

OPERATION IDENTIFICATION SHEET

SUPPORT TO EMPLOYMENT SERVICE AGENCY FOR IMPLEMENTATION OF ACTIVE LABOUR MARKET MEASURES AND SERVICES

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

Support to Employment Service Agency for implementation of active labour market measures and services

3. Measure

Measure 11: Further development of the Employment Service Agency and enhancement of the employment conditions

4. Description of the Operation

4.1 Synthetic description

The overall objective of the operation is to improve the quality, efficiency and effects of the services provided by the Employment Service Agency (ESA) with a view of reducing unemployment and preventing that people in employment get unemployed.

The operation will be implemented through three different types of contracts:

- I. **Twinning contract** as a support to the implementation of active labour market measures and services
- II. **Supply contracts** as a support to the process of improving the operations and services of the ESA
- III. **Works contracts** as a support to the process of improving the operations and services of the ESA.

Under the programming period 2007-2009, the project "Further modernization of the Employment Service Agency" supports the long-term process of modernization of ESA by way of organisational changes, changes in working practices and management style. The proposed twinning project will build on the results achieved under the on-going project by focusing on planning and implementation of the active labour market measures. The Works and Supply contracts will enable adaptation and modernisation of the existing infrastructures and procurement of equipment and assets, which are necessary to ESA to perform its tasks related to the labour market policy implementation.

I. Twinning project

The Employment Service Agency is the main implementing body of the passive and active employment programmes and measures in the country. It has a significant role in the achievement of the objectives and targets set in the National Employment Strategy and the National Action Plans for Employment. ESA provides assistance, support and training to job seekers and also specific support to employers seeking qualified labour force.

ESA has been implementing active labour market measures mainly targeting the young unemployed and long-term unemployed people registered with ESA. One measure covers unemployed with different background and needs, not addressing the specific needs of individuals. ESA's employees should have abilities and skills to recognize the specifics of the individuals and support the unemployed to cope with the obstacles in the labour market. The active labour market measures should be planned in such a way that would enable ESA's employees to address these specifics during the implementation. This would contribute to creation of comprehensive approach towards effective integration of the unemployed in the labour market and promoting equal opportunities for all in access to work.

Such approach demands not only recognizing the individual needs of the target group, but also good cooperation with employers and other institutions in the area of education and trainings, social welfare, social partners, etc. and their participation in the implementation of the measures.

Moreover, the coverage of national ALMMs is low (in 2012 about 21% of total registered unemployed could participate in ALMMs). The implementation of the EU funded project "Support to the employment of young people, long-term unemployed and women" demonstrated insufficient capacity of the ESA to implement additional measures. Hence, further capacity building of ESA will contribute towards funding bigger scope of active labour market measures through the pre-accession assistance.

The **specific objective** of the twinning project is to further strengthen capacity of ESA to develop, implement and follow-up active labour market measures and services thus facilitating the access of the unemployed persons to the labour market.

The twinning project includes the following:

1. Building capacity of ESA to carry out assessment of active labour market measures

ESA will be supported in the assessment of relevancy, efficiency and results of implemented active labour market measures against the needs of the unemployed. The assessment should cover the aspects related to the management system and capacity of the ESA to develop, apply, monitor and evaluate active labour market measures according to the specific needs of the unemployed.

2. Strengthening the capacities of ESA to improve the existing active labour market measures and develop new measures

Based on the results of assessment, ESA will be supported to redesign the existing active labour market measures or develop new measures, where necessary. The management system of the measures will be improved in terms of addressing the specific needs of the individuals. The cooperation of ESA with other stakeholders will be reinforced with regards to the programming and implementation of active labour market measures.

3. Trainings of ESA's employees and other stakeholders to manage and implement ALMM

Trainings for ESA's employees (responsible for active labour market policy measures, counsellors, analysts and trainers) and employees of other relevant stakeholders will be organised within this component.

4. Assistance in the implementation of the IPA funded active labour market measures

ESA will be supported in the application of the principles, mechanisms, rules and procedures related to implementation EU grant projects. Actions will be undertaken to align the implementation of the national and IPA funded active labour market measures.

5. Further support of ESA in the organisational management change process

ESA will be supported in its organisational management change process including in implementing the proposals for continuing improvements aimed at securing sustainability of the organisational change after the completion of the project "Further Modernisation of the Employment Service Agency".

II. and III. Supply and Works Contract

In order to support the delivery of quality services and measures to the customers (employers and/or jobseekers, etc.), the operation will encompass both supplies and works activities within the limits set by the IPA Implementing Regulation. The following activities shall be performed:

- Purchase/update and installation of equipment (IT equipment and other office equipment, training equipment), furniture and other assets (vehicles);
- Adaptation and modernisation of existing infrastructures of employment centers.

