

— Opportunity Fund —



## From Education to Employment (E2E)

October 2019

# E2E Opportunity Fund Overview 2017-2019

Opportunity Fund served the Education to Employment project to support **three types of employment and employability projects:**

1) Innovative Approaches for Increased Youth Employment and Employability; 2) Work-based Learning Programmes and 3) Non-formal training programmes for Hard-to-place Youth (in 2017).

Starting in May 2017, the teams jointly called for proposals, receiving 149 in total. Till the end of 2019, the top priority has been to facilitate and advise the implementation of 82 selected projects.

□ **Innovative Approaches for Increased Youth Employment and Employability (led by SIPRU):** during the first phase of the E2E, SIPRU supported 19 innovative youth employment and employability models in total. With a budget of EUR 412,500 for two Calls for Proposal, more than 400 youth were enrolled within various initiatives that supported them in becoming entrepreneurs, finding employment or gaining initial work experience. Under the SIPRU social innovation mechanism, different models were developed and tested, focusing on the activation of the NEET group through cooperation with the IT sector, supporting youth entrepreneurs with training, business mentoring and psychological support, traineeship and the employment of youth with disabilities etc. The foundation for all models was the promotion of cross-sectorial partnerships between public, private and the civil sectors, merging limited resources and placing the real needs of young people at the core of the tested models.

□ **Work-based Learning Programmes (led by NIRAS-IP):** 61 work-based learning (WBL) training programmes were implemented in the pilot regions, involving 128 companies in partnership with (public) training providers. 1,058 youths completed the traineeship and were accompanied by skilled in-company mentors.

□ **Non-formal training programmes for Hard-to-place Youth (led by NIRAS-IP):** 6 ALMP for hard-to-place youth (HPY) in the pilot regions were implemented by brokers in a project-based partnership with a public institution. 350 HPY received support and almost 100 were included in company (WBL) training. The activity also required raising an awareness campaign targeting employers.

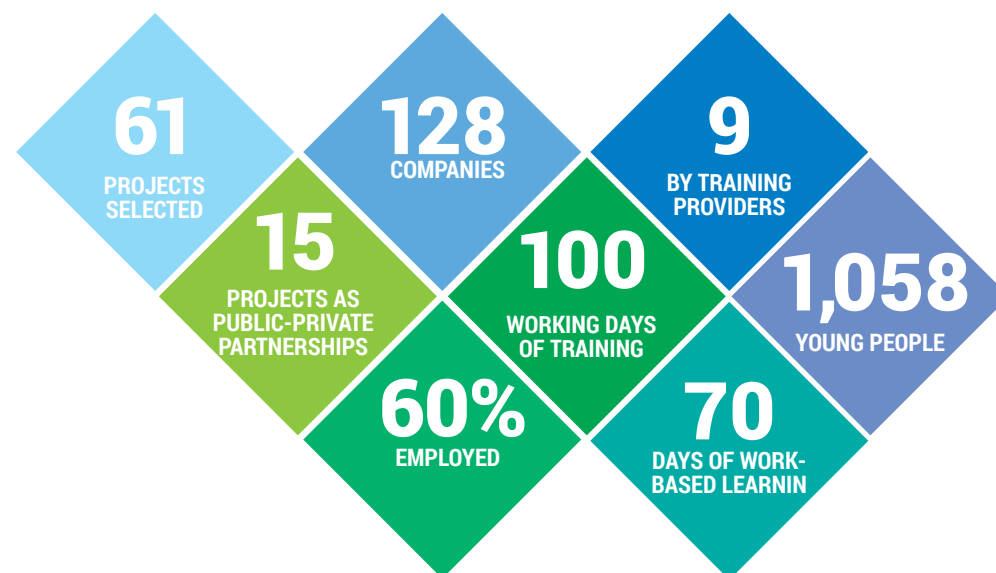
## 1.

## Work-Based Learning

Through NIRAS-IP and five local partners (brokers), the E2E related new opportunities for young people from Novi Pazar, Knjaževac, Pirot, Kruševac and Kragujevac to learn the skills required within their local markets. In this manner, the E2E promoted modern training held within companies, career counselling and other labour market measures (provision of labour market information, job search and traineeship placement assistance) that provide youths just entering the job market with a better chance at succeeding.

