

Innovative practices in the field of Active Labour Market Policies (ALMPs) in the ETF Partner Countries

Following the ETF reports on *innovative practices* in the field of Active Labour Market Policies (ALMPs) during the Covid-19 crisis and the one on the *effectiveness* of ALMPs in crisis and post-crisis situations, this short paper provides an overview of ALMPs evidence collection from ETF partner countries with the objective to encourage transfers of knowledge and expertise and stimulate innovation in ALMPs.

The paper presents a selection of practices related to recent labour market interventions across the EU Neighbourhood and Central Asia, including financial support, active policy measures and the adaptation of public employment services' (PESs) delivery methods to the contexts of the Covid-19 pandemic and the post-crisis situation.

The selected practices have been classified according to the taxonomy used in the report on the mapping of innovative ALMPs, differentiating between the distinct categories of schemes supporting business and individuals, measures to foster employment and services adaptation to the crisis.

This collection of practices serves as a preliminary selection for the future ETF's online database concerning labour market policies implemented by the EU Neighbourhood and Central Asia countries.

Paper drafted by Michele Ronconi, Stagiaire, European Training Foundation on the basis on ETF's reports on innovative and effective Active Labour Market Policies (February 2023).

[Mapping innovative practices in the field of active labour market policies during the Covid-19 crisis | ETF \(europa.eu\)](https://www.europa.eu/etf/en/policy-practice/innovative-practices-active-labour-market-policies-covid-19-crisis_en)

[Assessment of the effectiveness of active labour market policies in crisis and post-crisis situations | ETF \(europa.eu\)](https://www.europa.eu/etf/en/policy-practice/assessment-effectiveness-active-labour-market-policies-crisis-post-crisis-situations_en)

Title	Country	Region	Short Description	Category	Source
Restructuring of public employment services	Albania	Western Balkans and Turkey	In 2020, the National Agency of Employment and Skills (NAES) was restructured at central, regional and local levels. The restructuring of all Regional Directorates and Local Employment Offices was addressed by clarifying the division of roles and responsibilities and work optimisation, to improve service quality for both jobseekers and employers. 40 employment offices were reorganised and now align their standards to the national model of employment services.	Service delivery method	ETF Albania Country Fiche 2021
Self-Employment Programme	Albania	Western Balkans and Turkey	In the frame of the Skills Development for Employment (SD4E) Programme, UNDP has designed a Self-Employment measure as an alternative way of employment generation for youth. Jointly with the Ministry of Finance and the National Employment Service (NES), UNDP has implemented three rounds of the measure, supporting young people in finding viable and skills-building routes to employment. The programme was handed over the National Agency for Employment and Skills (NAES) and is now part of the Employment Promotion Programs implemented by the Employment Offices all around Albania.	Self-employment support	Self-Employment Booklet United Nations Development Programme (undp.org)
Support programs to address the COVID-19 impact	Armenia	Eastern Partnership	To prevent a deep economic downturn, as well as to address the economic and social impact of such measures and stimulate the post-Covid recovery, the government designed and implemented a comprehensive package of 22 programs, out of which 13 programs specifically addressed the social impact of the crisis. Four support programs specifically targeted employees and/or individual entrepreneurs – none of which were existing ALMPs – and were all under the form of lump-sum assistance or support to laid-off employees and employees and individual entrepreneurs engaged in the most affected sectors of economy.	Cash transfer	ETF LMPs Report Armenia 2022

