

Standard Summary Project Fiche – IPA 2008 centralised national programme

Montenegro
Labour Market Reform and Workforce Development

1. Basic information

1.1 CRIS Number: 2008/020-316

1.2 Title: Labour market reform and workforce development

1.3 ELARG Statistical code: 02.19

1.4 Location:

Montenegro

Implementing arrangements:

1.5 Contracting Authority

European Commission, EC Delegation, on behalf of the beneficiary

1.6 Implementing Agency

European Commission, EC Delegation, on behalf of the beneficiary

1.7 Beneficiary (including details of project manager):

The main beneficiary is: The Ministry of Health, Labour and Social Welfare (MHLSW)

Other institutions featuring in the proposed project are:

The Ministry of Education and Science (MES)

The Employment Agency of Montenegro (EAM)

The project manager and contact person will be:

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Financing:

1.8 Overall cost (VAT excluded):

€ 1.8 million

1.9 EU contribution:

€ 1.8 million

1.10 Final date for contracting:

Two years from the date of the signature of the Financing Agreement.

1.11 Final date for execution of contracts:

Two years after the final date for contracting.

1.12 Final date for disbursements:

One year after the final date for the execution of contracts.

2. Overall Objective and Project Purpose

2.1 Overall Objective:

To further Montenegro's policy and institutional readiness to meet EU employment and life-long learning policies, as part of its wider preparations for accession to the Union.

2.2 Project purpose:

To support institution and capacity building in the "labour and education administration" (the MHSLW and EAM), in developing active labour market measures (especially community based partnerships) and framework for a life-long careers guidance and counselling service in Montenegro.

2.3 Link with AP/NPAA / EP/ SAA

The European Partnership lays particular emphasis on developing the capacity of the public administration dealing with labour in policy design and the management of active employment measures, including workforce development. It highlights the importance of the full engagement of social partners.

The 2007 Progress Report stresses that efforts need to be continued to improve the management of active labour market measures and ensure that they are targeted correctly.

The SAA stipulates, in art. 101, that cooperation between the parties shall focus on upgrading job-finding and career advice services, and providing back-up measures.

2.4 Link with MIPD

The 2008-2010 **MIPD** emphasises employment generation as one of the main areas of cooperation under economic criteria. This includes improving the research capacity in labour market policy and human resources development (HRD); employment, education, and the promotion of social inclusion. The MIPD also refers to the need to align the national labour market policy with the standards and requirements of European Employment Strategy; to improve regulations and good governance in the employment field; and to develop active labour market measures for improving the quality, efficiency and relevance of the education, vocational training and wider life long learning developments.

2.5 Link with National Development Plan (where applicable)

This proposed project comes within the overall framework of the National Strategy on poverty reduction and social inclusion (2007-2011). More directly, it fits within the current National Employment Strategy and Human Resource Development (2007-2011) developed with EU assistance and adopted on 31. July 2008. Priority 3 of that Strategy highlights the need to strengthen social cohesion, focusing actions on those social groups who face particular difficulties in entering or remaining within the labour market. Moreover, the National Action Plan for Employment and Human Resource Development (2008-2009) sets out active labour market measures for combating long-term and youth unemployment, and also focuses on life-long learning measures within existing companies.

2.6 Link with national/ sectoral investment plans (where applicable)

N/A

3. Description of project

3.1 Background and justification:

As part of its wider policy of seeking EU candidate country status, Montenegro has started the process of integrating the key features of the EU's employment strategy within its own Montenegrin National Employment and HRD Strategy (2007-2011). This was done with EC help under the CARDS 2006 labour market programme, and was a clear demonstration of commitment from both sides. But it was only a first step.

Montenegro's labour market statistics highlight the challenges facing the country in its attempts to build a competitive economy and inclusive society.¹ The 2006 public employment service data shows unemployment at 15% (some 70,500 people). However, this figure masks a thriving informal economy where an estimated 30% of registered unemployed people are involved in some economic activity. Unemployment is a particular problem in some sections of society. 20% of young people (15-24 years) are out of work; there is 16% female unemployment; and an estimated 43% of Romas are jobless. Some 58% of unemployed people have been out of work for over a year. The data also point to regional disparities, with Montenegro's 'northern' region accounting for the lion's share of total jobless (approx. 39%)². And there are further pressures on the horizon, given a reinvigorated privatisation process, which is expected to lead to the shedding of a further 20,000 jobs.

