and CTFL-AT for the ISTQB Agile Tester title.

## 8. Python Developer (24 people)

The purpose of this program package is to independently set up the Python operating environment and perform operations with different types of data and structures. Additionally, trainees will become familiar with the operation and use of databases, error detection and management, and code reading and writing. This is followed by the implementation of previously acquired knowledge in larger programs, writing class methods and creating tests in Python. Trainees will get acquainted with the Django platform and the basics of web development in it by creating their first web application.

### Competent institutions

MLSP, ESA, MISA and licensed training providers

### Amount of financial support

**Training providers** will be compensated for the aforementioned training packages in the amount equal to the price expressed in the most favorable bidder's offer.

### Beneficiaries

Unemployed persons from ESA's records

### Application method

#### For training providers:

Public procurement contract award procedure

#### For unemployed persons:

Open call/Announcement, Search in unemployed persons records based on profiling and IEPs, Application and Statement of Consent

### Criteria

#### For training providers:

- Meet the criteria defined in tender documentation

#### For unemployed persons:

- Meet the qualifications for training participation

## COMBINATION WITH OTHER MEASURES

After taking part in the measure, unemployed persons who will not get a job shall have the opportunity to use other Operational Plan programs and measures.

## Obligations

### For unemployed persons:

- ◆ Regular training attendance;
- ◆ The person who stops attending the training for unjustified reasons will be deleted from the unemployed persons records for one year;
- ◆ Rights and obligations are described and regulated by the Operational Guidelines and Contract;
- ◆ Passing the exam for an accredited certificate. In case the person does not pass the exam, he/she shall have the right to take it again at his/her own expense.

### For training providers:

- ◆ Make a preliminary check of candidates' knowledge level before including them in the training;
- ◆ Select candidates before training start, based on the criteria set out in the Operational Guidelines and open call;
- ◆ Implement the training;
- ◆ Issue a certificate for regular training attendance and an accredited certificate for a successfully passed exam.

## Implementation

- ◆ Open call for unemployed persons and search in unemployed persons records based on profiling and IEPs;
- ◆ Public procurement contract award procedure;
- ◆ Selection of training providers;
- ◆ Preliminary check of candidates' knowledge level before including them in the training;
- ◆ Training of unemployed persons in Skopje and other planning regions of the Republic of North Macedonia within a period of maximum 4 (four) months as from the day of making the final rankings, in groups of at least 10 (ten) trainees per program package, depending on the interest to participate in the measure expressed by the targeted group of persons registered as unemployed;
- ◆ Issuing a certificate for regular training attendance (70% of classes);
- ◆ Taking the exam(s) for an officially accredited certification in the respective area;
- ◆ Issuance of a certificate for successfully passed exam(s);
- ◆ Monitoring.

<b>Measure title</b>	<b>4.2 Advanced IT skills training (co-financed) for unlicensed training providers</b>
<b>Measure objective</b>	This measure aims to upgrade the skills of unemployed persons (with a minimum of secondary education) in the area of information technologies, in order to increase their competitiveness and help them integrate in the labor market faster
<b>Target group</b>	Unemployed persons with a minimum of secondary education, registered with ESA
<b>Measure scope</b>	100 unemployed persons from ESA's records
<b>Measure description</b>	

The co-financed advanced IT skills training will be conducted for the following modular program packages:

### **1. DIGITAL MARKETING (40 persons)**

The program will consist of the following skills and modules:

- ◆ Introduction to Digital Marketing
- ◆ Integrated Marketing Communications
- ◆ Digital Marketing Strategy
- ◆ Social Media Management (Facebook, Instagram, Twitter)
- ◆ Social Media Advertising (Facebook & Instagram Ads)
- ◆ Google Ads
- ◆ Marketing Analytics (Google Analytics)
- ◆ Search Engine Optimization
- ◆ Lead Generation
- ◆ E-mail marketing
- ◆ Content marketing

Practical work is provided regarding all modules in order to master the skills more effectively. The training also envisages creating a finished project - a complete marketing strategy. The required number of hours to conduct the training is 150.

### **2. GRAPHIC DESIGN (30 persons)**

Upon completion of this training, participants will have gained the knowledge to start a career as graphic designers.

The program will cover the following skills and modules:

- ◆ Introduction to graphic design
- ◆ Adobe Illustrator
- ◆ Adobe Photoshop
- ◆ Adobe In Design
- ◆ Typography
- ◆ Logo design
- ◆ Layout Design (design of a book, publication, magazine, cover, flyer/brochure)
- ◆ Poster design
- ◆ Package design (stamp, offset, cliché, resources)
- ◆ Creative Thinking
- ◆ UX/UI Design

Practical work is provided regarding all modules in order to master the skills more effectively. The training also envisages creating a finished project - a completely created brand. The required number of hours to conduct the training is 190.

### 3. WORDPRESS DEVELOPMENT (30 persons)

Upon the completion of this training, participants will have gained the skills required to start a career as WordPress developers. The program will cover the following skills and modules:

- ◆ WordPress Admin
- ◆ HTML/CSS
- ◆ JavaScript/jQuery/AJAX
- ◆ PHP
- ◆ Databases (MySQL)
- ◆ GIT
- ◆ Custom WordPress Themes
- ◆ Custom WordPress Plugin
- ◆ Advanced WordPress Admin

Practical work is provided regarding all modules in order to master the skills more effectively. The required number of hours to conduct the training is 226.

#### Competent institutions

MLSP, ESA, MISA and unlicensed training providers

#### Amount of financial support

Training providers will receive compensation of up to 49% of the estimated market price for the above types of trainings, while 51% of the funds will be covered by the training providers themselves.

#### Beneficiaries

Unemployed persons from ESA's records

#### Application method

##### For training providers:

- ◆ Open call

##### For unemployed persons:

- ◆ Open call/Announcement, search in unemployed persons records based on profiling and IEPs, Application and Statement of Consent

#### Criteria

##### For training providers:

- ◆ Meet the criteria defined in the open call

##### For unemployed persons:

- ◆ Meet the qualifications for training participation

### COMBINATION WITH OTHER MEASURES

After taking part in the measure, unemployed persons who will not get a job shall have the opportunity to use other Operational Plan programs and measures.

#### Obligations

##### For unemployed persons:

- ◆ Regular training attendance;
- ◆ Signing a contract with the training provider which stipulates that after the training completion, he/she will accept the proposed employment with other employers;
- ◆ The person who stops attending the training for unjustified reasons will be deleted from unemployed persons records for one year;
- ◆ Rights and obligations are described and regulated by the Operational Guidelines and Contract;
- ◆ Passing the exam. In case the person does not pass the exam, he/she shall have the right to take it again at his/her own expense.

## For training providers:

- ◆ Preliminary check of candidates' knowledge level before including them in the training;
- ◆ Select candidates before training start;
- ◆ Implement the training;
- ◆ Issue a certificate for regular training attendance and a certificate for successfully passed exam;
- ◆ For a minimum of 50% of trainees that successfully complete the training, the training provider shall ensure employment with other employers no later than 12 months after training completion;
- If out of the mandatory 50 employments, which is equivalent to 50%, the training provider employs 1 to 30 people, the training provider shall return 40% of the funds invested by ESA regarding the other persons for whom it was required to provide employment.
- If out of the mandatory 50 employments, which is equivalent to 50%, the training provider employs 31 to 40 people, the training provider shall return 30% of the funds invested by ESA regarding the other persons for whom it was required to provide employment.
- If out of the mandatory 50 employments, which is equivalent to 50%, the training provider employs 41 to 49 people, the training provider shall return 20% of the funds invested by ESA regarding the other persons for whom it was required to provide employment.
- If out of the mandatory 50 employments, which is equivalent to 50%, the training provider employs 0 persons, the training provider shall return all of the funds invested by ESA, regarding the persons for whom it was required to provide employment.

