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Labour Market Reform and development of a National Employment Action Plan

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Presentation of the Project³

Ministry for Labour, Employment and Social Policy as well as other ministries, the National Employment Service (hereinafter referred to as: NES), of the Republic of Serbia decided to reform and renew all the institutional set up and the executive bodies in the Labour Market sector, with specific strategies and tools concerning the main components of the policy therein.

The four components of that strategy are exposed in summary form and represent a “global” reformation and innovation of the Labour Market.

Project component 1

Capacity building for Labour Market Reform and development of a National Employment Action Plan

Objectives

- Assist the MoLESP and the RES to produce a National Employment Action Plan (NEAP) using the methodology and the annual employment guidelines of the EU.
- Define an agreed strategy for addressing medium and longer term challenges in the Serbian labour market.
- Increase co-operation within and between labour market institutions and social partners in order to increase their efficiency.
- Improve the awareness of the MoLESP, and other relevant actors, on the importance of integrating job broking, counselling, administration of unemployment compensation and active labour market measures within an overall activation policy.
- Define and implement an inter-institutional Labour market monitoring and evaluation system including the assessment of ALMM and programmes.

Methodology

The reform of the Labour Market is linked to economic, institutional and juridical, aspects. It is well known that these different aspects are directly linked between them, becoming often a complex matter for who intends reorganizing the sector. This ever growing complexity makes very difficult, for the numerous institutional actors, the understanding of the Labour market evolution and rules and the consequences of any particular change on the whole system.

Institutions tend to act / react individually taking measures that respond to situations of emergency that do not take in account the structural and global causes of the problems.

³ Acronyms: RES (Republic Employment Service), NEAP (National Employment Action Plan), PIPG (Permanent Inter-Institutional Policy Group). ALMM (Active Labor Market Measures), HRD (Human Resources Development), MoLESP (Ministry of Labor, Employment and Social Policy, NES (National Employment Service). This Project or Proposal was referred to the NATIONAL EMPLOYMENT ACTION PLAN FOR THE PERIOD 2006-2008.

One of the key elements for approaching the reform of the Serbian labour market is the availability of economic information on the base of which strategic decision may be taken and monitored.

Furthermore, all the institutions and social partners that play a role on the organisation of the labour market must dispose of the same information in order to facilitate the inter institutional cooperation and global comprehension of the challenges to be addressed.

With the adoption of the new labour law, the legal and institutional frame work of the Serbian labour market has changed.

The various actors that play a role in the organisation and regulation of the labour market do not have yet a clear vision of their new roles and of those of other actors. Each institution takes action on the basis of its own approach of the problems to be addressed.

The measures and actions undertaken by each institution in different fields (unemployment benefits, job security legislation, education and vocational training...) are not globally considered and monitored as for their effects on the labour market policy making.

The Capacity building for Labour Market Reform and development of a National Employment Action Plan (component 1 of the project) needs to be supported by a process through which the different elements mentioned above (economic, institutional and juridical) dealing with the organisation of the Labour market will be considered as making part of a comprehensive strategic approach the NEAP for reforming the Serbian Labour market and modernising the RES.

Actions

The Project is organised in 3 different activities.

These actions are intended to be realised with a fully participatory process associating all the stakeholders and institutional actors involved in the reform of the labour market.



House of the National Assembly

Project Component 1

MODERNIZATION OF THE REPUBLIC EMPLOYMENT SERVICE (RES)

Activity 1.1.: Study of the labour market situation with a focus on the path finder areas

We propose to conduct an analytical survey featuring the specificities of the Serbian labour market supply and demand side with a focus on regional disparities specifically in the areas of Belgrade, Bor and Pirot .

This survey must be considered as the common base for all institutional actors for approaching the main challenges in the Serbian labour market and allow the design of the guidelines for the NEAP and the identification of the ALMM.

For these reasons, the programme of the survey must be decided and accepted by all the institutional bodies that play a role in the organisation of labour market policy. In the same spirit, local levels (pathfinder areas) must be associated.

ACTIVITY 1.1 Study of Serbian labour market situation and a specific focus on the path finder areas

	Tasks	Planned scope	Duration
1.1.1	Form a technical / scientific committee composed of public and private stakeholders and members of the different institutions that should be involved in addressing labour's market challenges at national and regional levels.	The technical / scientific committee guarantees the methodology and results that are produced within the component 1 It proposes to the steering committee the objectives, tasks and results assigned to the Working groups (WG)	By month 1 INT LTE 1x 10DAYS LOC LT EXP 1 STE x 10 DAYS
1.1.2	Form the working groups that will be in charge of the different aspects of the component 1 leading to the formulation of the NEAP. Define the objectives and outputs of each WG	The objectives and tasks of the component 1 will be achieved by means of 3 working groups WG1 Labour market analysis / survey WG2 ALM WG3 Monitoring and evaluation	By month 3 INT LTE 1x 22DAYS LOC LT EXP 1 STE x 22 DAYS
1.1.3	Organisation of the survey at National level and in the three pathfinder areas. Definition of methodologies and tools Recruitment and training of the survey team Planning of interviews Local contacts in path finder areas	Operational survey team	By month 3 INT LTE 1x 22DAYS LOC LT EXP 1X22 DAYS

