

Summary Table of Peer Country Comments

	Labour market situation in the Peer Country	Assessment of the policy measure	Assessment of success factors and transferability	Questions
Cyprus	<ul style="list-style-type: none"> The employment rate in Cyprus is higher than the euro area average. Part-time employment is relatively limited. Unemployment has been limited during the past decade (labour shortages in low-skill occupations). Despite an 80% increase in the unemployment rate during the last three years (2008-2010), the unemployment rate remains lower than the Euro area average (7.2% vs. 9.9% in the Member States in the Euro). Unemployment has risen faster in the coastal areas compared to the capital district (Nicosia). This is due to the increased effect of the crisis in activities such as tourism and construction (holiday residences). The impact of territorial inequalities is more limited in Cyprus in comparison with Italy. Less developed regions are mainly located in mountainous areas and concern a small and decreasing part of total population. 	<ul style="list-style-type: none"> Substantial differences regarding the extent and social impact of regional disparities exist between Italy and Cyprus. Territory-based employment and training policies are rather limited in Cyprus. Labour inclusion policies for vulnerable groups and policies targeting SMEs do not form part of broader territory-based regional development policies. Local development strategies based on partnerships between private and public actors at the local level are under development in Cyprus although they focus on the mass tourism industry in non-disadvantaged areas. Most of the measures included in the two policy example exist in Cyprus as separate programmes. The innovative dimension of the policy examples lies in the combination of sectoral/regional policies with training/employment policies. 	<p>Conditions for transferability:</p> <ul style="list-style-type: none"> Widening municipalities' responsibilities in the field of employment and economic development and enhancing participative procedures which would contribute to a bottom-up approach to decision-making. Local development initiatives (i.e. District Tourism Board) should afford more importance to activities such as the development of sustainable tourism in less developed rural areas in combination with job creation and training actions. Integration of existing measures in comprehensive and multidimensional regional, innovation, employment and training programmes. 	<ul style="list-style-type: none"> Which are the fundamental conditions, key-factors and incentives for the development of functional and effective local partnerships between private and public institutions? What are the procedures and services provided by the "personal adviser counsellor"? Please describe the education campaign for the development of an innovative entrepreneurship attitude among students. How does the policy example address the inter-generational firm transmission as an opportunity for upgrading local entrepreneurship?

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Czech Republic	<ul style="list-style-type: none"> After 2004 the Czech Republic (CR) experienced period of relatively high economic growth and weather relatively well the crisis Robust economic growth generated a high demand for labour and a decrease in unemployment rates, followed by immigration of foreign workers. The long-term unemployment however remained a serious problem, which was not tackled successfully even during the period of economic growth. High variations in regional unemployment are much more serious problem than regional differences in GDP per capita. The crisis further increased regional inequalities, particularly at the micro regional level. 	<ul style="list-style-type: none"> Similar tools within the measures can be found in the CR and Italy, though some of them do not exist in the CR. The way the tools/activities are delivered regionally and within programmes is very different – an integrated, network based approach in Italy as opposed to a fragmented, non-collaborative implementation in CR. Cross-sectoral approach, which is typical for the Italian measure AR.CO, using intervention programmes integrated locally is almost impossible in the CR under current conditions. Measures, as described in the programme L&S4, are implemented similarly in the CR though they are implemented regionally and with a more limited scope. 	<ul style="list-style-type: none"> Vertical success factors are partially transferable or already existing in the Czech Republic, with the exception of the much needed cross-sectoral cooperation and integration of interventions, which are very difficult to implement. Horizontal success factors, mostly partnership working, networking and cooperation of different actors at local level is essential but difficult to transfer to the CR due to different programmes design, different institutional structures and possibly also due to different historical experience . 	<ul style="list-style-type: none"> What were the difficulties and success factors in establishing vertical cooperation among various actors? How does the vertical cooperation work and what are the problems in coordinating large projects that involve a variety of stakeholders? What are the relationships, division of tasks and roles among various local/regional partnerships and cooperating structures in the AR.CO programme? Was the programme based on existing partnerships and networks or were they established for the purpose of the programme?
Estonia	<ul style="list-style-type: none"> High unemployment and decreased employment rate resulting from economic recession. Increased share of long-term 	<ul style="list-style-type: none"> Seems to be difficult to administer due to high number of stakeholders. Emphasis on supporting demand side measures. Holistic approach emphasising the 	<ul style="list-style-type: none"> Difficult to assess as there are no evaluation studies available yet. “Transversal” success factors could be universally transferable. Estonia could benefit from more 	<ul style="list-style-type: none"> Are there any impact evaluations of the Programme AR.CO and project Lavoro & Sviluppo 4 planned? Please give more information regarding the financial bonus in

