



PES to PES Dialogue

The European Commission Mutual Learning Programme for Public Employment Services

DG Employment, Social Affairs and Inclusion

HOST PES PAPER

**Peer Review 'PES approaches for sustainable
activation of long-term unemployed'
Bulgaria, April 2014**

National Employment Agency, Bulgaria

This publication is commissioned by the European Community Programme for Employment and Social Solidarity (2007-2013).

This programme is implemented by the European Commission. It was established to financially support the implementation of the objectives of the European Union in the employment, social affairs and equal opportunities area, and thereby contribute to the achievement of the EU2020 goals in these fields.

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1. Long-term unemployment: recent trends and incidence in different groups

1.1 Recent trends in long-term unemployment

One of the challenges faced in Bulgaria since the economic crisis is the increasing number of long-term unemployed (LTU), whose chances of finding a job decrease as the duration of unemployment increases. The number and proportion of the LTU registered with the National Employment Agency (NEA) grew after the crisis, with LTU representing 35.5% of the total unemployed by 2011. In 2012, the number of LTU remained static but the proportion has dropped to 32.6% as a result of the active work of the NEA, albeit rising again somewhat in 2013 to 33.0%.

Indicator	2009		2010		2011		2012		2013	
	number	%								
Registered unemployed	280980	100.0	350944	100.0	332601	100.0	364537	100.0	371380	100.0
of them:										
LTU (for more than 1 year)	79727	28.4	110848	31.6	118135	35.5	118832	32.6	122738	33.0
Proportion of the LTU (for more than 1 year) amongst the economically active population		2.2		3.0		3.6		3.6		3.7

1.2 Incidence of long-term unemployment across different groups

Low-skilled jobseekers, including many of Roma ethnicity, are particularly at risk of becoming LTU: 68.4% of LTU do not have a professional qualification (compared to 55.2% of all unemployed) and 63.5% only have primary and lower education (compared to 47.3% of all unemployed). Those under the age of 29 represent 13.6% of the LTU (in comparison to 20.1% of all unemployed).

56.5% of the LTU are women (compared to 54.1% of all unemployed) and 43.8% are the people aged over 50 (compared to 35.8% of all unemployed).

Unemployed Roma people are one of the most at-risk groups for becoming long-term unemployed. Their integration depends on solving the problem of the higher percentage of unemployment amongst this group, caused mainly by their lack of education and work experience, which limits their chances in the labour market. The NEA undertakes a range of activities in order to implement the requirements and recommendations of a number of national and international documents related to the integration of minorities.

1.3 What are the factors influencing the level of LTU in the labour market and the incidence within particular groups?

The factors that significantly affect the long-term unemployment in Bulgaria are:

- The lack of profession, specialty and qualification has the greatest influence on long-term unemployment. In 2013 the persons without specialty and qualification were 68.4% (compared to 70.5% in 2012).
- The second factors that affects long-term unemployment is the low education/ lack of education. In most of the cases it leads to low qualification. In 2013 the unemployed with basic and lower education were 63.5% (compared to 65.9% in 2012). LTU with basic and lower education were 22.8% (compared to 24.8% in 2012). LTU with primary and lower education were 40.7% in 2012). LTU are often illiterate.
- The next factor is age. In 2013 LTU aged over 50 were 43.8% and were three times more than LTU aged under 29 who were 13.6% (LTU aged under 24 were 5.6%).
- The level of social and economic development and the structure of economics affect significantly the territorial distribution of LTU. Highest levels of long-term unemployment are registered in municipalities and regions where depopulation and economic crisis are most pronounced. In 2013 the share of LTU was greatest in the regions with population formed mainly of minority ethnic groups and mostly developing agricultural economic activities (these regions are: Targovishte – 45.8%, Kardzhali – 44.1%, Sliven – 44%, Razgrad – 43.8%, Yambol – 42.5%, Shumen – 41.4%, Lovech – 40.3%). The lowest share of LTU was registered in the capital city.

2. Overall PES strategy and approach towards integration of LTU

2.1 What are the key features of your service concepts for integration of LTU?

Working with LTU includes stimulating their active job search behavior, assisting them to integrate into the labour market, recovering their work habits and/ or acquiring knowledge and skills. LTU are one of the most disadvantaged groups in the labour market and are amongst the main priorities for employment policy. Providing employment is the key to the social and economic integration of the long-term unemployed, in order to overcome their social isolation and reduce levels of poverty. Integration of the LTU in the labour market is implemented through a variety of programmes and measures which are described below. The problem of long-term unemployment is considered in a variety of strategic documents such as the National Strategy for Reducing Poverty and Promoting Social Inclusion, Updated Employment Strategy, national Action Plan for Employment, etc.