As of June 2017, 76 applicants (companies or training providers) from our five test cities and municipalities – Kruševac, Knjaževac, Pirot, Novi Pazar and Kragujevac - have submitted proposals for our **Work-Based-Learning Programme**. After completing a thorough evaluation, our **E2E** evaluation committee selected **61 projects**; **52 of these selected projects** were proposed by companies, clusters or trade associations, **nine** by training providers (five public, four private); **15 projects** can be considered public-private partnerships (PPPs).

The average duration of each training amounted to **100 working days**, whereas **70 days** were spent on work-based learning within the applying companies. All in all, in its first 4-year phase, the E2E has provided internships for **1,058 young people**, out of which 60% employed.





## Implementation Approach

All projects selected by the E2E follow the same implementation approach:



### First phase

Developing or reviewing an occupational profile and identifying prioritised needs for Skills, Know-How and Attitude (SKA Needs Analysis), supported by E2E trained local implementing partners (brokers).



### Second phase

Developing a training programme based on SKA Needs Analysis. All projects foresee more than two thirds of work-based learning in companies.



### Third phase

Candidate selection - choosing those to attend the training programme and programme realisation. Some applications explicitly target disadvantaged youth, such as those registered at the NES or those classified as inactive (NEET).

During the selection process, NIRAS-IP negotiated with most of the applicants to improve their initial project proposals before contracting. We have set requirements for support and negotiated budgetary amendments. In addition, NIRAS-IP encouraged the inclusion of disadvantaged youth to be included in the training programmes. NIRAS-IP was also asked to specify a minimum educational standard rather than target youths who do not fulfil the required qualifications and was asked to introduce a gender-specific approach in selecting beneficiaries. Finally, NIRAS-IP coordinated between certain applicants who had proposed projects within the same field (occupation) to merge where possible.



## E2E Work Based Learning Program

### List of Awarded Applications

#### CALL FOR PROPOSALS 2017

Applicant	Profession	Nr of Beneficiaries	Budget (in EUR)
<b>Kragujevac Broker</b> Business Development Centre Business Innovation Programs			
Grafostil	Printing machine operator	9	11.110
Faculty of Economics	Bookkeeper	12	12.640
GM Consulting	Marketing & Sales officer	14	17.870
Green Inženjering	Internal transport operator	16	19.180
ICT Cluster of Central Serbia	Java script developer	11	9.370
Milanovic Engineering	CNC machine operator	20	13.440
Polytechnic school	Blacksmith	11	13.200
Kg Association of Preschool Institutions	Nurse educators	25	13.870
Unior	Heat term electrician	14	13.805
Wine Knights	Sommelier	10	14.700
<b>TOTAL:</b>		<b>129</b>	<b>139.830</b>

Applicant	Profession	Nr of Beneficiaries	Budget (in EUR)
<b>Kruševac Broker</b> Youth Council			
Dentist laboratory	Dental technician	10	26.135
Silicon Commerce	Rubber/Tire technician	10	24.300
TID1990	Clothes Manufacturer	10	16.560
Chamber of Commerce	Bookkeeper	18	13.260
<b>TOTAL:</b>		<b>48</b>	<b>80.255</b>

Applicant	Profession	Nr of Beneficiaries	Budget (in EUR)
<b>Novi Pazar Broker</b> Association of Psychologists Youth Office			
Institut za str. obuke	Upholsterer	15	13.015
Pester Agro Cluster	Dairy products technologist	15	21.540
Design school	Dressmaker	24	28.710
<b>TOTAL:</b>		<b>54</b>	<b>63.265</b>



Applicant	Profession	Nr of Beneficiaries	Budget (in EUR)
<b>KNJAŽEVAC BROKER</b> Center For Training And Youth Work Engagement			
Beba Kids	Clothing manufacturer	30	40.020
Kran Ing	Locksmith fitter	5	17.250
Recika	Leather manufacturer	12	20.270
<b>TOTAL:</b>		<b>47</b>	<b>77.540</b>

Applicant	Profession	Nr of Beneficiaries	Budget (in EUR)
<b>PIROT BROKER</b> Citizens' Association Osvezenje ZIP Centre			
Pi Press	Graphic technician	7	19.420
Technical school	Mechanical process operator	10	40.940
<b>TOTAL:</b>		<b>17</b>	<b>60.360</b>

