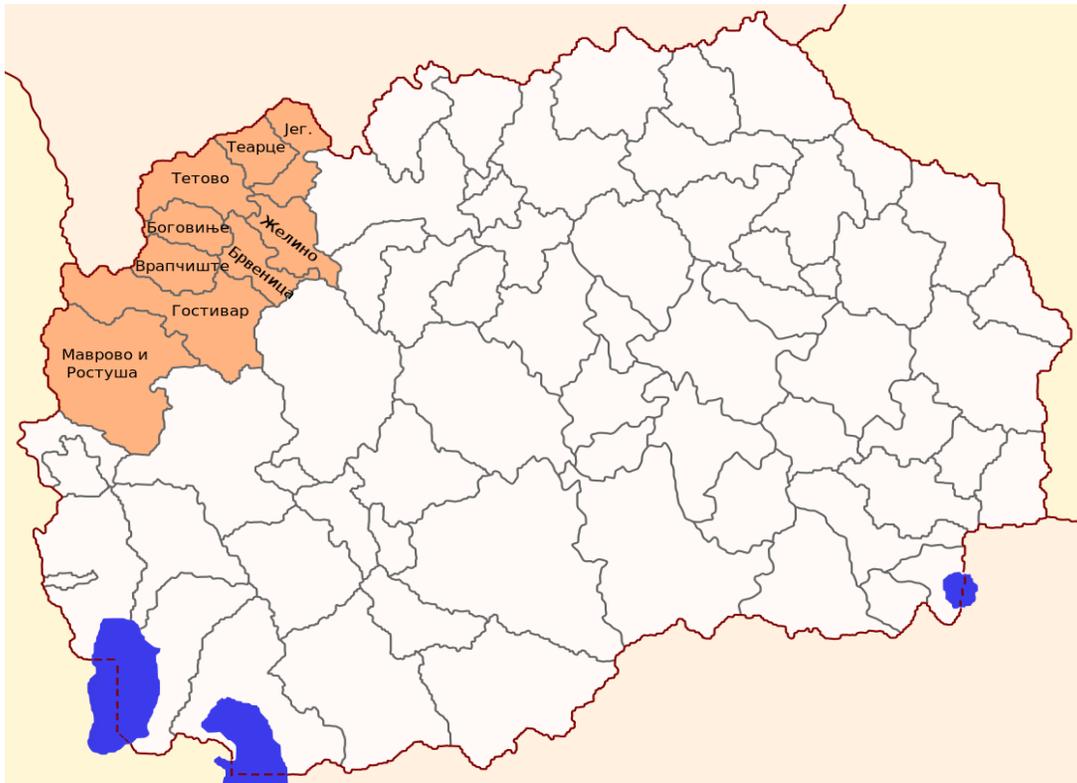


TERRITORIAL PLAN
for employment, with focus on green and digital jobs

- Polog Planning Region –



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Foreword

The making of green and digital economies are two challenges for this generation, and innovations will be key for the success of overcoming such challenges.

Climate change and environmental degradation threaten the sustainability of many economic activities around the world. At the same time, the transition toward a greener economy creates opportunities for new technologies, investments, and jobs. Digital technology and infrastructure play a key role in the private lives of people and businesses. People rely on them to communicate, to work, to advance science, and to address current environmental issues. That is why international organizations initiate as well as support the concept of green economy and digital transformation.

Skills development is one of the factors for unlocking the potential for new jobs. Timely supply of relevant and quality skills is essential for successful business transformations that foster productivity, growth, and employment development.

It is needed that these challenges are confronted at all levels – national, regional, and local – and tackling the transition processes and creating green and digital jobs¹ depends on the cooperation and coordination of all relevant stakeholders.

This report was prepared as part of the UNDP regional project "Promoting Inclusive Labor Market Solutions in the Western Balkans (ILMS II)" in order to establish the potential for green and digital economy in the Polog Planning Region and to support stakeholders in planning and implementation of activities for using the potential of the region for green and digital jobs.

¹ Green jobs are those that concern "preserving or restoring the environment", while digital jobs are those "created through the application of ICT to a new or existing activity or process".

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Abbreviations

ESA	Employment Service Agency of the Republic of North Macedonia
ABE	Active business entities
GVA	Gross value added
ICT	Information computer technology
IFA	Investments in fixed assets
TAR	Territorial "Audit" Report
RES	Renewable energy sources
PPR	Polog planning region
WG	Working Group
RNM	Republic of North Macedonia
TEP	Territorial Employment Plan
UNDP	United Nations Development Program

Introduction

The UNDP regional project "Promoting Inclusive Labor Market Solutions in the Western Balkans (ILMS II)" aims to improve the level of inclusion offered on the national and local labor markets in the Western Balkans. In partnership with the private sector and civil society, the project aims to ensure that labor market institutions at the national and local levels have improved capacities to design and implement inclusive policies and programs for individuals experiencing multiple forms of social exclusion from the labor market.

One component of the project is geographically focused on the Polog planning region and includes a series of activities to promote a green and digital economy. Based on the input data from the territorial audit, a Territorial Employment Plan was developed - a local employment action plan - which includes activities for effective stimulation of an inclusive labor market in the green and digital economy.

The Territorial Employment Pact (TEP) in the Polog region is an institutional innovation, based on a "bottom-up approach", where different actors at the regional level take on complementary and interrelated roles and responsibilities in terms of opening up employment opportunities in green and digital jobs.

TEP presents the goals and interventions that will be implemented in the coming period to create green and digital jobs and to open employment opportunities for all, with a focus on vulnerable groups.

TEP strengthens regional coordination of ongoing activities, programs and interventions oriented towards human and economic development and covers initiatives that are planned to be implemented in the community in order to focus on the creation of green and digital employment. TEP is a partnership of local stakeholders based on alignment of interests and joint action in the planned strategic directions.

