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**“PROMOTING ACTIVE INCLUSION OF DISADVANTAGED PERSONS
EXCLUDED FROM THE LABOUR MARKET”**

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Training needs analyses for vulnerable groups of people

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Acronyms

CSOs – Civil Society Organizations
LEDP – Law on Employment of Disabled People
LAP – Local Action Plan
MoE – Ministry of Economy
RM – Republic of Macedonia
CSW – Center for Social Works
ESA – Employment Service Agency
SME – Small and Medium-Sized Enterprise
MoLSA – Ministry of Labour and Social Affairs or MLSP
MoF – Ministry of Finance
ISWSP – Institute of social work and social policy
FG- Focus Group

Definitions

Working age population - comprises all persons aged from 15 to 79 years;

Economic active population - comprises of the employed and unemployed persons (labour force).

Employed are all persons aged 15 – 79 who:

- During the reporting week have worked for money (in cash or in kind) or for profit at least one hour,
- During the reporting week were temporarily absent from work (because of illness; leave of absence; studies; break in the activity of the legal entity etc.), but were formally employed, were helping on family estate or in the family enterprise without pay.

Unemployed are the persons who meet the following three conditions:

- During the reporting week they did not work (according to the above-mentioned criteria),
- Have searched actively for a job or have taken concrete activities to find a job,
- Were prepared to accept work in the next two weeks that followed the reporting week.

Activity rate as participation of the labour force in the working age population aged 15 years and more;

Employment rate: as participation of the number of employed in the working age population, aged 15 years and more.

Unemployment rate as participation of the number of unemployed in the total labour force.

Vulnerable population include the economically disadvantaged, racial and ethnic minorities, the uninsured, low-income children, the elderly, the homeless, those with human immunodeficiency virus

(HIV), those with other chronic health conditions, including severe mental illness, and many other facing risks that are influencing their inclusion on the labor market. The vulnerability of these individuals is enhanced by race, ethnicity, age, sex, and factors such as income, insurance coverage (or lack thereof), and absence of a usual source of care.

INTRODUCTION

The Training Needs Analysis (TNA) is aiming at providing an up-to-date information and detailed analyses of the training needs of vulnerable groups of people.

This TNA is the output Activity 2.2 of Custer 2: Reinforcing the motivation participation and employability of the groups at risk of the project “Promoting Active Inclusion of Disadvantaged Persons Excluded from the Labour Market”. Specifically, the deliverable is addressing the Purpose 2: **Empower vulnerable and disadvantaged groups** and give them the skills and experience required to break down the hurdles they encounter on their journeys into long-term work and independence.

The deliverable is consisted of the Executive summary, which highlights the most crucial elements of the TNA. The next section provides a snapshot of the Macedonian Labour market, its main stakeholders and demonstrates the essence of the need of intervention in the process of employment of vulnerable people. In the next section are demonstrated current initiatives for training aiming at building the capacities of vulnerable groups of people actively included in the job seeking process.

In Section 4, are demonstrated the goals and the objectives of this TNA. In Section 5 and 6 is accented the main methodology used in collecting and processing the data.

The Section Recommendations and Training Needs Priorities is a conclusive structure which provides the crucial findings that will be solid base for the further project implementation.

Executive Summary

The Training Needs Analysis is aiming at collecting the needed information for developing the training curricula which refer to vulnerable groups of people in order to enhance their capacities for their active inclusion on the labor market.

The TNA is closely connected with the achievement of the result: The employment potential of people at risk of social exclusion will be enhanced by promoting individual pathways towards employment and by developing new services, training programmes and work placements/internships tailored to the needs of the target group.

With regards to the planning and developing the TNA, the main activities were:

- defining the methodology used and designing the action plan and its tools for delivering the TNA,
- desk research in order to have a clear image of the current capacity building initiatives, what has been implemented in the past and what are the main policies and measures aiming at social inclusion of the vulnerable groups of people,
- conducting the focus group with vulnerable groups of people,
- conducting phone interviews,
- analyzing the collected data and providing recommendations.