**GRAND TOTAL:**

**295**

**421.250 €**

## List of Awarded Applications

### CALL FOR PROPOSALS 2018/2019

Occupation	Companies involved	Nr of Beneficiaries	No of companies	Budget (in EUR)
<b>Kragujevac Broker</b> Business Development Centre Business Innovation Programs				
CNC Operator	Trigano prilolice doo Rapp Marine ILGM Zastava Kovačnica Siemens Mobility AMM Manufacturing Gorenje MDM	48	7	40.791,93
Electroinstaller	Elektromontaža	25	1	15.666,04
Nurse/ Kindergarden Teacher	Drugarstvo Šumska vila Čili vili	28	3	25.256,81
Welder	AMM Manufacturing Siemens Mobility Wacker Neusson Trigano prilolice doo	72	4	70.647,30
Hearing aid technician	KG Medical Ortopedija Alfa doo OTO Protetik	7	3	7.355,13
PVC and ALU joinery installer	Sunce Marinković	10	1	16.826,89
Paper machines operator	Avis	12	1	12.395,87
Automotive seat manufacturer	Adient Loznica	120	1	93.838,75
Profiling line operator	Unipromet Čačak	18	1	13.355,31
Construction machinery operator	Marko Trans Cargo	10	1	10.070,50





Pharmaceuticals/ Medical Associate	Plus Pharmaceuticals	10	1	10.162,05
Construction worker	IP 34 Gradnja	10	1	10.162,05
Spinning mill operator	Trendex Prijepolje	30	1	18.493,10
Sewing operator	Trendex Prijepolje	10	1	6.811,32
CNC operator	Stax Čačak	9	1	7.584,92
Railway lifting manufacturer	Ime Lift	20	1	20.964,95
Sewing operator	Pantović Doo Užice	16	1	11.077,55
Bartender/ cocktail servers	Terminal Seven Night Ocean	14	2	12.340,94
CNC operator	MING Kovačnica Niš	16	1	12.945,17
Operator of rubber profiles, metal parts and break hoses	Goma line doo	10	1	10.436,70
Quality controller of cable joinery	Leoni Kraljevo	10	1	10.482,48
Assembler of cable joinery	Leoni Kraljevo	40	1	41.838,35
Operator in production of windshield cleaning systems	Fori Textile Ser	20	1	20.800,16
CNC Operator	Karović Product Vrnjačka Banja Čelik Pak Vrnjačka Banja Vrnjačka Banja Metaloprodukt Vrnjačka Banja	7	2	5.790,24
<b>TOTAL</b>		<b>572</b>	<b>38</b>	<b>435.627,21</b>

Occupation	Companies involved	Nr of Beneficiaries	No of companies	Budget (in EUR)
<b>KRUŠEVAC BROKER</b> Youth Council				
Cardboard boxes producer	Dunipak d.o.o. PTUR Big	14	2	7.456,75
Wooden elements producer	Eco Papir Saming	17	2	8.372,25
Worker in furniture production	Ivan Promet Ruki Drvokop	6	2	10.112,61
Work training in warehouse	Ide Voz	11	1	5.203
<b>TOTAL:</b>		<b>48</b>	<b>7</b>	<b>26.587,25</b>

Occupation	Companies involved	Nr of Beneficiaries	No of companies	Budget (in EUR)
<b>NOVI PAZAR BROKER</b> Association of Psychologists Youth Office				
Waiter	Caffe Pizzeria Pendik City pub Cosmopolitan Dunja Studio Dory Med Cafe Zona AC	15	7	11.214,88
Personal assistant	Association of Psychologists	25	1	12.038,83



Tourist animator	Tourist Organization of Novi Pazar Centre for Culture, Tourism, Youth and Sport of the Municipality of Tutin Tourist Organization of Sjenica Dream Travel Service doo Travio Tur Agency	15	5	11.397,98
Sewing operator	Mizan Line	34	1	22.283,27
<b>TOTAL:</b>		<b>89</b>	<b>14</b>	<b>56.934,95</b>