TEP establishes 6 interconnected lines of support and services:

- 1) Advisory services to support entrepreneurship and businesses in taking initiatives from the green and digital agenda;
- 2) Free training for acquiring green and digital skills;
- 3) Access to finance (grants for job creation and favorable financial resources for transforming business activities);
- 4) Tax alleviations for salaries and / or training and investments for green and digital jobs;
- 5) Subsidizing salaries for green and digital jobs;
- 6) Capacity building of local stakeholders / organizations for implementation of initiatives;
- 7) Creating favorable local regulations (lower property tax and company tax for EE facilities, stimulating the e-operation of municipalities and local public institutions, funds and support programs, construction benefits for investors) for the created green and digital jobs.

One of the comparative advantages of TEP in terms of job creation is that it promotes a close partnership between the local stakeholders and the local branch offices of ministries, including Employment centers. TEP strengthens social cohesion and uses local partnerships to expand the

provision of services to the unemployed persons, especially to the vulnerable groups of the unemployed. It also takes into account that local governments and labor market institutions need to have the capacity to design, monitor and evaluate employment interventions in green and digital jobs.

The plan is organized in five chapters: *first*, it contains the selected industries to be supported with explanations of the selection method and their needs for green and digital jobs, as well as the institutions in the region and their contribution to the implementation of the TEP; *second*, the defined long-term goals and the measures proposed to achieve the set goals are presented, as well as the ways of involving other industries and occupations that will come in the future, *third*, the short-term actions to meet the needs of green companies and digital jobs; *four*, it contains guidelines for capacity building of the institutions involved in the implementation of the TEP; and *five*, it explains the system of evaluation and monitoring of the activities and the achieved results.

1. Preparatory activities for the Territorial Employment Plan

Two preparatory activities were carried out in the creation of the TEP:

- (1) Research of the relevant strategic documents for development of the region at national, regional, and local level was conducted and the relevant issues for the economic potential and the potential for doing business and employment in the region were mapped. The conducted interviews and consultations with stakeholders analyzed the relationship between institutions, businesses, and civil society organizations, relevant in supporting the supply and demand for green and digital jobs.
- (2) The territorial "audit" of the regional economic and job creation potential focused on green and digital jobs. Based on the analysis of the characteristics of the Polog planning region, the economic and business potential of the industries for regional development and employment was identified, with a focus on green and digital jobs. The assessment of the level of skills in the Polog planning region made it possible to identify the labor force gaps for greater use of the identified potential in the industries. The findings of the audit served to draw conclusions and recommendations for the preparation of the TEP.

The preparatory activities helped, on one hand, to define the industries and their needs for green and digital jobs, by occupation or by skills, and, on the other hand, to identify the institutions and their resources as support of the needs, including national support programs and donor projects.

1.1. Selected industries to be supported

The audit analyzed 19 industries according to the criteria for number of active business entities, their share in the gross value added and in the investments, potential for growth, number of vacancies and national regulations for the application of environmental standards. These criteria were complemented by available industry support programs, industry trends and the estimation of the impact that rising electricity prices will have on the industry.

The potential for employment through newly created needs for green and digital skills according to world trends is most prominent in construction, ICT sector, renewable energy sources, processing industry, agriculture and rural development, tourism (accommodation facilities and food service activities, hotels and restaurants) and waste management. The support of these

sectors opens employment opportunities in the green and digital occupations for the vulnerable groups of unemployed, young people up to 29 years old, Roma and people with disabilities):

- The potential in **construction** is in building facilities and renovation of existing facilities with lower CO₂ emissions, use of sustainable materials and energy efficiency (construction according to the standards for energy performance of buildings). These processes increase the demand for green and digital skills. Upgrading the skills of the unemployed is needed for works on facades, roofs, ventilation, heating and cooling installers, electricians, and technicians. For these occupations there is a need for upgrading the skills of existing occupations with skills in the use of sustainable materials, insulation for energy efficiency and increasing awareness of energy sustainable construction. For profiles with higher education (engineers and architects) the skills are focused on using digital tools (BIM, 3D) for sustainable design and construction.
- The **ICT sector** has a constant shortage of workers with advanced IT skills, and the need for them will increase in the coming period. This sector offers the more opportunities for young people up to 29 years old.
- The trends in the sector of **sources of renewable energy** are focused on decarbonization and energy efficiency. The lack of skills refers to the design and installation of thermal, solar, and photovoltaic panels. The strategic documents at national, regional, and local level contain projects related to the installation of thermal and solar panels in public institutions.
- The **manufacturing industry** is focused on decarbonization, energy efficiency, circular economy, guided by environmental standards, new technological processes, and the use of recycled materials. The lack of skills refers to the use of environmentally friendly materials, technologies with lower energy consumption, and waste management throughout the product life cycle.
- The **agriculture** needs to apply the standards for good agricultural practice, support for organic production and waste management. Skills development is related to the use of fertilizers and pesticides, soil, water and air protection, waste management and recycling, and agricultural waste recycling, covering higher education profiles (environmental engineers, technologists, agricultural engineers) as well as lower education profiles (general workers for fertilizer and pesticide use, and waste collection, sorting and recycling).
- The **recycling industry** is an underdeveloped sector, where most of the activities are focused on waste collection and selection, and the recycling sector is missing due to lack of recycling facilities (except for paper recycling) and therefore the selected waste is exported to other countries.
- Trends in the **Accommodation Facilities and Food Services** sector (tourism, hotels and restaurants) open up potential for digital skills in promoting and selling services, as well as skills for transforming into green facilities (hotels and restaurants) that contribute to the protection of the environment. The potential lies in waste management skills and the introduction of renewable energy sources

Based on the following criteria, eight industries were selected (according to the national classification of activities for which official statistics are available) to support TEP and the

necessary skills were identified according to the identified trends in the transition to green and digital economy, strategic documents on national, regional and local level and consultations with stakeholder in the region on green and digital skills.