The main findings refer to:

- lack of support by the social services to the vulnerable groups of people and not enough exiting measures for more efficient inclusion on the labor market

- the vulnerable groups of people have lack of soft skills which are essential for their inclusion on the labor market
- the vulnerable groups of people are mainly working on the black market

The training needs that were pointed out are the following:

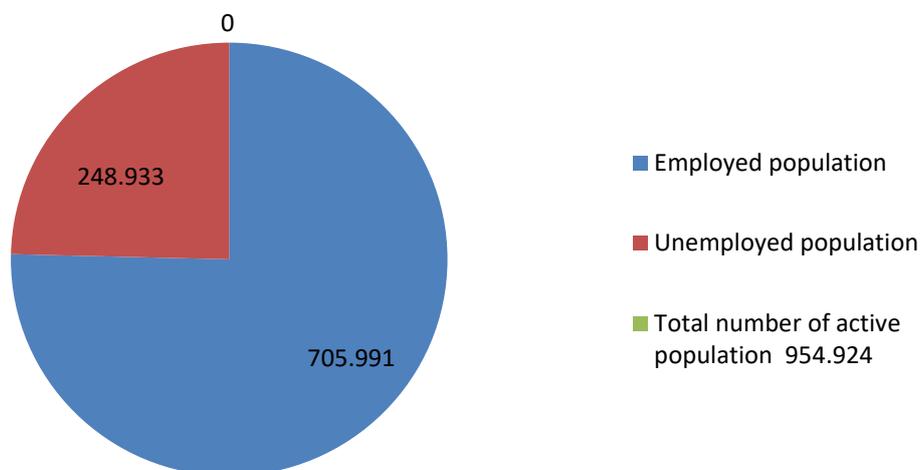
- Effective communication
- Emotional intelligence (coping with bad emotions)
- Practical know how for applying for a job
- Conflict resolution
- Mentoring process

Labour Market Snapshot

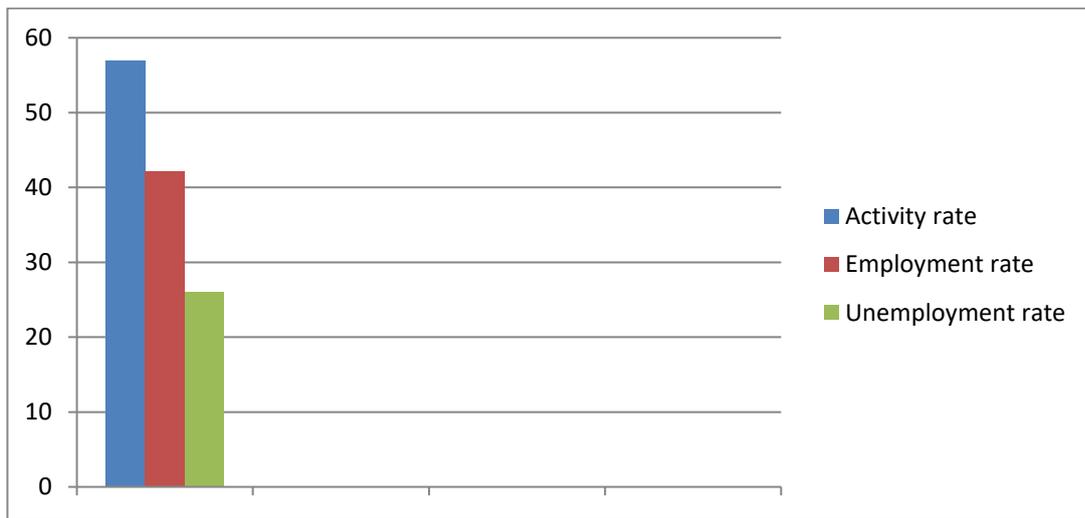
1.1 Labour Market Main Data

According to the data of the State Statistical Office, in 2015, the labour force in the Republic of Macedonia numbered 954.924 persons, of which 705.991 were employed, while 248.933 were unemployed persons.

Basic labour statistical data



The activity rate in this period was 57%, the employment rate was 42.1% while the unemployment rate was 26.1%



There is no existing data **of the employment/unemployment** rate among specific vulnerable groups but it is notable that the vulnerable people are facing with obstacles on the labour market and the employment process is harder for those groups mostly because either they are having lower educational background, or face physical disability, mental illness or are former drug users and many more differencing by the vulnerability or the social risk they are facing with.