## Implementation

- ◆ Open call for unemployed persons and search in unemployed persons records based on profiling and IEPs;
- ◆ Open call for training providers;
- ◆ Application for participation by training providers;
- ◆ Selection of training providers carried out by a Selection Commission;
- ◆ Preliminary check of candidates' knowledge level before including them in the training;
- ◆ Training of unemployed persons in Skopje and other planning regions of the Republic of North Macedonia, within a period of maximum 4 (four) months as from the day of making the final rankings, in groups of at least 10 (ten) trainees per program package, depending on the interest to take part in the measure expressed by the targeted group of people registered as unemployed;
- ◆ Issuing a certificate for regular training attendance (70% of classes);
- ◆ Taking the exam(s)
- ◆ Issuance of a certificate for successfully passed exam(s);
- ◆ Monitoring;
- ◆ Employment.



## 5. INTERNSHIP

<b>Measure title</b>	<b>5. Internship</b>
<b>Measure objective</b>	Gaining practical work knowledge and skills required to perform work tasks at certain jobs
<b>Target group</b>	Unemployed persons up to 34 years of age with a minimum of secondary education completed
<b>Measure scope</b>	1413 unemployed persons from ESA's records, of whom 75 persons will be supported by UNDP-SDC and 40 persons will be supported by the IPA-IV direct grant
<b>Competent institutions</b>	ESA, MLSP, UNDP-SDC

### Amount of financial support

Persons who join the internship will receive a monthly compensation in the amount of **9,000 denars** per month (including insurance for disability, bodily harm caused by work injury, occupational disease, and personal income tax) for a period of up to 3 months.

### Beneficiaries

- Unemployed persons up to 34 years of age with a minimum of secondary education completed
- Employers from the private and civil society sector

### Application method

#### For employers:

Open call/Announcement, Application to participate in the measure

#### For unemployed persons:

Announcement, Search in unemployed persons records based on profiling and IEPs, as well as developed Activation Plans, Application and Statement of Consent

### Criteria

#### For employers:

- ◆ To prepare a training plan for the intern, including specified work tasks and activities;
- ◆ The employer shall have at least one employee for an indefinite period of time, at least 6 months before the application, with the exception of civil society organizations and the engagement of Roma women as interns;
- ◆ The employer shall appoint a mentor for the intern, who will lead and supervise him/her in performing the foreseen tasks and work activities; and
- ◆ To have settled all liabilities in regard to paid salaries and compulsory social insurance contributions.

#### For unemployed persons:

- ◆ Young persons up to 34 years of age with a minimum of secondary education who have not had any work experience in the field of their education

### COMBINATION WITH OTHER MEASURES

After taking part in the measure, unemployed persons will have the opportunity to use other Operational Plan programs and measures.

## Obligations

### **For unemployed persons:**

- ◆ Regularly appear in their workplace;
- ◆ Keep safe the the employer's confidential data, i.e. classified information that he/she will have gotten to know during the internship;
- ◆ In case of being unable to attend, the employer shall be informed of the reason for absence within 24 hours and the unemployed person shall bring a document of justification;
- ◆ In case he/she causes any damage to the employer during the internship, either willfully or due to gross negligence, he/she shall compensate the employer for the damage in accordance with the provisions of the Law on Obligations;
- ◆ Inform the employer of any harmful effects that the unemployed person is aware may occur to them, any third parties or the employer;
- ◆ Rights and obligations are described and regulated by the Operational Guidelines and the Contract

### **For employers:**

- ◆ Prepare a training plan for the intern, including specified work tasks and activities;
- ◆ The employer shall appoint a mentor for the intern, who will lead and supervise him/her in performing the foreseen tasks and work activities,
- ◆ Deliver a monthly report regarding intern's attendance to the EC;
- ◆ Issue a certificate for completed internship;
- ◆ Provide means of protection at work, if the workplace where the internship is performed requires them;
- ◆ Ensure personal data privacy and protect the intern's privacy;

## Implementation

- ◆ Application for participation by employers;
- ◆ Selection of employers;
- ◆ Publishing an Open Call/Announcement for unemployed persons;
- ◆ Selection of unemployed persons;
- ◆ Implementation of internship within a period of up to 3 months; and
- ◆ Monitoring.



## 6. WORK ENGAGEMENT PROGRAM

The program provides social inclusion of more difficult-to-employ persons in order for them to acquire certain skills so that they are gradually included in the labor market, through the implementation of municipal infrastructure and environmental protection projects at the local level.

<b>Measure title</b>	<b>6. Public works</b>
<b>Measure objective</b>	Inclusion of unemployed persons with low qualifications in local infrastructure and environmental protection projects
<b>Target group</b>	Unemployed persons from ESA's records
<b>Measure scope</b>	1050 unemployed persons registered by ESA of whom 50 persons will be financed by UNDP-SDC
<b>Competent institutions</b>	ESA, MSLP, Local Government Units and the City of Skopje

### Amount of financial support

**400 denars** per employed person daily - including personal income tax and insurance for disability, bodily harm caused by work injury, and occupational disease. This work engagement may be realized in one cycle per year, for a duration of 22 working days.

### Beneficiaries

Unemployed persons with low qualifications as registered by ESA, prioritizing those who will work out their personal identification status  
Local Government Units and the City of Skopje

### Application method

#### For municipalities:

Open call, Registration and Application where the public works program is explained

#### For unemployed persons:

Announcement and search in ESA unemployed persons records, Statement of Consent

### Criteria

Selected program for performing public works in infrastructure and environmental protection at the local level

### COMBINATION WITH OTHER MEASURES

After taking part in the measure, unemployed persons will have the opportunity to use other Operational Plan programs and measures.

## Obligations

### For the municipality:

- ◆ Attendance list regarding the persons hired;
- ◆ Payment of monthly compensation to the persons hired;
- ◆ Proof of compensation payment to the persons hired;
- ◆ Co-financing by municipalities in the amount of at least 20% of the daily wage.

### For unemployed persons:

- ◆ For the duration of public works, the candidate shall: attend regularly and perform the assigned work tasks; in case of inability to attend the workplace, the employer shall be informed of the reason for absence within 24 hours and the unemployed person shall bring a document of justification; the unemployed person shall be disciplined, respect the prescribed rules and keep safe the property, means of work and conscientiously handle the entrusted materials; in case of damage to the contractor during the performance of public works due to negligent behavior or gross negligence, the candidate shall compensate for the damage.
- ◆ Regularly appear at their workplace and the Employment Center.

## Implementation

- ◆ Application by the municipality and/or the City of Skopje
- ◆ Selection of submitted proposed programs
- ◆ Selection of unemployed persons
- ◆ Work engagement of unemployed persons
- ◆ Submission of report/s on regular attendance of the persons hired
- ◆ Payment of compensation
- ◆ Monitoring



## 7. CARE ECONOMY

The program provides inclusion of unemployed people in order for them to acquire knowledge, skills and competencies to provide community care services and get the opportunity for work engagement and employment as formal service providers in the care economy field, according to the needs of citizens at the local level. This program will support job creation through the establishment of new business entities (service providers) or by supporting existing enterprises and NGOs.