Table 1 Selected industries to be supported and green and digital skills needs

Industry	Green skills	Digital skills
1. Agriculture, hunting and fishing Active business entities ABE 182 GVA 12.8% IFA 2.6% Annual growth 0.5 %	1. waste management 2. RES maintenance and energy efficiency 3. organic production <i>In the long run</i> soil and water conservators; water and water resources specialists, wastewater engineers, agricultural meteorologists;	1. Internet promotion and e-commerce of agricultural products <i>In the long run:</i> smart digital devices for regulating water and plant fertilizers
2. Manufacturing industry² ABE 1132 GVA 14.3 % IFA 22.7% Annual growth 0.3 %	4. Use of environmentally friendly and recycled materials 5. Keeping technologies with lower energy consumption, 6. Waste selection and disposal 7. Energy Manager Using RES <i>Long term:</i> introduction of circular economy	2. Internet promotion and sales, sales through mobile applications, IT systems and equipment maintenance, web designer 3. Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), 4. Computer system security 5. Digitalization in production <i>In the long run:</i> introduction and maintenance of automation and robotics of the production process, Cutting templates in CAD
3. Energy supply, Renewable energy sources ABS 16 GVA 14.3 % IFA 22.7% Annual growth 0.3 %	8. Installation of solar and photovoltaic panels, thermal pumps, biomass 9. Having a RES technology	6. Use of BIM software for RES installations
4. Construction ABS 905 GVA 7.1 % IFA 54.2% Annual growth 12 %	10. Construction technician (insulation) Facade, windows and doors, Roofing, Plaster, Heating 11. Cooling and ventilation, HVAC	7. Use of BIM software in design and construction.
5. Wholesale and retail³ ABS 2858 GVA 20.4 % IFA 6.2% Annual growth 5 %	12 .Energy efficiency and RES / operator / manager	8. Using digital tools for inventory management

² Data on GAV, IFA and annual growth from MAKSTAT are aggregate for the manufacturing industry and energy supply

³ Data on GAV, IFA and annual growth from MAKSTAT are aggregate for industries shown under counts 5, 6 and 7

Industry	Green skills	Digital skills
Repair of vehicles, motorcycles, personal items and household items	13. Repair of hybrid and electric vehicles	9. Vehicle Dispatcher Use of GPS.
7. Hotels and restaurants	14. Energy Manager 15. RES Operator 16. Waste selection and disposal	
8. Information and communication ABE 113 GVA 1% IFA 1.6 % Annual growth 35 %		10. Developer, 12. System Administrator 13. Marketing agent 14. Web designer 15. Graphic designer

Estimates of the green and digital skills needs in selected industries are based on the number of vacancies available as a difference between the skills required and those offered on the labor market. Although the ESA does not list the requirements for green or digital skills in its announcements for vacancies, these are still taken as a basis for predicting the gap for the required workforce based on the estimates from the report on green and digital jobs for and the needs of upgrading green and digital skills occupations. The estimated number of needed employees in the region for the skills of Table 1 is:

- Agriculture in the medium term (3 years) will need 300 workers per year, due to the introduction of the mandatory standard for good agricultural practice.
- The manufacturing industry will need 2,000-2,500 workers in the medium term for the skills in Table 5, because of rising energy costs and the application of B environmental permits, as well as the average GDP growth in the industry in the region⁴. Among the most sought-after occupations are mechanical engineer for maintenance of technological processes, RES manager and operator, and automation and engineer and technician for automation and robotics engineer and introduction of new technologies using environmentally friendly materials.
- It is estimated that the renewable energy sources in the medium term will need 100-150 workers per year, due to the orientation of companies, public institutions, and households to use RES, which will increase the demand for workers by companies in this industry (installer of solar and photovoltaic panels, thermal pumps, biomass).
- In the medium-term, the construction sector would need 1,000 workers for green and digital skills, due to the announced investments for renovation of public buildings in the municipalities⁵ and construction of about 500 apartments per year⁶ in the region (construction technician, heating and cooling installer, energy controller, architect / engineer with skills for using BIM);
- The gap in the wholesale and retail trade is 500 workers in the medium term.
- Repair of vehicles and motorcycles, there is a gap of 100 workers in the medium term

⁴ A possible solution to the lack of skilled labor is the introduction of automated technological processes and robotics to achieve growth of the company

⁵ National Energy Efficiency Plan (2020-2022), p. 42

⁶ MAKSTAT database

primarily for maintenance and repair of hybrid and electric vehicles;

- Hotels and restaurants will need 300 workers in the medium term for the skills of Table 1 energy manager, RES operator and waste selection and disposal
- Information and communications, there is a need of 400 workers in the medium term.

The selection of occupations by industries will be defined after the discussions on the TEP proposal.

1.2 Regional and local institutions and resources for employment support

The Territorial Audit Report presents the national programs and measures for employment support (Operational Plan for active programs and measures and services on the labor market, Competitiveness, Innovation and Entrepreneurship Program of the Ministry of Economy and the Agency for Promotion of Entrepreneurship, Tourism Development Program, Programs for Rural Development and IPARD, Fund for Technological Development and Innovation), credit lines of the Development Bank of RNM and donor projects that support green and digital jobs.

The analysis of the potential for green and digital employment also covered the institutions that are relevant at regional and local level.

At the regional level, the institutions for support of economic development and employment are:

- *The Center for Development of the Polog Planning Region* defines medium-term goals and priorities in the five-year development program and implements projects for support of development in coordination with the relevant stakeholders in the labor market; Their resources are the Business Center, the enterprise database and the human resources for communication with businesses concerning the involvement in the processes of green and digital economy;
- *The regional centers for support of entrepreneurship in Tetovo and Gostivar* provide services to the business sector in order to improve the level of competitiveness and innovation. As accredited centers for the ESA voucher system, they can issue these vouchers and direct some of their resources (staff and accredited consultants) to the goals and actions of the Territorial employment plan.
- *The Chamber of Commerce of Northwest Macedonia* as an association of companies coordinates the needs and interests of its members to improve their positions on the market. Its resources include the database and communication channels for involving its members in raising awareness on the need for green and digital jobs.