It is against this background that the Ministry of Health, Labour & Social Welfare (MHLSW) intends to develop a localised approach to addressing unemployment, with greater emphasis in supporting local communities in finding local solutions. This move towards greater decentralisation of employment services through more structured cooperation with local communities and businesses, underscores the increased awareness of the Montenegrin authorities and social partners of the cross-cutting nature of employment policy. It represents an important step in accommodating the 'local' dimension of the EU employment strategy. Through this proposed project, the Montenegrin authorities and social partners intend to develop a number of policy pilots in a selected number of municipalities in the north of the country in order to determine the design, funding and management processes for promoting local employment initiatives.

The Employment Agency of Montenegro (EAM), under the auspices of the MHLSW, has carried out some active labour market measures over recent years. However, only around 20% of registered unemployed people benefited from the training provided under these measures. There has been no effective monitoring or evaluation, and local government and civil society organisations have not been involved. There is clearly a need to reinforce the capacity of the MHLSW to design new measures and assess their effectiveness; assist the EAM in upgrading the relevance and efficiency of their delivery; and test new approaches, especially for the marginalised and disadvantaged groups.

A second and related area of the proposed project is the development of a more integrated career guidance framework spanning education and employment policies. The career guidance plans within this proposed project are framed around policy building and more

¹ It is important to stress that the data presented in this note most likely underestimate the unemployment scenario and are not comparative with EU jobless data which is based on a standard labour force surveys. More comprehensive data from a Montenegro 2006 labour force survey supported by the CARDS 2006 programme is expected to be made available in the course of 2008.
² ETF's assessment.

systemic reforms. But there is also particular emphasis on active employment measures to allow for more concrete developments in employment counselling and careers guidance at local level.

The career guidance and counselling component of this proposed project also builds on excellent education-labour policy coordination on developing national qualifications. The Montenegrin authorities are making particular efforts to accommodate the key principles of the EU's national qualifications framework, essential in upgrading the quality of education, mobility of workers and appropriateness of education and training for the economy. An IPA-supported 2007 programme, focused on putting in place the first building blocks of a national qualification framework, is scheduled for run from September 2008-March 2011. The cross-ministry initiative on careers guidance should therefore reinforce policy cooperation and coordination on an evolving life-long learning framework in Montenegro.

3.2 Assessment of project impact, catalytic effect, sustainability and cross border impact

This proposed project will have a significant **impact** on policy analysis, design and monitoring within the MHLSW. It will pave the way for the ministerial labour administration and its employment agency to develop a blue-print for a more effective delivery of employment support and adult learning at local level.

Pilot employment partnerships under this proposed project are also likely to cater for the needs in qualified human resources, thus having a catalytic effect on private local investment ventures or enterprise expansion plans. Furthermore, since jobs are one of the best means to combat social exclusion, the project is expected to advance social inclusion policies.

The proposed project has been designed by three working groups and has involved considerable reflection and discussion amongst all stakeholders. This process has already generated ownership, and the national authorities consider the project as an essential building block towards a more sustainable employment and training effort. The cross-stakeholder efforts in project design highlight the improving cooperation between a range of national constituents in consensus-driven integrated policy development.

The programme will achieve cross-border impact in a number of ways. It will develop the capacity for forming partnerships in northern municipalities where local authorities, public institutions, educational centres and civil society organisations are potential applicants under cross-border projects. Due to the relatively small size of the country and the scarcity of competent human resource on both sides of the border, it is likely that Montenegrin municipalities involved in partnerships for employment will assume a leading role in the common design of local development projects in partnership with neighbouring foreign municipalities.