1.2 Labour Market Legal Framework & Main Policies

The existing employment supporting measures are developed under the project “Employing Macedonia” that was announced and initiated in March 2015. This project was developed by the Ministry of social policy and labour and its main goal is to speed up the reduction of high unemployment in the country (27.3% in the first quarter of 2015) through a set of measures.

The measures are the following:

- Subventions for employers employing vulnerable groups of people.
- Self-employment program for people with disability (includes training: soft skills training, basic entrepreneurship training and business planning also includes mentorship and professional support during the administrative parts of the business establishment).
- Practical Placement for vulnerable groups (learning by doing).
- Training for deficit professions on the labour market for deaf and blind young people with the age limit till 29 years old.
- Program for Community Service work for groups that are hardly adequate for inclusion on the labor market (in order to provide simple process of learning and gradual inclusion on the labor market by part time jobs).
- Assistance in the process of employment (providing information for job offers, assistance in preparation of personal employment plan, counseling and preparation of C.V. etc).
- Services for engagement on the labor market of groups of people facing the risks of social exclusion (terrain visits by trainers, mentors etc and promoting the active measures offered by the government like self employment opportunities, training, different forms of mentoring so that the target population stays informed and expresses interest in inclusion on the labor market).

1.3 Capacity building actions

With each of the programs capacity building actions are planned and those are the following:

1. Training at known employer - This measure is directly connected with the previously mentioned one "Subvention for employment". The main specific is that the persons included in the program will be able to get training in working environment and It is created for 300 users of social assistance registered in the SEA. Training is supposed to last for 3 months and should be planned and implemented by the employer. The person included will get amount of 6200 denars per month. The right to social assistance for the users is active during the duration of the training.
2. Training at known employer (young people to the age of 29)- The main goal of this training is to develop skills directly connected skills that the employer needs from the possible employees. In this program will be included 90 unemployed young people actively searching for a job.
3. Training in working environment - The main goal of this training is to establish development of vocational skills to the unemployed persons in order to enhance the process of their active inclusion on the labour market.
4. Training in working environment with subvention employment - This program is specialized for young people till the age of 29 years and is aiming to include 100 unemployed young people registered as active job seekers which are facing difficulties in the process to be included in the labour market. The people included in the program will gain vocational skills needed for the specific employer.
5. Training for deficit professions (low qualified labour force)
 - a) The main goal of this program is to enhance the capacities of 643 unemployed persons
 - b) The main goal of this program is to enhance the capacities of 100 deaf and visually impaired persons registered in the SEA as active job seekers.
6. Training for advanced IT skills
7. Training for drivers for C and E category

1.4 Main challenges from the employment measures

The project targets five categories of registered unemployed persons. Their employment is being encouraged by incentivizing employers with tax and/or social contribution exemptions. According to relevant sources, the initial project effects are positive with around 2,500 persons being employed. In April 2015 the Parliament started the procedure for amending laws that are part of a broad reform to promote employment in the context of the “Employing Macedonia” project. Amendments are proposed to the Law on retirement and disability insurance, the Law on health insurance, the Law on compulsory social contributions, the Labour Law and the Law on employment and insurance in case of unemployment. The project targets five groups of unemployed. All of them are required to be registered as unemployed at least three months before the start of the measure. The first group of unemployed is people up to 35 years of age, who have previously been unemployed for at least three months. The companies hiring people from this group of unemployed are exempted from paying compulsory social insurance contributions as well as from personal income tax for a period of three years. The employer is obliged to keep the person employed one more year after the expiry of the tax/social contribution exemptions. The second group of unemployed includes persons between 35 and 50 years of age, who in the last 15 years have been unemployed for at least ten years. Companies hiring these people are exempted from paying compulsory social insurance contributions for a period of five years. The employer has to keep the person employed one more year after the expiry of the tax/social contribution exemptions. The third group of unemployed includes persons aged above 50. The fourth group of unemployed includes: unemployed parents of three and more children; unemployed single parents or members of single parent households; social assistance beneficiaries; children without parents and parental care; victims of family violence; disabled persons with certified 50% remaining capacity for work; professional soldiers; and parents of children with disabilities receiving the special child allowance. Employers of persons belonging to the third and the fourth group are exempted from paying compulsory social insurance contributions for a period of five years, without any further obligations. The fifth group of unemployed is persons above 58 years of age, who have been unemployed for the last two years. Employers of persons belonging to this group are exempted from paying compulsory social insurance contributions until the persons fulfill the criteria for an old age pension. There are a number of stipulated protective mechanisms related to employers, requiring the employer:

- not to have reduced the number of employees as of 15.03.2015 (except in cases of retirement or death);
- to have a record of regular payment of salaries/contributions/taxes, with allowed late payment of two months;
- in case of firing according to the Labour Law to employ another person from the same category of unemployed.