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	<p>unemployment.</p> <ul style="list-style-type: none"> Educational attainment of the labour force is high. Limited access to lifelong learning for disadvantaged groups. Low expenditure and share of participants in active labour market policy measures. 	<p>importance of partnership, co-ordination and cooperation.</p> <ul style="list-style-type: none"> Similar individual measures applied in Estonia, but by different institutions and not under one programme. 	<p>integrated approach across different areas of governance and policy domains. Currently each policy area is governed by different institution and there is lack of cooperation between them. Similarly, there are no employment programs financed by the EU structural assistance, which include the mix of measures administered by different institutions.</p> <ul style="list-style-type: none"> Partnership approach is underdeveloped, no local employment pacts conducted in Estonia. One hindrance behind that is low trade union membership. 	<p>case of job creation and tutoring expenses (lump-sum or continuous, criteria to avoid substitution effects etc)?</p>
France	<ul style="list-style-type: none"> Unemployment rate: 9.7% (including overseas territories), 9.2% (metropolitan area). Some regions over 11%. Over 20% in the four Convergence regions i.e. the overseas territories. Youth unemployment rate (15-24): 23.3% (M: 9.4%, F: 10.2%). Employment rate: 64% (M: 68.3%; F: 59.9%). Below 50% in the four Convergence regions. 	<ul style="list-style-type: none"> Employment policies rely on very general tools, mainly incentives for employers in the private for profit sector, and subsidised contracts in the non-profit sector. Persons facing obstacles on the labour market are targeted. Though not specifically targeted, SMEs are important users of these schemes. These employment contracts have much better effects on people employed in the private sector than those in the non-profit sector. French convergence regions 	<p>Possible transferable elements:</p> <ul style="list-style-type: none"> A focus on SMEs in some sectors, a mix between in-cash incentives and in-kind accompaniment and the development of training schemes rather than single employment incentives. Building local partnerships with the participation of professional associations looks very interesting in order to develop new HR attitudes in SMEs and to help them overcome some cultural barriers (regarding the recruitment of disadvantaged persons 	<ul style="list-style-type: none"> What is the main reason explaining the quantitative success of the programmes? Were the expectations underestimated? Have new credits been raised to go beyond the initial targets? What do consultancy services consist of? How have consultants been selected and paid? How long is the duration of their assistance? Has their intervention been assessed? Were employers reluctant to

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		<p>experience a very specific situation due to their geographic situation (overseas). The same tools of the national employment policy apply. In addition, some specific employment policies target these regions in order to overcome the high level of unemployment: these policies take the form of tax exemptions for SMEs and companies operating in some particular sectors. No assessment results known so far.</p> <ul style="list-style-type: none"> There are no large-scale schemes in France such as the ones presented by Italy that try to match local economic development with labour market integration, with a focus on SMEs with technical assistance and partnership building. 	<p>for instance).</p> <ul style="list-style-type: none"> The development of a territorial social dialogue for SMEs. <p>Potential pitfalls:</p> <ul style="list-style-type: none"> Dead-weight effects (targeting sectors rather than innovative companies for instance); selection of the beneficiaries; the issue of discrimination that remains prevalent in France; the focus on the private sector that should not ignore the role of the non-profit sector. 	<p>train or recruit unemployed people? Have the professional associations had to “reassure” them? How did the entrepreneur and professional associations communicate? Has the issue of discrimination on the labour market been a matter of concern?</p> <ul style="list-style-type: none"> What has been the role of trade unions in local partnerships? Do they usually have a role in SMEs? Have the programmes enhanced their role? Has the project L&S4 managed to train many people in other areas than their area of residence? Have employers outside the four Convergence regions been involved in the project? What have been the main obstacles to mobility? Have persons not living in one of the four Convergence regions benefited from this programme (i.e., have moved to one of these regions to undertake training)?

