

# Final report

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REGIONAL SUPPORT FACILITY FOR IMPROVING  
THE CAPACITY TO MAKE REAL PROGRESS ON  
ROMA INCLUSION

“ORIENTATION WORKSHOP FOR  
ROMA EMPLOYMENT COACHES AND MENTORS “

Hotel “Bistra” Mavrovo  
17-18 December 2013

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## I Background

Since 2007 the Government is supporting the employment processes in the country with variety of Active Labour Market Measures-ALMMs that are targeting among other, the most vulnerable groups including Roma.

Taking into consideration that employment rate of Roma men and women is significantly lower in comparison to the national average, but also to their non-Roma neighbors in the communities where they live and the low success rate of Roma applicants in the various Active Labour Market Measures (only 21.45%) in comparison to other ethnic communities, Ministry of Labour and Social Policy and UNDP as part of the project “Regional support facility for improving capacity to make real progress on Roma inclusion”, have agreed to pilot innovative approaches to employment generation programmes for Roma in 4 municipalities: Tetovo, Kumanovo, Prilep and Suto Orizari.

The past experience in implementation of the ALMMs has indicated that one of the biggest obstacles to the economic inclusion of disadvantaged Roma in the country is not only that they are excluded from these development processes, but also that they find it difficult to access them by using standard development tools.

In that relation more systematic and continuing support to unemployed Roma was identified as needed and supported by UNDP with engagement of four local activists in target Roma communities - Coaches and two employment Mentors who will provide professional employment counseling, business management, entrepreneurship and other mentoring advices and support to Roma candidates for Active Labour Market Measures coming from the target municipalities.

## II ORIENTATION WORKSHOP FOR ROMA EMPLOYMENT COACHES AND MENTORS

### Workshop Objective

The objective of the two-day training workshop, organized on 17-18 December in hotel “Bistra” was to enhance the capacities of relevant local institutions, Roma Information Centers and employment coaches and trainers to provide more systematic and continuing support to unemployed Roma in four pilot municipalities (Tetovo, Kumanovo, Prilep and Suto Orizari). The workshop was also an opportunity for participants to learn about successful employment generation schemes and techniques applied in Hungary for mobilizing the Roma community to overcome economic deprivation and exclusion. The workshop has further acquainted participants with the employment opportunities available through the National Programme on Active Labour Market Measures and micro-financing schemes.

### Workshop participants<sup>1</sup>

The following participants attended the workshop:

- Representatives from the Ministry of Labour and Social Policies (MLSP),
- Representatives from the Employment Centers;

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<sup>1</sup> Detailed list of participants is provided under Annex II

- Representatives from the local authorities;
- Roma Informative Centers (RIC);
- Roma employment coaches and mentors;
- NGO sector;
- Representatives from UNDP CO and from the Regional ABD Initiative for Inclusion

## Workshop Outputs

The presentation facilitated a participatory and interactive discussion to enhance ownership and commitment of institutions/organizations/professionals involved in Roma employment processes in the country. Power-point presentations were provided as well as handouts that were translated into Macedonian language and distributed or made available on display at the appropriate timing with simultaneous translation during presentation sessions. The workshop agenda<sup>2</sup> was reviewed by UNDP CO and ABD Regional Initiative representative and coordinated with the Ministry of Labour and Social Policy - key project partner. It was finalized and distributed prior to the presentation, taking into consideration gathered feed-back and recommendations.

The **FIRST DAY** of the workshop started with welcoming addresses from the representatives from the Ministry of Labour and Social Policy, the ABD Regional Initiative for Roma inclusion and UNDP Country Office followed with presentations and discussion focused on:

- **Tools for implementing integrated territorial (area-based) development processes for inclusion of disadvantaged Roma, especially but not exclusively targeted**

Ms. Marta Marczis, Chief Technical Advisor in the Regional ABD Initiative for Inclusion has started the first presentation by giving a detailed insight in the:

### 1. Facts and the context of the Roma inclusion in Europe

The preparation for the enlargement of the EU towards CEE first and Western Balkan countries recently revealed many structural problems such as territorial inequalities and the acute social exclusion experienced by the people living in these disadvantaged areas.