This project has a target of 20,000 persons to be employed in one year. The first persons employed under this project started work at the beginning of May 2015. According to the governmental sources, as of 20th of June 2015 this project has employed 2,470 persons, and 1,749 companies have taken advantage of the benefits offered by the project. According to the Minister of Labour, of the total number of employed persons, 793 are young adults aged 29, 824 are aged 35, 275 are between 35 and 50 years of age, 414 are over 50, 28 persons are from vulnerable groups and 136 persons are aged over 58. Official representatives of the Union of Trade Unions as well as the Employers’ organization have welcomed this project. However, some of the employers’ representatives have indicted their doubts over the project’s effectiveness. According to them, “the companies in the country have

problems related to liquidity and current maintenance, so very few of them can maintain the same number of employees and in addition employ new persons, for whom they need to secure salaries". Outlook & Commentary: It may be expected that the new social policy project "Employing Macedonia" will have only a negligible influence, and will essentially benefit newly formed private companies.

Some of its strengths include:

- High political priority;
- Emphasis on vulnerable groups of unemployed persons, which may increase the social inclusion of these categories;
- Opening of dispersed focal points throughout the country for project promotion, which may raise awareness about employment possibilities among more disadvantaged unemployed persons.

Potential weaknesses include:

- Unclear/non transparent fiscal implications of the project;
- Exclusive focus/reliance on tax/social contribution exemptions (which may jeopardize the solvency of social insurance funds and discriminate against employers who are regular tax/social contribution payers);
- Inconsistency with other reforms undertaken (introduction of mandatory fully funded pension insurance and reduction of social contribution rates), which are based on regular 5 payments of social contributions;
- Inability of employers to guarantee jobs for a period of three to five years, as a requirement for taking up these measures.

With the implementation of the project and its successful realization will be opened up new employability opportunity for the vulnerable groups as the overall action will establish social mentoring system in SWCs and ESA. The responsible organizations for the project's implementation are KMOP and Think Finance. The project is called: "Promoting Active Inclusion of Disadvantaged Persons Excluded from the Labour Market" and will provide building the capacities of the professionals for the Social mentoring model, which is highly functional Scandinavian practice in the assistance of vulnerable groups of people and will result in speeding up the process of their inclusion on the labour market.

Promoting active inclusion of people in the weakest positions on the labour market has a long time now placed a stain on policy-makers in Macedonia. Although the unemployment rate decreased in 2014 (in the first quarter of 2016 was 26.1%, last available data by the Statistical Office), it is still high. As stressed in the National Strategy on Alleviation of Poverty and Social Exclusion in the Republic of Macedonia (p.15): *"In a similar way like in other Western Balkan countries, the labour market in the Republic of Macedonia is assessed as being insufficiently inclusive, in spite of the existing legislation in the field of working relations and equal possibilities for employment. The inclusion of vulnerable population groups, that are facing with different social risks, is remaining to be a great challenge for the state, having in mind the rather high unemployment rates of these population groups"*. Unemployment mostly hits disadvantaged persons who find themselves at the margins of the labour market and society. The population groups mostly suffering are persons with disabilities whose condition renders them fit for work; former drug and alcohol addicts; victims of domestic violence; young offenders; young people who have left school early; young people without parents and parental care (18 – 26 years of age); people living in remote and rural areas; parents of street children; single parents; beneficiaries of social assistance; homeless people; other similarly disadvantaged people. Common features among the individuals belonging to the target group are their low education level and long-term unemployment. Most of them are with incomplete primary education or with

completed only primary education. Further, most of them are unemployed for a long time or employed on the black market. Their exclusion in a wider sense is 'multidimensional' and it is conditioned by the lack of security, uncertain possibilities for obtaining income and limited possibilities for real participation in the everyday life, whereas the limited accessibility to the supporting systems in the community in general, reduces their life possibilities. The consequences of their uncertain status in the labour market and in society are more evident in the smaller urban regions and rural areas, as the labour market in these regions is limited and less flexible.