The cooperation at regional level of these institutions is mainly in defining and adopting strategic documents for the region. Of course such cooperation can be improved by upgrading the capacities for use of resources in the adoption and implementation of TEP.

At the local level, the relevant institutions to support the demand and supply of green and digital skills are:

- *Municipalities* influence the support of employment with adopted strategic documents and annual programs for local economic development as well as with local plans. Their resources are the municipal budget and the relationships with donors to which they can

apply with projects to support local and regional processes for green and digital economy. Given that the region is also funded by EU cross-border cooperation programs, municipalities can develop projects and provide funding for TEP activities.

- *The Economic and Social Councils* in Tetovo and Gostivar, are composed of municipal representatives, trade unions and employers who are responsible for proposing local policies and adopting plans to support employment in the municipality.
- *The local Employment centers* within the Employment Agency are mostly focused on supporting the supply of skills; the employment measures for green and digital skills depend on how they fit into annual operational plan for employment. The resources that can be used for TEP include information on measures and opportunities to use the measures, companies the unemployed persons covered with the TEP on an annual basis.
- *Civil associations* are focused on specific target groups and some of their activities include employment support: Youth Resource Center Gostivar (support for youth employment); Community Youth Center (career counseling and youth employment), ETIKA Gostivar (women), Association for Democratic Initiative ADI Gostivar (vulnerable categories of unemployed); SONCE Tetovo (employment of Roma). Their resources are found in their experience in training and mobilizing unemployed people in the planned activities.
- *Businesses* are involved in proposing local policies and programs. Their resources are participation in financing green and digital skills training, investing in job creation and introducing new technologies.
- *Training providers* are those institutions that provide training for green and digital skills. The resources of the formal secondary vocational education are the vocational education curricula related to green or digital jobs. In the non-formal education there are seven accredited curricula from the Center for Adult Education at the regional level that are related to green and digital skills. Their resources are staff and experience in delivering adult training programs.

The cooperation of the relevant institutions at the municipal level is more focused on communication and exchange of information and experiences, and less on joint implementation of projects. Upgrading of their capacities would enable better coordination and greater utilization of their resources for the implementation of the TEP, as well as their active participation in the territorial partnership for employment.

2. Objectives of the Territorial Employment Plan

Based on the recommendations from the "territorial audit" for the potential of the region and its employment opportunities, TEP defines four long-term goals for a period of five years towards supporting the green and digital agenda of the companies from the Polog Planning Region:

- (1) Establishing partnerships to mobilize stakeholders in fostering development and green and digital employment;
- (2) Supporting sectors with growth potential for green and digital transformation of their operations;
- (3) Strengthening the capacity of the institutions to provide qualified staff for green and digital jobs;

- (4) Creating opportunities for social inclusion of vulnerable groups through training and employment in green and digital jobs.

2.1. Establishing partnerships to mobilize stakeholders in fostering growth and green and digital employment

Utilizing the potential of the region for accelerated economic development and creating employment opportunities requires the application of a **bottom-up approach** to mobilize stakeholders in promoting growth and employment. The implementation of the bottom-up approach would include building partnerships among regional, local and relevant national institutions, establishing communication and coordination in the implementation of the TEP and applying a system of monitoring and evaluation of the implemented activities and the accomplished results.

The following measures are proposed towards the achievement of such an objective:

Measure 2.1.1: Establishment of a partnership at horizontal level for implementation of the strategic priorities of the region and the municipalities as support of green and digital jobs

With this measure two activities will be implemented:

A.1.1 Formalized pact / partnership of relevant stakeholders (region, municipalities, businesses, financial institutions, NGOs, formal and non-formal educational institutions and other relevant stakeholders) for the adoption and implementation of the TEP as a contribution to the green and digital agenda and the creation of green and digital jobs;

1.2 Establishment of a Working Group with an appointed Coordinator, which implements, monitors and evaluates the TEP

Participants: The working group will consist of representatives of the institutions from count A 1.1.
Duration of the activity: 3 months.

Stakeholders: Center for Development of the Polog Planning Region, municipalities of Tetovo and Gostivar, SEE University, private companies, NGOs, branch offices of ministries, employment centers.

Types of support to be provided by TEP:

- Trainings for raising the awareness on green and digital economy, organized by representatives of competent ministries and donor support programs (trends, national regulations, the need for transformation)

Resources: From municipalities (municipal premises, refreshments).

Measure 2.1.2. Capacity building of the working group

This measure aims at building the capacity of the WG's members for communication and coordination in order to involve more institutions and companies in the planned activities.

Participants: members of the working group (5-7). *Duration of the activity:* 3 months.

Types of support to be provided by TEP:

- Capacity building trainings for the members of the WG for planning and implementation activities at the local level.

Resources: SEE University.

The result of these activities should be an operational plan for the implementation of the TEP on an annual basis. Namely, once a year there will be a definition of the scope of resources to be allocated by regional and municipal institutions and the coordination of enterprises for applying for national programs and donor projects.

As part of this object once a year an analysis of other industries and their needs for green and digital jobs will be conducted, as well as monitoring of occupations that will appear as new due to the transformations toward green economy and digitalization. The assessments will also include occupations from other industries as determined necessary by the companies.

2.2. Supporting industries with growth potential for green and digital business transformation

This goal includes the employing of resources of the regional and municipal institutions to support the selected industries.

The Development Center of the Polog Planning Region, through the business center will communicate with the companies from the selected industries (from 20 to 40 companies per year) and will coordinate them for their involvement in the planned activities.

The municipalities through their LED offices will plan their contribution to the realization of the plan. It is proposed that the municipalities of Tetovo and Gostivar allocate budget funds as follows:

- In LED programs, a budget of 10,000 to 15,000 euros to support companies for costs for preparation of applications, participation in events for new technologies / materials;
- The programs of the Economic and Social Councils should be supplemented with activities for organizing meetings with companies and promoting the green and digital agenda;
- Sectors for social activities - in the Annual Education Program to provide a budget for the development of curricula for selected occupations, which would support secondary vocational schools and training providers to deliver training for various occupations.
- The Public Procurement Department in the municipality will select the annual procurements that will support green and digital jobs and will determine criteria for selection of bidders who have green and digital skills (reconstruction of buildings, installation of solar and photovoltaic panels, maintenance of public areas, etc.). So, the companies will be encouraged to hire workers with green and digital skills.