<b>Measure title</b>	<b>7.1 Community work</b>
<b>Measure objective</b>	Increasing employability through the work engagement of unemployed persons that are keen to provide social and health services at the local level
<b>Target group</b>	Unemployed persons from ESA's records

### Measure scope

- 750** unemployed persons from ESA's records, of whom
- 50 persons will be 100% funded by the UNDP-SDC budget
  - 200 persons will be 100% funded by the budgets of municipalities and the City of Skopje

### Competent institutions

ESA, MLSP, MES, UNDP-CDC, municipalities and the City of Skopje

### Amount of financial support

**9.000 denars** per work engaged person (including personal income tax, insurance for disability, bodily harm caused by work injury, and occupational disease) within a period of **6 to 9 months**, for an engagement of **20 working hours per week**.

**9.000 denars** per unemployed person included in training for a period of **3 months**. Unemployed persons who do not possess an adequate recognized certificate/letter of credence for acquired skills/competencies as providers of the social service required, shall be included in training conducted by a verified training provider. The total period of involvement of unemployed persons through the program is 9 months, which includes both training and work engagement.

Regarding 500 unemployed persons funded through the ESA budget, Local Government Units shall provide co-financing of at least 20% of the monthly compensation during training and work engagement. As regards the remaining number of unemployed persons, the monthly compensation during training and employment shall be fully (100%) covered by the budgets of municipalities and the City of Skopje (up to 200 persons) and UNDP-SDC (up to 50 persons).

The maximum number of engaged persons per municipality funded through the ESA budget shall be 20<sup>1</sup>.

### Beneficiaries

Unemployed persons from ESA's records  
End users of social and health services  
Municipalities and the City of Skopje

1. The coverage of unemployed persons per Local Government Unit may be increased (over 20 persons), by fully providing finances for the additionally engaged persons in a certain municipality and the City of Skopje through the budget of the municipality or the City of Skopje.

## Method of application

### **For municipalities:**

Open call, Application supported by memorandum(s) of understanding with NGO(s), local institutions and other relevant partners

### **For unemployed persons:**

Local level Open Call/Announcement, Search in unemployed persons records based on profiling and IEPs, Application and Statement of Consent

### **For end users:**

Open Call, Application and Statement of Consent

## Criteria

Municipality Application that lists: a) social services in line with local level needs, b) health services in line with local level needs, c) priority target groups of unemployed persons from vulnerable categories and d) priority target groups of end users.

## **COMBINATION WITH OTHER MEASURES**

After taking part in the measure, unemployed persons will have the opportunity to use other Operational Plan programs and measures.

## Obligations

### **For the municipality:**

- ◆ Monthly reports on the progress of activities at the local level
- ◆ Payment of monthly compensation to the persons hired
- ◆ Co-financing by municipalities and the City of Skopje amounting to at least 20% of the monthly compensation.<sup>2</sup>

### **For unemployed persons:**

- ◆ Regularly appear at the workplace where they are engaged and
- ◆ Regularly report to the Employment Center where they are registered as unemployed persons.

## Implementation

- ◆ Open call for municipalities
- ◆ Application by the municipality
- ◆ Selection of submitted project proposals
- ◆ Announcing an open call at the local level for unemployed persons and end users
- ◆ Selection of unemployed persons and end users in accordance with previously submitted and approved criteria for selection of unemployed persons
- ◆ Training and work engagement of unemployed persons
- ◆ Delivery of services to end users
- ◆ Submission of activity progress reports
- ◆ Payment of a monthly compensation
- ◆ Monitoring

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2.As regards the envisaged coverage of persons from the target group - guaranteed minimum assistance beneficiaries and other vulnerable groups at risk of social exclusion who will be funded by the Swiss Agency for Development and Cooperation (SDC)/ Creating Job Opportunities for All Project (UNDP), the condition for co-financing by municipalities and the City of Skopje in the amount of at least 20% of the monthly compensation shall not apply.

<b>Measure title</b>	<b>7.2 Training and employment of persons to provide community care services for persons with disabilities and persons with chronic illness in the community</b>
<b>Measure objective</b>	Support for unemployed persons to acquire vocational qualifications and skills so as to be able to provide community care services and help them get employed in the area of care economy.
<b>Target group</b>	Unemployed persons from ESA's records: <ul style="list-style-type: none"> <li>◆ Unemployed persons</li> <li>◆ Unemployed persons up to 29 years of age</li> <li>◆ Other unemployed persons (parent/guardian), informal caregivers to persons with disabilities, long-term ill persons and elderly people<sup>1</sup></li> <li>◆ Unemployed persons with an accredited certificate/letter of credence for acquired skills/competencies regarding social sphere occupations</li> </ul>
<b>Measure scope</b>	
150 unemployed persons registered with ESA, of whom <ul style="list-style-type: none"> <li>• <b>60 persons</b> for the respite care service<sup>2</sup></li> <li>• <b>90 persons</b> for the long-term care service<sup>3</sup></li> </ul>	
<b>Competent institutions</b> ESA, MLSP and UNDP	
<b>Amount of financial support</b>	

Vocational **training providers** will get compensated in the amount of up to **30,000** denars per trainee.

**Persons attending the training** will receive a monthly compensation in the amount of **9,000** denars, including insurance in case of workplace accident and personal income tax for the duration of the 3-month training.

**30,780 denars** monthly per person for a period of 10 months, the time foreseen for the delivery of this service to end users.

The employer may also pay the employee a higher salary and monthly compensation for travel expenses.

One-off payment of up to **3,500 denars** per end user for the employer (service provider) to cover its operating and management costs.

**309 denars hourly** per end user for the occasional hiring of professionals (social and medical workers) to deliver long-term care services for sick people, where the number of hours may not exceed 20% of the total service time.

1. The unemployed parent or guardian who is an informal caregiver may only act as a service provider to a person from another family.

2. **Family respite** care services provide short-term care for dependent family members, allowing the caregiving family members to rest and fulfill their own personal and professional needs.

3 **Long-term care services** for ill persons are a variety of health, health-related and social services that help people with functional limitations due to physical, cognitive or mental conditions or disabilities. These services include assistance with daily living activities (such as eating, bathing and dressing) and instrumental daily living activities (such as cooking, paying bills) over a long period of time; medical care service - medical procedures and services requiring the presence of specialized staff and specialized services such as physiotherapy and occupational therapy.

## Beneficiaries

**Unemployed persons** from ESA's records

End users of **family respite care** shall include family members caring for elderly persons, persons with disabilities and other ill and feeble persons who cannot perform daily basic and instrumental activities alone

End users of **long-term care services for ill persons** are persons with functional limitations due to physical, cognitive or mental conditions or disabilities

**Micro, small and medium companies**, social enterprises and civil society (non-profit) organizations engaged in an economic activity while doing their own activity

## Method of application

**For employers:**

Open call, Registration and Application where it is explained which of the services listed below they are applying for:

- a) Family respite care services, and/or
- b) Long-term care services for ill persons.

**For unemployed persons:**

Open call, searching the ESA unemployed persons records, Application and Statement of Consent

## Criteria

**For employers:**

- ◆ To have settled all of their liabilities in regard to paid salaries and compulsory social insurance contributions as per the day of application;
- ◆ To have no financial loss in the previous year unless the loss was made due to capital investments by the legal entity
- ◆ The employer shall have at least one employee for an indefinite period of time, with the exception of civil society organizations that do not have an employee at the time of application.

**For unemployed persons:**

- ◆ The selection of unemployed persons from ESA records of the stated target groups shall be performed by the employer.