<p>1.1.4</p>	<p>Implementation of Survey at central and local level: Analysis of economic trends Analysis of Labour market situation Analysis of demand and supply (main activities: ○ Data collection ○ Interviews with a selection of employers representing the main economic sectors ○ Interviews with ministries and social actors ○ Overview of the VET system ○ Interviews with local actors of the three path finder areas ○ Interviews with unemployed persons chosen within different categories (long term unemployed, new comers)</p>	<p>The analysis of labour market situation and economic trends aims at the definition of strategic priorities and the identification of the priorities for ALM programmes and Measures to be set up. The analysis of the labour market situation is the basis to define guidelines for the NEAP</p> <p>Main topics of the survey:</p> <p>Economic trends of development for labour demand Redundancies and vacancies Skills shortages and difficulties for employers to find and employ workers Labour underutilisation and structure of unemployment Specific categories of unemployed persons Long term unemployed Older workers New comers on the labour market Legal and institutional context Identification of priorities for labour market</p>	<p>By month 4 /5</p> <p>INT LT EXP 2X22 days</p> <p>INT STE 2X11days</p> <p>LOC LT EXP 2X22 days</p> <p>LOCAL STE 3X22</p>
<p>1.1.5</p>	<p>Organization and implementation of Study visit of Steering committee to 2 EU MSs (around 10 persons)</p>	<p>Transfer of experience on elaboration of national employment strategies</p>	<p>By month 4</p> <p>INT LT 1X5 days</p> <p>INT STE 1X5 days</p> <p>LOC LT 1X5 days</p>
<p>1.1.6</p>	<p>1 participatory workshop with the different actors of the labour market that have participated to the survey.</p>	<p>The objectives of these workshops are to discuss, build, organise the temporary results of the survey within the WG 1. These participatory workshops are to be considered as being part of the formulation process of the NEAP</p>	<p>By month 5/6</p> <p>INT LT 1X5 days</p> <p>INT ST 1X7 days</p> <p>LOC LT 1X7 days</p>

1.1.7	Preparation and publication of 1 study on national labour market challenges to be addressed - including study of the 3 path finders' areas. Recommendations for labour market capacity building and first framework for NEAP Identification of priorities and guidelines for the Definition of ALMPs menu		By month 6 INT LT 1X22
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Activity 1.2.: Assessment of the actual labour market monitoring and analysis system and guidelines for a labour market observatory

An adequate monitoring and evaluation system for the labour market is of strategic importance. It must enable to provide accurate and timely information for a more efficient allocation of labour force in the production process and a more effective management of labour policy making and definition of ALMM measures.

On one hand, as mentioned in the TOR the data and information that are available on the Serbian labour market, are subject to different interpretations due to the use of non-harmonized concepts and methods of measurement.

In addition, the evolution of the legislative context (recent labour law) redefines the necessary criteria for being registered as unemployed person. This new context will modify and complicate the interpretation of the statistical figures regarding unemployment.

On the other hand, at policy and programme levels, the lack of an impact evaluation system does not permit a strategic policy management and conducts to a crisis management strategy where the “crisis” becomes the indicator for taking action.

It is thus quite important to introduce and implement an adequate integrated and inter-**institutional** monitoring and evaluation system (statistics and policy impact) for the Serbian labour market that will be the base on which take action and strategic decisions.

ACTIVITY 1.2 Assessment of the actual labour market monitoring and analysis system and guidelines for a labour market observatory

	Tasks	Planned scope	Duration
1.2.1	<p>Organisation of the working team Define the tasks of the WG Define methodologies of work Identify working tools to be developed Plan the activities</p>		INT LTE 1x 22DAYS LOC LT EXP 1 x 22 days INT STE 1 x 22 DAYS
1.2.2	<p>Analysis of the actual situation and methods used for labour market monitoring</p> <p>Realise interviews to management personnel in charge of statistics monitoring and evaluation in different ministries and institutions</p> <p>First report on actual situation of labour market monitoring and analysis system</p>	<p>Assess the existing situation in the overall field of labour market monitoring and analysis across relevant institutions.</p> <p>Identify the methods used for the monitoring and evaluation of labour market.</p> <p>Identify strengths and weaknesses of labour market monitoring and analysis system in order to propose a comprehensive and coherent methodology for the creation of a labour market intelligence system and an evaluation tool for ALM.</p>	By month 3 INT LT EX 1X22DAYS INT ST 1X22 LOC LT EXP 1X22 DAYS LOC ST EX 3X22
1.2.3	<p>1 Participatory workshop with representatives of different ministries and social actors</p>	<p>On the base of the data collected in the interviews phase, the workshop will be the moment for Identifying the needs problems and objectives for setting up a monitoring and analysis system. identifying guidelines for an inter-institutional labour market observatory</p>	INT LT 1X5 INT ST 1X7 LOC LT 1X7
1.2.4	<p>Definition of tools for the monitoring and analysis system and establishment of procedures for data collection. Proposal of a comprehensive and coherent methodology.</p>	<p>Introduce new methods and new procedures of data collection for analysis/intelligence system Introduce new methods and tools for ALM's evaluation</p>	INT LT EX 1X22DAYS

1.2.5	Publication of a methodological Guide book for the monitoring and evaluation of Serbian Labour Market and guidelines for the creation of a national Labour Market Intelligence system		INT LTE 1X22 days INT STE 1X22 days LOC LTE 1x22days
1.2.6	Design and implementation of 2 training seminars on methodologies and tools	60 participants from various institutions and stakeholders trained	By month 9 INT LTE 1x10 days INT STE 2x10 days LOC STEs 1X22 DAYS
1.2.7	1 participatory seminar for assessment and agreement among stakeholders of 2 nd framework of NEAP and	1 seminar will be organized for presentation of 2 nd framework of NEAP as basis for monitoring and evaluation process that will be implemented	INT LTE 1x10 days INT STE 2x10 days

Activity 1.3.: Establishment of an inter-institutional policy group and establishment of a policy co-ordination mechanism

ACTIVITY 1.3 Establishment of an inter-institutional policy group and establishment of a policy co-ordination mechanism			
	Tasks	Planned scope	Duration
1.3.1	Mapping of Institutions/stakeholders and definition of their roles in inter-institutional policy group	Identify the stakeholders involved in Labour market policy co-ordination mechanisms map out their roles and missions defined by law and those that could be proposed in a forthcoming inter-institutional policy group Actual missions Identify relationships between institutions and inter institutional processes Identify strengths and weaknesses of the inter-institutional cooperation	INT LTE 1 x 15 days INT STE 1 x 10 days LOC STE 2 x 15 days