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Greece	<ul style="list-style-type: none"> • High and rising unemployment. • Longstanding youth and female unemployment. • Low participation in lifelong learning, particularly for the older segment of the labour force. • Central planning and delivery of employment, education and training measures. • Increased expenditure on ALMPs, amidst uncertainty as to impact. 	<ul style="list-style-type: none"> • Similarities between Greece and Italy include low overall employment rates, higher than average unemployment rates for young people and women, and predominance of micro-enterprises. • Important differences between the two countries exist mainly in the face of degree of decentralisation and role of government departments in policy design and delivery. • In relation to the Italian schemes, previously implemented similar schemes in Greece have exhibited limited coordination among local actors and state agencies and inability to combine employment with economic development policies. 	<ul style="list-style-type: none"> • The schemes enabled the coordination of the dominant socio-political local actors such as professional organisations, trade-unions, employers, and NGOs. This coordination of agencies and institutions is a technical prerequisite for efficient action to combat unemployment • The schemes have contributed to the establishment of a culture of cooperation and the development of multi-sectoral responses to unemployment at the regional/sub-regional level. • Arrangements have enabled the combined use of policy instruments and the co-ordination of employment policies and economic development strategies. 	<ul style="list-style-type: none"> • Efficiency problems due to lack of coordination and cooperation between state agencies (e.g., the public employment service), local authorities and social partners. • Measures to reduce the so-called undesired effects that are associated with active labour market policies, namely substitution and displacement effects. • The conceptual base for territorial intervention. Are areas, for example, considered, or people?
Ireland	<ul style="list-style-type: none"> • The economic crisis in Ireland has had a significant impact on the number in employment and on the rise in unemployment • The employment rate among males aged 20 – 24 years has fallen from 76% to 45.4 % over four years • Employment is set to further 	<ul style="list-style-type: none"> • The focus on strengthening the competitiveness of SMEs as a strategy to create jobs is interesting. • There are very different approaches to internships in Ireland and Italy. • The emphasis in both countries on traditional employment areas as a strategy to create and maintain jobs. 	<ul style="list-style-type: none"> • High level of shared understanding about 'what works'. • Economic crisis in Ireland is a limiting factor on the development of new approaches and in particular about integrated, 'wrap around' approaches. • Challenge in Ireland of effectively investing in the acquisition of high level skills and experience in the application 	<ul style="list-style-type: none"> • The institutional framework for programme implementation appears very complex – have any adaptations of the framework been proposed? • The job creation outcomes of the measures are impressive. Would these have been achieved without the payment

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	<p>decrease in 2011</p> <ul style="list-style-type: none"> Current and future employment opportunities will be in high skill sectors. 	<ul style="list-style-type: none"> Incentives are a key component of the Italian measures. The comprehensive, 'wrap around' nature of the Italian measures is impressive. 	<p>of these at a time of very high unemployment.</p> <ul style="list-style-type: none"> Some long –established practice in Ireland in relation to working in an integrated way. 	<p>linked to the creation of a job? How sustainable are the jobs that have been created?</p> <ul style="list-style-type: none"> Can more information be made available about the rationale for a 'train first' rather than 'work first' approach? Are there expected to be future challenges in relation to the sustainability of the jobs created / growth of the enterprises? If so, how is it planned to address these? What is an appropriate population size for a skills ecology exercise? How was innovation and learning shared between the regions? What is the gender split of beneficiaries of the programme? The effective transfer of good practice can be challenging, how is this achieved between the employment service providers active in L&S4?