## Obligations

### For the employer:

- ◆ The employer hiring an unemployed person within this program shall employ the person full time and keep him/her employed for at least 10 months, as from the day of employment. If the person for whom financial support is provided terminates their employment on any grounds, except in case of death, retirement or incapacity for work, the employer shall, within 30 days, employ another registered unemployed person instead or otherwise the employer shall return the amount of funds proportionate to the time remaining until the expiration of the period

### For unemployed persons:

- ◆ During the training, the unemployed person shall:
  - ◇ Regularly report to the Employment Center;
  - ◇ Regularly attend the training and perform the work tasks assigned. In case of inability to attend the training, the employer shall be informed of the reason for absence within 24 hours and the unemployed person shall bring a document of justification. Otherwise he/she will be excluded from the training;
  - ◇ The unemployed person shall be disciplined, respect the prescribed rules and keep safe the property and means of work, and conscientiously handle the entrusted materials. In case of damage during the training due to negligent behavior or gross negligence, they shall compensate the employer for the damage.
- ◆ The candidate who will complete the training and is offered employment, shall establish employment with the employer. If he/she refuses to establish employment, he/she is obliged to return the funds in the total amount of up to 30,000 denars or equal to the cost of their training, except in case of employment with another employer.

## Implementation

- ◆ Application by the employer
- ◆ Selection of submitted applications
- ◆ Announcement for unemployed persons
- ◆ Application and selection of unemployed persons
- ◆ Selection of training providers
- ◆ Training of unemployed persons
- ◆ Employment
- ◆ Monitoring
- ◆ Submission of report/s on regular attendance of persons during training and at their workplace
- ◆ Payment of monthly compensation (subsidy)
- ◆ Monitoring

<b>Measure title</b>	<b>7.3 Entrepreneurship support and establishment of legal entities that will provide community care services</b>
<b>Measure objective</b>	Support for job creation through the opening of new business entities (future service providers) that will provide community care services.
<b>Target group</b>	<ul style="list-style-type: none"> <li>◆ Unemployed persons from ESA's records</li> <li>◆ Unemployed persons up to 29 years of age</li> <li>◆ Other unemployed persons (parent/guardian) who are informal caregivers to persons with disabilities, long-term ill persons and elderly people<sup>1</sup></li> <li>◆ Unemployed persons with an accredited certificate/letter of credence regarding skills/competencies acquired for social sphere occupations</li> </ul>
<b>Measure scope</b>	<b>70 Unemployed persons</b> from ESA's records <sup>2</sup>
<b>Competent institutions</b>	ESA, MLSP, UNDP, Local Government Units and the City of Skopje

#### **Amount of financial support**

Up to **307,500 denars** or up to **615,000 denars** (if a legal entity of two partners is established). Training providers for professional qualifications will receive a fee of up to **30,000 denars** per trainee.

**Persons attending the training** will receive a monthly compensation in the amount of **9,000 denars**, including insurance in case of workplace accident and personal income tax for the duration of the **3-month** training.

**29,180 denars** per month as a subsidy on the employee's salary for a period of up to 10 months when employing persons from the target groups. The employer may also pay the employee a higher salary

#### **Beneficiaries**

Unemployed persons from ESA's records  
Young unemployed persons up to 29 years of age

#### **Method of application**

**For unemployed persons that are future entrepreneurs:**

Open call/Announcement, Application and Questionnaire for Entrepreneurial Affinities Assessment

**For unemployed persons registered as service providers:**

Open call, searching the ESA unemployed persons records, Application and Statement of Consent

1. An unemployed parent or guardian who is an informal caregiver may only act as a service provider to a person from another family  
2. 60 unemployed people will receive a credited certificate of knowledge and skills acquired for performing community care services.  
10 entrepreneurs will be supported so as to establish a business entity that will be able to employ up to 5 trained service providers.



## Criteria

The participation in this measure and the selection of candidates will be made on a competitive basis, pursuant to the following criteria:

- ◆ A successfully completed questionnaire;
- ◆ Completed training on “Entrepreneurship and entrepreneurial skills development”;
- ◆ A business idea and business plan developed with advisory support;
- ◆ A business plan positively assessed by an expert commission;

### ASSOCIATION OF BENEFICIARIES

In case two persons are interested in starting a business (as partners), both unemployed persons shall go through all the implementation steps together (Participation Statement, Questionnaire, entrepreneurship training and development of a joint business idea and joint business plan, etc.).

The legal entity established by two partners shall be registered in the Trade Register as **LLC - Limited Liability Company of two persons**, where each of the partners shall have an equal (50%) share in the company.

The amount of the basic grant for the company founders may be up to 615,000 denars.

## Obligations

### For unemployed persons that are founders of a legal entity:

If the legal entity terminates its activity within 12 months as from the registration of the legal entity or the employment of the grant beneficiary is terminated on any grounds (except in case of incapacity for work or death) within 12 months as from the establishment of the employment, the founder/beneficiary of the grant shall return 50% of the grant.

The founder/beneficiary of the grant who will cease to perform the activity, may not be returned to the registry of unemployed persons within 3 years as from the day of employment.

The legal entity that employs an additional person (service provider) within this measure shall employ the person full time and keep them in employment for at least 12 months.

If, during the period of the foreseen obligation, the employment of additional employees is terminated, unless the reasons for termination of employment are death or incapacity for work, the employer shall employ another unemployed person registered with ESA or return the funds received on the basis of wage subsidy in an amount proportional to the unrealized obligation for the reduced number of employees.

The supported legal entity/beneficiary shall, in accordance with this measure, fulfill its legal obligations for payment of salary and contributions for all 12 months as from the day of employment, otherwise they shall return the paid/used funds in full.

Rights and obligations are described and regulated by the Operational Guidelines and the Contract.

### For unemployed persons acting as care providers:

→ During the training, the unemployed person shall:

- ◆ Regularly report to the Employment Center;
- ◆ Attend the training regularly and perform the work tasks assigned. In case of inability to attend the training, the employer shall be informed of the reason for absence within 24 hours and the unemployed person shall bring a document of justification. Otherwise he/she will be excluded from the training;

- ◆ Act disciplined, respect the prescribed rules and keep safe the property and means of work, and conscientiously handle the entrusted materials. In case of damage during the training due to negligent behavior or gross negligence, they shall compensate the employer for the damage;
- ◆ The unemployed person who will complete the training and is offered employment, shall establish employment with the employer. If he/she refuses to establish employment, he/she shall return the funds in the total amount of up to 30,000 denars or equal to the cost of their training, except in case of employment with another employer.

### Implementation

- ◆ Open call/Announcement for unemployed persons
- ◆ Application and Questionnaire completion
- ◆ “Entrepreneurship and entrepreneurial skills development”
- ◆ Development of a business plan with advisory support through the APERNM Voucher advisory system
- ◆ Selection of the most successful business plans, taking into account the criteria for regional representation
- ◆ Selection of training providers
- ◆ Vocational training for unemployed persons acting as care service providers
- ◆ Submission of report/s on regular training and workplace attendance by the persons hired
- ◆ Registration of a company and employment
- ◆ Procurement of new equipment and materials for establishing and starting a business. The amount of the grant is up to a maximum of 307,500 denars or up to 615,000 denars if a legal entity of two partners is established. Part of these funds may be used to subsidize salaries for the founder of the company in accordance with the budget planned in the beneficiary’s business plan.
- ◆ Employment of trained care service providers
- ◆ Payment of a monthly subsidy for the employees in the legal entity and for the operating costs of the company
- ◆ Advisory and mentoring support for the entrepreneurs of the newly created legal entities and for the hired care service providers
- ◆ Monitoring



## 8. PAYMENT OF YOUTH ALLOWANCE

<b>Measure title</b>	<b>Payment of youth allowance</b>
<b>Measure objective</b>	
Encourage the employment of young people up to 23 years of age for work in the manufacturing field after graduating from high school, which will result in improving their standard of living by working and meeting employers' needs with adequately qualified workforce.	
<b>Target group</b>	Young persons up to 23 years of age who are or will be employed in the manufacturing field
<b>Measure scope</b>	2,500 young persons up to 23 years of age
<b>Competent institution</b>	ESA
<b>Amount of financial support</b>	
<b>3,000 denars</b> monthly per employee	
<b>Beneficiaries</b>	

A youth allowance may be used by any young person up to 23 years of age that meets the following requirements:

- ◆ Is covered by compulsory social insurance based on employment with an employer or self-employment, working predominantly in the field of manufacturing;
- ◆ Is employed with a private employment agency and is seconded to work with an employer dealing predominantly with manufacturing; or
- ◆ Is covered by compulsory social insurance as an individual farmer.