1.3.2	Organization and implementation of 1 st and 2 nd Participatory workshops (1 day each) with representatives of different ministries and social actors including those coming from the pathfinder areas involved in the development of the NEAP	Based on the results of analysis phase, the workshop will permit: <ul style="list-style-type: none"> o The formulation of needs and objectives for setting up an inter-institutional policy group. o The identification of working procedures for transformation of political priorities into effective measures 	INT LTE 1 x 20 days INT STE 1 x 20 days LOC STE 1 x 40 days
1.3.3	Publication of a report of methodological guidelines for the functioning of a strong policy co-ordination group		By month 8 INT LTE 1X22 days INT STE 1X22 days LOC LTE 1x22days
1.3.4	Preparation of training for the implementation of methodology - 9 workshops (2 days each).	Preparation of training programmes for 60 participants from various institutions and stakeholders who will participate in training to learn how to produce a NEAP (see comp 4 for delivery of training)	By month 10 INT LTE 1 x 5 days 2 STEs x 18 days
1.3.5	Writing and editing of final draft of NEAP		By month 12 INT LTE 1 x 22 days INT STE 2 x 22 days LOC STE 1 x 22 days LOC LTE 1 x 22 days
1.3.6	National Conference on NEAP and presentation of final draft Formal set up and presentation to the public of Permanent Inter-Institutional Policy group (PIPG)		By month 13 INT LTE 1 x 5 days INT STE 2 x 5 days LOC STE 1 x 10 days

1.3.7	Analysis of legal and institutional framework by the PIPG in order to make Proposals on the necessary changes in existing Serbian legislation		By month 16 INT LTE 1 x 22 days INT STE 2 x 22 days LOC STE 1 x 22 days LOC LTE 1 x 22 days

Project Component 2

Modernization of the Republic Employment Service (RES)

Objective

To strengthen the capacity of the RES to allocate the services offered to citizens in the entire territory of the Republic of Serbia, standardizing the processes and raising the quality of services, also by means of training and updating its personnel.

Methodology

The analysis results of the Serbian labour market and the main policy measures addressed with the drafting of NAEP (Component 1 of the project), together with provisions envisaged in the Employment Act, will be the basis for definition of areas of intervention for the RES. Employment services should in fact provide support for tackling the employment issues, but the starting point for such reform is the development of a National Plan for Employment that focuses on policy developments and institutions able to back up the development of a dynamic, flexible labour market based on a skilled workforce.

In order to transform the RES into an efficient and effective agent for the delivery of labour market services, this project aims at defining its current organization and processes, the information needs at all levels and sectors of activities, the relevant skills owned by the RES staff, defining mission of RES, new organizational model and related processes, and desired professional profiles in order to define organizational and training needs.

Most attention must be paid to the contribution to this component of a parallel project, already started in May 2004, which is carried out by the Swedish International Development Agency (SIDA). The team will have to work in strict contact with SIDA in order not to overlap activities, and to avoid the risk of designing different organization models and tasks for the RES, from which derive training plans for management and staff.

In particular the following activities carried out by the SIDA project should be monitored and linked to this component's activities:

- A) organization review of the RES
- B) management and labour market information system
- C) management development
- D) job broking/mediation arrangements, including self service

Therefore Component 2 will envisage all activities that should be carried out in order to obtain a new organization model and the definition of training needs for managers and staff, both at national and at local level, but some of these activities may be redundant and analyses might be already at disposal when this project starts, depending on SIDA's project development.

International and local experts will have mainly their counterpart in Human Resources Department of RES, IT Services Department, and the "Active Labour Measures" department of the RES. These 3 areas are fundamental for the reorganization activities of RES planned in this Component, since

they must interact for harmonisation of strategies and the real start-up of the modernization process. Human Resources area is key to the development of the project because the organization of employment services, the upgrading of professional skills and the HRD system are under its responsibility.

IT Services are involved in the reorganization strategy, since the actual information systems are to be mapped and then their upgrading must be agreed and implemented accordingly with the new proposed organization model of employment services.

The “Active Labour Measures” department might not exist at the time of project commencement, but it will be vital to have a group of officers devoted to this issue, under its various facets, in order to propose and agree with them of future strategies, operations, and training of resources within the RES. The precise definition of this working group will derive from decisions taken under Component 1, where an inter-institutional integrated working group is established.

Relevant Partners’ methodology and tools to be used in this Component are:

- Methodologies of organizational behaviour and tools (Italia Lavoro’s Manual for the organizational models of the Italian Employment Centres⁴)
- Methodologies of skill assessment (Italia Lavoro)
- Information system for the management of the skills assessment (Italia Lavoro)
- Technical Assistance to the Italian Regions and Provinces in designing and implementing IT support for the delivery of Employment Services (Italia Lavoro – ISI Programme)
- Technical Assistance to the Italian Regions and Provinces in delivering basic information services of PES: registration of unemployed people and creation of related database (Italia Lavoro)
- Database of European and Italian best practices in PES and active labour measures (Italia Lavoro – SPINN Programme)
- Implementation of an Exchange and Twinning programme for European and Italian PES (Italia Lavoro – SPINN Programme)
- Focus groups
- Interviews with experts/testimonials
- Interviews with top performers

Activities

Component 2 will entail the following activities:

- 2.1 Background analysis
- 2.2 Organization model responding to the needs of the new scenario
- 2.3 Development of an information technology strategy and platform
- 2.4 Identification of organizational needs
- 2.5 Identification of the professional skills and training needs

⁴ Romano Toppan, Guidelines for Quality Assurance of the Public and Private Employment Services, Ministry of Labour of Italy and Italia Lavoro, Rome, 2008.