Profiling and Group workshops

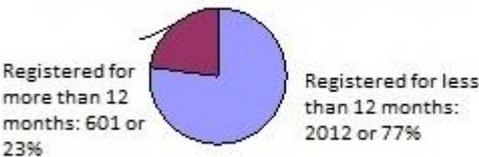
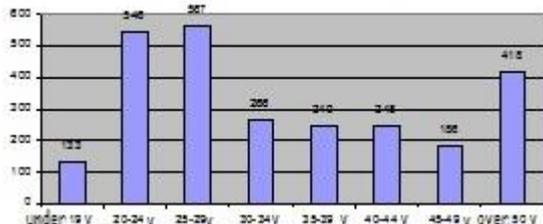
To support the long-term unemployed, the NEA applies an individualised approach based upon profiling and client segmentation. The approach divides the unemployed persons into groups to benefit from the most appropriate services for them for a certain period. Individuals are allocated to groups by the employment counsellor at the local office based on the individual qualities and needs of the jobseekers and the current demand and supply in the regional labour market..

The frequency of the interviews depends on the implementation steps in the individual plan. There is no rule regarding difference in frequency of interviewing between LTU and other unemployed - this, as mentioned above, depends on the individual plan. They could be one or two times per month or more frequent if necessary (if there are available vacancies). The interval between the interviews cannot be longer than two months. An interview lasts for 10 to 20 minutes, depending on the problems and opportunities discussed. The counselling services in 2013 were provided by 809 counsellors assisted by 450 mediators under the HRD OP project "Let's succeed together". The average monthly number of unemployed persons consulted by an employment counselor or mediator is 300-370. In the labour offices there are no counselors or mediator to work only with LTU.

For LTU and persons endangered by dropping into social isolation, an in-depth diagnostics and analysis of the reasons is performed. The method (which is named "SMART") is used to identify an achievable goal for the individual action plan for unemployed in this group. The employment counsellor assesses the problems and obstacles with the jobseeker and determines the most appropriate services for the situation. The analysis is undertaken in four areas: personal status, personal qualities, professional project/s and progress of the job search. Each question from the areas is related to "points of look-out" which are in a fifth area - "points of weakness". Information on the areas is obtained through interviews with the jobseeker where the questions already discussed are marked and notes are taken where necessary in order to identify and mark the point of risk. For convenience, the tool is configured in the NEA web-system.

In order to improve job search and interview skills, labour offices have been offering the so-called **Atelier (group workshop) service for job search** since August 2013. This is described in the box below.

Name of service	Atelier for job search
Start and end date of implementation of service	The service started in August 2013 in the regional labour offices where psychologists are hired (incl. under the NP "Activate inactive persons").
Description of the service	<p>The aim of the service is to satisfy the specific needs of the jobseekers. By participating in the Atelier, the unemployed acquire or improve their job search skills. The Atelier provides services according to the jobseeker's concrete needs as well as a quick response to the client's application. Participation at the Atelier can be offered by the employment counsellor from the point of registration or on the jobseeker's request. Depending on the profile of the registered person, the Atelier can offer a suitable job position. It also provides assistance to young people without experience in job search and interviews. It's a helpful tool for LTU who can attend not only one but a series of Ateliers with different topics. An Atelier involves 5 to 8 jobseekers and each jobseeker works on their own topic.</p> <p>The leading role at the Atelier is for a psychologist or employment counsellor with skills for managing the Atelier, who acts as a host. During the Atelier the host observes, directs and assists each participant individually and answers any questions. If more than one participant has shown interest in the same topic, group work is allowed and techniques for group consulting are used. The duration of an Atelier is up to half a work day and is different for every person. The methodology was elaborated by experts from the NEA based on the experience of the Job Clubs in the UK PES.</p> <p>The topics at the Atelier currently are:</p> <ul style="list-style-type: none"> ▪ "How to search for a job? Preparing a behaviour plan." ▪ "Constructing a personal professional project." ▪ "Documents for job application – cover letter." ▪ "Documents for job application – CV." ▪ "Sources of information about vacancies." ▪ "How to prepare for a job interview?" ▪ "How to prepare an Individual action plan?" <p>"EURES network and job mobility in Europe."</p>