The SME Support Centers in Tetovo and Gostivar will direct some of the vouchers from the program of the Agency for Support of Entrepreneurship for advice and consulting services for companies concerning opening green and digital jobs, as well as for writing applications for using funds from the programs implemented by these two SME centers.

The secondary vocational schools (Tetovo and Gostivar) will upgrade their curricula for technicians (mechanical, electrical, computer, traffic, construction) with the necessary green and digital skills.

Non-formal education institutions will develop programs for verification and delivery of training for employees in companies from selected industries.

The State University of Tetovo and the SEE University will identify the study programs that are most needed for green and digital jobs and will upgrade them according to the needs of companies. As part of their regular activities, they will promote short programs and courses for acquiring green and digital skills.

The *NGOs* will promote the available training programs for green and digital jobs to the target groups that are subject to their action.

The Youth Resource Center will upgrade its career counseling and employment services for young people in the region to meet the needs and specifics of green and digital jobs.

The Employment Centers in Tetovo and Gostivar will promote employment measures and programs aimed at green and digital skills and at employments for a larger number of companies / beneficiaries in the region at annual level.

These activities will enable the implementation of the following measures:

Measure 2.2.1 Allocation of budgets to municipalities to support TEP

This measure will allocate resources to assist 80-90 companies at the level of Polog region with support in a form of advice, identification of training for employees, application of donor programs and participation in events for the use of new technologies and materials in their operations.

This measure will be defined on an annual basis and its implementation will be in the competence of the LED sector.

Measure 2.2.2. Support for entrepreneurial initiatives towards job creation

The measure will enable the determination of the annual needs for workers and the types of support needed, as well as the support of entrepreneurial initiatives in the region. with a special focus on regional leaders in employment (Vezeshari, Focabo, Faizi, Lear, Glassflex, Ki-El, I-Netting Plus, Univarzeler, Veneta Manufaktur, Renova, Nord Energy Group, Mlin Balkan, Edinstvo, Zhitopole, Karnem, Dairy Hit and others).

Based on the identified needs of the companies they will be provided with advice on restructuring and job creation, as well as support for applying for adequate programs.

This measure will be implemented annually and will enable monitoring of the needs of enterprises and targeting the types of available support for accomplishing synergy among the municipal budget funds and human resources of the Business Center of the Polog Planning Region and SME Support Centers on one hand, and employment measures (growth of legal entities, internships, wage subsidies) and measures from the Competitiveness, Innovation and Entrepreneurship Program, the Fund for Technological Development and Innovation on the other hand.

Measure 2.2.3 Training for green skills

The green skills trainings are offered according to the expressed needs of companies for profiles with higher education and occupations with lower qualifications.

The measure should meet the identified needs from the territorial audit for the estimated number of required workers by industry.

Energy Manager

The industries that have expressed their need for this occupation are: the manufacturing industry, wholesale and retail, and hotels and restaurants. The training is intended for engineers and technicians, primarily from the category of young unemployed persons and existing employees in companies.

The training programs will be developed by the Secondary Vocational Schools in Tetovo and Gostivar, as an upgrade of their curricula. The trainings will be organized in groups of a maximum of 10 participants, for at least 30 participants per year.

The training will be combined with the employment measures (professional trainings for demanded occupations).

Building skills for operating with environmentally friendly and recycled materials

There are no curricula for this training. Therefore, it is proposed that such curricula be developed in cooperation with secondary vocational schools and institutions for non-formal education. These skills are intended for the manufacturing industry, wholesale and retail and tourism, and will be organized in groups of 10-15 participants, for at least 20 unemployed persons per year.

The training will be combined with the employment measures (professional trainings for demanded occupations and training for a known employer, internship and salary subsidy).

Maintenance of technologies with lower energy consumption

There are no curricula for this training. Therefore, it is proposed that such curricula be developed in cooperation with universities, secondary vocational schools and institutions for non-formal education. These skills are intended for the manufacturing industry, and will be organized in groups of 10-15 participants, for at least 20 unemployed people per year.

The training will be combined with the employment measures (professional trainings for demanded occupations and training for a known employer, internship and salary subsidy).

Waste selection and disposal

There are training programs for this training. They are intended for agriculture, manufacturing industry, tourism and wholesale and retail.

The trainings will be organized in groups with a maximum of 10 participants, for at least 30 participants per year.

The training will be combined with the employment measures (professional trainings for demanded occupations and training for a known employer, internship and salary subsidy).

Installation of solar and photovoltaic panels, thermal pumps, biomass

For this training there are verified training programs from accredited adult training organizations. It is intended for the needs of companies for installation of RES.

The trainings will be organized in groups with a maximum of 10 participants, for at least 30 participants per year.

The training will be combined with the employment measures (vocational trainings for required occupations and training for a known employer, internship and salary subsidy) and the Competitiveness, Innovation and Entrepreneurship Program of the Ministry of Economy (co-financing of costs for procurement and installation of photovoltaic panels).

Construction technician (insulation)

The construction sector has expressed the need for this occupation. The training is intended for construction technicians, primarily from the category of young unemployed persons and existing employees in companies.

The training programs will be developed by the Secondary Vocational Schools in Tetovo and Gostivar, as an upgrade of their curricula. The trainings will be organized in groups with a maximum of 10 participants, for at least 30 participants per year.

The training will be combined with the employment measures (professional trainings for demanded occupations) and the measures from the National energy efficiency plan (2020-2022) for renovation of public buildings towards being energy efficient.

Measure 2.2.4 Digital skills training

Digital skills trainings are offered according to the expressed needs of the companies.

The measure should meet the needs identified in the audit for the estimated number of required workers in industries with employment potential.