### **Method of application**

**For beneficiaries:**

Request submitted to the competent Employment Center, according to the young person's place of residence, as long as the young person meets the requirements stipulated in the Law on Youth Allowance.

## **II EMPLOYMENT SERVICES**

The Employment Service Agency of the Republic of North Macedonia (ESA), along with its Employment Centers (ECs), develops and implements services to increase the labor force competitiveness and meet the labor market needs by applying an individual approach to work, one that is oriented to the needs of both unemployed persons and employers.

ESA also implements activities for promotion and information of employers about the measures and services available to them. In cooperation with employers, Employment Centers mediate the employment of workforce in accordance with employers' requirements and employers' involvement in certain active employment programs and measures, continuously notifying and informing such employers on all current activities and active employment programs and measures, etc.

Notifying and inviting the unemployed persons to participate in the employment services is performed through written and oral announcements, telephone contacts, SMS text messages, information on the ESA website, etc. Participants will be included in the Employment Center's service based on their needs and interests expressed, counseling and recommendations as in the person's Individual Employment Plan (IEP), etc.

The Employment Service Agency of the Republic of North Macedonia provides the following services:

### **1.HELP IN SEEKING WORK**

This service includes profiling and preparation of an Individual Employment Plan, employment counseling, providing information on labor market situation and requirements, i.e. vacancies, as well as information on active employment programs and measures and services provided by ESA. In addition, Employment Centers offer assistance to unemployed persons in drafting their CVs and Motivation Letters, strengthening their skills for successful presentation before potential employers in a job interview by imparting information and counseling, and provide training for using ESA's online services via the ESA website, as well as organize info-meetings for young and other unemployed persons, etc.

### **2.MOTIVATIONAL TRAININGS**

Motivational trainings will be organized as one-day trainings in the Employment Centers; their goal will be for the trainees to be better informed, as well as more motivated to get involved in the active employment programs and measures. Should the unemployed persons express the need for additional support and counseling, they will be further motivated to actively seek work using an individual approach.

### **3. PREPARATION FOR EMPLOYMENT AND WORK" TRAININGS**

This service consists of training for young unemployed persons up to 29 years of age, following the "Preparation for employment and work" program, which includes the following modules: Introductory Module, Personal Development, Job Search Skills, Communication Skills, Proper Workplace Behavior, Teamwork and Leadership, Safety, Work Rights and Obligations, and Financial Skills.

They will be implemented through workshops by using methods close to young people and effective for learning and acquiring new skills in an interactive way.

#### **4.OCCUPATIONAL GUIDANCE AND CAREER COUNSELING**

This service includes various information activities, group and individual career counseling, etc. Unemployed persons can be involved in a number of activities within the service, according to their own interests and needs. Vocational guidance and career counseling enable unemployed persons to develop skills in seeking work, planning and managing their own career development, help them choose a profession, training or employment, as well as provide them with additional support in assessing their own employment potential and aligning it with the real labor market needs.

#### **5.ACTIVATION OF UNEMPLOYED ROMA AND OTHER PEOPLE AT RISK OF SOCIAL EXCLUSION**

This service will be aimed at all unemployed Roma and other persons at risk of social exclusion. Unemployed persons will have access to a team of mentors working in local communities. The team's role will be to motivate and regularly inform them about employment opportunities or to improve their professional capacities. Through an individual approach which will identify person's knowledge, qualifications and skills, they will be directed to the relevant Operational Plan active programs and measures for employment and services in the labor market.

In addition, the inclusion in the labor market of Roma and other persons at risk of social exclusion will be supported through programs based on international experience (the Acceder Program). The service will be provided within the UNDP, MLSP and ESA's Project – "Creating job opportunities for all", supported by the Swiss Agency for Development and Cooperation (SDC).

The model will be realized through the establishment of pilot support centers for employment of Roma and other persons at risk of social exclusion, in partnership with selected civil society organizations in pilot municipalities with a significant Roma presence and a well-developed business environment. The goal is to provide the unemployed with employment and social inclusion through individual employment plans and close cooperation with the local business sector, and in line with the current demand for laborforce.

The Individual Employment Plan consists of six key stages:

- Initial employability assessment
- Preparation of an individual employment plan using the Acceder methodology
- Empowering candidates to independently identify and apply for open job positions
- Support for identifying and accessing trainings on soft and professional skills, capacities and habits
- Employment of candidates through mediation or by way of their independent activity, and monitoring their employment

#### **6.EMPLOYMENT MEDIATION**

Mediation is conducted after receiving a Request for employment mediation from the employer. This service includes counseling and assistance to employers by searching the ESA unemployed persons records for potential candidates to fill vacancies, conducting pre-selection, referring unemployed persons to employers for a job interview, etc.

## **7.EMPLOYER SERVICES**

Employer services include: information, counseling and opportunities for the use of services, active employment programs and measures, and other employment opportunities for unemployed persons available through ESA, use of ESA's electronic services, information and advice in the field of labor legislation, participation in joint events such as employer forums, etc.

## **8.SURVEY FOR SKILL DEMAND ON THE LABOR MARKET**

By surveying private sector employers, information on their needs for new employments over a period of 6 to 12 months will be gathered. A pre-prepared survey questionnaire will help determine what occupations are in demand and which skills the unemployed persons should have at their disposal for the new employments planned by employers. To implement the survey, 20 unemployed persons will be hired by ESA for a period of 1 month with a compensation of 9,000 denars.

## **9.CAM – COUNCELING AND MOTIVATION FOR GUARANTEED MINIMUM ASSISTANCE BENEFICIARIES**

The beneficiaries of the guaranteed minimum assistance will be entitled to the Counseling and Motivation service (CAM), which consists of intensive psycho-social support to beneficiaries before they engage in an active employment measure, as well as mentoring support - which is most intensive in the period when the beneficiary is engaged in training or some other active employment measure, and with reduced intensity after the user has been employed and integrated in the labor market. The CAM service is complementary to employment programs and services, and provides counseling, support and motivation, as well as monitoring of the guaranteed minimum assistance beneficiary throughout their activation process.