Title	Country	Region	Short Description	Category	Source
Provision of assistance to farmers through promoting seasonal employment	Armenia	Eastern Partnership	<p>The programme aims to create temporary jobs in the agricultural sector for vulnerable groups (member of: family registered in vulnerability assessment system and the vulnerability score if greater than 0, family with 2+ children, family with person(s) with disabilities, family with members who died in war, etc.). Assistance to farmers to promote the seasonal work is one of the largest ALMPs in Armenia by the number of beneficiaries enrolled – during 2018-2021 the share of total enrolled in the program makes up 28% of total number of beneficiaries.</p>	Direct job creation	Mapping innovative practices in the field of active labour market policies during the Covid-19 crisis ETF (europa.eu) ETF LMPs Report Armenia 2022
Alo Career (Alo Karyera)	Azerbaijan	Eastern Partnership	<p>Alo Career is an online support service aimed at assisting the personal and professional development of individuals during the pandemic through ensuring the availability of career guidance services for the target groups, providing the quality of services and prompt response to the request. A total of 5 webinars were held with 250 participants, 734 persons used these services, and 1 332 individual meetings were held with excellent levels of customer satisfaction rate (above 98%). The aims of the support services are: 1) career planning and goal setting; 2) selection of occupation; 3) labour market and job search; 4) providing recommendations and evaluating the preparation of resumes; and 5) providing necessary assistance in preparation for job interviews.</p>	Matching and placement services; career guidance	LMPs Report Azerbaijan 2022 "Alo Karyera" dəstək xidməti - Müraciət / Layihələr - Dövlət Məşğulluq Agentliyi

Title	Country	Region	Short Description	Category	Source
Salary Subsidy for Employers	Azerbaijan	Eastern Partnership	<p>In 2021, the State Employment Agency (SEA) together with Azerbaijan Youth Foundation (AYF) started new project of "Salary Subsidy for Employers" within the "Sustainable Youth Employment Program. The purpose of project was to reduce youth unemployment and encourage employers to hire young and inexperienced people. 50% of the salaries of young people employed under the project will be funded by the SEA and AYF. The programme targets young people wishing to learn, inexperienced, unemployed and job-seeking and aged 18-29 can attend in project.</p>	Employment incentives (wage subsidies)	ETF LMPs Report Azerbaijan 2022
Rules on organisation of self-employment	Azerbaijan	Eastern Partnership	<p>The program provides basic business training, support to prepare business plans and in-kind assets to vulnerable unemployed people to promote self-sufficiency through livelihood support and reduce dependency on public support. In the organization of self-employment of the unemployed, as a target group, preference is given to persons receiving targeted state social assistance, persons with disabilities, including children with disabilities under 18, those registered as unemployed for more than a year, persons less than two years of retirement age, unemployed released from prisons.</p>	Self-employment support	ETF LMPs Report Azerbaijan 2022

Title	Country	Region	Short Description	Category	Source
Cash transfers for informal workers	Egypt	Southern and Eastern Mediterranean	<p>During the Covid-19 pandemic, cash transfer amounts were increased by 157% through a monetary compensation offered to informal workers registering with the Ministry of Labour and Manpower. The payments were made through post offices and banks and were expected to cover almost 2 million people working in sectors such as construction, ports, agriculture, fishing, plumbing and electricity. A total of 5700 post offices, banks and schools were used as payment sites. The beneficiaries were notified via SMS with the location and time to collect their first payment, as well as given a free ATM card. This helped to avoid overcrowding and ensure the safety of beneficiaries.</p>	Cash transfer	Mapping innovative practices in the field of active labour market policies during the Covid-19 crisis ETF (europa.eu)
Employees Emergency Fund	Egypt	Southern and Eastern Mediterranean	<p>The Employees Emergency Fund was activated to provide financial aid and subsidies to employees of companies facing closure due to Covid-19, covering up to 100% of the basic salary per month. By the end of April 2020, 48 000 workers had been covered by the fund, totalling EGP 57 million.</p>	Short-time work scheme	Mapping innovative practices in the field of active labour market policies during the Covid-19 crisis ETF (europa.eu)

Title	Country	Region	Short Description	Category	Source
Coursera Workforce Recovery Initiative	Egypt Kazakhstan Ukraine Uzbekistan	-	In response to Covid-19 pandemic, governments from these countries teamed up with Coursera, a platform for online learning. This initiative provides workers who lost their job with free access to 3 800 online courses, in order to help them develop the knowledge and skills required to become re-employed.	Training	Mapping innovative practices in the field of active labour market policies during the Covid-19 crisis ETF (europa.eu); Coursera
Core Competencies trainings	Georgia	Eastern Partnership	In 2021, the SESA (State Employment Support Agency) introduced trainings in core competencies which cover following four areas: 1. Foreign languages (primarily English and German), 2. Entrepreneurship, 3. Digital competencies (creating an email account, preparing CV, applying to jobs online etc.), and 4. Personal skills (leadership, communication, presentation etc.). The target group for Core Competencies training was defined broadly as all job seekers who are registered in <i>Worknet</i> . According to SESA counsellors these courses, particularly Digital competencies, and foreign languages (mostly English and German) are extremely helpful in boosting job seekers employability. Online mode of delivery made it possible for the job seekers from remote areas (where no employment office is present) to attend the training.	Training	ETF LMPs Report Georgia 2022