One of the countries' gravest problems today is the gradual deterioration of the situation of individuals living in poverty, including the majority of Roma people, Europe's largest ethnic minority groups (about 10 million people). A consequence of this process are segregation, exclusion from the opportunities offered by life in the fields of education, employment and health care, and deterioration in living conditions in disadvantaged regions as well as on the peripheries of cities and metropolitans.

Therefore, a policy aimed at the inclusion of the Roma on national level cannot be separated from the fight against poverty at the local level and the improvement of social and economic competitiveness of local disadvantaged communities. In accordance with the EU basic principle of explicit but not exclusive targeting, we need special means, methods and approaches for the involvement of the Roma population.

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<sup>2</sup> Detailed agenda is presented under Annex I

The European Commission's full political commitment to Roma inclusion has been expressed by the adoption of the EU Framework for National Roma Strategies. Developing a new comprehensive European approach and the EC's request to all Member States and pre-accession countries to develop and implement dedicated long-term strategies to promote inclusion of disadvantaged Roma in four key areas – access to education, employment, access to healthcare, housing and essential services – and to allocate sufficient targeted resources to achieve progress has been a significant step forward. Following the adoption of the Council Conclusions by the European Council on June 24, 2011 and ensure the successful implementation, it is now necessary to build on these results and transform commitments into concrete programming including concrete interventions based on the territorial and integrated approach in each Roma populated country in Europe for the 2014-2020 period.

## 2. Why ABD for Social Inclusion?

### The Area – Based (territorial, local) development context

From an European perspective it has acknowledged that local development in the field of social affairs and social justice is geared towards crisis resolution, but until now, most of the interventions for Roma inclusion stop at “intermediary” level without reaching the targeted communities with their real needs and problems, and the knowledge and network of the existing inclusion models are not joined across regions and national borders.

Economic devaluation of peripheries of rural and urban areas and the lack of political interest on “small scale” (local) development is in close relation to increasing exclusion of poor and vulnerable. In ‘disadvantaged places’ demography – education – remoteness – unemployment interact and generate ‘vicious circles’ that reproduce and amplify the phenomenon of area based poverty and exclusion. The lost ‘power of the place’ also means the lack of local capability of people living there to mobilize available socio-economic-environmental resources and/or absorb external ones.

This “bad” territorial situation can have adverse long-term consequences for people and for the economy in which the geographical situation, the people and the economy react on each other to cause further decline.

The consequences for the people who live in these areas may include:

- out-migration or dependence on government aid
- low qualification and working skills
- increasing health and family problems (including problems with drugs and alcohol)
- loss of ‘local knowledge’ and ‘life-management’ skills
- growing feeling of exclusion and discrimination
- Increase in the number of vulnerable people.
- low level of social organization
- increasing criminality including usury
- as a result of these effects, losses of self-confidence and of trust in future perspectives, low ambition, inactivity and depression, which together form a special ‘being lost’ attitude.

The consequences for the economy may include:

- lack of interest among potential investors
- extremely high unemployment rates
- out-migration of skilled workers

- lack of development capability among stakeholders
- serious social and economic problems in the area
- weakness in infrastructure, services and institutions
- limited access to information
- low or negative visibility of the area
- lack of ability to apply support from government and EU (see below)

To answer these challenges UNDP works in pilot municipalities in frame of the regional 'ABD for inclusion initiatives', as this permits to develop integrated programmes covering the whole urban areas and thus extending the interventions to rural communities as well.

The experience gained by such pilot schemes is crucial in developing realistic, evidence-based medium and long-term local development programmes, which are the basis for implementing sustainable National Roma Integration Strategies in the touched countries.

'Area-based development' is the way of implementation of the integrated and territorial approach, addressing some of the complexities faced by those involved in development. These complexities lie in the variety of local needs, the multiplicity of people and organizations, the complex pattern of public bodies and the fact that territorial development is both top-down and bottom-up in character, calling upon the resources of government and the territory as well as the energy of the local people. With the ABD approach development starts with re-building trust and re-discovering local resources. The key challenge here is to help communities living in the given territory to understand that the first thing they need is not funds for development, but their ownership and willingness to act. Thus the primary outcome of this process is the communal desire and capacity to act, the ability to mobilize territorial resources and localize development.