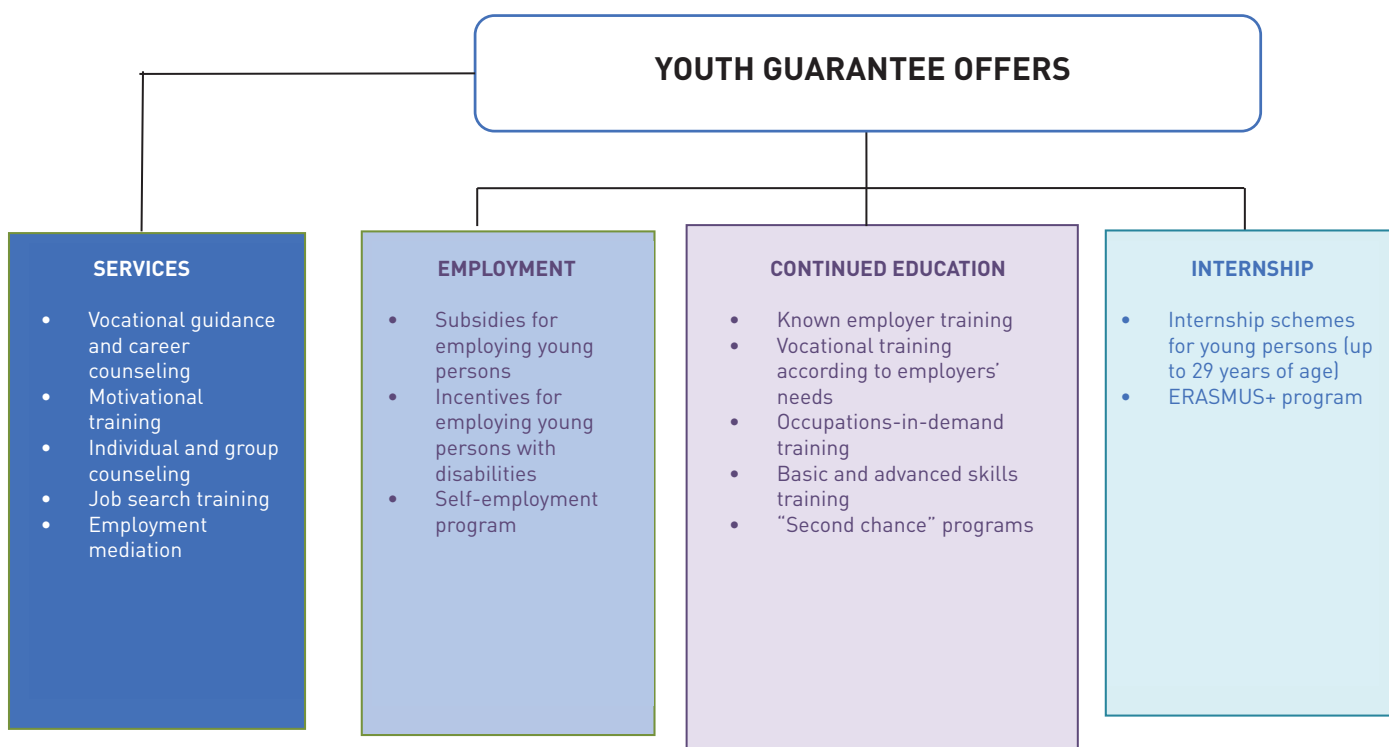
## YOUTH GUARANTEE

With the **Youth Guarantee (YG)**, young people (15-29 years of age) are offered employment, continuous education and training, or inclusion in some of the active employment programs and measures, within a period of four months after being registered in the unemployment registry.

In 2021, the Youth Guarantee implementation will continue on the entire territory of the Republic of North Macedonia, with a special emphasis on NEET youth (persons who are Not in Education, Employment, or Training). The planned Youth Guarantee coverage of participants in the entire territory of the Republic of North Macedonia will be about 10,000 young people. The program will be considered successful if at least 30% of the persons involved in YG finish the program successfully within a period of 4 months, or are employed, re-integrated in the educational process or become part of active employment programs and measures.

Doing this requires coordinated and joint action of a number of government institutions, primarily MLSP, ESA and MES, social partners and civil society organizations. CSOs will be involved in field activities, i.e. finding NEET youth, introducing them to the Youth Guarantee and opportunities it offers and motivating them to join.

Young unemployed persons who will be included in the YG will be provided with adequate employment services, which will result in their activation and motivation for getting involved in the labor market through the so-called “second chance”, i.e. re-integration in the educational process through short training programs within secondary vocational schools, as well as active employment measures or mediation with employers.



# ACTIVATION OF GMA BENEFICIARIES

The reformed social protection system envisages enhanced activation of guaranteed minimum assistance (GMA) beneficiaries in a way that able-bodied household members will engage in active employment programs and measures to improve their employability and employment.

This implies compulsory regular participation in trainings, as well as accepting job offers.

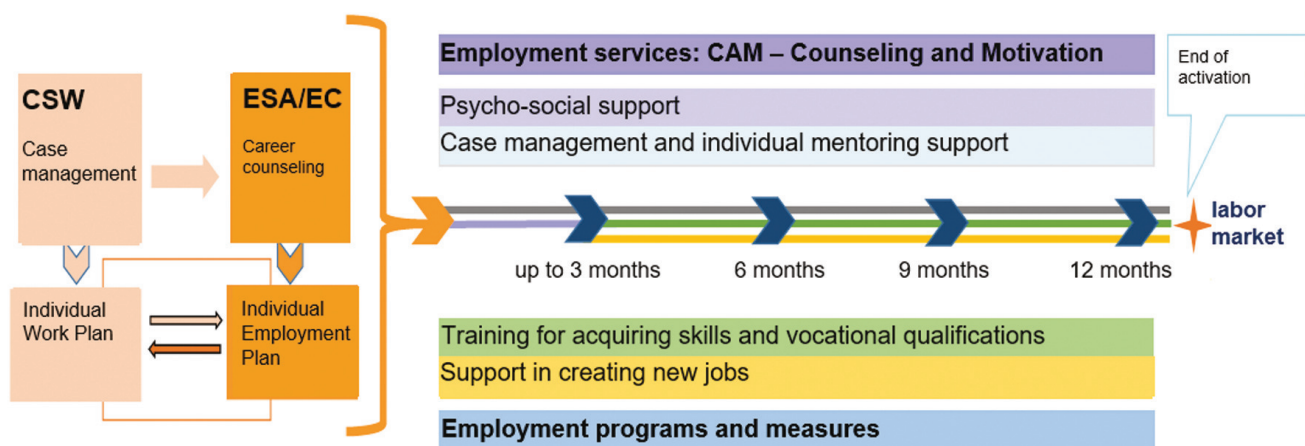
In this regard, among other things, users will be provided with support to improve their skills, which will make them more competitive in the labor market.

In order for the GMA beneficiaries to be activated, there shall be cooperation between the case manager and other professionals working in centers for social work (CSWs), as well as with the responsible persons from employment centers in charge of implementing employment services (motivational training, vocational guidance and career counseling, etc.).

Through an integrated approach to work, 1,200 GMA beneficiaries will have individual activation plans prepared, which will enable them to be included in the programs, measures and employment services provided by the 2021 Operational Plan.

The new activation system will promote a new approach to the labor market, one that is oriented towards supporting and developing the individual abilities and potentials of program and measure beneficiaries.

The system of GMA beneficiaries' activation will offer intensive psycho-social and mentoring support (see service no. 9 "CAM - Counseling and Motivation for GMA Beneficiaries") and trainings within a period of 3 to 12 months, in order to overcome the barriers that prevent their participation in the labor market.