Digitalization of production

In the Republic of North Macedonia organizations that offer trainings to adults organize trainings for digitalization of production. The training covers the approach to the process of digitalization, assessment of the needs of the company according to the industry in which it operates and application of digital solutions according to the identified needs.

The training is intended for the manufacturing industry, tourism and agriculture, and will be organized in groups with a maximum of 10 participants, for at least 30 participants per year.

The training will be combined with the employment measures (vocational trainings for demanded occupations and training for a known employer, internship and salary subsidy) and the Competitiveness, Innovation and Entrepreneurship Program of the Ministry of Economy (co-financing of costs for digitalization of production projects in the manufacturing industry).

Skills for using BIM software in design and construction.

In the Republic of North Macedonia organizations that offer trainings to adults organize trainings for use of BIM software in design and construction. This training will be the responsibility of the SEE University, as organizer of this type of training, and provider of the necessary equipment.

The training covers the approach to the process of digitalization of the work executed by architects and engineers, and is intended for construction companies. It will be organized in groups with a maximum of 10 participants, for at least 30 participants per year.

The training will be combined with the employment measures (vocational trainings for demanded occupations and training for a known employer, internship and salary subsidy) and the Competitiveness, Innovation and Entrepreneurship Program of the Ministry of Economy (co-financing of costs for digitalization of production projects).

Cutting templates in CAD

The training will be the responsibility of the SEE University, as organizer of this type of training, and provider of the necessary equipment. It is intended for companies in the textile industry, and will be organized in groups with a maximum of 10 participants, for at least 30 participants per year.

The training will be combined with the employment measures (on-the-job training, internship and salary subsidy) and the Competitiveness, Innovation and Entrepreneurship Program of the Ministry of Economy (co-financing the costs for procurement of training equipment).

Marketing agent

For this training there are training programs offered by organization for training of adults in the region. The training will be the responsibility of the Netting International of the SEE University, which is the provider of this type of training, and the necessary equipment.

The training covers techniques for internet promotion and sales, for participants with secondary and higher education, and is intended for companies in agriculture, manufacturing industry and tourism. It will be organized in groups with a maximum of 10 participants, for at least 30 participants per year.

The training will be combined with the employment measures (professional trainings for demanded occupations and training for a known employer, internship and salary subsidy) and projects of the Fund for Innovation and Technological Development.

Measure 2.2.4 Trainings for new industries and new occupations and skills

This measure will provide monitoring of the needs of the industries in the region that are not in the selected eight, as well as new solutions for green and digital skills.

The measure is needed to provide access to expertise on trends in new technologies, materials and green products, application of circular economy, use of artificial intelligence, automation and robotics, Enterprise Resource Planning (ERP), Customer Relationship Management (CRM) , Computer security system, as well as grasping the occupations that will emerge as a result of these new technologies.

The needs for these skills will be monitored by the Working Group for implementation of the plan, and activities will be planned annually for the mobilization of the expertise and trainers for the identified needs of companies from all industries in the region.

2.3. Strengthening the capacity of institutions to provide qualified staff for green and digital jobs

The activities stipulated for accomplishment of this objective are created as a response to respond to the identified needs of enterprises for trained workers.

Measure 2.3.1 Support to the institutions for formal and non-formal education in the creation of curricula

The measure should provide support from the municipalities (education department) for the institutions for formal and non-formal education in their preparation of curricula and the municipalities should make available their resources for organizing such trainings.

The support will consist in providing expertise for the preparation of the curricula and participation in the costs for their verification, which would be financed by the municipalities in the region Polog.

This measure will increase the volume of programs for companies and increase the number of trained persons in green and digital skills.

Measure 2.3.2 Support for the preparation of capacity building projects

The measure is implemented by the Working Group for TEP, and is financed with funds from the municipal budgets, in order to provide support to the educational institutions for the development of projects for access to EU funds, mostly for the Erasmus + program and for implementation of projects with partners from developed countries from the EU for transfer of knowledge and for green and digital skills programs. The projects will provide access to knowledge about the occupations and skills that will emerge as a result of the development of new technologies and materials.

This measure will also provide coordination with the municipal authorities for participation in the calls from the Cross-Border Cooperation Programs with Albania and Kosovo.

2.4. Creating opportunities for social inclusion of vulnerable groups through training and employment in green and digital jobs.

This objective ensures greater involvement of NGOs in the development and implementation of training projects for their target groups for green and digital job.

The resources for implementation of the measure are the budget lines of the municipalities planned for financing the activities of the NGOs.

Measure 2.4.1 Support for green job projects involving unemployed persons from vulnerable groups

With this measure in the budgets of the municipalities, the funds for financing the NGOs will be allocated for NGO projects in which the unemployed persons from vulnerable groups are included.

Once a year, these funds will be allocated to NGOs for projects that include raising awareness of the green economy and digitalization, organizing trainings for unemployed people from vulnerable categories and connecting them with companies in need of workers.

Measure 2.4.2 Involvement of the NGO sector in promoting the potential of the region

The measure will be implemented by the Working Group for TEP, with funds for local economic development provided by the municipalities and will include planning activities by NGOs to promote the region, industries, tourism potential, natural and cultural values, events, etc.

The measure will enable synergy of activities and resources of institutions, businesses and NGOs in promoting the region to tourists, investors and entrepreneurs.

3. Short-term actions to meet the needs of companies for green and digital jobs

The initial, short-term activities in the TEP are: signing a Memorandum of Cooperation, appointment of a coordinator, formation of the working group and preparation of a detailed plan for the implementation of the TEP, which lead towards the achievement of objective as per count 2.1.

The plan envisions short-term actions to swiftly meet the current needs of companies for green and digital jobs. These would be the first activities from the established partnership for the implementation of the TEP.

3.1. Creating green and digital jobs and employments

Action 1. Creating jobs for construction, RES and the manufacturing industry

This action will support companies in creating green jobs by offering advice for introducing green business processes (use of environmentally friendly materials, introduction of environmentally friendly products, waste treatment) and financial assistance for equipment and raw materials.