ABD for Social Inclusion, as explained by the presenter helps re-validating territorial resources and melting frozen conflicts built on segregation and discrimination - first by local mediation and re-established communication, and later by action, participation, planning and partnerships of all relevant stakeholders. It is a participatory process where disadvantaged Roma groups are involved and able to design and implement inclusive development processes in the targeted areas and be seen as „local actors” rather than „target groups”. It is a model that is localizing sustainable development where the most important final product is the inclusive and localized development process, rather than a single 'project'.

### **3. UNDP's regional experiences & introduction of the current Regional ABD for Roma Inclusion initiative**

Ms. Marcis has then introduced the participants with the UNDP regional experiences (The Cserehat prototype (2005-2011); Kosice (2008-10); Cluj (2011-13); Pécs (2011-13); Braila and Galati (2013-14)) in promoting the Territorial Approach. As she explained in these pilots 'inclusive territorial development strategy' and 'integrated project packages' - including housing, education, social service improvement and job creation elements- were formulated and implemented collectively with local actors' involvement, and these pilots have contributed to the development, and successful testing of an innovative methodology and approach to tackle exclusion, poverty and marginality in one complexity.

### **4. ABD methodological principles**

Ms. Marcis has introduced the participants with the following ABD methodological principles:

- Participation
- Motivation and commitment
- Everyone's development
- Strengthening communication
- Social organization
- Complexity
- Area-based approach
- Integrated development
- Social Cohesion
- Desegregation

It is important to note that all of the above principles were presented not only in a theoretical manner but also with presentation of practical examples from the various projects implemented over the years in SEE and with active participation and discussion with the participants.

## **5. The 'ABC' of the Inclusive ABD**

The first presentation was concluded with getting the participants acquainted with the so call ABC of the ABD initiative, where the key specifics for achieving the sustainable development results is the focus on mobilization and re-organization of the social, economic and environmental resources of the territory and the „energy of the community”.

- **The role, responsibilities of the community coaches and results of the coaching process in ABD initiatives - focus on promotion of employment opportunities**

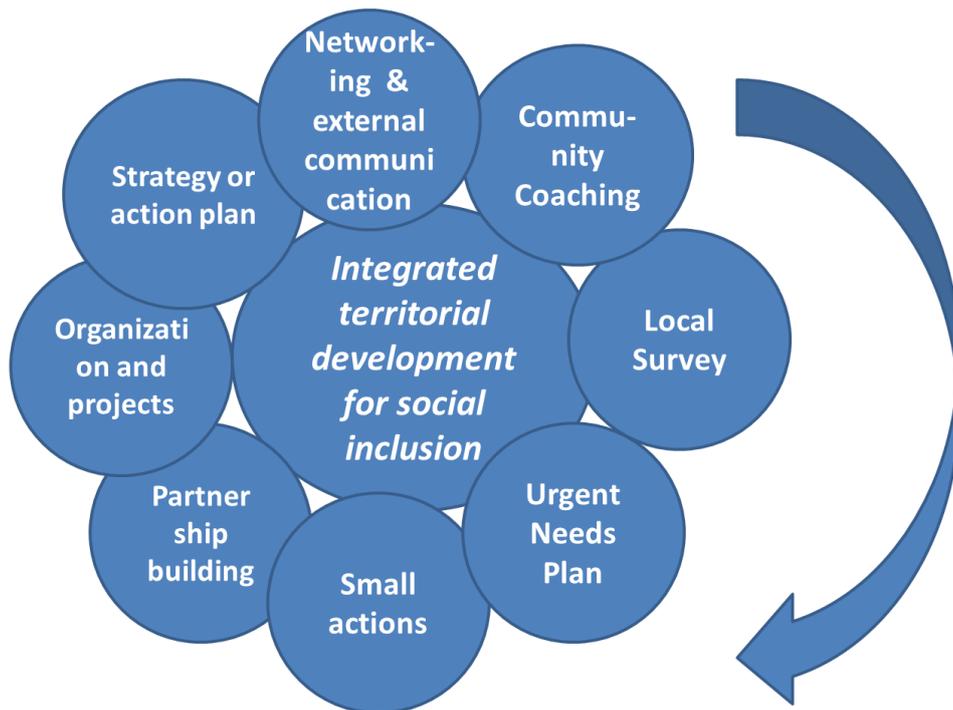
During the afternoon session Ms. Marczis has focused on presentation of the role, responsibilities of the community coaches and results of the coaching process in ABD initiatives. Special attention was given to Coaches' role in promotion of employment opportunities.