3.3 Results and measurable indicators

Results and Indicators in Relation to

Component 1 - Institution Building at central level

1) Combined data system on employment and HRD established, including enhanced policy analysis and strategic planning within the MHLSW

Indicators:

- Databases available, owned by the Ministry of Health, Labour and Social Welfare, and website with labour market, employment and human resources development data and information

- National TNA database linked to national data system for systematic assessment of enterprise skill gaps, weaknesses and future skill needs, owned by the Employers Federation
 - Employment and HRD policy community established with the MHLSW leading and coordinating at least 3 cross-stakeholder policy development working groups during life-time of project
 - Three policy papers drafted and adopted by national policy decision-making body
- 2) National Employment and HRD Committee established with a policy information system available on-line (intranet and internet)
- Indicators:
- Employment and HRD Committee with inter-ministerial, governmental institutions and social partners members agreed by Government with national budget and support staff allocation
 - Ministerial employment and HRD intranet and internet access to key national policy and programme information
- 3) National programming, monitoring and evaluation structures in place backed up by staff with full cycle programme competences
- Indicator:
- Labour Ministry programming team (5-6 persons) trained on full-cycle programme management, with particular reference to IPA programming procedures, tools and protocols including national consultation guidelines
- 4) EU policy function developed with in the Ministerial Department of Employment and Labour Market and Department for European Integration, providing information and advisory services related to EU employment and HRD policies between them
- Indicator:
- Ministerial EU policy intelligence system in place, with relevant EU employment and HRD legislation and policy documents available on-line for ministerial and wider policy community usage and linked to national policy and programme information system (Information and Communication Strategy for **Human Resources Development Campaign**)

Results and Indicators in Relation to
Component 2 – Active Labour Market Measures

- 5) National policy in place for promotion of local employment initiative
- Indicators:
- Local employment development policy agreed at national, regional and local level and published by the national HRD Committee detailing criteria for financial support for local employment initiatives.
 - Nationally agreed criteria and processes for identification, selection and supporting of active labour market measures at local level.
- 6) Teams at local level trained for design and monitoring of projects for using the EU funds for the purpose of training and employing difficult to employ persons, in line with the priorities of the Strategy for Development of North and Action Plan for Development of North
- Indicator:
- In total 20 people (representatives of local partner institutions: local employment service, local government, training centre, relevant NGOs, employers associations, etc.) trained for design and monitoring of projects.

7) Capacity developed within 4 municipalities (Berane, Bijelo Polje, Mojkovac and Pljevlja) for elaboration, management and implementation of local employment measures

Indicators:

- 4 local partnerships from 4 municipalities filed up to 12 development local projects and funding applications to the national HRD Committee
- 20 persons from partner institutions at local level trained for design, implementation and monitoring of projects based upon local employment initiatives

8) The employability and adaptability of target groups of unemployed or employed will be increased through the provision of high quality vocational training and individualised career guidance services under the supervisory role of local partnerships for employment

Indicators:

- Vocational training (for labour market and for the known employer), on-the-job training and career guidance provided to the final beneficiaries of the up-to 12 local employment development projects (minimum of 400 individuals)
- At least 20% of those undergoing training must gain employment within the 3 months following the training and at least 30% must gain employment within 6 months of undergoing training and career guidance services

Results and Indicators in relation to Component 3 - Careers guidance and Counselling (CGC)

9) Increased wider public awareness and professional know-how with education and employment administration of methods and contribution of modern CGC to labour market developments

Indicators:

- National conference on careers guidance and counselling held
- Video production and screening on national TV aired
- Regular quarterly publishing CGC newsletters
- Professional orientation career guidance staff (40) in carrier guiding services properly trained, as they could later on train their colleges and other stakeholders in Montenegro

10) National CGC Strategy agreed.

Indicators:

- Thematic round tables with all relevant interest groups (institutions involved in developing a Strategy, employers organizations, parents organizations, NGO) resulting in elaboration of key components of a national CGC strategy held
- National CGC Action Plan published on Employment and HRD Committee website
- National CGC Action Plan presented to wider public, like as to common intelligence-psychologists, and management boards of all primary and secondary schools, higher schools.

11) The CGC services are extended in Northern region- establishing CGC Centres.

Indicators

- At least four CGC centres opened in the North (Nikšić, Berane, Bijelo Polje and Pljevlja)
- CGC Centres staff in the North are trained
- Ministry annual staff training plan for Northern Municipalities include CGC provisions

3.4 Activities

Component 1 - Institution Building

This will build on earlier assistance to the labour administration supported by CARDS 2006. The proposed project will further institutional reform and capacity, particularly at the

MHLSW. It will combine the data systems on employment and HRD in order to support/improve the quality of the policy making process by:

- A review of databases and proposals for coordinated framework
- Development of integrated employment and HRD intelligence framework
- Support to the Employers' Federation for a systematic tracking of HRD within enterprises
- Capacity building measures for primary stakeholders with a policy interest
- Support for data infrastructure and networks, supply an employment unit with necessary equipment in order to enable their permanent and regular functioning- hardware, software and know-how.