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Scotland	<ul style="list-style-type: none"> Concerns with growing unemployment rates due to the recession - but overall employability rates still relatively high. Growing concerns with youth unemployment. Regional polarities in labour market performance not as large as in Italy. Very significant SME sector - accounting for 99% of all enterprises, and 53% of all jobs. Tourism sector a large employer - 17% of all jobs in registered businesses. 	<ul style="list-style-type: none"> Interesting policy example with many similarities to elements of the Scottish experience - but with the Italian definition of 'local' covering much larger areas and populations than equivalent Scottish approaches. Particularly relevant to Scottish challenges in addressing: youth unemployment; SMEs uptake of vocational training; supporting disadvantaged labour market groups; and engaging employers. Approach to cross-sectoral and national/regional partnerships similar to Scotland - but with significant differences in the range of partners engaged. Scotland may have a useful model to offer in terms of disseminating and sharing information between local regions. 	<ul style="list-style-type: none"> Most of the individual elements of the Italian examples are replicated in Scotland - but how they are combined as a package is of interest The partnership approach to directly combining labour market supply and demand issues is worthy of further reflection in terms of current local approaches in Scotland. These may in practice separate demand and supply side supports. The support package within the programmes including employment subsidies, training, technological and business consultancy support is potentially a good way of ensuring a more integrated service approach. The practical experience of labour market mobility within the L&S4 programme may be of interest in some areas of Scotland with currently more depressed local labour markets. 	<ul style="list-style-type: none"> How do the recruitment processes for the training and job placements ensure that more disadvantaged groups have access to the opportunities available? Do participants have 'employed status' during training, and what payments do they receive? Do they receive support with travel and accommodation when living away from their home area? Is it a condition that participating employers receive the full package of support to take part in the programmes i.e. training allowances, wage subsidies, technical support and consultancy? Have any SMEs only wanted some of this? Do trainees work towards recognised qualifications whilst on the training programmes? Has there been any reluctance from employers to recruit from more disengaged/'problem'

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				<p>labour market groups? If so, how has this been overcome?</p> <ul style="list-style-type: none"> Has it been difficult to get people to move from their home area to gain work and training experience elsewhere? If so, how has this been addressed? Have any of the partner agencies proved hard to engage in local partnership activities?
Serbia	<ul style="list-style-type: none"> The global economic crisis has hit Serbia's labour market hard, and the recovery in output has so far provided little relief. The employment rate in the Republic of Serbia is very low (47.1 %) and continues to decline in 2010, albeit at lower pace between April and October 2010 than in the previous year. Persons losing jobs mostly become inactive, rather than unemployed and preliminary data show that most of them are going into early retirement. The situation in southern parts of the country is less favourable in 	<ul style="list-style-type: none"> The Ministry of Economy and Regional Development, responsible for the employment portfolio, has finalised the National Employment Strategy 2011–2020 with the main priorities to increase employment, investment in human capital and improve social inclusion. In response to the crisis, ALMPs have been restructured and refocused in 2009, with the bulk of funds streamlined into an apprenticeship programme called 'The First Chance' aimed at one of the groups of labour force members expected to be hardest hit by the crisis – young people without significant previous work experience. Out of the total number of training 	<ul style="list-style-type: none"> Among the features of the Italian interventions, the following success factors have particular relevance for Serbia: (a) enhance the quality of cooperation among the partners with a clear ranking of functions and roles, (b) a thorough understanding of local needs and the dynamics of the local labour market, and (c) a holistic approach to individuals. Based on the experience of the host country, the following lessons learned can be instrumental for Serbia: (a) training and education need to be based on well-designed and innovative approaches to training topics, which are tailored specifically to rural clients and local beneficiaries; and (b) regions that 	<ul style="list-style-type: none"> Since rural tourism can help local communities to improve their vitality, increase sources of income and create employment, what are the lessons learned which can foster the joint cooperation of various stakeholders so as to strengthen their ability to promote local economy of protected areas? In developing niche markets for quality local products (especially food and handicraft), how to mobilise local resources and to achieve synergy with other sectors?