Proposed intervention	Advice and a financial grant of 8,000 euros per job (this is a measure for fostering the growth of legal entities) in construction companies, companies that install RES and companies from the manufacturing industry for opening green jobs.
Location	Municipalities of Tetovo and Gostivar
Potential beneficiaries	Construction companies, RES installation companies and companies working in the manufacturing industry
Duration	A total of 9 months 1-2 months support per company
Type of support provided	<ul style="list-style-type: none"> - Advice for introducing green products, provided by the SME Support Centers through the voucher system - Financial support through ESA, the measure is “Growth and Employment in legal entities” (measure 2.2) and measure 8 “Job creation through green investments” from the OP2022
Starting position	- Measure “Growth and Employment in legal entities” (measure 2.2) from OP2022
Indicators	Number of companies that used the grant for green jobs, sustainability of the newly created green jobs for a period of 2 years.
Annual target	<ul style="list-style-type: none"> - 20 construction companies, 20 companies installing RES and 20 companies from the manufacturing industry used the grant for green jobs - 60 persons employed

Stakeholders involved in the implementation	WG, Employment Centers in Tetovo and Gostivar, Support Centers for SMEs Tetovo and Gostivar.
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Sequence of activities

- Setting criteria and selecting companies for cooperation
- Giving advice for green jobs
 - o Selection of occupations: construction workers to work with environmentally friendly materials, installers of solar and photovoltaic panels, general workers for waste selection and disposal.
- Application of the measure in ESA
- Use of a grant of 8,000 euros
- Employment of candidates for the created jobs.

Action 2. Green skills training for construction workers

The most sought-after green jobs are in construction: general workers, plasterers and facade workers. This action supports the unemployed persons to acquire the necessary skills through ESA measures for vocational training.

Proposed intervention	Training of unemployed persons for green jobs in construction.
Location	Municipalities of Tetovo and Gostivar
Potential beneficiaries	Unemployed persons from the ESA records
Duration	6 months
Type of support provided	<ul style="list-style-type: none"> - Information on ESA measures (Employment Centers in Tetovo and Gostivar, SME Centers, Youth Resource Center, NGO) - Specialized training for a known employer - Salary subsidy - Projects identified in the audit (SEetheSkills)
Starting position	<ul style="list-style-type: none"> - Lack of training opportunities in Gostivar and Tetovo. Specialized trainings were not organized in all municipalities, so the interested candidates had to travel to another municipality to attend the trainings. - Wage subsidy is available for companies from the region of Polog, but it is not related to green jobs, though it does not exclude them.
Indicators	<ul style="list-style-type: none"> - Number of unemployed included in the training - Number of employees from the unemployed after the training
Annual target	60 trained unemployed persons, 30 employed persons
Stakeholders involved in the implementation	WG, Employment Centers Tetovo and Gostivar, organizations for training of adults, construction companies.

Sequence of activities

- Selection of occupations to be included in the vocational training measures
- Conducting trainings according to ESA procedures

Action 3 Training for installation of solar and photovoltaic panels

The growing trend of installing solar and photovoltaic panels increases the demand for installers. This action will support unemployed persons in gaining installer skills and getting a job thereafter.

Proposed intervention	Training of unemployed persons for installing solar and photovoltaic panels.
Location	Municipality of Tetovo
Potential beneficiaries	Unemployed persons from the ESA records
Duration	6 months
Type of support provided	<ul style="list-style-type: none"> - Information on ESA measures for the most sought-after occupations - Salary subsidy - Project SOLAR Macedonia, subsidized by the USAID project - Center for Future Skills - Tetovo, free trainings - Program of the Ministry of Economy (installation of photovoltaic panels)
Starting position	<ul style="list-style-type: none"> - No possibility for training in Tetovo for Gostivar for these occupations. Vocational trainings were not organized in the municipalities of the Polog region, the interested candidates had to travel to another municipality attend the trainings. - Wage subsidy is available for companies from the region of Polog, but it is not related to green jobs, though it does not exclude them.
Indicators	<ul style="list-style-type: none"> - Number of unemployed included in the training - Number of employees from the unemployed after the training
Annual target	60 trained unemployed persons, 30 employed persons
Stakeholders involved in the implementation	WG, Employment Centers Tetovo and Gostivar, organizations for training of adults, companies that install solar and photovoltaic panels.

Sequence of activities

- Selection of occupations to be included in the vocational training measures
- Conducting trainings according to ESA procedures

Action 4 Digital skills training (digital marketer, graphic designer and web developer)

. The digitalization process has increased the demand for digital jobs. The training for the mentioned occupations opens an opportunity to meet the needs of the companies in paralele with opening employment opportunities, especially for young unemployed persons.

Proposed intervention	Training of unemployed persons for digital skills (digital marketer, graphic designer and web developer)
Location	Municipalities of Tetovo and Gostivar
Potential beneficiaries	Unemployed persons from ESA records Employees in the manufacturing industry, tourism, agriculture
Duration	6 months
Type of support provided	<ul style="list-style-type: none"> - Information on ESA measures - Vocational training for advanced IT skills (measure 4, occupations 1, 2 and 3) - Salary subsidy - Project (Reeconomy, IME, E4E)
Starting position	- No opportunity to attend these trainings in Gostivar, because the trainings are organized in Tetovo or Skopje.
Indicators	<ul style="list-style-type: none"> - Number of unemployed included in the training - Number of employees from the unemployed after the training
Annual target	50 trained unemployed persons, 25 employed persons
Stakeholders involved in the implementation	WG, Employment Centers in Tetovo and Gostivar, organizations for training of adults, ICT companies, marketing agencies, processing industry.

Sequence of activities

- Selection of occupations to be included in the vocational training measures
- Conducting trainings according to ESA procedures

3.2. Creating opportunities for vulnerable groups through training and employment in green and digital jobs

goal includes actions for engaging socially excluded groups, Roma and women with primary education and their employment in green jobs.