Expected results

- 1 Detailed review of the RES counselling capacity and plan for its enhancement.
- 2 Review of RES information requirements and existing information technology capability.
- 3 Developed proposals for RES information strategy and IT systems strategy.
- 4 Developed legislative/regulatory proposals for the restructured RES, if required.
- 5 Comprehensive assessment/evaluation study of the upgrading/training needs for the RES staff;
- 6 *Implementation plan for IT strategy*
- 7 An improved HRD system for RES elaborated and established.
- 8 Quality counselling services to the unemployed in the RES offices in the districts of Belgrade, Bor and Pirot
- 9 Manual for mentoring, information and guidance to RES staff.
- 10 Study visits for selected personnel to EU and region.

ACTIVITY 2.1 Background Analysis			
	Tasks	Planned scope	Duration
2.1.1	Assessment of plans, policies, and social policy and employment measures in the Republic of Serbia, deriving from the Employment Act.	To have a clear view of policy measures and strategies to be implemented	INT LTE 1 x 7 days INT STEs 2 x 22 days LOC LTE 2 x 10 days
2.1.2	Identification of the role and new tasks of RES, with regard to the new guidelines.	To state RES new mission and tasks according to Employment Act	

ACTIVITY 2.2 Organization model responding to the needs of the new scenario			
	Tasks	Planned scope	Duration
2.2.1	Analysis of the RES experience and macro-analysis of its corporate organization	To define RES organization also by means of interviews with relevant testimonials and top performers	INT LTE 1 x 5 days INT STEs 1 x 10 days LOC LTE 1 x 10 days
2.2.2	Definition of the RES functions, processes and procedures according to the new tasks	To define RES new functions and processes	INT LTE 1 x 5 days INT STEs 1 x 10 days LOC LTE 1 x 10 days
2.2.3	Identification of the new service standards and of the organizational model of the central and local structures	To define new service standards and the most adequate organization model for RES to deliver services, according to its new mission and tasks	INT LTE 1 x 5 days INT STEs 1 x 10 days LOC LTE 1 x 10 days
2.2.4	Identification of the professional profiles (main competencies) necessary to the performance standards, both at central and local level	To define necessary competencies and skills, adequate to perform the new tasks	INT LTE 1 x 5 days INT STEs 1 x 10 days LOC LTE 1 x 10 days

ACTIVITY 2.3 Identification of organizational needs

	Tasks	Planned scope	Duration
2.3.1	Accurate analysis of the central organization of RES (processes, decision flows, procedures and operational flows, roles and tasks, actual professional skills)	To have a precise chart of RES functions and processes at central level (also by means of interviews with relevant testimonials)	INT LTE 1 x 5 days INT STEs 1 x 7 days LOC LTE 1 x 7 days
2.3.2	Sample analysis of local structures	To define functions and tasks of RES structures at local level	INT LTE 1 x 5 days INT STEs 1 x 7 days LOC LTE 1 x 7 days
2.3.3	Flow analysis between central and local structures on the two-level services and their functionality	To define flow at local and central level	INT STEs 1 x 3 days LOC LTE 1 x 3 days
2.3.4	Comparison between the present model of organization and the proposed improved model, designed for the new tasks	To define the organizational gap between the actual and proposed model of organization	INT LTE 1 x 5 days INT STEs 1 x 5 days LOC LTE 1 x 5 days
2.3.5	Redesign of the organization model of RES	To propose a new organizational model	Presentation of Organizational model by month 4

ACTIVITY 2.4 Development of an information technology strategy and platform

	Tasks	Planned scope	Duration
2.4.1	Accurate assessment of the information needs of the RES, at central level, in different areas of scope: Personnel, finance, management, estate, operations	To have a precise chart of RES current information flows at central level	INT LTE 1 x 22 days INT STEs 1 x 22 days LOC LTE 1 x 22 days
2.4.2	Sample analysis of local structures (in Belgrade, Bor and Pirot) and of their needs, according to their operational areas	To have a precise chart of RES current information flows in pathfinder areas	INT LTE 1 x 11 days LOC LTE 1 x 22 days LOC STEs 3 x 22 days
2.4.3	Flow analysis between central and local structures on the two-level services and their functionality, and assessment of their equipment and material needs accordingly	To define information needs, at local and central level, with key requirements and priorities for development	INT LTE 1 x 22 days INT STEs 1 x 22 days LOC LTE 1 x 22 days
2.4.4	Development of the IT strategy, taking account of the legacy	To define the IT strategy with key requirements and priorities	INT LTE 1 x 22 days INT STEs 1 x 22 days LOC LTE 1 x 22 days Strategy by month 6
2.4.5	Development of overall IT platform architecture and infrastructure, taking account of the legacy, compatibility and affordability issues	To design the general architecture of IT system and its infrastructure	INT LTE 1 x 22 days INT STEs 1 x 22 days LOC LTE 1 x 22 days
2.4.6	Presentation of equipment requirements and its technical specifications for the IT system	To provide the EAR with guidelines for the proper set up of an information system, with recommendations on technical specifications, on quantity and quality of equipment.	1 STE x 1 day Specifications of IT system by month 7

2.4.8	Launch of procurement for IT equipment in 3 pathfinder areas	To provide guidelines and specification for procurement (circa 1 M € fund)	INT LTE 1 x 10 days INT STEs 1 x 10 days LOC LTE 1 x 22 days
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ACTIVITY 2.5 Identification of the professional skills and training needs			
	Tasks	Planned scope	Duration
2.5.1	Skill assessment of middle management and staff of RES	To define general competencies of middle management and staff of RES	INT STEs 1 x 22 days LOC STE 1 x 22 days
2.5.2	Analysis of necessary profiles and differences with the actual skills: assessment of training needs	To define professional profiles and competencies needed to carry out functions and to deliver services that have been designed in the previous activity	INT STEs 1 x 11 days LOC STE 1 x 11 days
2.5.3	Definition of the training contents and training plan for trainers, who will carry out training activities for the staff of RES in the future		INT LTE 1 x 11 days
2.5.4	Presentation of training plan for trainers		Presentation of plan for Train the Trainers Programme by month 6

Project Component 3

ACTIVE LABOUR MARKET MEASURES FUND

Objective of Component 3

Assist the RES to design and operate an ALMM fund (approx. €6.5 million), which will address the needs of the long term unemployed, unemployed in risk of entering long-term unemployment, unemployed young people, people without work experience and those without basic skills, first time job seekers and redundant workers.