1.5 Labour Market Main Stakeholders

Ministry of Economy (MoE) has overall responsibility for the national strategies for SME development, foreign direct investment (FDI), and industrial policy, particularly through its Department for Entrepreneurship and Competitiveness of SMEs, which develops legislative acts for SMEs, provides funds for start-up centers and business incubators, supports women entrepreneurship, support of business angel network, business incubators and regional business support organizations, support to SMEs in implementation of ISO and HASSP standards etc. The Department for Industrial Policy is in charge of developing industrial policy, selecting key areas for development, providing measures for increasing competitiveness of industry, clustering, etc. MoE has been the main driver for development of the National Innovation Strategy 2012-2020 and MoE will have responsibility in enabling supportive environment for the EL strategy, especially with the help of ensuring support from business sector. Ministry of Labor and Social Affairs (MoLSA) beside other standard activities, has responsibility for implementing all programs for decreasing the degree of unemployment on the national level. In cooperation with Employment State Agency and Agency for Promotion of Entrepreneurship in the 17 Republic of Macedonia, MoLSA is implementing several active measures for employment (support to the employment of young people, long-term unemployed, vulnerable group, women, etc.)

Employment Service Agency (ESA) of the Republic of Macedonia is another relevant public organization that through many active measures for employment is supporting employment of vulnerable groups of people. In the frame of program for self-employment that is jointly implemented with MoLSP, UNDP and APERM, more than 4.900 start-up businesses were created in the last 5 years.

Ministry of Finance (MoF) is the main responsible institution for ensuring national budget and required finances. Representatives from MoF will ensure coordination of the state budget within different institutions involved in implementation of the EL strategy.

Social Work Centers (decentralized units of MLSP) are supposed to provide functional connection with the ESA, in order to enhance the process of labour inclusion of vulnerable groups of people.

8. TNA Implementation

a. Methodological Approach

b. TNA Action Plan

The TNA was implemented in three main phases. The **first phase** was desk research which included, revising the previously collected data for the development of the TNA for professionals from SEAs and SWCs and it was used for gaining even better understanding on the main challenges that the labour

market in R. Macedonia faces with. In the same time strategies, governmental priorities, EU recommendations and also some smaller initiatives by CSOs were analyzed during the process.

The **second phase** included the planning and implementation of a Focus Group, which took place on 15th of September, 2016, in the premises of Public (organization that works directly with more vulnerable, marginalized groups of people) with the representatives from the target group.

The **third phase** of the analyses was phone interviews with additional representatives of the target group. The phone interviews provided higher level of assurance that during the FG have been tackled the main challenges that the target group faces with. The interviews were held by staff member of KMOP and the results of the interviews were identical with the results of the FG.

c. Revising the data from the TNA for professionals

The desk research for the previous TNA was conducted by analysing official statistical data, publications, policies and measures, population, EU recommendations, country reports, strategies and website postings of other organizations that are/were implementing projects in correlation with the employment of vulnerable groups. All the data, as in the previous TNA for the professionals, was collected and afterwards analysed with specific focus on the website content using the CARS checklist for “critical assessment” (Credibility, Accuracy, Reasonableness, and Support). The data that was valued as quality data according to the CARS checklist was taken in to consideration.

d. Focus Group Methodology

The conducting of a Focus group was the crucial part of this TNA development and was decided as the most constructive method aiming at revealing the necessary detailed information and deep insight on target group’s training needs. Needless to say that when well executed, it creates an accepting environment that puts participants at ease allowing them to thoughtfully answer questions in their own words and add meaning to their answers. It served well to get deeper knowledge about the exact training needs of the target group and also to shape the core elements of the training, in terms of logistical issues.

The process of implementation started with developing the FG methodology and afterwards establishing collaborative relations with CSOs that work directly with the target group.