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	comparison with the north, and in rural areas in comparison with urban ones.	<p>places offered, on the job training scaled up in 2010, focusing especially on restructuring cases such as Fiat Automobili Serbia, a joint venture between Italian Fiat and the Serbian Government.</p> <ul style="list-style-type: none"> The UN MDG joint project, 'Sustainable Tourism for Rural Development', is focusing on local rural tourism and better linkages with supporting industries. 	<p>already have an established market and history should be included as destination hubs, around which additional rural tourism offers can be added.</p> <ul style="list-style-type: none"> In addition, Serbia can learn a lot from the Italian experience in supporting development of social enterprises, in particular cooperatives. 	<ul style="list-style-type: none"> How can local initiatives of this type contribute to the achievement of wider regional, national and consequently EU employment objectives?
Slovakia	<ul style="list-style-type: none"> Although there were positive developments in the labour market since 2002, in terms of key labour market indicators Slovakia still remains below EU-27 average. The labour market was seriously hit by the economic and financial crisis; only a slow recovery is expected after 2010. The long-term challenge for domestic policy, including EU funding, is the persisting low employment and high unemployment. High incidence of long-term unemployment is a persistent 	<ul style="list-style-type: none"> In Slovakia, national policies and programmes are predominantly sector-oriented and do not involve other stakeholders in the implementation phase. There are a few initiatives supporting investments in infrastructure and human resources implemented under Structural Funds. The support is targeted to individual companies without specific territorial focus; no specific governance structures are introduced. 	<ul style="list-style-type: none"> "Transversal" success factors represent a specific challenge for Slovakia and will be a pre-condition for the transfer of "vertical" success factors. Complexity problems such as unemployment and low economic activity need to be addressed in an integrated manner with adequate stakeholder involvement. Partnership working is a requirement for effective policy, not an option. National sector policies must be territorially adjusted as they are supposed to serve specific target groups in specific contexts. 	<ul style="list-style-type: none"> What initiated vertical and horizontal cooperation between relevant stakeholders and supported partnership working? Have the programmes become part of local development strategies? Are there mechanisms for effective monitoring and evaluation of the programmes and exchange of experience between stakeholders? Are the interventions supported with the programmes considered efficient, effective and sustainable?

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	<p>problem in the country.</p> <ul style="list-style-type: none"> Labour market imbalances are more visible in the regions with lower economic performance in the southern and eastern part of Slovakia. 			
Slovenia	<ul style="list-style-type: none"> Weak trends in economic development and job supply, promoting employment and employability of unemployed people. Low attractiveness for investments and high progressive taxation and a lack of business resources to create more and better jobs. Gap between high labour costs vis-à-vis labour productivity, and international competitiveness of the economy with needs for shifts of employment towards higher value-added activities. The poor matching between demand and supply in the labour market, the need for private human capital investments and need to improve active employment policy with vertical 	<ul style="list-style-type: none"> Creation of more favourable enabling environment for entrepreneurship and family businesses with greater transparency and needs for an increase in private-public partnership in LED. Traineeships for the long term unemployed to be realized in SMEs and needs for reorientation from quantity to quality in education, human resource management, and life-long learning. Technical assistance and transfer of methodologies for better information system and increase in capacities of local social partners in more clearly defined objectives, priorities, policy design, project preparation, management and implementation of the LED programme at local level. Consultancy bonus and direct financial bonus for existing SMEs and for new established SMEs for new jobs created. 	<ul style="list-style-type: none"> The local focus and enabling environment in favour for entrepreneurs and family businesses to increase the absorptive and innovative capacities of local firms and to improve human resource management to reduce labour market mismatch. Concern to set up innovation networks to sustain vocational mobility of employees and to support the network evaluation for needs of SMEs for flexible productive resources. Enhance the quality of cooperation among the partners with a clear ranking of functions and roles, clearly defined institutional structures to manage larger LED project activities within dispersed local capacities, limited human and financial resources. Change attitudes and minimize the risk in recruiting local unemployed persons and a holistic approach to individuals to 	<ul style="list-style-type: none"> How can Slovenia learn from the Host Country enabling environment for entrepreneurship and family businesses, business awareness on positive effects in human resource investments, successes in LED and reduction of unemployment? What infrastructure is required to allow LED and social entrepreneurship to grow and contribute to active employment policy? How can Slovenia improve LED and what the key factors are required to improve the role of local actors in design and management (networking, monitoring, evaluation and auditing) and private-public partnerships to increase