Furthermore, the fund will enhance the counselling capacity of RES counsellors by activating external help.

Methodology

On the basis of the three labour market analysis and the identification of the needs of the beneficiary target groups specifically in the 3 pathfinder areas, the working group will define an appropriate strategy for a balanced response to the identified needs of beneficiaries of measures. A set of actions in the various fields of labour active measures will be produced through the active participation of local actors, either on the side of labour demand, or on the side of supply.

The priorities of these various objectives will be discussed constantly, at the various steps of process, with the local authorities and the Serbian Partners in order to proceed in the most flexible way as possible.

Activities of Component 3

3.1 – Support of the RES and local employment councils to analyse the labour market situation and make decisions on the type of ALMMs to be used in the pathfinder areas of Belgrade, Bor and Pirot.

3.2 – Production of organizational guidelines and operational mechanism rules for managing the ALMMs and implementing the Fund.

3.3 – Identification of potential service providers (also including training providers and private employment agencies) for the ALMMs' delivery and enhance their capacity through training events.

3.4 – Identification of training needs and implementation of the training programmes for the RES Staff and local employment offices

3.5 – Implementation of a large number of projects funded under the scheme.

3.6. - Analysis and integration of lessons learned from pathfinders.

3.7. – Assistance with publishing and dissemination of the funded projects and their results

Expected results

1. Three studies with analysis of labour market situation in Belgrade, Bor and Pirot and proposals for employment policy action.
2. Design and operate an ALMM fund (approx. €6.5 million).
3. A detailed manual of operations, information packages for the fund and all necessary materials for the pathfinder areas
4. Prepared documents for public awareness, information and assistance to potential applicants, for selection and contracting process and fund monitoring.
5. Guide for RES staff on the functioning of the fund.
6. A monitoring report on point of weakness and point of strength emerging from the expired actions, completed with a set of suggestions and recommendations on future bettering schemes to apply.
7. Dissemination through a communication campaign of a large number of exemplary projects funded under the scheme.

Project Component 3

Active Labour Market Measures Fund

ACTIVITY 3.1 Assist the RES and local employment councils to analyse the labour market situation and make decisions on the type of ALMMs to be used in the pathfinder areas of Belgrade, Bor and Pirot.

Tasks	Planned scope	Duration
3.1.1	Organisation of three participatory workshops with local actors (Belgrade, Bor and Pirot)	Discuss the local labour market surveys realised in the component 1 and identify the priorities to be addressed within the active labour market measures programme.
		INT STE 3 x 7 days LOC STEs 3x 22 days
3.1.2	Define categories of measures to be adopted for specific target groups in the three pathfinder areas and description of contents of measures including financial aspects and presentation of Report	Propose an adequate programme of measures in the three pathfinder areas
		INT LTE 1 x 15 days LOC LTE 3 x 15 days

ACTIVITY 3.2 – Producing organizational guidelines’ and operational mechanisms’ rules for managing the ALMPs and implementing the Fund

Tasks	Planned scope	Duration
3.2.1	Writing of a detailed manual of operations, information packages for the fund and all necessary materials for the pathfinder areas,	Define the rules of the fund and make them available to all actors
		INT STE 2x11days LOC LTE x 11 days
3.2.2	Guide for RES staff on the functioning of the fund	Define methods and criteria for targeting final beneficiaries Define methodology for tender writing Define selection criteria for choosing and contracting external service providers
		INT STE 2x11 days LOC LTE x 11 days
3.2.3	Definition of a monitoring system including Financial and impact evaluation	Define organisational aspects for the management of the fund
		INT STE 2x11days LOC LTE 1x22days
3.2.4	Definition of the information system for the management of the fund	Information system integrated with the general information system framework
		INT STE 1x22 days LOC LTE 1x22days

ACTIVITY 3.3 Identification of potential service providers (also including training providers and private employment agencies) for the ALMP delivery

	Tasks	Planned scope	Duration
3.3.1	Definition of procedures regarding public awareness, information and assistance to potential applicants, selection and contracting process		INT STE 1x22 days LOC LTE 1x22days
3.3.2	Analysis of characteristics and training needs of employment service providers in order to define potential suppliers in 3 pathfinder areas	Identify potential service providers for the ALMP delivery Define procedures for public information and application forms for tenderers	INT STE 1x22 days LOC LTE 1x22days
3.3.3	Support in defining specifications of tenders and first Call for Proposals		INT STE 1 x 10 days LOC STE 1 x 10 days

ACTIVITY 3.4 Identification of training needs and implementation of the training programmes for the RES Staff and the local offices and enhance the capacity of the services providers through training events.

	Tasks	Planned scope	Duration
3.4.1	Define Training programme for RES HQ staff and local employment offices and services on project implementation mechanisms		INT STE 1 x 10 days LOC LTE 1 x 5 days
3.4.2	Define Training programme on monitoring and evaluation of the fund		INT STE 1 x 10 days LOC LTE 1 x 5 days
3.4.3	Define Training programme on evaluation of ALM programmes		INT STE 1 x 10 days LOC LTE 1x 5 days
3.4.4	Define Training programme for selected groups of service providers		INT STE 1 x 10 days LOC LTE 1x 5 days

ACTIVITY 3.5 Support to implementation of a large number of projects funded under the scheme and analysis of lessons learned in pathfinder areas.