<p>Outputs and outcomes of the service concept</p>	<p>From August to November 2013 490 Ateliers were held and 2 613 persons participated. 601 of them were LTU and 1 246 of them were young people aged under 29.¹</p> <p>Participants at the Atelier according to the period of registration at the labour offices</p>  <p>Registered for more than 12 months: 601 or 23%</p> <p>Registered for less than 12 months: 2012 or 77%</p> <p>Participants at the Atelier according to their age</p> 
<p>Type of assessment used to identify the outputs and outcomes</p>	<p>Monthly quantitative monitoring on the Ateliers held.</p>
<p>Key challenges in implementation of service concept</p>	<p>The unemployed persons achieve the motivation and confidence to convince the employers in their potential and be hired.</p> <p>Improving the quality of the delivered consulting services.</p>
<p>Key conditions for success in implementation of service concept</p>	<p>The quality of the service.</p> <p>Main lessons learnt:</p> <ul style="list-style-type: none"> ▪ The opportunity for every participant to choose a topic is a premise for active inclusion and stimulates the responsibility for the results achieved. ▪ Working on different topics covers the deficiency in the skills of jobseekers to be realized in the labour market. They show interest in the topics, ask questions, participate in discussions, do tests and have fruitful dialogues in order to be assisted. ▪ Jobseekers assess positively the individual approach and the time spent for working on their

¹ Details of integration rates are not currently available.

	<p>issue.</p> <ul style="list-style-type: none">▪ Working with the participants has practical aspect and meets their expectations.▪ Feedback – participants give positive reviews about the training. Most of them state that as a result of the training, they feel more confident and prepared when looking for a job and meet employers. <p>It is interesting that most of the clients prefer to work in groups and avoid the individual form typical for the Atelier. This may be a result of insecurity, stereotypical attitudes or embarrassment, unwillingness to disclose themselves to the other (unknown) participants in the Atelier.</p> <p>The service improves the skills of the unemployed for finding a job and helps the beneficiaries feel more confident when being interviewed for a job and present better to the employer.</p>
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2.1.1 PES staffing concepts for LTU

Employment services for LTU are provided by employment counsellors, assisted by 76 Roma employment counsellors and by 33 psychologists and 10 case-managers at the labour offices in regional cities. This service is described in more detail in the box below.

2.3 Successful PES service for integration of LTU

Name of service	"Activate inactive persons" National Programme
Start and end date of implementation of service	2008 – to date
Description of the service	<p>The aim of the programme is to activate and include in the labour market inactive and discouraged persons mostly of Roma ethnicity. The employment counsellors conduct informational campaigns, individual and group meetings with inactive persons and meetings with social partners, NGOs and employers' organisations to present the applications of the beneficiaries.</p> <p>In 2013 the programme was expanded. As a result of this change, 33 psychologists (previously unemployed persons – university graduates in psychology, following specialized training for working at the job centre) and 10 case-managers (previously unemployed persons – university graduates in educational, humanitarian, social, economic and legal sciences, following specialized training in social activities) were hired in the regional labour offices. Psychologists either working alone or as a part of a consulting team, provide psychological services to support and motivate the unemployed, including long-term unemployed and discouraged workers, to actively participate in the labour market. Case-managers act as an intermediary between individuals and other institutions providing social, health, education and other services, which effectively complete the mediatory services provided by the labour offices. The need for support is identified by the case managers.</p> <p>76 ethnic minority PES counsellors from the National Programme "Activating inactive persons" are responsible for working with the discouraged and inactive persons of Roma ethnicity in 64 labour offices</p>
Outputs and outcomes of the service concept	<p>As a result of the work of the Roma employment counsellors, by the end of December 2013, 12 933 additional Roma persons were registered at the local labour offices. These are persons who haven't worked for a long time or haven't worked at all, but they haven't looked for the services of the labour offices mainly due to lack of information or distrust and dejection. Following registration, 3434 of them found jobs - 1366 in the open labour market and 2068 were placed in subsidized employment and 117 were included in training.</p> <p>In 2013 the psychologists provided individual assistance to 1 097 unemployed persons. 1 238 persons participated in group forms of assistance. 672 of them were LTU). The case-managers consulted individually 1 686 persons,</p>

	700 of them were LTU). Data on integration into the labour market for this service is not available, but some of these LTU were included in employment or training for acquisition or upgrading their qualification.
Type of assessment used to identify the outputs and outcomes	Monthly quantitative monitoring on the implementation of the indicators according to the financial resources.
Key challenges in implementation of service concept	Motivating the LTU to participate in the provided services.
Key conditions for success in implementation of service concept	Increasing the number of psychologists and case-managers. Funding of the programme in order to increase the number of jobseekers placed in employment. Specialized training in the workplace and technical equipment for the newly hired.