Occupation	Companies involved	Nr of Beneficiaries	No of companies	Budget (in EUR)
<b>KNJAŽEVAC BROKER</b> Timok Club				
Metal work fitter	UTP Tis Srbija Kran ing Alfa Clima Ivo Term	7	4	7.113,44
Internal transport equip operator	Grin International Prokuplje DOO Tis Mitrović Zaječar Desing Knjaževac	5	3	3.799,33
<b>TOTAL:</b>		<b>12</b>	<b>7</b>	<b>10.912,76</b>

Occupation	Companies involved	Nr of Beneficiaries	No of companies	Budget (in EUR)
<b>PIROT BROKER</b> Citizens' Association Osvezenje ZIP Centre				
Welder	D Company Stojanović Varmont	12	3	11.410,79
CNC Operator	D Company JLB Soulier Bozidar Mijic Stojanović	12	4	10.649,30
Security guard	Armada Security	12	1	6.042,30
Barman	Dancing bar Baš čelik PR Kutak 2015 Moja Mama Rosa	6	3	4.907,08
<b>TOTAL:</b>		<b>42</b>	<b>11</b>	<b>33.009,48</b>

<b>GRAND TOTAL:</b>	<b>763</b>	<b>77</b>	<b>563071,91 €</b>
---------------------	------------	-----------	--------------------



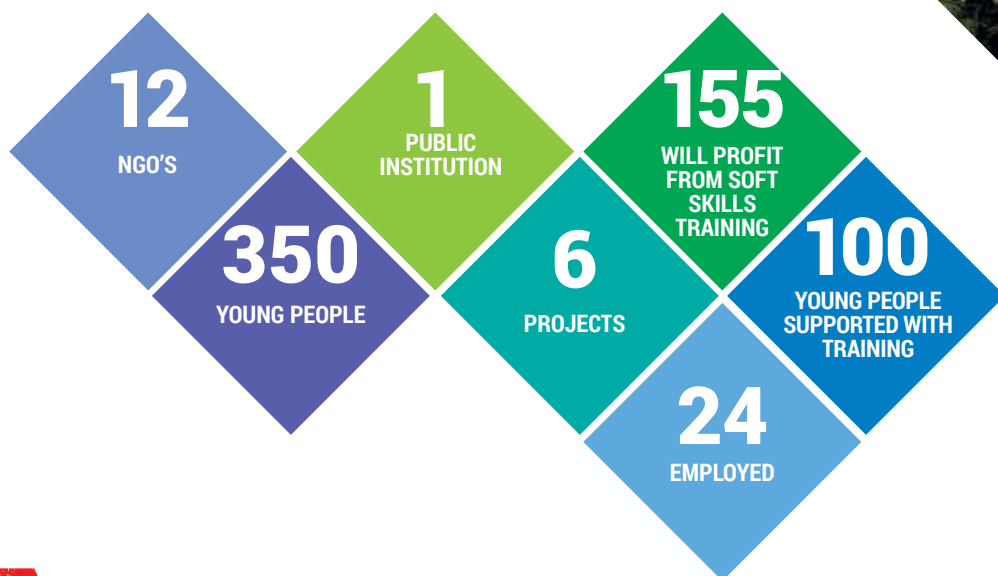
## 2.

## Non-formal Training Programmes for Hard-to-place Youth:

In June 2017, **12 NGOs and one public institution** (the Centre for Foster Care and Adoption of Kragujevac) submitted proposals for various training programmes aimed at their respective target groups. Based on committee evaluation and additional strategic and political considerations, the NIRAS-IP selected the following **six** projects (see chart), including one from the above-mentioned publicly run centre.

All applicants were placed under contract with a public institution (respectively in the case of the Centre for Foster Care with an NGO) to form a Public-Private Development Partnership (PPDP). A total of **350 young people** were assessed and **155 will profit** from soft skills training in our five test municipalities – Pirot, Novi Pazar, Kruševac, Kragujevac and Knjaževac.

The E2E has supported training programmes with work-based elements for **100 young people**, out of which **24 were employed**. E2E supported these programmes from within a budget of **EUR 184.201**.







### First phase

Developing vocational profiles respectively, personal assessment for each potential training beneficiary. This includes defining individual career opportunities and prioritising training needs, signed by both the granted applicant and the individual beneficiary.