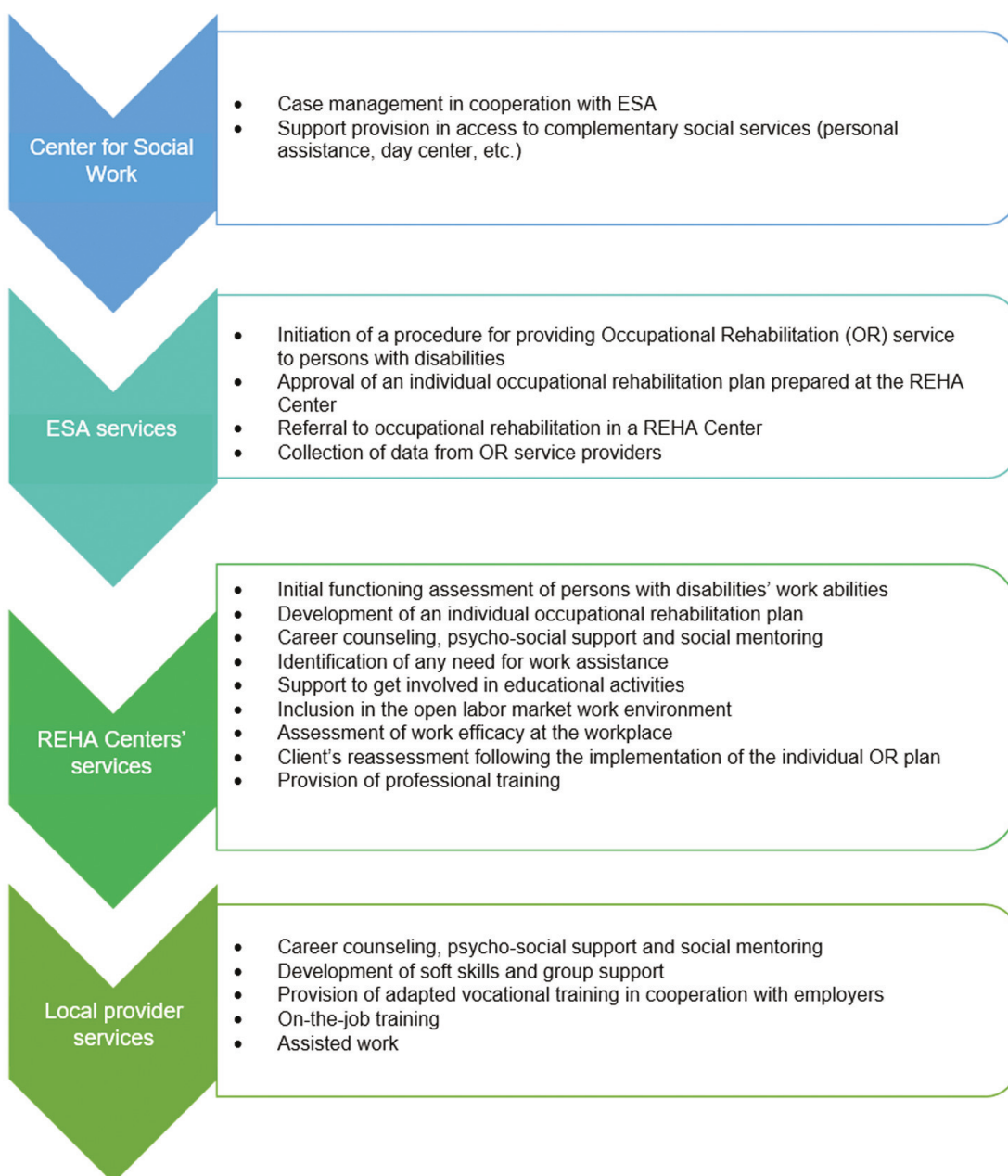
# OCCUPATIONAL REHABILITATION AND INCLUSION OF PERSONS WITH DISABILITIES IN THE LABOR MARKET

Occupational rehabilitation, as a system of services, will provide individualized support to persons with disabilities, in order for them to be fully integrated in the open labor market. It will be implemented within the Project of UNDP, MLSP and ESA – “Creating job opportunities for all”, supported by the Swiss Agency for Development and Cooperation (SDC).

Occupational rehabilitation, as a model, will be set and implemented in REHA Centers - centers for occupational rehabilitation and employment support of persons with disabilities, in Skopje and Strumica.

Under this model, services will be provided locally, in the client’s community. The model enables the implementation of a client-oriented approach that focuses on his/her individual potentials and is implemented within a local network of service providers - REHA centers, ESA regional centers, civil society organizations, training centers, educational institutions, employers, etc.

The implementation of occupational rehabilitation measures and activities will consist of the activities presented in the chart below:



### Strategic communication approach to promote active programs and measures

In order to ensure timely information to all parties involved in the 2021 active programs and measures, as well as to target as many potential beneficiaries as possible, promotional activities for this year will be defined based on 3 main criteria:

#### 1. Accurate 2. Interactive 3. Timely

The strategic communication approach will focus on the main target groups, which will emphasize the general benefits and criteria of each program/measure.

- A) Young unemployed persons up to 29 years of age
  - ◆ Inactive in the labor market, but wanting to retrain or get additional training
  - ◆ Who have innovative business ideas
- B) Persons with disabilities
- C) Unemployed persons from rural areas, vulnerable categories, and hard-to-employ groups
- D) Social assistance recipients
- E) Employers, with a special focus on young persons, women, rural areas, innovative businesses

#### **“Chance for All” Promotional Campaign**

Depending on the dynamics and availability, as well as the level of employment programs and measures' coverage, promotional activities within the already established “Chance for All” campaign will be implemented in stages. As a reminder, it is an integrated promotional campaign which will produce a series of products that will directly convey the “success story” of real OP measures' beneficiaries. At the end of the year, a short-term campaign will be launched to promote the successful results mainly on social media.

#### **“Study smart, work professionally!” Promotional Campaign for vocational occupations and vocational education**

During 2021, the joint campaign for promotion of professional occupations and vocational education realized by several partners that implement activities focused on the same topic will continue. The promotional campaign will last until 2021, and the coordination body composed of representatives of various entities will continue to work towards creating and implementing additional communication channels and products for more successful targeting of students, but also business entities that shall provide adequate prerequisites to attract qualified professional staff.

#### **Additional communication support**

2021 OP will be continuously supported through other innovative and active communication channels that show good results in promoting and informing on topics related to the OP.

- ◆ **Info-clubs (5 in total)**, under the already recognizable motto **“From information to career”**, will realize continuous communication support, with a focus on the newly introduced interactive digital communication with students. The info-club will continue to be a “focal point” for showcasing internship opportunities, business sector employment, direct informative meetings between business community representatives and students. Social media will be taken into account, and interactive web banners on respective young people info-portals will be placed, “Success Fairs” will be organized, etc.

- ◆ **Strategic partnerships with relevant stakeholders**, primarily donors, media, regional chambers of commerce and business associations, civil society organizations and associations, and also with other relevant partners. Focusing on open and current topics, direct meetings with stakeholders will encourage interest and attention, as well as fruitful and constructive discussion, particularly targeting different active stakeholders, who would expect precisely this type of approach. Informing and involving companies in the process will be realized through national level meetings of chambers and associations; regionally - at the level of regional chambers, and aimed at the level of companies with significant employment potential. With the support of partner projects, activities are planned to increase the cooperation with ESA, chambers and associations, in order to involve the private sector and improve labor market mechanisms.