She introduced the participants with:

- The Coaching process – its main phases and results;
- The role of the coach in the different phases;
- Social enterprises and the role of coaching in the generation of employment-related initiatives;
- Presentation of the cases and employment results from Cserehat, Pécs and Cluj.

- **Group work – Preparation of a Partnership Plan**

During the final session of the first working day, all participants were divided in 4 groups - one for each of pilot municipality. Each group was asked to nominate a Reporter who will present group results and findings during the first session of the second working day. The group work was a preparation of a basic structure of a Local Partnership Plan related to support of Roma employment by following the guidelines provided in Ms. Marczis presentation:



## So what does integrated and inclusive development look like?

**SECOND DAY** of the workshop started with group work presentations. First presentation was done by Pilep team. Their plan was covering 6 months period with a focus on coaching activities (individual and group work) such as: information sharing on ALMMs; trainings for the beneficiaries (soft skills, business skills, IT skills) and promotion of the employment opportunities. Also Prilep team has foreseen implementation of a Local Survey related to labour market needs that will support creation of a database and will ease the monitoring and evaluation processes; development of an Urgent Needs Plan and building of partnership with the private sector representative – potential employers to break the existing stereotypes in employment of Roma.

Tetovo team informed the participants about the existing cooperation between all stakeholders involved on local level in Roma employment processes. The emphasis during their presentation was put on the identified challenges: high number of unemployed Roma registered in ESA like passive job searchers that is preventing them for entering in the Active Labour Market Measures and on the low level of motivation among unemployed Roma, and actions that would need to be taken in the upcoming period.

Some important keywords from the Suto Orizari team presentation, relevant to the participatory and integrated development approach were: 'motivation', 'networking', 'partner mapping' and 'partnership'. Suto Orizari team has identified three key priorities for community partnership:

1. Information sharing among the Roma on the possibility to re-register in ESA as active job seekers and use ALMMs opportunities. This priority can be supported with organization of public gatherings; presentation in local media; distribution of leaflets; meetings and other for a 3 months period.
2. Supporting potential employment candidates before entering in ALMMs. The activity can be done with the active work of employment coaches and mentors, supported by Roma informative centers and local Roma NGOs for a period of 6 months.

3. Promotional activities – ongoing every month. Related to all available employment opportunities in the country (ALMMs, projects supported by donors, etc).

Final presentation was done by Kumanovo team. 'Trust building' and 'partnership' were very important keywords in their presentation. They presented positive sides in the local stakeholders cooperation, such as: existence of Roma informative centers and partial database with info on unemployed beneficiaries; active support from the Municipal authorities; and finally engagement of employment coach and mentors that will further build up team capacities in support of employment processes of Roma in the municipality. Also several challenges were presented: low level of motivation and confidence of Roma in employment opportunities; a need for good information sharing among the potential employers on the benefits for employing Roma vs. existing stereotypes; especially difficult position of Roma women and need for special attention to their employment opportunities; Roma people unemployment status (active vs. passive job searchers); fear of business formalization, and other. It was also underlined in the presentation that accessibility of the target group by institutions has to be developed. Ms. Marczis pointed out that the cooperation and intensive exchange, in frame of the project between Kumanovo as a big city with large Roma community and Suto Orizari is of essential importance.

With the final presentation of the group work, Ms. Marczis has completed her sharing of regional experiences in community coaching process and inclusive local development actions.

Second day of the workshop continued with presentation of the national employment initiatives by Ms. Violeta Dimitrieva from the Ministry of Labour and Social Policy. Ms. Dimitrieva has presented the Government Operational Plan for Employment (OPE) 2013 with introduction of planned changes and amendments in OPE 2014 that was currently awaiting Government's endorsement.