	Tasks	Planned scope	Duration
3.5.1	Assistance to the implementation of a large menu of ALM Programmes in the three pathfinder areas	To verify the delivery process that the selected service providers in 3 pathfinder areas	INT LTE 1 x 10 days INT STE 3 x 25 days LOC LTE 3 x 25 days From month 16 to month 21
3.5.2	Test of the monitoring scheme of the fund	A set of methodologies and tools proved and tested during the implementation of ALM programmes in the 3 areas. Standardized procedures acquired in ordinary working methods of the RES Staff	INT LTE 1 x 5 days INT STE 3 x 10 days LOC LTE 3 x 15 days
3.5.3	Field analysis of the different typologies of active labour measures implemented in the three pathfinder areas and presentation of Monitoring Report on functioning of the fund	Assessment of good practices and improvement of the quality standards of actions.	INT LTE 1 x 5 days INT STE 3 x 15 days LOC LTE 3 x 22 days Report by month 21

ACTIVITY 3.6 – Support to publishing and dissemination of the funded projects and their results

	Tasks	Planned scope	Duration
3.6.1	Preparation of the communication and dissemination campaign		INT STE 2 x 15 days LOC STE 3 x 15 days
3.6.2	Implementation of the communication and dissemination campaign: <ul style="list-style-type: none"> - 3 workshops with social actors in Belgrade, Bor and Pirot - 1 open seminar/press conference - 6 video / media campaign on good practices 		INT STEs 2 x 20 days LOC LTE 3 x 22 days LOC STEs 3 x 22 days
3.6.3	Editing of paper work produced in the workshops and seminars		INT LTEs 3 x 10 days LOC LTE 1 x 10 days

Project Component 4 Delivery of “Train the Trainers programme” and Training Activities

Objective

To upgrade skills of trainers, in order to strengthen RES capacity to develop comprehensive and integrated training system for its own staff, both at central and local level.

Training should be considered one of the most important levers to design, set up, implement and evaluate the effectiveness of the job creation programmes and their coherence within the labour market system.

Training stays in the core of that system, as instrument of the:

- human resources development of the people
- cultural heritage and know how transmission
- access to the basic right of the work
- mastership of the competencies required therein
- self-esteem and social role achievement

Vocational training has specific objectives, in the frame of the general education processes, formal and informal.

Its scope is mostly linked with the labour market and economic activities, but the scenario of the modern economic evolution in the globalisation and information society, requires an enrichment of the traditional approaches of this type of training: the increasing of the “intangible “ factors of the value creation even in the traditional economic sectors, like agriculture, industry and services, includes new challenges to be faced. They are:

- every economic sector encompasses “ cultural “ roots and contents, in the frame of the “experiences“ economy : agricultural products, food, industrial objects and trading transactions are competitive more on the both “knowledge” and “ emotional” aspects than utility ;

- quality systems are the new philosophy of the production and services : organisations and their management are more and more client centered, involving everyone in the organisation and in the processes ;
- TQM and the user friendly production or services delivery are day by day basic customer requirements;
- the end of the work means the end of the past system of the work : post-fordism, downsizing and networking are the most used key words in the present scenario of the labour market ;
- the competitive advantages of the territories are more crucial than the competitive advantages of the enterprises and/or of the individuals ;
- many “ old “ jobs, which were disappearing, are coming back : ancient buildings and historic cities rehabilitation, traditional and/or biological food even poor is requested, fashion mood is often past oriented, bio-architecture is preferred and so on ;
- Tourism and cultural industry (mass media, entertainment, infotainment, and edutainment) are joining the largest turnovers in the world.

In this scenario, vocational training activities have to modify its objectives and the contents of the core skills required.

With this educational intervention our aims are:

- To present to the participants the basic elements of the scenario above mentioned ;
- To involve them through specific techniques (like Delphi) to be able to “ read “ and interpret that scenario ;
- To deepen their capabilities for a continuous interpretation and updating of the data or inputs coming from the local, national and international context;
- To be able to play an effective and punctual role in the training activities both for the adult permanent education and the young people or future generation support;
- To know the basic psychological, sociological and anthropological elements for the educational and training abilities or skills (like communication, leadership, team building etc.):
- To be able to design, set up, carry out and evaluate all the training activities performed ;
- To use the quality system and accreditation requirements in their training organisation or delivery;
- To closely collaborate with other organisational units of the RES and ALMM fund to shape and implement the processes of : the training needs investigation, the objectives and contents of training activities planning, programming and budgeting, the continuous feed-back both with participants and their social and economic environment, the on-line information about the “client system” actual or urgent needs, claims, reports, failures, weaknesses and strengths or success (best practice) to have the opportunity to correct or improve or confirm the adoption of the training contents and methodologies:
- To follow the participants also in their careers development or steps, with punctual recall of their competencies balance and portfolio, according to the changes in the economic, cultural, social or labour market trends or perspectives (e.g. the transition of a rural village, where agriculture labour system was traditional with traditional competencies, into a “ rural tourism destination “, where new and more innovative, cultural, promotional activities are required).

Methodology

Methodological aspects of the action reflect the objectives’ structure and the objectives of the organisation:

- workshops,
- role playing,
- simulation games (like : microteaching units),
- practical exercises and demonstrations,
- self-evaluation,
- team work,
- creative thinking and problem solving sessions,
- active and interactive didactical aids
- Guided visits to the vocational training centres or agencies, e.g. with a training audit simulation, will be used.

The trainers should “live “an experience more than a classroom: their experience would be similar in the atmosphere, in the communications styles, in the social interactions and transactions between participants (one to one, one to many, many to many), in the microteaching simulations etc., to the methodology adopted in their training activities, both with young people and adults, as customized as possible.

Our training programme promise is that its coherence, pertinence, effectiveness and feed-back should be a faithful “representation “ of the role and skills required in the training activities purposed (under the guidance of the RES and ALMM fund).