### **General communication parameters**

**Time frame:** ongoing, throughout the year, parallelly for each key topic

**Channels:** social media, online media and respective digital info-platforms, specialized media/platforms, focused and thematic events and initiatives

**Approach:** personal and focused address, specific content, simple and easy-to-read visual and audio solutions, practical/pragmatical/accessible advice and orientation, technically unencumbered with administrative terminology

**Stakeholders involved:** ministries and other competent institutions, relevant international organizations, beneficiaries engaged through success stories, eminent profiles sharing motivational messages



## FINANCIAL FRAMEWORK

**TABLE 1. Total budget and scope of employment programs and measures**

I. EMPLOYMENT PROGRAMS AND MEASURES	PERSONS COVERED	SOURCE OF FUNDS	AMOUNT
<b>1. SELF-EMPLOYMENT (ENTREPRENEURSHIP) SUPPORT</b>	<b>1.762</b>		<b>591.913.222</b>
1. Self-employment (entrepreneurship) support	1762	MLSP budget for ESA	538.000.000
		APERNM budget	15.000.000
		UNDP budget (unrealized funds from 2020 OP)	13.955.547
		ESA budget - Sub-account of active employment programs and measures - Payment of arrears from OP 2020 in 2021	3.436.500
		United Nations Office for Project Support (UNOPS) - Payment of arrears from 2020 OP in 2021	15.990.000
		<b>REDI Association Skopje</b>	5.531.175
<b>2. JOB CREATION SUPPORT</b>	<b>1.302</b>		<b>513.296.580</b>
2.1 Wage subsidy	866	ESA budget - Sub-account of active employment programs and measures	179.371.600
		ESA budget – IPA II fourth direct grant	10.452.480
2.2 Employment and legal entities' growth	<b>226</b>	ESA budget - Sub-account of active employment programs and measures	33.972.500
2.3 Employment support for persons with disabilities	210	ESA budget – Sub-account of the Special Fund for persons with disabilities	289.500.000
<b>3. TRAININGS</b>	<b>882</b>		<b>54.362.300</b>
3.1 On-the-job training for a known employer	152	Swiss Agency for Development and Cooperation (SDC)/Education for Employment Project in Macedonia (E4E@mk)	3.024.000
		ESA budget – IPA II fourth direct grant	3.360.000
		ESA budget - Sub-account of active employment programs and measures - Payment of arrears from 2020 OP in 2021	1.220.000
3.2(a) Vocational training according to employer's requirements	100	ESA budget - Sub-account of active employment programs and measures towards UNDP	3.292.650
		UNDP budget (unrealized funds from 2020 OP)	3.637.350
3.2 (b) Vocational training according to employer's requirements	80	Swiss Agency for Development and Cooperation (SDC)/"Creating job opportunities for all" Project (UNDP)	5.702.400
3.2(c) Online skills training according to employer's requirements	100	Swiss Agency for Development and Cooperation (SDC)/"Creating job opportunities for all" Project (UNDP)	3.240.000

3.3 Occupations-in-demand training	400	ESA budget - Sub-account of active employment programs and measures	10.200.000
		ESA budget – IPA II fourth direct grant	10.200.000
		United Nations Office for Project Support (UNOPS) - Payment of 2020 OP arrears in 2021	8.550.000
3.4 Driving lessons for categories C and D	50	ESA budget - Sub-account of active employment programs and measures	1.850.000
		ESA budget - Sub-account of active employment programs and measures - Payment of 2020 OP arrears in 2021	85.900
<b>4. DIGITAL SKILLS DEVELOPMENT TRAININGS</b>	<b>400</b>		<b>47.705.800</b>
4.1 Advanced IT skills training	300	ESA budget - Sub-account of active employment programs and measures	36.000.000
4.2 Advanced IT skills training (co-financed) for unlicensed training providers	100	ESA budget - Sub-account of active employment programs and measures	5.390.000
		Training providers	5.610.000
<b>5. INTERNSHIP</b>	<b>1.413</b>		<b>39.271.000</b>
5. INTERNSHIP	1298	ESA budget - Sub-account of active employment programs and measures	35.046.000
	75	Swiss Agency for Development and Cooperation (SDC)/"Creating job opportunities for all" Project (UNDP)	2.187.000
	40	ESA budget – IPA II fourth direct grant	373.000
		ESA budget - Sub-account of active employment programs and measures - Payment of 2020 OP arrears in 2021	1.665.000
<b>6. WORK ENGAGEMENT PROGRAM</b>	<b>1.050</b>		<b>9.275.200</b>
6. Public works	1000	ESA budget - Sub-account of active employment programs and measures	7.040.000
		Municipalities' budget	1.848.000
	50	Swiss Agency for Development and Cooperation (SDC)/"Creating job opportunities for all" Project (UNDP)	387.200
<b>7. CARE ECONOMY</b>	<b>970</b>		<b>159.254.536</b>
7.1 Community work	500	ESA budget - Sub-account of active employment programs and measures towards UNDP	45.092.250
		Municipalities' budget	8.100.000
	200	Municipalities' budget	16.200.000
	50	Swiss Agency for Development and Cooperation (SDC)/"Creating job opportunities for all" Project (UNDP)	5.994.000

7.2 Training and employment of persons to provide community care services for persons with disabilities and persons with chronic illness in the community	150	ESA budget - Sub-account of active employment programs and measures towards UNDP	46.316.171
		Swiss Agency for Development and Cooperation (SDC)/"Creating job opportunities for all" Project (UNDP)	11.625.120
7.3 Entrepreneurship support and establishment of legal entities that will provide community care services	70	ESA budget - Sub-account of active employment programs and measures towards UNDP	20.704.115
		Swiss Agency for Development and Cooperation (SDC)/"Creating job opportunities for all" Project (UNDP)	5.222.880
1.Payment of youth allowance	2500	ESA budget - Sub-account of active employment programs and measures	100.931.514
<b>TOTAL NUMBER OF PERSONS:</b>	<b>10.279</b>	<b>TOTAL FUNDS:</b>	<b>1.516.010.152</b>

**TABLE 2. Scope of employment services**

<b>II. EMPLOYMENT SERVICES<sup>1</sup></b>	<b>PERSONS COVERED</b>	<b>SOURCE OF FUNDS</b>	<b>AMOUNT</b>
5. Activation of unemployed Roma and other people at risk of social exclusion	1.500	Swiss Agency for Development and Cooperation (SDC)/"Creating job opportunities for all" Project (UNDP)	7.042.002
8. Survey for labor market skill demand	20	ESA - Sub-account of active employment programs and measures	180.000
Occupational rehabilitation and inclusion of persons with disabilities in the labor market	90	Swiss Agency for Development and Cooperation (SDC)/"Creating job opportunities for all" Project (UNDP)	7.791.732
		<b>TOTAL FUNDS:</b>	<b>15.013.734</b>

1. Other employment services are being implemented within ESA's current activities

	<b>TABLE 3. SOURCES OF FUNDING</b>	<b>AMOUNT</b>
1	ESA budget - Sub-account of active employment programs and measures	308.444.800
2	ESA budget - Sub-account of active employment programs and measures for payment of YOUTH ALLOWANCE	100.931.514
3	MLSP budget towards ESA	538.000.000
4	ESA budget - Sub-account of active employment programs and measures towards UNDP	115.405.186
5	ESA budget - Sub-account of active employment programs and measures - Payment of 2020 OP arrears in 2021	7.718.500
6	Total ESA budget – Sub-account of the Special Fund for persons with disabilities	289.500.000
7	APERNM budget <sup>1</sup>	15.000.000
8	ESA budget – IPA II fourth direct grant for employment measures	24.385.480
9	Municipalities' budget	26.148.000
10	Swiss Agency for Development and Cooperation (SDC)/"Creating job opportunities for all" Project (UNDP) budget	49.192.334
11	UNDP budget (unrealized funds from 2020 OP)	17.592.897
12	Swiss Agency for Development and Cooperation (SDC) (Education for Employment Project in Macedonia (E4E@mk)	3.024.000
13	United Nations Office for Project Support (UNOPS) - Payment of 2020 OP arrears in 2021	24.540.000
14	REDI Association Skopje	5.531.175
15	Training providers	5.610.000
	<b>TOTAL:</b>	<b>1.531.023.886</b>

1. Fee for advisors regarding the business plan preparation at a price of 9,900.00 denars, including VAT; Administrative fee for regional contractors in the amount of 1,300.00 denars per client