2.3.1 Have there been any recent significant changes in your service concepts for LTU?

In 2013 the work process at the labour offices was updated which resulted in better cooperation between employment counsellors and jobseekers and more effective provision of services. The changes aimed to end the short visits by jobseekers to the local offices only to confirm the current status of unemployed which led to a serious risk of inactivity and discouraging the unemployed. Now interviews with jobseekers are focused on setting up and implementation of the individual action plan (IAP) based upon mutual obligation and the concrete steps for career development. This helps promote active behaviour in the labour market.

In order to facilitate the access of unemployed people from remote settlements, employment services have been provided through mobile PES units and remote workplaces since June 2006. A team from the labour office visits the remote workplace at least once a month based upon an agreement between the mayor of the relevant municipality and the director of the local labour office. From the beginning of 2012 the NEA has expanded the coverage of the serviced settlements. By the end of 2013, 494 remote workplaces were developed within 74 labour offices in 152 municipalities. This expansion is set to continue, and in 2014 it is planned that the number of remote workplaces will increase to 549 within 76 labour offices in 154 municipalities.

2.3.2 Is there a specific service concept for young LTU? (please focus on LTU young people not those who are inactive)

In accordance with the updated technology for the work in the labour offices, the meetings with young unemployed, including young LTU, for implementing their individual action plans are conducted at least once a month. There could be one meeting per week or even more if necessary. For the young LTU, just like for the other LTU, there is diagnostics in-depth and analysis of the reasons for their long-term unemployment. There are no specific measures for young LTU; young LTU are assisted through their inclusion in different projects, programmes and incentive

measures within the Employment Promotion Act (EPA) and in projects and programmes financed by ESF funds (HRD OP).

Young LTU can be included without restrictions in all the projects, programmes and measures for employment and training of the NEA, as long as they meet the requirements for participation. They are included in employment under the conditions of the Bulgarian labour and insurance law.

The incentive employment measures under the EPA are effective as they are better directed than the employment programmes and provide employment in the private sector with the possibility to keep the position after the end of the subsidized employment. In 2013 1480 unemployed were included in employment under employment programmes for young people and 4618 unemployed were included in incentive measures for employment of young people aged under 29.

One of the successful measures for young LTU is implemented by subsidies for employers who create part-time jobs for unemployed young people registered at the labour offices for not less than 12 months. Employers are provided subsidies for remunerations, social and health insurances (for not more than 6 months in 2013) in conditions determined by the NAPE for the year of placing young LTU. About 30% of the participants in the measure are integrated into the labour market.

2.4 Partnership working to support integration of LTU

Partners	Please name partners, nature of collaboration for coordinated service delivery and key responsibilities of partners
<p>Municipalities, youth services, family services, other social services</p>	<p>1. The NEA's remote workplaces service started on 01.06.2013. As mentioned above, a team from the labour office visit the remote workplace at least once a month based on an agreement between the mayor of the municipality and the director of the labour office. The obligations of the parties are:</p> <ul style="list-style-type: none"> ▪ The mayor provides the premises and technical equipment for the remote workplace and covers the cost of its usage. ▪ The NEA via the labour office provides the work of the team by covering the costs of all the documents necessary for the work process as well as staff costs and mission trips of its officers. <p>At the end of the year an analysis of the effectiveness of the remote workplaces is prepared.</p> <p>By the end of November 2013 494 remote workplaces were developed within 74 labour offices in 152 municipalities.</p>
<p>Career guidance services</p>	<p>The Employment Promotion Act (EPA) regulates the provision of counseling for career development. Services are provided by labour counsellors in the labour offices and consultation centres "Job" to them, as well as by licensed centres for information and vocational orientation. In 2013 10 542 persons participated in group events for vocational orientation in the labour offices and 73 583 persons received individual consultations. 999 unemployed were provided services in the licensed centres for information and vocational orientation.</p>
<p>Other social partners</p>	<p>Social partners are involved in strategic partnerships. See information below.</p>
<p>Education and training providers</p>	<p>Training providers – centres for vocational qualification and training are included in a list of approved training providers under Decree 251. An agreement is signed in order to regulate the</p>