A distinction will be introduced between the Trainers Programme and Managers Programme in two aspects:

- Quality Systems : in the case of Trainers Programme, the application will be focused on the educational organisation and processes, while in the Managers Programme, the application will be more focused on the managerial organisation and processes, SA 8000 (Social Accountability) included;
- Core skills: in the case of the Trainers Programme, the core skills will be focused more on the communication and motivation and vocational guidance abilities and performances, while in the Managers Programme the core skills will be more focused on the planning, team working and results evaluation skills.

Activities

A component 4 entails the following activities:

- Training for Trainers Programme
- Training for Managers Programme
- Common Assessment stages or steps.

Expected Results

- Training materials worked-out and multiplied; training software, where appropriate, identified.
- A team of 30 trainers from national and regional level, selected and trained.
- Training provided to all relevant staff in the Belgrade, Bor and Pirot district offices.
- An effective, continuous team working between the trainers staff and the different organisation units of RES and ALMM fund just to unify the efforts of them to a unique goal;

- A creation of an interactive on line assistance for the customers of the system, both for the training needs or improvements of the capacity and competence, and for the guidance, assistance and legal services between demand and offer opportunities;
- To dispose an active staff, client centered, to detect in advance the opportunities of the labour market, meeting and exceeding customer system expectations.
- To forge the RES and ALMM fund systems as learning organisation
- To introduce the Quality Systems and TQM in the organisation concerned
- To elaborate a Manual for Quality and a Services Charter for the customer

COMPONENT 4 DELIVERY OF TRAINING PROGRAMMES

Objective

To upgrade skills of trainers, in order to strengthen RES capacity to develop comprehensive and integrated training system for its own staff, both at central and local level.

Expected Results

- 1 Training materials worked-out and multiplied; training software, where appropriate, identified.
- 2 A team of 30 trainers from national and regional level, selected and trained.
- 3 Training provided to all relevant staff in the Belgrade, Bor and Pirot district offices.

ACTIVITY 4.1 Trainers Programme

Tasks	Planned scope	Duration	
Preliminary action and preparation			
4.1.1	First contact and interviews between Expert and RES/ALMM fund staff members	To clarify the present situation and to design the situation expected	1 week by month 5
4.1.2	Check and reengineering the structure, contents and methodologies of the present project	To improve the project and to make it more suitable to the Trainers/customers' needs and expectations	1 week by month 6
4.1.3	Work out of training materials	To prepare and duplicate training tools (either on paper , floppy, CD ROM or on-line)	3 weeks by month 6
4.1.4	Selection of a group of 30 trainers of RES (train the trainers programme)	To define group of trainees (trainers to be trained)	1 week by month 7
Trainers Training Psychological and Social Aspects			
4.1.5	The basic concepts and theories about the learning : cognitivism, behaviourism, psychoanalytic approach, Gestalpsychologie	To prepare the Trainers to their role with a suitable knowledge and awareness of the psychological and social implications and competencies.	Seminar of 2 days by month 8
4.1.6	The basic concepts and theories of the pedagogical and didactical aspects : learning by doing, active didactical methodologies, didactical objectives taxonomy, participants evaluation systems (ex-ante, in itinere, ex post)	To give the basis to their competencies in training activities, to list the duties and day to day tasks of the Trainer, to list the attributes, qualities, traits etc., of an effective Trainer	Seminar of 2 days by month 8
4.1.7	Pilot action : Practical training on learning process ; through input, discussion, flipchart, questionnaire and testing will be presented the Adult learning Cycle and the young people learning styles (analogies and differences of the approach)	To make participants realise that everyone can and does learn on an on-going continuous basis, to bring the participants through the adult learning cycle, to make participants aware of their own learning style	Workshop or seminar of 2 days by month 8

4.1.8	Core skill 1 : the communication, through an introduction of the theory of communication (input by Expert), group exercise on way and two ways communication forms, verbal and not verbal communications, on up and one down communication style, one to one , one to many and many to many communication experiences in the information society, discussion and hand-outs	To be able to define an effective process of communication, to demonstrate active listening, paraphrasing techniques, to list advantages and disadvantages of the different communication styles	Workshop or seminar of 2 days by month 8
4.1.9	Core skill 2 : the team building , through a practical team work about a specific subject relevant to their role and position in the organisation, team working different styles, role playing, evaluation of the group dynamic and games, transactional analysis, negotiation abilities in the job context	To improve the team working and motivation, to demonstrate the suitable performance for a social work like that concerning the employment services, to be able to create networks of useful and appropriate negotiations and transactional links with the internal/external stakeholders of the employment services system	Seminar of 2 days by month 9
4.1.10	Core skill 3 : the leadership and strategic thinking, the 2 basic factors of control and empathy, the balance between these two dimensions on the field(in the educational and training activities), the use of the emotional intelligence therein, the use of the “strategic thinking “ and “ vision “ to be infused in the clients/customers, directive and not directive styles, through exercises, discussion, the use of Delphi , EASW (European Awareness Scenario Workshop) and GOPP (Goal Oriented Project Planning),	To be able to lead the groups, to be effective in the relationship with the clients/customers (both adults and youngs), to use the “ vision “ both for a social and a personal strategy in the local community and in the collaboration with the local development and job creation plans	Workshop of 2 days by month 9
4.1.11	Core skill 4 : creativity and problem solving, brainstorming and in-basket or tray techniques	How to transfer the creativity skills to the others for a job creation, self-employment activities, competitiveness on the job and quality in the product (or service) and processes	Seminar of 2 days by month 10
Trainers Training Professional Aspects			
4.1.12	Counselling for a selected group of Counsellors to be involved within the RES: the crucial activities which are complementary to the training activity, that's guidance, assistance, helping, support, tutorship of the customers.	This activity will include the implementation of a pilot action of a training course destined to a selected group of RES staff and managed by trainers to be, under the supervision of International experts, to improve the counselling capacity of RES staff.	Follow up of customized and individual training for Counsellors on the job (2 hours assistance session during the practical performance for 30 participants) 8 days by month 10
4.1.13	Quality system and accreditation applied to the employment services : the chain of the value (from the forecasting information to the actual employment tutorship and followship), application of the EN UNI ISO 9000 series to the vocational training and employment services, audit techniques for accreditation of the vocational training centres and agencies connected with the employment services system	To be able to conform the organisational tasks and the personal performances to the quality systems requirements into the employment services and to be aware of the quality requirements (coherence, transparency, social and ethical responsibility) of the training agencies, to negotiate the creation of a network with all the stakeholders of the system, especially with the enterprises and businesses, in networks marked by an agreement or pact for quality	Seminar and exercises of 4 days by month 11