### Second phase

Identifying relevant training opportunities for assessed individuals and ensuring access to said opportunities; approaching employers for vacancies in work-based training programmes or internships. If relevant, developing or improving tailor-made training or mentoring programmes for all or a number of beneficiaries, including supporting interventions towards work integration. Elaborating on individual training plans.



### Third phase

Training/intervention realisation according to set plans (upon the approval of NIRAS-IP).

Successful applicants amended their proposals in accordance with recommendations. By August 2017, NIRAS-IP had contracted all 6 of the proposed projects. Interventions on behalf of hard-to-place youth was implemented in all of the targeted locations, and, with exception of youth returnees, covered all vulnerable groups targeted by the HPY Call for Proposals.

## Non-formal training programs for hard-to-place youth: List of Awarded Applications

Application	Application code	Target Group	Nr of Beneficiaries	Budget (in EUR)
<b>Kragujevac</b>				
HPY 0617-12	<b>Center for Foster Care and Adoption Kragujevac-CFCA KG</b>	15 young people without parental care, who are at foster families, age from 15 to 26. Out of them, 8 are young women, and 5 are slightly mentally disabled youth.	15	17.603
HPY 0617-13	<b>NGO Oasis of Safety</b>	Young women aged 18 to 32 that have suffered or are still suffering domestic violence.	30	18.650
<b>TOTAL:</b>			<b>45</b>	<b>36.253</b>

<b>KRUŠEVAC</b>				
HPY 0617-2	<b>Youth Council Kruševac</b>	Young offenders and ex-offenders from Correctional Home for Juveniles	55	34.304
<b>TOTAL:</b>			<b>55</b>	<b>34.304</b>



Application	Application code	Target Group	Nr of Beneficiaries	Budget (in EUR)
<b>NOVI PAZAR</b>				
HPY 0617-5	<b>Association of Psychologists Novi Pazar</b>	Disabled unemployed people at the age of 18-35, that are in the registry of the Centre for Social Work and the National Employment Service.	20	35.401
<b>TOTAL:</b>			<b>20</b>	<b>35.401</b>

<b>KNJAŽEVAC</b>				
HPY 0617-7	<b>Timok Club Knjaževac</b>	Youth (age 15- 30) from 12 rural communities of the Municipality of Knjaževac	150	34.830
<b>TOTAL:</b>			<b>150</b>	<b>34.830</b>

<b>PIROT</b>				
HPY 0617-8	<b>NGO Ternipe</b>	Young Roma women age 18-35: 50% women with incomplete or only primary education; 50% Roma high school students of third and fourth year	80	43.411
<b>TOTAL:</b>			<b>80</b>	<b>43.411</b>

<b>GRAND TOTAL:</b>			<b>350</b>	<b>184.201 €</b>
---------------------	--	--	------------	------------------

## 3. Innovative Youth Employment Models

Under the guidance of **SIPRU**, the E2E facilitates policy dialogue between key national stakeholders, thus contributing to the implementation of the Employment and Social Reform Programme. By testing innovative models at the local level, the E2E advocates for changes both at national and local levels so that effective solutions are developed with peoples' needs in focus.

Within two Calls for Proposals (EUR 412,500 in total) led by SIPRU, a total of **19 models** for youth employment and employability were supported, with over **400 participants** involved in different employment and employability measures. Using social innovation mechanism as an instrument, SIPRU was able to achieve the following:

1. The employment rate after the first year of implementation of the programme increased to 58.5% (62 employed or self-employed);
2. EUR 600,000 was generated for youth employment through grants issued to civil society, with LSG participation in the programme;
3. The Third National Report on Social Inclusion and Poverty Reduction was adopted by the Government of Serbia, recognising measures for tackling youth unemployment, tested through innovative models;
4. The National Employment Action Plan measure "Employment on Request of Employer" was redesigned in 2018, based on the model tested in Kragujevac. Also, two types of curricula pertaining to the metal processing sector were developed and later adopted by the ZUOV and the Ministry of Education, Science and Technological Development by using the new SKA Analysis;
5. The NES service on the employment of youth with disabilities was supported by the development of a specific manual drafted for use by counsellors working with this target group;
6. Several local planning documents were changed based on innovative youth employment models, generating more funds for youth employment/employability at the local level;
7. The IPA 2014 on youth employment and active inclusion, worth EUR 4 million, incorporates lessons learned based on the social innovation mechanism developed by SIPRU.