	activities.
Health/social institutions	<p>1. Social Assistance Agency (SAA) – exchange of information about registered unemployed in order to exercise their rights to get social assistance; co-implementation of employment programmes for LTU.</p> <p>“From Social Assistance to Employment” National Programme (FSAE NP) – job placement in the area of socially useful activities in order to provide social integration of unemployed persons who are beneficiaries of monthly social welfare. The main purpose of the cooperation is to reduce the dependency on social assistance by active support for faster social reintegration of those receiving social welfares. In 2013 37 820 unemployed were included – 21 895 were on social welfares and 18 822 were LTU. The cooperation within the programme has been implemented since 2003.</p> <p>2. National Social Security Institute (NSSI) – exchange of information about the registered unemployed in order to exercise their rights to get unemployment benefits.</p> <p>3. State Agency for Child Protection (SACP) – partnership to support the professional realization of young people.</p>
Other	Various working groups for interagency cooperation; the National Agency for Vocational Education and Training (NAVET), etc.

Strategic partnerships

1. **Cooperation Council** –consists of 9 members - one representative of the regional labour office, one representative of the regional structure of the Ministry of Education and Science, one representative of the municipality and three representatives of organisations of employers and workers and employees.

Key responsibilities - performs control and monitoring of programmes, projects and measures for training and employment, as well as training for adults; observes the process of selection of employers within the incentive measures for employment and training; comments on programmes and projects of regional significance and suggests them to the Committee on Employment for inclusion in the NAPE.

2. **Committee on Employment** to the Regional Development Council is a permanent body which assists the regional governor in determining, organising and controlling the implementation of the state policy for promotion of employment and adult training at regional level.

The Committee on Employment determines the priorities of the regional policy on promotion of employment and is responsible for developing regional programmes for employment and / or adult training in accordance with the priorities of the regional strategy for development and the regional, district and municipal

development plans, as well as the priorities of the national strategic documents and the NAPE.

3. **Council to the Executive Director of the NEA** - includes two representatives of each nationally represented organization of employers and of workers and employees. It is an advisory body and supports the work of the NEA.

2.5 How do you cooperate with employers to integrate the LTU?

The EPA regulates the *incentive measures for employment and training*, directed to stimulate the employers to hire unemployed persons, on the one hand and to the unemployed themselves, on the other hand. Employers are provided funding for remunerations, health and social insurances for all the cases of hiring LTU.

Specialized teams of employment counsellors to work with employers are based in the labour offices. They contact the employers; explore and gather information on new employers in the region and initiate contacts with them; segment employers based on certain indicators; consult employers on the services provided by the labour offices; consult employers on the labour market conditions and the opportunities for selection of jobseekers by the labour offices; inform employers about the educational, qualification and age characteristics of the supplied and demanded workers; present candidates, including the LTU, proactively (without vacancies announced); accept applications for vacancies by employers and consult them on completing the forms. Employment counsellors make agreements on all the circumstances regarding the manner of exchanging information and making a selection (the selection is usually a teamwork – the counsellor makes the pre-selection among the registered unemployed, then conduct an interview together with the employer). Employment counsellors monitor the development and prospects in the labour market at regional and national level regarding the demanding of workers and prepare plans for working with key employers. Besides the representatives of the team, the directors of departments and heads of units also conduct meetings with employers.