Title	Country	Region	Short Description	Category	Source
State Program for Employment Promotion	Georgia	Eastern Partnership	<p>The program targets the members of social assistance recipients whose poverty assessment score falls below a certain threshold and who are considered fit to work. TSA (Targeted Social Assistance) recipients are offered 4 alternatives.</p> <p>They can: a) take up the Public Work job – usually a low or unskilled job, which does not require special training or competences on the side of the job seeker, b) apply for a regular vacancy on the open labour market, c) enrol in the short-term training-retraining course or d) formalise the existing employment relationship/economic activity status. This latter option targets individuals who are either self-employed or are informally employed by an enterprise. If the TSA recipient takes up any of the proposed four options, they are granted a grace period of four years, during which their social assistance will be kept, and no reassessment of their personal income will take place. If the TSA recipient refuses all the options then their household will be subject to reassessment during a following year.</p>	Direct job creation; training; support for the self-employed and other atypical workers	ETF LMPs Report Georgia 2022
Takaful	Jordan	Southern and Eastern Mediterranean	<p>The National Aid Fund launched Takaful, a cash transfer programme to support the most vulnerable families and in particular workers in the informal sector. According to the programme's provisions, families in need should receive financial support ranging between JOD 50 and JOD 136 to be provided for one to six months. For the first phase, the programme aimed to reach 200 000 families with JOD 27 million; the fund was granted partly by direct government support and partly by the donation fund Himmat Al Watan. The second phase of the project aimed to support 250 000 families through a total of JOD 29 million (Jordan Times, 2020). Takaful is considered the most comprehensive social protection programme in Jordan's history.</p>	Cash transfer	Mapping innovative practices in the field of active labour market policies during the Covid-19 crisis ETF (europaeu.eu)

Title	Country	Region	Short Description	Category	Source
Tadamon	Jordan	Southern and Eastern Mediterranean	<p>The Tadamon (<i>Solidarity</i>) I and II programs are work suspension allowances targeted to both work institutions covered under social security (Tadamon I) and for those excluded from it (Tadamon II).</p> <p>Tadamon I: if companies had to reduce wages by 50% → unemployment allowance of 50% of salary for 3 months (JOD 165–500).</p> <p>Tadamon II: for unregistered businesses and those whose contributions lasted for less than a year → unemployment allowance of JOD 150 per month for 3 months.</p>	Short-time work scheme	Effectiveness and innovation potential in the area of ALMPs in Jordan
State Programme of Productive Employment and Mass Entrepreneurship Development (<i>Enbek</i>)	Kazakhstan	Central Asia	<p>The <i>Enbek</i> programme aims to promote the development of the labour market in Kazakhstan through initiatives across three main pillars:</p> <ol style="list-style-type: none"> 1. providing technical and vocational education and short-term vocational training for: youth without vocational education; the unproductive self-employed; the unemployed; members of low-income families; and workers who are at risk of displacement 2. developing entrepreneurship skills and providing micro loans/grants for entrepreneurs 3. providing assistance to inactive workers in finding employment and supporting labour mobility. <p>Several upskilling and reskilling initiatives were launched alongside the development of a digital Skills Bank of the electronic labour exchange (Enbek.kz), which includes a focus on standards for several professions and free online training accessible through the platform (Enbek Business and Enbek Skills).</p>	Matching and placement services; training; self-employment support	Mapping innovative practices in the field of active labour market policies during the Covid-19 crisis ETF (europa.eu) OECD Skills Studies