In order to guide employment and HRD policy (strategic planning, programming, monitoring and evaluation), and taking into account the requirements the country has to meet or having access to IPA Component IV, a National Employment and HRD Committee will be established. The project will deliver this by:

- Defining the mandate, working procedures and governance arrangements of the Employment and HRD Committee
- Creating and updating a Employment and HRD Committee webpage- as a part of the Ministerial website
- Supporting the MHLSW in labour market and employment policy analysis, strategic planning and annual programmes and organize a study visit for civil servants working on these job positions, to EU country
- Training and study visits to EU Member States ESF national committees
- Supporting Ministry in establishment of National Team for the ESF Preparation (consisting of representatives of the Ministry, EAM, social partners)
- Designing and applying systems, tools and staff competences for monitoring the action programmes and plans, including support when the National Authorities have to draft Annual Progress Reports on the implementation of the National Action Plan for Employment and Human Resource Development
- Carrying out project cycle management training
- Developing information system and staff training
- Training on the relevant EU policy knowledge and organize a study visit to DG Enlargement and DG Employment of the European Commission

With the aim of supporting the newly established structure within the MHLSW – Department for Labour Market and Employment and Department of European Integration – the project envisages assistance for:

- Defining way of information exchange, working procedures and governance arrangements for functional coherence between this two departments
- Training on the relevant acquis
- Development of an EU legislative and information system

Component 2 - Active labour market measures

The second component of the project provides specific support to the development of active labour market measures promoting decentralisation. It builds on an already well established capacity of the Employment Agency of Montenegro (EAM) in the design and management of active labour market measures around a number of local employment development partnerships in four municipalities (Pljevlja, Berane, Bijelo Polje and Mojkovac).

The implementation of the training and career guidance measures for the beneficiaries shall be conducted in two stages:

- Training of 400 people for employment purposes, including the preparation for employment and preparation for training (motivational seminars, workshops, etc.)
- Inclusion into training programs by the categories defined in the previous stage (in line with the selection carried out).

The selection shall be conducted in cooperation with the social partners, representatives of trade unions, employers, NGOs, etc. The training programs that shall be organized for the candidates shall mainly be for the known employer. They are implemented through the Training Centre (that will coordinate the work in all 4 municipalities) and through private providers engaged by the Employment Agency after they demonstrate, on the public tender, that they meet a series of standards necessary for performance of such activities.

The mentioned 4 municipalities have been selected based upon the following criteria: lowest employment rate, highest unemployment rate and lowest GDP growth rate. The program has also been defined in line with the national policy.

The training programs shall be defined in line with the national employment policy established by the MHLSW (National Employment Strategy 2007-2011), while the training programs to be organized in the project shall be designed also in line with the analyses conducted by the EAM: Training Needs Analysis, Analysis of Deficit Occupations 2008 and Employers Survey 2007/2008. Such analyses, among other, define the deficit occupations at the labour market, both at national and local and regional level. The representatives of NGOs shall take part in the design of the programs, since they have also been previously providing great contribution to education and research of specific categories of difficult to employ persons (Roma, refugees, internally displaced persons, women violence victims, persons with disability, etc.).

The unemployed persons' register, kept by the Employment Agency Montenegro, is dominated by the persons who are due to various reasons classified as „hard to place“. The most disadvantaged are unskilled persons, persons with disabilities, persons aged over 50, redundancies from privatized companies, ex-offenders, ex-addicts, RAE population and other ethnic and minority groups' members, victims of violence, and other groups, 14 defined in total. In addition to that, significant share in total number of unemployed belongs to long-term unemployed, and according to the ILO criteria, this category includes all persons unemployed for longer than 1 year period. In line with the EAM register, over 50% of unemployed falls within this category. Also, some persons can be identified as members of more than 1 category, which additionally aggravates the resolving of their employability and employment issues. All these groups will be focus of the project, in line with their representativeness in selected municipalities.