2.6 Measures offered for LTU

Type of measure	For all LTU or a specific sub-group of LTU?	Is the measure specifically for LTU, or for a wider target group including LTU?	Brief operational description of measure	Year introduced	Year abolished (if applicable)
1. Subsidy for work placements - remunerations and/ or insurances	1.1. LTU, subgroup young people aged under 29	1.1. LTU	1.1. Incentives for the employers to place young people aged under 29 who have been registered at the labour offices for over 12 months in part-time jobs. Employers get subsidies for 6 months. The subsidy is for remuneration, insurance is paid by the employer.	1 Jan 2013	
	1.2. LTU	1.2. LTU	1.2. Incentives for the employers to place LTU registered at the labour offices for over 12 months. Employers get subsidies for 6 months. The subsidy is to cover social insurance costs.	1 Feb 2008	
2. Subsidy for remuneration and insurances	LTU	LTU and wider target group	„From Social Assistance to Employment“ National Programme – provides employment in the area of social activities for LTU in full-time or part-time jobs up to one year’s employment within the calendar year .	Sep 2002	
3. Training and subsidy for remuneration	LTU	LTU and wider target group	3.1. “Development” Scheme – provides vocational training to LTU, registered at the labour offices followed by subsidised employment for 9-12 months to 80% of the participants in the training in order to keep the status of employment, reduce unemployment in conditions of crisis and integrate disadvantaged groups in the labour market. 3.2. “Support for Employment” Scheme – provides incentives	2009	2014

			for business in the form of wage subsidies for employing vulnerable groups. Investments are made in the knowledge and skills of the unemployed individuals placed by providing training in key competences needed to adapt to the conditions of the new work place. Mentoring by the employees at the same employer is provided within the scheme.	2012	2015
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3. Successful practices in integration of LTU

3.1 Successful PES services for integration of LTU adults / young people

"Activate inactive persons" National Programme: see section 2.1.1.

"Atelier for Job Search": see Section 2.1

3.2 Successful PES / ALMP measures for integration of LTU adults/young people

Name of measure	"Development" Scheme
Start and end date of implementation of the measure	2009 - 2014
Description of the service	<p>Employers identify a need for workers with concrete professional qualifications at the labour office and the unemployed receive training, followed by subsidised employment for 9 to 12 months. The areas of training are determined by the employers – this could include word processing, sales consulting, construction and road-building, landscaping and gardening, mountain guiding, cosmetics and hairdressing, organizing of sport events etc.</p> <p>In order to deliver training with vouchers financed within the HRD OP, the NEA selects training providers in line with legal regulations. following . The approved providers sign agreements with the NEA to deliver training under the conditions within HRD OP (not only for the current project). Afterwards they are included in a list which is published on the NEA's website and are available for the unemployed to choose. The training within the project are delivered on the employer's request by providing the unemployed person with a voucher. After the completion of the training, this person is hired by the employer, who signed the agreement.</p>
Outputs and outcomes of the measure	From the beginning of the project, 59 000 persons participated in training schemes and 54 000 of them were included into subsidised employment – 11 144 of them were LTU. 30% of the participants were integrated into the open labour market at the end of the subsidised employment.
Type of assessment	<p>Monthly reporting on the key indicators for the project:</p> <ul style="list-style-type: none"> ▪ Number of persons included in training for acquisition and upgrading the vocational qualification ▪ Number of persons included in subsidised employment following training

	<p>A survey on the unemployed persons' satisfaction with the training in vocational qualification</p> <p>There are regular inspections on the implementation of the training and employment.</p>
Key challenges in implementation of measure	<ul style="list-style-type: none"> ▪ The large number of applications by employers and the limited finances for their satisfaction. ▪ The intermittent level of economic development in the regions. ▪ The low educational level of the target-group.
Key conditions for success in implementation of measure	<ul style="list-style-type: none"> ▪ Correctly selecting and orientating the unemployed according to the vacancies ▪ Satisfying the needs of the employers in order to provide employment ▪ Better funding for regions with high level of unemployment in order to include more persons in employment

"Support for Employment" Scheme

Name of measure	"Support for Employment" Scheme
Start and end date of implementation of the measure	August 2012 – January 2015
Description of the service	Supporting the integration of people mainly from vulnerable groups by providing incentives for businesses such as wage subsidies or training to the newly hired, previously unemployed on the key competences required in their new workplace. The scheme includes a mentoring component, where other employees at the enterprise are incentivised to provide mentoring to the newly hired, helping them adapt to the new working conditions. At the beginning the project was oriented mainly to municipalities and employers in regions affected by disasters and accidents, as well as municipalities with high unemployment.
Outputs and outcomes of the measure	Since the start of the project in 2012, over 25 000 persons were included in employment, 6 178 of them were LTU. The preliminary studies show that the attitudes of employers are to keep 50% of those recruited by private sector employers at their jobs after the completion of the project
Type of assessment	<p>The method of monthly reports for the implementation of the indicators of the project is used:</p> <ul style="list-style-type: none"> ▪ Number of vacancies ▪ Number of persons receiving mediation services ▪ Number of persons included in employment <p>A survey has been done on the employed persons' satisfaction with the training in the key competence areas of "Learning skills" and employment.</p> <p>There are regular inspections on the implementation of the timetables by the mentors.</p>
Key challenges in implementation of measure	<ul style="list-style-type: none"> ▪ The large number of applications by employers and the limited finances for their satisfaction. ▪ The intermittent level of unemployment in the regions of the country. ▪ The low educational and vocational level of the target-group.
Key conditions for success in implementation of measure	<ul style="list-style-type: none"> ▪ Correctly selecting and orientating the unemployed according to the vacancies ▪ Satisfying the needs of the employers from the private sector in order to provide sustainable employment ▪ Better funding for regions with high unemployment in order to include more persons in employment ▪ The mentoring element works effectively by helping the newly hired benefit from the rich work experience of the mentor. One person can be a mentor for several newly hired, which allows his experience to be multiplied.