MLSP representative interactive and participatory presentation has focused on the:

- History of the development of the Government's employment programme;
- Goals of the OPE 2013;
- Parties responsible for OPE 2013 implementation and supervision;
- Presentation of specifics of all employment measures and programmes foreseen in OPE 2014

Special attention was given to identified challenges in the implementation processes in 2013 and planned actions for improvements in OPE 2014 such as introduction of a new mobile phone application for youth and social network promotion and presentation of the employment opportunities.

Next presentation was done by Ms. Fatima Osmanovska from the local Roma NGO from Suto Orizari – Roma Resource Centre (RRC). Ms. Osmanovska has introduced the audience with the work of the RRC, including organization mission, vision, team background and 3 areas of their focus: informal education, health and support of Roma employment. RCC representative has then informed the participants with some interesting statistical data for the municipality of Suto Orizari followed by detailed presentation of RRC employment activities in the field with achieved results and identified challenges such as:

- A need to increase information sharing among Roma on the existing employment opportunities in the country;
- A need for inclusion of Roma professionals as consultants in the national Entrepreneurship Agency and ESA;
- Introduction of continuing support to all interested candidates for entering ALMMs through counseling and mentoring;
- Promotion of tax exemptions for newly registered companies;
- Special promotion measures for unemployed Roma women; and other.

The final sessions of the second working day were done by UNDP Project “Promoting sustainable employments”, Project Manager Mr. Urim Kasapi, Monitoring Officer Mr. Goran Cockov and Chief Technical Advisor Ms. Snezana Damjanovska. UNDP team gave detailed presentation of the following active labour market measures that are implemented under the project “Promoting sustainable employments”: Self-employment; formalization of businesses and training in demanded skills on the labour market. Special attention was given to practical experiences in implementation of these measures when dealing with vulnerable groups – with focus on results in Roma employment; identified challenges and undertaken measures to overcome them over the 6 years of project implementation.

A significant part of the presentation was dedicated to present the programme for supporting micro and small enterprises by opening of new work places and the community works programme. Special attention was also given to field experience related to mobilization and inclusion of Roma in the ALMMs such as:

- Timely and precise information about trainings for demanded skills on the labour market benefits;
- Timeframe for implementation of the trainings for demanded skills on the labour market;
- Needed educational background;
- Sharing of crucial information that persons who are entering ALMMs are not losing the right for obtaining social support.

### III Conclusion and recommendations

The final part of the workshop was a plenary discussion with relevant recommendations for follow up actions and conclusion by UNDP CO Assistant Resident Representative and Head of Social Inclusion Unit, Ms. Vesna Dzuteska Bisheva, Ms. Violeta Dimitrieva, Ministry of Labour and Social Policy and Ms. Marta Marczis, Chief Technical Advisor, Regional ABD Initiative for Inclusion.

In the lines below are presented the agreed conclusions and recommendations for follow up:

- **All participants have been ready and have the interest to work together and the four pilot teams have made the first steps on the workshop to establish partnership with each-other and with other workshop participants too;**
- **Preparation of a standardized frame for a Local Level Partnership Plan (template will be provided by UNDP CO in cooperation with ABD Regional Initiative);**

- **Implementation of a mapping exercise for partnership and ideas in all target municipalities;**
- **Focusing special attention on motivation and information sharing among all interesting Roma about possibilities for re-registration before ALMMs start from passive to active job seekers;**
- **Support the liaison of Roma professionals from Roma Resource Centre with the national Agency for Entrepreneurship;**
- **Support for involvement of target municipalities in the community works programme 2014 with Roma as participants in the programme and final beneficiaries;**
- **Establish a common project vocabulary;**
- **Instead of sectorial be based on an integrated approach;**
- **The best institutional set up + the best soft tools: coaching, empowerment of the target groups, strong partnership with grassroots, NGOs – it is the key of the success;**
- **Adapt social/community enterprise models and create better working skills and jobs by them.**