Montenegrin regions feature certain differences regarding the level of development, where „the northern region is characterized by poverty, low participation rate in economy (21%) and migration of labour force to central and southern region“³. The specific feature of the northern region is also poor infrastructure, small number of pre-primary and education institutions, as well as low impetus for agriculture activity, resulting in higher unemployment rate in the northern region and increased migration from the northern to central and southern region. The unemployment rate in the selected municipalities is as follows: Bijelo Polje – 20%, Berane – 15%, Pljevlja – 16% and Mojkovac – 15%. At the same time, the number of persons who are unemployed over 1 year is 70% in Bijelo Polje, 60% in Berane, 67% in Pljevlja and 74% in Mojkovac.

³ National Strategy for Employment and Human Resource Development 2007-2011, CARDS project, Podgorica, 2007

However, it should be mentioned that this region has great development potential, since it has valuable resources – agriculture land, great wood stock and cattle stock, as well as a great potential for development of winter and eco-tourism. In addition to general measures focused towards various categories of unemployed people and fight against social exclusion, the National Employment Strategy 2007-2011 also defines the measures particularly designed for this region, including there incentives to foster enterprising spirit and self-employment, development of labour market oriented curricula, prevention of migration north-south and fostering of agriculture production.

In order to set up the Institutional arrangements at national and local levels for the functioning of local employment partnerships, the proposed project will:

- Institutionally and personally define project teams, from national to local level, as well as identify and establish a network of experts from national to local level, trained for design, implementation and monitoring of projects,
- Elaborate the procedures, criteria and operational materials for local employment development projects for employment and their fast implementation at national level.

Technical support will be provided to representatives of local partners within the four municipalities on the design and implementation of active labour market measures for specific target groups (long-term unemployed, youth unemployed, women unemployed, redundant workers, minority communities⁷ and refugees⁴, small enterprises demonstrating expansion of activity). This implies:

- Training on the design and management of projects in line with national and regional development objectives (details on the mechanisms of this local HRD strategy development are provided in annex 5)
- Implementation of the local partnerships' projects and support to them (recruitment of participants, scope of training to be provided, provision of VET and career counselling services)
- Establishment of a project based monitoring system at Ministry HQ
- Evaluation of local partnerships' project results and analysis of the possibilities for replication of the experience at national level
- Campaign in printed media (press) and wider visibility campaign to promote awareness and understanding within Montenegrin society of the value and contribution of local partnerships to job creation and local economic development
- Design of guidelines for applicants for a grant scheme to be launched with IPA 2009 or 2010 resources

Component 3- Career Guidance and Counselling (CGC)

The propose project will lay the foundations for a gradual development of a life-long career guidance and professional counselling service transcending the formal education system as well as national training and employment services. Given that the CGC Centres is confined to central and southern regions of Montenegro, this component will particularly address presence of CGC services in north region. To this end, the following tasks will be developed through the project:

- Awareness raising campaign on CGC contribution to education and employment developments (press, communication campaign, round-tables and wrap-up conference)
- CGC institutions staff teacher and school manager training

⁴ Criteria for supporting minority community and refugee access to the labour market will draw on the policy discussions being facilitated amongst a high level working group (April-June, 2008) addressing education and social exclusion supported by the European Training Foundation.

- “Twinning” and partnership with relevant EU institutions
- CGC strategy building through cross-stakeholder technical support
- Study visit for strategy builders
- Development of CGC provision on Montenegro’s North region

3.5 Conditionality and sequencing:

The project requires the political and coordinated commitment, particularly of the labour and education ministries. Given that the project concept was developed by a working group of senior officials from both the labour and education administrations the prospects for effective cooperation are good.

In detail the proposed project has to meet the following conditions:

1. Endorsement by all key stakeholders of the terms of reference for the service contract;
2. Appointment of counterpart personnel by the beneficiary before the launch of the tender process;
3. Staffing arrangements to be put in place by the Ministry to support the data management framework
4. Allocation of working space and facilities by the beneficiary for technical assistance before the launch of the tender process;
5. Sufficient capacity of local service providers to deliver active labour market measures;
6. Training will be demand and not supply driven;
7. The EAM local branches perceive the action as an integral part of their operations and co-operate effectively with the Consultant;
8. Effective mobilisation of potential beneficiaries at local level willing to take advantage of project services;
9. Central and local authorities agree on adequate policies and measures to address unemployment;
10. The Government allocates financial resources in order to assist the creation of Career Guidance Centres in the northern municipalities.