4.1.14	Monitoring and evaluation of training programme through the practical application and project works of the internal auditing	To give criteria for evaluation of training activities and to produce a monitoring report of this programme	Project works with tutorship of the Expert: 5 days by month 12
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Preliminary note: the first part of the Activity 4.2 will be realized at the same time of the Activity 4.1

ACTIVITY 4.2 Delivery of “training for managers programme”			
Tasks		Planned scope	Duration
Preliminary action and preparation			
4.2.1	First contact and interviews between Expert and RES/ALMM fund staff members	To clarify the present situation and to design the situation expected	1 week by month 5
4.2.2	Check and reengineering the structure, contents and methodologies of the present project	To improve the project and to make it more suitable to the Managers/customers’ needs and expectations	1 week by month 6
4.2.3	Work out of training materials	To prepare and duplicate training tools (either on paper , floppy, CD ROM or on-line)	3 weeks by month 6
4.2.4	Selection of a group of 30 RES/ALMM managers	To define group of trainees (managers to be trained)	1 week by month 7
Managers Training: general aspects of the scenario			
4.2.5	International scenario workshop : the end of the work, and consequences of the modernity, globalisation and local development policies for the job creation, the new forms of work and the evolution of the economies (old and new ones) , the increasing role of the third sector or system (social economy)	To catch the main trends of the present global society and their impact on the labour market To be aware of the features of the employment services in such a scenario	Seminar of 2 days by month 8
4.2.6	European scenario : European Employment Strategy, ESF and structural funds, Planning and management of Active labour policies, local development policies, best practices in the European Union, benchmarking between the objectives, methodologies and applications into practice of the European policies and the Strategy of ALMP Fund and RES organisation	To improve the practices of strategy and management of the ALMM and RES through the benchmarking technique, to be able to collaborate with the other stakeholders of the employment system to establish agreements, pacts or conventions for the local development and job creation plans, according to the tested and certified experiences running in the European Union and in the best in the class therein	Seminar of 2 days by month 9
4.2.7	Human resources management : the employment services organisations are particularly submitted to many pressures (expectations of the citizens, families, communities, and the many other stakeholders of the system), has to be ready and responsive, to do the best for the unemployed people, to have a staff well organised and used to work in team, to activate the problem solving, to be available for specific target groups with difficulties, like handicapped people, drop outs, etc.	To be able to involve and motivate the personnel, to have with them a continuous feed-back, to coordinate the staff, to share the tasks and job charges, to choose the right man for the right job, to evaluate the performances under professional basis.	Seminar of 3 days by month 10

4.2.8	Quality system and accreditation applied to the employment services : the chain of the value (from the forecasting information to the actual employment tutorship and followship), application of the EN UNI ISO 9000 series to the services sector, the application of the TQM (Total Quality Management) to the standard of services delivery	To be able to conform the organisational tasks and the personal performances to the quality systems requirements into the employment services, to introduce the quality principles and methodologies into the employment services organisation, to negotiate the creation of a network with all the stakeholders of the system, especially with the enterprises and businesses, in networks marked by an agreement or pact for quality	Seminar and exercises of 4 days by month 11, 4 days by month 12, 4 days by month 14 : meantime, managers are requested to do a project work and a simulation for the introduction of the quality system in the employment services and offices and to prepare a manual for quality, the services charter for the customers, the SA 8000 for the internal relations
4.2.9	Monitoring and evaluation of training programme through the practical application and project works of the manual of quality	To demonstrate the effectiveness of the training programme, producing a good and user friendly manual for quality, a feasibility study for the quality certification of their offices, a new logo and mark to be more suitable to the new principles and vision achieved.	Project works with tutorship of the Expert: 5 days by month 15
4.2.10	Monitoring and evaluation of the ALM Projects implementation mechanisms, Monitoring and evaluation of the Fund, Monitoring and evaluation of ALM projects, The project management in use	To improve the use of the project management, the time management, the methodologies adopted both for projects and the feasibility studies. This activity will include the implementation of 3 pilot actions in pathfinder areas, for the delivery of improved employment services to a selected group of unemployed people. This activity will be managed by newly trained service providers (private and / or public) under the supervision of International experts. Application of the Integrated Territorial Project adopted by the European Union in the Regions objective 1, with the project management technique and the cooperation of the territorial stakeholders.	Survey of the Expert on the field : 8 days per Project, that's 24 days by month 16

ACTIVITY 4.3 Delivery of Common Assessment sessions both for Trainers and Managers of the RES and ALMM fund

	Tasks	Planned scope	Duration
4.3.1	Assessment session n.1 : The internal changes and improvements experienced	To discuss and be aware of the changes introduced by the Training Activities, to evaluate the actual impact of the new inputs for the internal organisation and relations	2 days by month 15

4.3.2	Assessment session n.2 : The improvements experienced in the external relations, in the NEAP implementation, in the networking with the stakeholders creation and consolidation	To verify how much the Training Activities have successfully supported the external relations , the positive implementation of new territorial pacts, agreements or conventions with the economic, social and cultural players in the different areas concerned	2 days by month 15
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