Title	Country	Region	Short Description	Category	Source
Economic Recovery Package	Kosovo ¹	Western Balkans and Turkey	The Economic Recovery Package (July 2021) envisaged a comprehensive set of employment support measures, including wage subsidies for the re-employed who had lost their jobs during between March 2020 and April 2021, newly employed women, recently legalised employees, and employees with special needs. The package also included other measures such as a guaranteed employment scheme on young people (aged 18-24), a grant scheme for self-employed in crafts and coupons for IT training followed by 3-month employment support.	Employment incentives (wage subsidies); training; self-employment support	ETF Kosovo Country Fiche 2021 Economic Recovery Package
Vocational training, on-the-job training, and vocational internship	Moldova	Eastern Partnership	The National Employment Agency (NEA), in collaboration with educational institutions and employers, has implemented training programmes and on-the-job training, including for those who have lost their jobs because of the Covid-19 crisis. Vocational training was already implemented by the PES (Public Employment Services), whereas on-the-job training and vocational internships were introduced in 2020 with the new law on Employment. Vocational training courses are applied for the training of the unemployed in those trades/professions where there is a shortage on the labour market. This is determined based on the number of vacancies registered with the NEA, as well as the information provided by the Labour Market Observatory (LMO) regarding short-term labour needs. For the most, the beneficiaries of vocational training courses are women and young people.	Training	Effectiveness and innovation potential in the area of ALMPs in Moldova ETF LMPs Report Moldova 2022

¹ This designation is without prejudice to positions on status and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence.

Title	Country	Region	Short Description	Category	Source
Local Employment Partnership	Moldova	Eastern Partnership	<p>Local Employment Partnerships (LEP) are based on the cooperation of public and private partners trying to find solutions for labour market challenges in their community. The project was piloted in the Cahul region with the main goal of job creation and transition to formal employment for local people in vulnerable situations, especially young people. Based on an analysis of local labour market challenges, the LEP identified the necessary interventions that would lead to job creation and formalisation and meet local skills demand. To facilitate employment and transitions to formality, the LEP project provides advisory services for local businesses, access to credit, equipment and training, wage subsidies, fosters association building, and outreaches to vulnerable individuals.</p>	Employment incentives; training; self-employment support	<p>Mapping innovative practices in the field of active labour market policies during the Covid-19 crisis ETF (europa.eu)</p> <p>ILO Local Employment Partnership creates new jobs for youth in Southern Moldova</p>
Angajat	Moldova	Eastern Partnership	<p>Jobseekers or employers can access the portal Angajat to benefit from the free services offered by the National Employment Agency (NEA). Employers can register their company and post vacancies, which are grouped by industry and field of interest. They can find suitable candidates based on available CVs. Jobseekers have access to a personal online space, where they can develop their CV, specify their professional experience, choose the region, the desired professional field, or the employer, and then apply for the selected job or for several vacancies simultaneously. The candidate is informed by email about the successful submission of the application.</p>	Matching and placement services	<p>The National Employment Agency launches angajat.md, a portal for employers and jobseekers United Nations Development Programme (undp.org)</p>

Title	Country	Region	Short Description	Category	Source
Economy and Employee Support Program	Montenegro	Western Balkans and Turkey	Under the Economy and Employee Support Program, a subsidy for new employment was introduced for a minimum of six months for entrepreneurs and MSMEs who registered new employees. This type of scheme is highly innovative in finding new ways to support informal workers and incentivise the formalisation of informal workers in formal firms, an important challenge when transitioning to the next phase of the crisis.	Employment incentives (wage subsidies)	Mapping innovative practices in the field of active labour market policies during the Covid-19 crisis ETF (europa.eu)
Emergency Cash Transfer Covid-19 Response	Morocco	Southern and Eastern Mediterranean	A mobile payment device was used to transfer cash to workers in the informal sector. This electronic cash transfer programme was expected to reach 3 million workers in the informal sector. The speed and scale of the programme were facilitated by using a simple payment mechanism and data from the health insurance registry.	Cash transfer	Mapping innovative practices in the field of active labour market policies during the Covid-19 crisis ETF (europa.eu)
Morocco Take IT Forward	Morocco	Southern and Eastern Mediterranean	Launched in October 2020, the project aims to empower Moroccan youths by developing digital skills and helping young people to find jobs in the ICT sector. The project aims to foster inclusive economic growth and reinforce the competitiveness of Morocco's digital economy by providing demand-driven digital skills training to young jobseekers, with the aim of increasing employment opportunities in the booming ICT sector. The programme includes a mix of online digital training and in-classroom soft skills and technical training in computer programming.	Training	Mapping innovative practices in the field of active labour market policies during the Covid-19 crisis ETF (europa.eu)

