

1. Operating Structure:

Operating Structure for Human Resources Development Component of IPA (OS), as per Article 16 of the Governmental Decree on DIS, shall comprise of CFCD and the respective structures for IPA implementation established within the Ministry of Education and Science (MES) and the Ministry of Labour and Social Policy (MLSP). The Operating Structure shall be responsible for managing and implementing the Operational Programme Human Resources Development (OPHRD) 2007-2013 in accordance with the principle of sound financial management, as per Article 9 of the Governmental Decree on DIS, point 6 of Annex A of the Framework Agreement and Article 28 of IPA IR.

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2. Title of the Operation:

Modernisation of the Employment Service Agency

3. Measure

Measure 1.1: Further development of the Employment Service Agency and enhancement of the employment conditions

4. Description of the Operation

4.1 Synthetic description

Modernisation of the Employment Service Agency (ESA) is a long-term process, which requires organisational changes, changes in working practices and management style. Modernisation of the Employment Service Agency cannot happen without preparing and helping ESA (its organisation and the people working for it) to adopt a new way of working. Profound organisational and cultural changes in ESA are a precondition for proper delivery of desired quality of labour market services.

The overall objective of this operation is to further modernize and prepare the Employment Service Agency to respond to the requirements related to the EU accession in the field of employment policy.

More specifically, this operation aims at improving the quality, efficiency and effectiveness of the services provided to job seekers and employers by the Employment Service Agency with a view of reducing unemployment and preventing people in employment become unemployed.

The operation will be carried out by employing a participative approach.

For this operation, the following two components have been envisaged:

Component 1 Developing a vision for change

Preparation of the change is an extensive task which requires devoting enough time and other resources to complete all the necessary steps before implementing the change. ESA's inherent resources and capacities, and especially ESA's human resources, shall be the main engine driving the overall process of change.

The first stage is about carrying out analysis and development of full understanding of the needs for change. Planning of change will be based on the feedback of all stakeholders of ESA's change project, in particular the employees.

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After considering the needs for change of all interested parties, Component 1 of the project will agree upon the vision for change and the Action Plan for implementation of the change for the Employment Service Agency. That will include establishment of a clear vision of ESA's improved future, manageable short- and long-term goals and measurable targets, etc. The Action Plan for implementation of change will be a simple, realistic and living document.

Component 2 Implementing and consolidating the change

The Plan for implementation of the change will be implemented. Training of ESA's employees will be organised and will deal with professional and individual (soft) skills. The process of change must be organized in a way that will rapidly show the first results of those changes. Monitoring of the progress against planned achievements will be based on qualitative and quantitative indicators. The Action Plan for implementation of the change, if necessary, should be regularly updated following the results of regular assessment.

It will be vital that ESA's management shares and explains all aspects of the Action Plan for implementation of the change to everyone affected. Finally, a Consolidated Activities Plan will be developed in order to secure efficient implementation of change in the future.

4.2 End recipient(s)

The Employment Service Agency (ESA)

4.3 Duration

18 months

4.4 Target groups

Employed staff in ESA (central office and local employment centers)

4.5 Expected output, results and impact and indicators

Indicators	Baseline	Target	Definitions and presumptions	Source of data
<i>Outputs</i>				

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No of trained employees in the employment centres dealing with active labour markets measures	176 (94 men, 83 women) ¹	460		ESA statistics, database
Result				
% of employees who successfully passed the training	0	90%		ESA statistics, database

4.6. Links with other measures or IPA programmes (if any)

This operation is linked with operation “Support to the National Employment Policy” of Priority Axis 1 – Measure 1.2, and the operation “Support to the employment of young unemployed people and long-term unemployed” of Priority Axis 1 – Measure 1.3.

5. Implementation arrangements, risks and assumption

5.1 (Institutional framework: operation coordination unit/steering committee/regional and/or provincial authorities/technical assistance team/other)

The IPA Coordinator of the Ministry of Labour and Social Policy shall establish a Steering Committee (SC). The role of the SC shall entail provision of strategic, political and technical guidance to the project, monitoring progress and assistance where possible in overcoming any obstacles to progress in any aspect of the contract.

The Steering Committee members will involve relevant stakeholders (as deemed appropriate), such as:

- The Central Financing and Contracting Department;
- The Ministry of Labour and Social Policy;

¹ Trainings have been carried out in 2006 (CARDS Employment Policy II). In addition, about 405 ESA employees received trainings in 2007 and 2008 under CARDS Employment Policy III. The project recommended that staff of ESA is to be further and continuously trained how to implement customer oriented approach and how to provide services built on the active labour market policy.

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- The Employment Service Agency.

The EC Delegation will participate to the Steering Committee as observer.

5.2 (Procedures for the implementation of the operation: call for proposals/direct implementation by national institutions without prior call for proposals/call for tenders)

This operation shall be implemented through 1 (one) service contract by means of an international restricted procedure.

Contract Type	Deadline for Submitting Draft ToR/TS/GfA to CFCF	Deadline for Completing TD/and Submission to ECD	Deadline for Publication of PN	Short List Phase	Deadline for Tender / Call for Proposals Launch	Deadline for Tender s/ Applications Submission	Evaluation Date	Contract Approval Date	Deadline for Contract Signature	Date of Contract Start	Date of Contract End
Service Contract	12/2009	02/2010	04/2010	06/2010	/	09/2010	09/2010	12/2010	02/2011	03/2011	08/2012

5.3. Risks and assumptions

Risks:

- Difficulties of putting into perspective the high importance of the project for the future;
- Management is hesitant to take on the responsibility to back up the change;
- Inappropriate tempo of implementation of the project's different phases;
- Difficulties of removing obstacles for change (as to take into account the consequences of the change on people, etc).

Assumptions:

- Strong political will and long term commitment by the highest political level;
- Efficient and respected leadership at all levels in ESA able to secure the cohesion of the team and to motivate people;
- A good and stable guiding team exists with enough power to lead the change effort;
- Good and shared understanding of the project's purpose by all stakeholders.