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	<p>and horizontal interactions and greater outsourcing of individual activities at the local level.</p> <ul style="list-style-type: none"> Weak understanding of “local” programming and efficiency in design, management, implementation and monitoring of LED in terms of employment, including for vulnerable groups. 		<p>improve the employability of local unemployed people.</p>	<p>economy of scale in LED capacity and co-financing to create new jobs and to improve employability of local unemployed individuals?</p>
Spain	<ul style="list-style-type: none"> Italy and Spain share some common features regarding their labour market structures, although the recent economic crisis has more severely affected the Spanish labour market. The main features of the Spanish labour market are its high level of unemployment and precariousness. In addition, it is highly polarised between the northern, richer regions and the southern, more deprived territories. The crisis has worsened employment levels. As s in Italy, tourism is a crucial economic activity and one of the most important driving forces in 	<ul style="list-style-type: none"> The decentralisation process has brought policy measures (active labour market and economic promotion policies) closer to the territory where they are to be implemented. Local pacts for employment have created sound networks integrating social agents within plans for increasing productivity and social cohesion. However, not many local pacts are established and their influence is minor. European initiatives have also boosted local economic planning to enhance economic development. Innovative supra-local experiences have been established in some deprived areas. Additionally, some programmes tackle certain economic specific areas under 	<ul style="list-style-type: none"> The decentralisation of structural and labour market policies has not always resulted in the policies being adapted to local problems. Participation of local agents in wider regional agreements is difficult. In some cases, pacts have been established among trade local stakeholders, in order to underpin local and regional development. However, it is still difficult to integrate economic promotion and ALMPs at a local level due to the limitations of intermediate structures within local and regional governments. The measures which are targeted at SMEs and harder-to-help groups clash with the actual economic conditions. 	<ul style="list-style-type: none"> What are the criteria applied to identify key regional economic sectors and what is the role of local and regional stakeholders? What kind of training do programmes offer in order to enhance employability of their participants? What mechanisms are established to monitor the newly created jobs? Have harder-to-help groups been given special consideration in order to tackle their specific needs?

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	overcoming the effects of the current economic crisis.	the umbrella of sectoral plans, in order to reshape productive and economic structures.	Employment promotion has special difficulties and could be a double-edged sword.	
Turkey	<ul style="list-style-type: none"> Turkey has high agricultural employment (28 %) and an ongoing rural-urban transition This makes for an unskilled labour force with low levels of LFPR (for women it is 26 %). Even with the above, Turkish non-agricultural unemployment rate is high, close to 15%. Its population still increasing, it has a major (youth) employment creation problem On top of these, the country has markedly different regional labour market indicators: There is a more developed Turkey in the larger western cities and there is a less developed east and the southeast. The north of the east has agricultural employment, the south of the east does not even have that (or have 'any' women in employment). 	<ul style="list-style-type: none"> A similar program like the L&S4 exists in Turkey. It is called Skill'10. The regional employment office asks the local employer organisation about how many to train in desired vocational skills. These trainees would later be employed with employment cost subsidies after their internships. Turkish scope is hugely ambitious though: One million trainees in five years. AR.CO does not have a meaningful counterpart in the Turkish policy sphere. We will first let our handicrafts die, and then revive them. 	<ul style="list-style-type: none"> Success factors related to SME capacity building and innovation are similar and transferable. Disadvantaged groups' employment success factors are tricky. They are applicable and transferable in the west of Turkey. In the northeast, LFPR is already high and unemployment is already low, but for the wrong reason (agricultural employment). Therefore, a success measure would be agricultural employment going down while maintaining high LFPR and low unemployment. In the south of the east, a success measure would be agricultural employment to go up (which would be an indicator of modern irrigation techniques' proliferation) and LFPR to go up and unemployment rate to go down. 	<ul style="list-style-type: none"> Should we even design policies specifically targeting regions? What about mobility? How skilled are the local entrepreneurs themselves to be a major design partner for policy? More work for the local employment agency: Are their employees as enthusiastic?