**19**  
MODELS  
SUPPORTED

**400**  
PARTICIPANTS

**6**  
INNOVATIVE  
PROJECT  
SELECTED

**240**  
EMPLOYED



Of **19 grantees**, SIPRU continues to work with **6 innovative models** in order to ensure their sustainability at the local level. These 6 models are:

**1. ACTIVATOR, Leskovac:** a multi-sectoral model for entrepreneurial employment supported by a cluster including the SME sector, Chamber of Commerce, LSG and schools offering youth entrepreneur programmes, development of a business plan, psychological support, mentorship from business partners etc. The model provides integrated services to young people from different perspectives (business, psychology, mentor expertise in a specific field) through to single entry point.

**2. PRACTICAL ACADEMY, Niš:** a student apprenticeship as mechanism model for increasing employability and more efficient support to the economies of underdeveloped municipalities in the Nisavski district. Stronger ties between the academic community and the SME sector. The apprenticeship model did not jeopardise business processes as it was conducted in Kamenica camp (a coworking/co-living space).

**3. THE MISSING PUZZLE, Sombor:** in this city, SIPRU supported local partners in developing and improving a labour market assessment tool and methodology to have a better overview of the needs of the local labour market and the job preferences of young people. Based on assessment results, the development of training curricula for the defined occupations will follow, including training programmes and empowering youths to find more joint opportunities within local companies.

**4. SKILLS DEVELOPMENT CENTER, Užice:** prequalification of youths' model used to

acquire skills and knowledge relevant to the HORECA industry (decreasing the gap between skill sets and business needs). Multi-sectoral partnership involves private sector companies and the Municipality of Užice with co-financing of the training of young people and providing relevant skills and knowledge. Also, youths will gain access to practical experience in companies and opportunities for employment.

**5. YOUTH WITH DISABILITY EMPLOYMENT, Belgrade:** at the heart of the model are "inclusive procedures", cooperation with the private sector and promoting the employment of youth with disabilities. Also, these young people are gaining initial relevant work experience in order to enter the world of work. Additionally, SIPRU will continue working with CSO, aiming to institutionalise certain elements of this innovative model through cooperation with the NES and the development of a package of services targeting the private sector/HR services aiming to support the employment of youth with disabilities.

**6. MY CAREER FROM ZERO TO HERO, Novi Sad:** within this model, a one-stop shop methodology was used to match the NEET category of young people with IT companies, offering them a single-entry point with integrated services (outreach, soft skills training, IT training, company traineeships used to acquire skills and knowledge). This innovative model was successfully tested in 2019 and during the second phase of the E2E, focus is planned on model sustainability through cooperation with OPENS Novi Sad.



# List of Awarded Applications

No.	Name of the applicant	Name of the Project	Location	Budget	Target group
1.	<b>Center for youth integration</b>	The StreetUp Coffeehouse Roma Youth Employment Programme	Belgrade	27.525 EUR	Street-involved and formerly street-involved Roma youth in Belgrade aged 16-19
2.	<b>Center for Youth Work</b>	"My career from zero to hero!"	Novi Sad	27.525 EUR	NEET category age 18-30
3.	<b>Youth with disabilities forum</b>	Internship for Youth with Disabilities Employability	Belgrade	27.525 EUR	Youth with disabilities 18-30
4.	<b>Association of citizens for social development "Sunce"</b>	Better Opportunities for Youth Living in Rural Areas	Kragujevac, Rača	4.035 EUR	Youth living in distant rural areas
5.	<b>Local community support center "Mome"</b>	„Eco chance"	Pirot	4.495 EUR	Unemployed youth from impoverished families and youth Roma with strong focus on women from these vulnerable groups