The implementation of the Focus group was consisted of the following phases:

- Defining the focus group target group with qualitative and quantitative criteria
- Designing the main questions
- Establishing contacts with CSOs working with the target group
- Setting ground rules with the CSO working with widest target group
- Conducting the focus group
- Analyzing the data

i. Defining Focus Group

As in the development of the TNA for the professionals, the initial idea was that the Focus Group should be a small group of eight (8) to fifteen (15) people. The criterion of size had to be taken into consideration in conjunction with the need that the group should be large enough to generate rich discussion but not so large that some participants may be left out.

On the Focus Group with the vulnerable groups of people participated 7 people representing the target group. Of them 3 were female and 4 males. The most significant factors for a receiving a quality data were taken in to consideration and accent was put, during the preparatory process. First, the appointment of a skilled moderator- facilitator, who led the group to an open discussion. She nurtured disclosure in an open and spontaneous format. The moderator's goal was to generate a maximum number of different ideas and opinions from the participants in the time allotted.

Second, the participants formed a set of persons with different type of vulnerability in order to gain the opinion of the target group and emphasizing the wideness of the target group. That way, on the training were present homeless persons, persons with low employability qualifications which in the same time are users of social assistance, persons with minor mental disorder, persons with minor intellectual disability, single parents and Roma.

The ideal amount of time to set aside for the focus group is from 90 to 120 minutes, using more time is not recommendable as the group is not productive. Due to the specifics of the group, the starting of with the FG was a challenge as the participants were late and afterwards they had some hard times to focus and additional support by the moderator was needed. The conducted focus group's duration was 120 minutes.

The discussion was structured in a set of 3 groups of questions - topics, however the discussions was free flowing. The participants were willing to share their opinion and personal stories which helped in the process of leading the discussions and receiving highly useful data.

The main techniques used were:

- brainstorming: aiming at generating and collecting multiple ideas related to the scope of the group session.
- Metaphors, Analogies, and Similes

ii. Designing the main questions

The focus group participants were not informed about the questions in advance; they only got brief description of the topics that were discussed. The questions that were prepared were:

short and straight to the point,
unambiguously worded,
open – ended or sentence completion type,
non – threatening or embarrassing,
worded in a way that they cannot be answered with a simple “yes” or “no” answer (use “why” and “how” instead).

The three types of questions used were:

Engagement questions: introducing participants and making them comfortable with the topic of discussion, question: *what kind of claims are you faced with when you deal with the target group?*

Exploration questions: getting to the point of the session, question: *what are the main competencies and skills an employment and social welfare professional should have?*

Exit questions: checking to see if anything was missed in the discussion, question: *is there anything else you would like to add on the key aspects the future training should include it its curriculum?*

The questions asked were the following:

1) Discussion for the current status of the participants

1. How long are you unemployment?

2. Are you actively searching for an employment? How long are you searching for a job?
3. According to you, which are the reasons for your unemployed status?
4. Because of which reasons you can hardly find a job?

2) Experiences of the participants from the process of searching for a job ?

5. Have you ever been included in some of the programs/ measures for employment? Which one? How long? Are you satisfied?
6. Have you ever had an idea working on your own (from home)? Starting your own thing?
7. Have you ever been included in some training for employment skills ? Which one? Where ? (Project, support group, NGO)
8. Has someone else helped you in the job searching process? How? (which way, in terms of mentorship?)
9. What do you think is necessary or how you think that you should get ready for the job searching process?
10. Have you ever been called for job interview ? What's your experience?
11. Have you ever done CV? Has anyone showed you how CV is written ? Who ? Would you like to learn how to do it? Do you think that would help you?

3) Discussion for the availability of the participants on the focus group to be included in training

12. What are you doing in your free time? How do you spend? How much time do you have ? How busy are you during the week? How many days you could've divide for training ?
13. Would you like to learn how to better present yourself and leave better impression (CV + interview)?
14. (Do you need to learn and understand more)
 - What organization is, how does it work, what is it consisted of and what does it need?
 - What is career and how career is developed, have you ever thought of your own career?
15. Which are the important employment skills? What do you need as an information or knowledge? Would you like to work on your own or with other people?
16. Are you able to travel every day? Are you traveling alone or with company? How long can you be absent from home?
17. Do you think that that would help you to get to employment?

iii. Choosing the participants and venue organization

The process of selecting FG participants was directly connected with the establishment of contact with CSOs that are working directly with the target group by following the criteria to have a mixed socially excluded vulnerable groups of people. The organization that had the widest scope of the target group has also offered for the FG to be in their premises in order to secure the participation of the target group.