In the event that any of the conditions are not met, certain project activities may not proceed.

On sequencing, the short time frame for project implementation means that parallel developments on the different components will be important. Nonetheless, priority should be given to the establishment and capacity building of the national HRD Committee. This would ensure that its policy advisory and decision-making responsibilities could be immediately engaged for key decisions on the policy issues emanating from the various developments within the wider project (e.g. local employment partnership policy, national CGC strategy etc.).

3.6 Linked activities

In September 2008, the CARDS 2006 project titled “Labour market reform and workforce development I” will come to an end (worth € 1.5 million). It will have set the foundations for the design and application of a comprehensive policy on employment and human resource development, with additional support in relation to labour market statistics and entrepreneurship learning policy. With this IPA 2008 Project, continuation of CARDS 2006 Project would be enhanced, as like as continuity and sustainability of the activities. The core results achieved by this action are:

- National Employment Strategy and Human Resource Development vision as per the goals of the Lisbon Agenda adopted;

- A national action plan (2008-2009) for fighting unemployment and fostering adaptability of the workforce agreed and functional;
- Administrative capacity for institutions dealing with employment and human resource development policy reinforced;
- Labour market statistics comparable and standardised;
- Entrepreneurship learning strategy adopted and pilot tested in northern municipalities
- White Book for HRD in Montenegro by 2017, like as it's Information and Communication Strategy Campaign for HRD.

From the January of 2008 onwards it has been initiated the Project of a technical support to Consolidating Legal and Institutional Bases of a Social Dialogue in the Countries of Western Balkan and Moldova, financed by Austrian Government, and implemented by International Labour Organisation.

A CARDS technical assistance project (€0.4 million) supporting the administrative capacity of trade unions to successfully play their role in tripartite social dialogue ended in June 2008. This project aimed at developing the administrative capacity of the Trade Union of Civil Servants and Employees in the Judiciary to play a critical role as a stakeholder, according to EU best practices, in the ongoing public administration reform. In addition, the project envisaged capacity building for local Economic and Social Councils (ESC), assistance for the major social partners (the Confederation of Trade Unions of Montenegro and the Montenegrin Union of Employers) in preparing a strategy concerning the development of ESC and overall promotion of tripartite social dialogue.

A project with the overall goal to improve the employment ability of vocational school graduates and adult education trainees is implemented by GTZ, covering a total period of 6 years (2006-2011) and amounting € 3million. The first phase (€1mio) finalised at the end of 2007 supported the improvement of the preconditions for market oriented vocational education. The second phase (€1.5mio) which covers a 3 years period (2007-2010), aims at matching vocational training with the labour market's need for training geared to employment and capacity in selected sectors. The project contributes to reforming vocational training in Montenegro on different levels: advise to Ministry of Education and Science, capacity development of the VET Centre in developing and implementing pilot measures of labour market oriented vocational training.

3.7 Lessons learned

Firstly, this project is building significantly on achievements of an earlier labour market reform programme (CARDS, 2006) whose objective was to define a vision, strategic framework and cross-stakeholder consensus for subsequent interventions into the employment and HRD sector. This project borrows particularly on the employment and HRD strategy developed through the preceding programme.

A second issue is that policy knowledge and management capacity of the former programme Steering Committee is maximised in successor programmes. In this regard, the present project aims to retain the tenure of the previous Steering Committee and, where possible, integrate Committee members into the higher level policy advisory and decision-making HRD Committee.

Finally, each component of this project has been drawn up by separate working groups comprising the key stakeholder institutions in-country and with minimal support by EAR and ETF (apart from general facilitation of the working groups and responses to questions of a generally technical nature). The lesson learnt here is that competence and capacity of the

range of stakeholders should not be underestimated in the dialogue and design phases of large-scale programming. How this pays off in terms of ownership of the project and reinforced partnership amongst the range of stakeholders associated with the three components of the project remains to be tested in its implementation.