No.	Name of the applicant	Name of the Project	Location	Budget	Target group
6.	<b>Center for development of entrepreneurship and innovation Smart connections</b>	Improvement of conditions and provision of support for youth employment and entrepreneurship	Paraćin	4.403 EUR	Unemployed youth from rural areas motivated for entrepreneurship
7.	<b>Association of Užice Center for Human Rights and Democracy</b>	"Through Inter- sector action to youth employment"	Užice	24.770 EUR	Unemployed youth age 18-30 from Zlatibor region
8.	<b>Centre for research, development and application of practical knowledge and skills" CEIR Novi Sad</b>	"Click to Independence" through the Children™s village to the World	Novi Sad	26.605 EUR	Youth benefiting from the social care institutions and young people without parental care age 18-30
9.	<b>Sombor education Center</b>	"The Missing Puzzle – Through Local Action to Successful Employability"	Sombor	22.935 EUR	Hard-to-employ persons, unemployed, particularly the young Roma people



No.	Name of the applicant	Name of the Project	Location	Budget	Target group
10.	<b>Association for local development of Kamenica</b>	Practical Academy	Niš/Kamenica	22.935 EUR	Students from University of Nis interested for apprenticeship in SME sector in rural areas of Niš
11.	<b>Fenomena</b>	DAFF, Agrobusiness start up for youth	Raška, Zlatibor County	22.935 EUR	Young man and women from rural areas starting as entrepreneurs
12.	<b>Business development center</b>	Local level partnership for youth employment	Kragujevac	22.935 EUR	Unemployed youth in metal processing sector seeking job opportunities
13.	<b>Regional Education Center Banat</b>	Start your own business	Zrenjanin	22.935 EUR	Youth interested in becoming entrepreneurs
14.	<b>Foundation for Advancement of Economics -</b>	NAPRED – networking of private and education sector	Belgrade	22.935 EUR	Students interested in apprenticeship, academic work
15.	<b>Enthusiasts from Kučevo</b>	Your land will worth more	Kučevo	2.750 EUR	Rural youth interested in entrepreneurship

No.	Name of the applicant	Name of the Project	Location	Budget	Target group
16.	<b>Timoči klub Knjaževac</b>	Digital inclusion	Knjaževac	2.750 EUR	Youth finalizing secondary education level
17.	<b>Roma from Vojvodina Association</b>	Are you aware, are you able?	Novi Bečej	2.750 EUR	Roma youth seeking entrepreneurship opportunities
18.	<b>Timok youth center (TOC)</b>	POMAK Transofrmation	Zaječar	13.760 EUR	CSO's transforming into social enterprises
19.	<b>European movement in Serbia-Leskovac</b>	ACTIVATOR-multisectoral partnership for youth	Leskovac	22.935 EUR	Youth seeking apprenticeship opportunity and becoming an entrepreneur







## Program information

The E2E programme supports evidence-based approaches in youth employment policies in Serbia and facilitates employment and learning opportunities for young people in Serbia. Work-based learning of skills required within the labour market helps young people find decent employment more easily. The E2E is a partnership programme between the Government of Serbia and the Swiss Government that builds alliances between the public, civil and private sectors involved in youth employment.

## E2E Vision

Decent job prospects and career paths for all young women and men in Serbia.

## Mission statement

The E2E improves the position of youth on the Serbian labour market through the modernisation of youth skilled labour demanded by the private sector.

## Work integration of socially excluded youth

The E2E supports the work integration of young people that have difficulty probing the labour market: unemployed youth, education or training (NEET), rural youth, Roma, youth from young offender institutions, youth without parental care, young people with disabilities and victims of domestic abuse.



## Program info

Duration:

2015-2019

Serbian Contribution:

6.3 million €

Swiss Contribution:

7 million €

Funding Source:

Swiss Agency for  
Development and  
Cooperation SDC

## Contacts

**Social Inclusion and Poverty Reduction Unit (SIPRU)**

Jelena Milovanovic

jelena.milovanovic@gov.rs

**NIRAS-IP Consult**

Oliver Streit

oliver.streit@ip-consult.de

**Swiss Agency for Development and Cooperation**

Jovana Mihajlovic

jovana.mihajlovic@eda.admin.ch

For Additional information about **E2E**  
and our activities please visit us at

**[www.znanjemdoposla.rs](http://www.znanjemdoposla.rs)**





Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

**Swiss Agency for Development  
and Cooperation SDC**



SOCIAL INCLUSION AND  
POVERTY REDUCTION  
UNIT

**NIRAS**  
IP CONSULT