## ANNEXES

### Annex I – Workshop Agenda

REGIONAL SUPPORT FACILITY FOR IMPROVING THE CAPACITY TO MAKE REAL PROGRESS ON ROMA INCLUSION

ORIENTATION WORKSHOP FOR ROMA EMPLOYMENT COACHES AND MENTORS

17-18 December 2013, hotel “Bistra” Mavrovo

#### AGENDA

#### Day 1 – 17 December 2013 (Tuesday)

Time	Topic	
08:00	Departure <sup>3</sup>	Organized transportation for the participants
10:00	Arrival in Mavrovo - Hotel accommodation and Registration of participants	UNDP
10:30-11:00	Coffee get together	Workshops participants
11:00-11:15	Welcome addresses	Ms. Violeta Dimitrieva, Ministry of Labour and Social Policy Ms. Suzana Ahmeti Janjic, UNDP Programme Associate Ms. Marta Marczis, Chief Technical Advisor, Regional ABD Initiative for Inclusion Facilitator: Ms. Jelena Krasic, Roma Project Specialist
11:15-12:30	Tools for implementing integrated territorial (area-based) development processes for inclusion of disadvantaged Roma, especially but not exclusively targeted	Ms. Marta Marczis, Chief Technical Advisor, Regional ABD Initiative for Inclusion
12:30-14:00	Lunch Break	
14:00-16:00	The role, responsibilities of the community coaches and results of the coaching process in ABD initiatives - focus on promotion of employment opportunities	Ms. Marta Marczis, Chief Technical Advisor, Regional ABD Initiative for Inclusion
16:00-16:15	Coffee break	
16:15-17:00	Group work – Preparation of a Partnership Plan	Ms. Marta Marczis, Chief Technical Advisor, Regional ABD Initiative for Inclusion Workshops participants
19:30-21:00	Dinner	Workshops participants

<sup>3</sup> For Prilep participants covered bed and dinner on 16<sup>th</sup> of December is available as a second option to the early morning departure on 17<sup>th</sup> of December

**Day 2 – 18 December 2013 (Wednesday)**

<b>Time</b>	<b>Topic</b>	<b>Presenter</b>
<b>07:30-09:00</b>	<i>Breakfast</i>	<i>Workshop participants</i>
<b>9:00- 9:30</b>	Presentation of the group work	<i>Workshops participants (4 groups' Reporters)</i>  <i>Ms. Marta Marczis, Chief Technical Advisor, Regional ABD Initiative for Inclusion</i>
<b>09:30-10:15</b>	Introduction of Active Labour Market Measures – Operational Plan 2014	Ms. Violeta Dimitrieva, Ministry of Labour and Social Policy
<b>10:15-11:00</b>	Roma and Employment – field experience	Ms. Fatima Osmanovska, NGO Roma Resource Centre – RRC
<b>11:00-11:15</b>	<i>Coffee break</i>	
<b>11:15-12:00</b>	Self-employment programme Practical experiences when dealing with vulnerable groups - Programme for promotion of sustainable employments	Mr. Urim Kasapi, Project Manager, UNDP Project "Promoting sustainable employments"  Mr. Goran Cockov, UNDP Monitoring Officer
<b>12:00-13:15</b>	<i>Lunch Break</i>	
<b>13:15 -14:00</b>	Training in demanded skills on the labour market	Ms. Snezana Damjanovska, UNDP Chief Technical Advisor, Project "Promoting sustainable employments"
<b>14:00-14:30</b>	Discussion, Questions & Answers	Workshop participants
<b>14:30-15:15</b>	Closing remarks	Ms. Violeta Dimitrieva, Ministry of Labour and Social Policy  Ms. Marta Marczis, Chief Technical Advisor, IC, Regional ABD Initiative for Inclusion  Ms. Vesna Dzuteska Bisheva, UNDP Assistant Resident Representative and Head of the Social Inclusion Unit
<b>15:15-16:00</b>	<i>Coffee break</i>	
<b>16:30</b>	<i>Departure</i>	

## Annex II- List of Participants

REGIONAL SUPPORT FACILITY FOR IMPROVING THE CAPACITY TO MAKE REAL PROGRESS ON ROMA INCLUSION

ORIENTATION WORKSHOP FOR ROMA EMPLOYMENT COACHES AND MENTORS

17-18 December 2013, hotel "Bistra" MAVROVO

### LIST OF PARTICIPANTS

No.1	Name and Surname	Organization/institution	Contact e-mail	Contact telephone	Town/Location
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