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Employment and Growth of Legal Entities that create new jobs in Covid—19 conditions	North Macedonia	Western Balkans and Turkey	<p>This practice aims to support the creation of jobs in MSMEs affected by Covid-19. The measure targeted 600 jobseekers, particularly those who have lost their job due to Covid-19. At least 30% of them are young people up to 29 years old, at least 50% are women, and indicatively 2% are people with disabilities. The practice works by providing financial support to companies which create employment; grants are provided to support business development through job creation and employment of new workers. The company may use the grant to pay the salary or to purchase equipment/materials relevant to the business.</p>	Employment incentives (including wage subsidies)	Mapping innovative practices in the field of active labour market policies during the Covid-19 crisis ETF (europa.eu)
Support for self-employment-entrepreneurship	North Macedonia	Western Balkans and Turkey	<p>The programme consists of an initial assessment of interested candidates through a questionnaire, training and advisory support leading the development of a business plan, followed by an assessment and support for company registration and financing. In pandemic conditions and in accordance with the legal restrictions, it was decided that the training should not be as a mandatory part and would not be evaluated. The interested candidates had the option to attend the non-compulsory online training. The online training was conducted by UNDP, and the preparation of the business plans that started in August 2020 was assisted by the Agency for Promotion of Entrepreneurship of the Republic of North Macedonia) through a voucher system.</p>	Support for the self-employed and other atypical workers	Effectiveness and innovation potential in the area of ALMPs in North Macedonia

Title	Country	Region	Short Description	Category	Source
Changes in the PES delivery model	North Macedonia	Western Balkans and Turkey	<p>The Employment Service Agency of the Republic of North Macedonia (ESARNM) responded quickly to the Covid-19 by reducing the number of physical contacts – both among employees and between employees and clients – and to reduce office density, amongst various other tactical measures and changes. With reduced capacity, ESARNM managed to maintain face-to-face desk-based contact with clients, partially because some clients have no digital skills. Despite all the threats, ESARNM did not introduce a temporary closure of its premises to the public, and no front-desk offices were closed. ESARNM also communicated more frequently with training providers and all business partners, often remotely through different platforms. This meant bringing new and adequate solutions to protect all involved in the affected ESARNM activities. This all had positive effects on ESARNM's operations.</p>	Service delivery method	<p>Mapping innovative practices in the field of active labour market policies during the Covid-19 crisis ETF (europa.eu)</p> <p>Effectiveness and innovation potential in the area of ALMPs in North Macedonia</p>
Waqfit Izz	Palestine ²	Southern and Eastern Mediterranean	<p>The Palestinian Authority utilised the funds of 'Waqfit Izz', which gathered donations from private sector businesses and the population at large, to provide grants for vulnerable workers who lost their income as a result of the pandemic. More than 130,000 workers registered electronically for assistance. Around 40,000 workers were selected based on weights reflecting the degree to which they were affected by the pandemic; the loss to their economic sector, level of income and marital status as well as number of children.</p>	Short-term work Scheme	<p>Impact of the COVID-19 Pandemic on the Labour Market in the Occupied Palestinian Territory (ILO)</p>

² This designation shall not be construed as recognition of a State of Palestine and is without prejudice to the individual positions of the Member States on this issue.