During the process of establishing contacts with CSOs, were contacted four CSOs that are working with wider target group but the chosen one demonstrated high level of collaboration and also had the most suitable group of people.

On the FG were present nine persons with different vulnerability. The educational level of the participants was combined, three participants had no educational background, four of the participants had completed primary education and two participants had completed secondary education.

They were invited according to the following criteria:

Gender: was established a balanced mixture of women and men, four females and five male.

Age: the participants were belonging on the following age range, eight were 22-37 years and one was between 50-64 years.

The date when the FG was implemented was 15.09.2016. Confirmation for their presence on the FG was secured by the CSO that works directly with them.

The timing of the FG was 12pm, as it was suggested as most convenient timing for them.

The participants were given a starting time that was 15 minutes prior to the actual start of the focus group to allow for filling out necessary paperwork, take coffee, water and settling in to the group, but still some of the participants were late the starting off with the official part was delayed for 12:30 pm. Refreshments were offered during the conduction of FG and also food was provided.

iv. Conducting the focus group

The focus group was conducted by the moderator. The moderator is social worker that has experience in working with marginalized groups of people. The moderator was facilitating the discussions, the trainer and the assistant representative from KMOP took notes.

The moderator was chosen by taking into consideration the following criteria - competencies:

- Can listen attentively with sensitivity and empathy.
- Is able to listen and think at the same time.
- Believes that all group participants have something to offer no matter what their education, experience, or background.
- Has adequate knowledge of the topic.
- Can keep personal views and ego out of the facilitation.
- Is someone the group can relate to but also give authority to
- Can appropriate manage challenging group dynamics.

With regards to the assistant moderator he did the following:

- Took notes and mind mapped the gathered propositions.
- Took attention of body language or other subtle but relevant clues.
- Run a tape recorder during the session.
- Relevant information from participants was collected in the beginning of the focus group during the getting to know each other part.

The moderator used a prepared script to welcome participants, remind them of the purpose of the group and also set ground rules with participants' inputs. She also asked them to fulfill the short compliance paper for participation in the focus group and their opinions openly. The moderator had the responsibility to adequately cover all prepared questions within the time allotted. She also had the responsibility to get all participants to talk and fully explain their answers. It was challenging to set ground rules with the group and to keep them focused, but the moderator succeeded in to doing so.

She used the following motivating questions for discussion:

“Can you tell me more about that?”

“Why do you think that is important?”

“Can you give me an example?”

Also paraphrasing and summarize long, was used to simplify complex or ambiguous comments.

The moderator remained neutral and encouraged the participants to share as much as they can relevant information for their employability status, experiences and motivation.

In a group usually some of the participants more than the others and in order to motivate everyone, specific techniques were used. This time the following strategies were used:

- Self-appointed experts: “Thank you. What do other people think?”
- The dominator: “Let’s have some other comments?”

The moderator used this strategy at least five times during the FG as it was challenging to motivate the quiet members to talk and especially the dominators and experts to stop sharing irrelevant information.

As soon as the focus group was completed, all the questions discussed (after 120 minutes) the moderator expressed his appreciation to the participants for their active involvement. Afterwards the moderator and assistant moderator debrief the participants so as to ensure that most important information is recorded and also shared the crucial conclusions with the rest of the team.

v. Analysing the data

The participants’ comments in order to be understandable and useful were boiled down to essential information using a systematic and verifiable process. Specifically, each participant’s comment/quote was assigned in a separate line on the record sheet, as well as each new thought or idea therein. Each line was labeled with the participant unique code number.

Excel database was used to enter each line as follows:

Compiling

- 1) Within excel’s workbook, one sheet per question.
- 2) Labeled three columns on each sheet:
 - One column for coding.
 - One column for the participant ID#.
 - One column for responses.
- 3) Every separate response or idea was entered in a separate line with participant ID attached. The coding column was filled in during the next phase – analysis.

Analyzing

- 1) When all comments have been entered, common categories or themes were looked across the entries for each question.
- 2) Once consensus has been achieved regarding the best categories for organizing the data, a number or letter was assigned to each category.
- 3) Then was assigned the number/ letter of the category that best fits to each entry on the sheet.
- 4) To group entries by the categories we have assigned to them was used the excel “sort” function.
- 5) For the entries that seemed inconsistent for their category, re-categorizing or adding another category was the best option. It may also be apparent that one or more categories can be collapsed.
- 6) The categories were arranged starting from those with the largest number of entries to those with the smallest.