The adaptation and modernisation of the infrastructures as well as the new equipment and assets should support performance of the new tasks of ESA's employees, in the frame of the implemented organisation management change project. The equipment should correspond to the needs established during the assessment of ESA's IT and other physical capacities that will be conducted within the project "Further Modernisation of the Employment Service Agency".

4.2 End recipient (s):

ESA with the employment centers

4.3 Duration:

- Twinning contract: 24 months;
- Supply contract: 18 months (6 months+12 months warranty period);
- Works contract: 24 months (12 months+ 12 months Defect Liability Period);

4.4 Target group(s):

- Employed in ESA and the employment centers;
- Employers;
- Unemployed persons.

4.5 Expected outputs, results and impact and indicators

Indicators	Baseline	Targets for 2007-2011 period	Definitions and assumptions	Source of data
<i>Outputs</i>				
Developed curricula for ESA employees	/	1		Project reports

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Indicators	Baseline	Targets for 2007-2011 period	Definitions and assumptions	Source of data
No of trained employees in the Employment Services Agency	176 (94 men, 83 women) ¹	100		Project reports
ESA IT system up-graded and operational	0	1		Project reports
Number of employment centers modernised	0	At least 7	Number of employment centers having received direct benefit from the project: adapted premises or equipment. The exact number will be determined on the basis of the assessment of the project "Further Modernisation of the Employment Service Agency"	Project reports
Results				
% of employees who successfully passed the training	0	90%		Project reports
% of employees fully supported by upgraded	0	80%		Project reports

¹ Trainings have been carried out in 2006 (CARDS employment policy II)

Indicators	Baseline	Targets for 2007-2011 period	Definitions and assumptions	Source of data
physical capacities				

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

This operation is linked with the overall implementation of the Priority Axis 1.

More specifically, this operation will complement the operation "Further Modernisation of the Employment Service Agency" of Priority Axis 1 - Measure 1.1 and will support efficient implementation of the successive phases of the operation "Support to the employment of young people, long-term unemployed and women" of Priority Axis 1 - Measure 1.3.

The preparation of the tender dossiers and supervision of the works and supply contracts will be financed from the Technical Assistance of the Operational Programme "Human Resources Development 2007 - 2013".

5 Implementation arrangements

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

The CFCD shall act as a Contracting Authority and shall be responsible for launching the tender, organising evaluations, preparing/signing the contract, payments, accounting, and shall have overall responsibility and supervision of contract's implementation.

The EUD in Skopje shall execute ex-ante control over the whole procedure and shall be kept fully informed on the progress by means of regular briefings during the course of the Operation.

A Steering Committee (SC) shall be established. 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 contracts.

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

- The Ministry of Labour and Social Policy;
- The Employment Service Agency;
- Social partners;
- VET Center, Adult Education Center, etc.

The Central Financing and Contracting Department and EU Delegation will participate to the Steering Committee as observers.

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

1 (one) Twinning Contract shall be awarded, the estimated cost of it being EUR 1.200.000. The selection procedure will be done in accordance with the procedure following the Twinning Manual.

Project title	Type of Contract	Award Procedure	Completion of Tender documentation and submission to ECD	Inviting the tenderers to submit an offer	Submission of the proposals	Evaluation period	Contract signature	Contract Start	Contract End
Support to employment service agency for implementation of active labour market measures and services	Twinning	/	10/2012	12/2012	2/2013	2-3/2013	8-9/2013	10/2013	10/2015

Furthermore, 1 (one) supply contract will be awarded following international open award procedure and 1 (one) works contract following local open tender procedure.

Contract Type	Deadline for Submitting Draft IoR/TS/GfA to CFCD	Deadline for Completing TD/and Submission to EUD	Deadline for Publication of PN	Short List Phase	Deadline for Tender/ Call for Proposals Launch	Deadline for Tenders/ Applications Submission	Evaluation Date	Contract Approval Date	Deadline for Contract Signature	Date of Contract Start	Date of Contract End

Supply contract	1/2013	2/2013	3/2013	/	/	5/2013	6-7/2013	9/2013	10/2013	10/2013	4/2015
Works contract	3/2013	6/2013	7/2013	/	/	9/2013	10-12/2013	2/2014	3/2014	3/2014	3/2016

5.3 Risks and assumptions

Risks:

- Low level of engagement of the employees in the ESA;
- Lack of continuous partnership between the ESA and the RTA in the implementation of project activities;
- Lack of information and delays in ensuring documents necessary for implementation of the operation (works and supply contract).

Assumptions:

- Full coordination and transparency in the work of all key stakeholders involved;
- Strong commitment by the highest political level;
- Timely provision of necessary assessment documentation (works and supply contract).