Title	Country	Region	Short Description	Category	Source
My First Salary	Serbia	Western Balkans and Turkey	Launched in 2020, the programme My First Salary addresses youth unemployment by providing a salary subsidy grant for the first employment of high school or university graduates below 30. It is implemented through a state-of-the-art tech platform that automates the application process, approval, and matchmaking. The programme has reached 18,00 young people under the first two cycles. In August 2022, the government adopted an amended regulation increasing monetary benefits of the My First Salary programme through the allocation of more funds.	Employment incentives (wage subsidies)	My First Salary - Observatory of Public Sector Innovation (oecd-opsi.org) Impact of COVID-19 in Serbia Multi-dimensional Review of the Western Balkans : Assessing Opportunities and Constraints OECD iLibrary (oecd-ilibrary.org)
Support to micro, small, medium, and large enterprises	Serbia	Western Balkans and Turkey	As part of the policy measures in response to the COVID-19 pandemic, the government provided support to private-sector activity and employment through government payment of a net minimum wage to every employee of micro, small and medium-sized enterprises (MSMEs) for three months and two months of 60% of the net minimum wage for the same group. For larger enterprises, government payment of 50% of the minimum wage for each employee on involuntary leave for five months.	Employment incentives (wage subsidies)	Mapping innovative practices in the field of active labour market policies during the Covid-19 crisis ETF (europa.eu) Impact of COVID-19 in Serbia Multi-dimensional Review of the Western Balkans : Assessing Opportunities and Constraints OECD iLibrary (oecd-ilibrary.org)

Title	Country	Region	Short Description	Category	Source
Short-Term Employment Allowance	Turkey	Western Balkans and Turkey	In response to the Covid-19 pandemic, the Short-Term Employment Allowance (STEA) provided an allowance to insured employees for the period that they could not work, up to 3 (three) months (can be extended up to 6 months with President's decision), if weekly working hours at a workplace is reduced temporarily by at least a third of its activities are ceased completely or partially for at least four weeks, without any continuity condition, due to general economic, sectoral, regional crisis or compulsory reasons.	Short-term work scheme	Mapping innovative practices in the field of active labour market policies during the Covid-19 crisis ETF (europa.eu) İŞKUR (iskur.gov.tr)
Cash transfers for informal workers	Tunisia	Southern and Eastern Mediterranean	Two cash transfers were introduced for households working in the informal sector, the first for TND 200, the second for TND 50. Households were targeted here by checking the social security system for households registered for low-cost or free healthcare.	Support for the self-employed and other atypical workers	Mapping innovative practices in the field of active labour market policies during the Covid-19 crisis ETF (europa.eu)
Digitalisation of State Employment Service	Ukraine	Eastern Partnership	The State Employment Service simplified administrative procedures by introducing deferred formal registration (online registration subject to verification within 10 working days after the quarantine restrictions are officially lifted) and online enrolment in unemployment and part-time employment benefit programmes.	Service delivery method	Mapping innovative practices in the field of active labour market policies during the Covid-19 crisis ETF (europa.eu)

Title	Country	Region	Short Description	Category	Source
Help Nearby	Ukraine	Eastern Partnership	The web platform Help Nearby was launched to coordinate the provision of targeted in-kind social assistance and delivery of services to elderly, poor and vulnerable people based on the applications submitted online.	Service delivery method	Mapping innovative practices in the field of active labour market policies during the Covid-19 crisis ETF (europa.eu)
Anti-Crisis Fund	Uzbekistan	Central Asia	Labour market interventions were launched under the Anti-Crisis Fund (which allocated a total of UZS 10 trillion from international financial institutions and money from state budget) included support for developing entrepreneurial activity and compensation for covering interest expenses on loans.	Self-employed support	Mapping innovative practices in the field of active labour market policies during the Covid-19 crisis ETF (europa.eu)
Subsidies for expansion of community service jobs	Uzbekistan	Central Asia	Even before the crisis, the Community Service Fund under the Ministry of Employment and Labour Relations had been an important institution for carrying out state employment policy. During quarantine, the Fund received 200 billion sums for the construction and repair of infrastructure in <i>mahallas</i> across the country through public works (i.e., facilities for water supply and sewage and for health care, repair of streets and highways, repair of irrigation and land reclamation facilities, remodelling general education schools and other social facilities).	Direct job creation	Mapping innovative practices in the field of active labour market policies during the Covid-19 crisis ETF (europa.eu) Assessment of the impact of COVID-19 on the socio-economic situation in Uzbekistan: income, labour market and access to social protection (ILO)