Synthesizing

- 1) Identified category and sub-category heading titles.

- 2) Written a short paragraph summarizing findings for each sub-category
- 3) Added significant quotes to each sub-section.

9. Tools & Techniques

a. Phone Interviews Methodology

The interviews were conducted following the logic of the structure of the focus group. The same questions used for the focus group were used for the vulnerable people during the phone interview with some shortenings as the people wanted to finish up with the questioning part as soon as possible.

The interviewees had been mainly users of social assistance. The total number of contacted interviewees has been 5 and significant data has been collected out of 4, as one of the interviewees after answering 5 of the questions got uninterested to answer further.

10. Training Needs Analysis Findings

The TNA's main findings are presented according to the following categories.

a. Existing services

Four of the participants have expressed that they are not aware of the opportunities and support for employment the public institutions offer and mostly they have been helped by some CSOs with aid. The rest of them expressed their dissatisfaction from the existing services accenting that they are not designed according to their specific needs. They lack the knowledge in order to approach the institutions and ask properly for some form of assistance and also was noted that even when they had some contact they did not felt supported enough.

They need some form of an assistance in the job searching process but are also not very eager to find a job as 7 of them are already working on the black market. They would find a mentoring program very useful as most of them never had a mentor in their life. Eight of them expressed that they are feeling left out by the system and that they feel like no one cares for their specific needs.

b. Essential skills needed for employment

According to the answers of the participants it was noted that they feel like they are not able to communicate properly. This was very strongly supported by sharing some personal stories in trying to finish basic administrative tasks, like get new documents. So in many cases they were not able to communicate properly what they need exactly and had to accept what was offered.

Two participants did not know what CV is, the rest of the participants that knew what it is did not know what information it is consisted of and how it can be done. For motivational/cover letter the case was the same. So the participants are lacking the essential technical skills for applying for an open position. They could not express themselves in order to define what career means for them.

All of the present participants have never been on a job interview and mentioned that they are not

able to present themselves very nice, due to the fact that they most often “lack the words” in ordinary situations.

Being in a vulnerable position often makes them feel very bad and helpless which makes their situation even harder. Not being able to cope with those negative emotions for one of the participants was expressed as one of the hardest moments. It was noted that they really enjoy watching Turkish telenovelas and that they are very influenced by the content and are mainly learning how to behave from some of those. They have never been employed formally and if they get a job it was mentioned they would not know how to behave.

c. Technical recommendations for training

The participants expressed their interest in training structured by taking in to consideration what they exactly need in order to get included on the labour market, but still emphasized that they would not like to attend a long lasting training. Three participants mentioned that they cannot attend training that would last five days due to the fact that they need to be accompanied by a person, they are not able to travel alone. The rest of the participants agreed that they could not afford not to work for five days and the most convenient training duration would be two days.

The participants emphasized that they would appreciate if they have practical training where they would gain some knowledge that they can use afterwards.

Even when interested in to the topic they had hard time to focus, express themselves and contribute towards specific discussions so the training must be carefully designed in order to make it playful and include just essential skills that they would find useful.

Each training venue needs to be suitable for people with physical disability.

d. Other recommendations

The participants were not able to be self-critical which reflects in to addressing their problems correctly. Taking in to consideration their vulnerability, social risk they are facing and the fact that most of them never had a mentor the mentoring program would be highly useful for them. They don't know how to search for a job and the most common way that they used is just by asking someone that already works if there is available job position in the same place for them too. They are not checking the job postings but all of them are using internet and especially Facebook, so they are IT literate.

The most crucial skills that they need at the moment are the following:

- Effective communication
- Emotional intelligence (coping with bad emotions)
- Practical know how for applying for a job
- Conflict resolution
- Mentoring process

Appendix

Tools Templates

Such as:

- Stakeholder's identification tool
- Excel workbook used for data analysis (empty template)
- Focus Group registration form (empty template)

Contact Person	Organizational Position	Contact Details			Remarks
		ground phone	cell phone	e-mail	