Action 5. Involvement of unemployed persons in waste collection and selection

This action is planned for the unemployed persons with lower education and low income so that they could enter the labor market by training them for the collection of secondary raw materials and their selection for selling to buyers.

Proposed intervention	20 people from the communities are trained and equipped with the necessary recyclable waste collection tools
Location	Municipality of Tetovo and Gostivar
Potential beneficiaries	Members of communities aged 18 and over who live in extreme poverty; unemployed persons without previous formal work experience
Duration	6-9 months
Type of support provided	<ul style="list-style-type: none"> - Trainings for collecting secondary raw materials - Support for the establishment of a social enterprise through EU projects in RNM - Mentoring in the first 6 months of working
Starting position	<ul style="list-style-type: none"> - Registered unemployed persons with lower education and no previous work experience - The amount of waste that is not being collected and selected
Indicators	<ul style="list-style-type: none"> - Number of new vacancies for unemployed jobseekers - Tons of selected paper and plastic
Annual target	<ul style="list-style-type: none"> - 20 jobs for unemployed jobseekers - 15 tons of waste are collected monthly for recycling.
Stakeholders involved in the implementation	WG, Employment Centers in Tetovo and Gostivar, organizations for training of adults, buyers of selected waste

Sequence of activities

- Selection of participants in the action
- Conducting trainings for secondary waste collectors according to ESA procedures
- Support in the establishment of the social enterprise

Action 7. Establishment of social enterprises for maintenance of buildings and public areas

The maintenance of buildings (public and private) and public areas affects the degree of pollution of the environmental. The action enables the unemployed (primarily women) to enter the labor market and secure employment.

Proposed intervention	Establishment of social enterprises in Tetovo and Gostivar for maintenance of buildings and public areas
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Location	Municipality of Tetovo and Gostivar
Potential beneficiaries	<ul style="list-style-type: none"> - Unemployed persons without previous formal working experience - Women with primary education
Duration	6-8 months
Type of support provided	<ul style="list-style-type: none"> - Hygiene maintenance training - Support in establishing a social enterprise from grants awarded through EU projects for social enterprise - Access to self-employment grants - Mentoring for the first 6 months from the establishment of the company
Starting position	<ul style="list-style-type: none"> - Registered unemployed persons with lower education and without previous working experience - Managers of buildings where such service can be offered - Public areas that are not being cleaned
Indicators	<ul style="list-style-type: none"> - Number of new vacancies for unemployed jobseekers - Area of serviced buildings and public areas
Annual target	<ul style="list-style-type: none"> - 30 jobs for unemployed jobseekers - Number of buildings and m2 of public areas that are being maintained monthly.
Stakeholders involved in the implementation	WG, Employment Centers in Tetovo and Gostivar, organizations for training of adults, NGO, building managers, Municipalities of Tetovo and Gostivar.

Sequence of activities

- Selection of NGOs for establishing a social enterprise
- Conducting trainings for waste collection according to the ESA procedures for trainings already conducted in Skopje and Kumanovo.
- Support for participation in the measure for self-employment for the purchase of the necessary waste collection equipment.
- Access to programs that support social enterprises.

4. Plan for capacity building of partners

The capacity building plan of the partner institutions should cover all involved partners on the following issues:

- Knowledge and information for raising awareness of the green economy and digitalization (transformation, process drivers, EU and national regulations, examples of good practice);
- Knowledge and technical skills for the green agenda of industries and new occupations emerging in the green economy and in digitalization;

- Communication skills, teamwork, problem identification and problem solving, presentation skills and organizing events for green and digital jobs;
- Planning, promotion and coordination in the implementation of TEP activities by the WG and by the involved institutions.
- Create a database to monitor the state of green and digital jobs and support the decision-making process concerning TEP.

Capacity building should aim at upgrading the existing human resources in the partner institutions for inclusion of the green and digital agenda in their operational programs and at their implementation (WG, PPR Development Center, LED departments in the municipalities, support centers of SMEs, Employment Centers, NGOs, educational institutions and regional branch offices of ministries).

The capacity building of partners should include the following steps:

- Evaluation of the existing capacity of the partners and identification of the needs for capacity building;
- Identification of topics per the issues mentioned above, and proposing different forms of capacity building;
- Conducting trainings for the partners for execution of the undertaken activities from the plan;
- Monitoring the implementation of activities with upgraded capacity of partners.

5. Monitoring and evaluation system

The monitoring and evaluation (M&E) system by measuring results from the actions of the TEP is crucial in order to ensure that activities have an impact on the beneficiaries involved in the support. The M&E system should use the following elements:

- **Information sharing and database for M&E:** All relevant information, including a database for gathering information and reporting for the actions and results should be the responsibility of the WG.
- **Working with the partners.** Involving the partners is an effective way to build capacity and collect data in a cost-effective way. All partners involved in the actions are expected to contribute to the M&E efforts.
- **Integrated data collection:** M&E will focus on quarterly reporting, the data collection will be an ongoing task for TEP implementers.
- **Indicators and monitoring.** WG will develop TEP indicators to measure the results from the planned actions.
- **Medium-term evaluation of TEP:** In the medium term, an external evaluation will be conducted, providing an independent review of: i) the progress towards achieving the desired results; ii) relevance and effectiveness of the actions; iii) indicators and measuring results; iv) TEP partnerships; v) monitoring, reporting and keeping records; and vi) actions management. Each part will have recommendations from the feedback from the TEP implementation.

- **Ongoing information management:** Those involved in the execution of the actions should maintain a consistent database of results and activities, monitoring and updating all indicators on a quarterly basis. The database can be changed as needed.
- **Indicators and targets:** It is foreseen that the indicators and targets will be selected and finalized by the WG in the starting period. If necessary, the indicators needed to report on the achievement of the TEP objectives will be included.

5.1. Reporting

Reporting on the implementation of the plan will be for one year as a form of exchange of information between the partners on the implemented activities for the past year.

For the additions and amendments to the TEP, the WG will collect data from the partners for a more detailed report on the implementation of the activities from the plan.