3.3 Successful partnership working to support integration of LTU adults/young people

Name of partnership	"Glob@l Libraries"
Start and end date of implementation	September 2012 – December 2013
Description of the partnership working and what it aims to achieve	<p>The aim is better quality of services through an easier and equal access to information for the jobseekers from the small towns, who can go and learn in the libraries about the services provided by the NEA.</p> <p>The NEA provides information about vacancies, programmes and measures, project applications for HRD OP, common events with representatives of the targeted libraries, seminars and exchange of information papers.</p>
Outputs and outcomes of the collaboration	As a result of the services delivered by the libraries, 19 300 persons received job offers and one in three users successfully obtained a job in the open labour market.
Type of assessment	<p>Online research by the Glob@l Libraries on the attitudes of the users and the usability of the new services in the targeted libraries.</p> <p>Independent external assessment of the programme regarding the implementation of the targets, the effectiveness of the activities and the conclusions made.</p>
Key challenges in implementation of this collaboration	<ul style="list-style-type: none"> ▪ Delivery of the service in small towns and villages ▪ Delivery of online services ▪ Conducting of "webinar"
Key conditions for success in implementation of this collaboration	Continuing the cooperation directly with libraries and community centres after the termination of the Glob@l Libraries activities.

3.4 Successful working with employers to support integration of LTU adults/young people

Name of collaboration with employers	Job fairs
Start and end date of implementation	2006 – to date
Description of the collaboration/service for employers and what it aims to achieve	Organizing and holding general and specialized job fairs is a good practice which provides the opportunity for direct meetings between jobseekers and employers. Jobseekers can talk face-to-face with employer representatives about vacancies in their enterprises as well as provide their CVs. Employers can announce vacancies on the spot as well as to make personnel selections and agreements for placing jobseekers.
Outputs and outcomes of the collaboration/service for employers	By the end of 2013 122 job fairs were held. 53 of them were specialised for disadvantaged groups – 44 for young people, 7 for long-term registered and persons aged over 50, 2 for Roma people. The 7 job fairs for LTU and persons aged over 50 were attended by 109 employers, who announced 512 vacancies and 1 306 jobseekers - 484 of them were placed.
Type of assessment	Realization of the LTU on the labour market.
Key challenges in implementation of this collaboration/service for employer	Attracting employers who are willing to hire the LTU..
Key conditions for success in implementation of this collaboration/service for employer	Informal conditions for direct meetings between jobseekers and employers. The service works for both the employers (by giving them the opportunity to make direct selection and agreements) and the unemployed persons (who can meet the employers in informal conditions and convince them that they are proper candidates for the job).

4. Conclusions

4.1 What do you see as the main challenges in relation to delivering effective services and measures to LTU?

- Restoring work habits
- Providing employment – subsidized or in the primary labour market
- Finding employers who are willing to provide employment for LTU

4.2 What are your conclusions on what works best in relation to the delivery of effective services and measures for LTU?

- Encouraging active behavior in the labour market
- Supporting the independent job searching, recovering self-confidence – improving self-estimate
- Recovering lost skills and habits

Training followed by inclusion in employment

4.3 The Peer Review discussions, on which of the following topics would you most like to focus and what would you most like to learn from others?

Topics	Importance of the topic (scale: 1 very unimportant, 5 = very important)	What would you most like to learn from others in the topic(s) you are most interested in?
PES services for LTU	5	
PES / ALMP measures for LTU	5	
Partnership working to address LTU	5	
Working with employers to address LTU	5	