4. Indicative Budget (amounts in EUR)

			TOTAL EXP.RE	SOURCES OF FUNDING								
				IPA COMMUNITY CONTRIBUTION		NATIONAL CONTRIBUTION					PRIVATE CONTRIBUTION	
ACTIVITIES	IB	INV	EUR (a)=(b)+(c)+(d)	EUR (b)	%	Total EUR (c)=(x)+(y)+(z)	%	Central EUR (x)	Regional/ Local EUR (y)	IFIs EUR (z)	EUR (d)	%
contract 1	X	-	1,800,000	1,800,000	100	-	-	-	-	-	-	-
TOTAL IB			1,800,000	1,800,000	100	-	-	-	-	-	-	-
TOTAL INV			-	-	-	-	-	-	-	-	-	-
TOTAL PROJECT			1,800,000	1,800,000	100	-	-	-	-	-	-	-

Amounts net of VAT

The project will be implemented through one service contract. See Annex 5 for more details.

5. Indicative Implementation Schedule (periods broken down per quarter)

Contracts	Start of Tendering	Signature of contract	Project Completion
Contract 1 (service)	Q1/2009	Q3/2009	Q2/2012

6. Cross cutting issues (where applicable)

6.1 Equal Opportunity

Equal opportunity is an important goal in its own right; it is an issue of economic and social justice. Gender, disability and old age are an important determinant of inequality in access to and control over the benefits of employment and social services.

The programme will be equal opportunity sensitive and ensure access for women, disabled and old people, particularly with regards to access to training and increasing opportunities for employment and career advancement. The advertising of training opportunities will pay attention to fairness and in some cases to positive action towards these groups. With a view to ensuring full equality in practice, the principle of equal treatment shall not prevent the decision makers from maintaining or adopting specific measures to prevent or compensate for disadvantages linked to gender, disability or age.

Equal opportunity needs will be considered as an integral part of the programme with regular monitoring to ensure relevant issues are given due prominence. In particular the local partnership projects for vocational education and training will concentrate on ensuring that equal opportunities issues are given fair treatment by the programme. Equal opportunity will be taken into account during training needs analysis. In addition, while implementing the project activities and particularly the local partnerships’ projects, to the extent applicable, the beneficiary will try to assure that equal opportunity disaggregated data will be made available to carry out an analysis of the social and economic impact of the actions undertaken.

6.2 Environment

Employed, better educated and trained people are more aware of environmental concerns.

The project beneficiaries shall ensure that, during implementation, due consideration is given to the government’s development policy relating to environmental management and that such policy is embodied, within all strategic policy documents they may draft; all training activities they may carry out; and new study programmes and curricula they may design.

6.3 Minorities

Employment, vocational education and training are fundamental to the economic and social development of ethnic minorities. They can help to eradicate prejudices, intolerance and xenophobia.

The rights and languages of minorities will be taken into account when implementing the proposed project activities. Moreover, it is anticipated that positive action will be required. With a view to ensuring full equality in practice, the principle of equal treatment shall not prevent the decision makers from maintaining or adopting specific measures to prevent or compensate for disadvantages linked to racial or ethnic origin.

While implementing the project activities and, the beneficiary, whenever possible, will try to assure that national minority disaggregated data is made available to carry out an analysis of the social and economic impact of the activities undertaken.

ANNEXES

- 1- Log frame in Standard Format
- 2- Amounts contracted and Disbursed per Quarter over the full duration of Programme
- 3- Description of Institutional Framework
- 4 - Reference to laws, regulations and strategic documents:
Reference list of relevant national laws and regulations
- 5- Details per EU funded contract:
For *TA contracts*: account of tasks expected from the contractor

ANNEX 1: Logical framework matrix in standard format

LOGFRAME PLANNING MATRIX		Programme name and number:	
Labour market reform and workforce development II		Contracting period expires: Two years after the signing of FA	Disbursement period expires: 1 year after the execution of contracts
		Total budget :€ 1.8 million	IPA budget: :€ 1.8 million
Overall objective	Objectively verifiable indicators	Sources of Verification	Assumptions
Montenegro's policy and institutional readiness in meeting the EU employment and life-long learning policies as part of its wider preparations for accession to the Union	<ul style="list-style-type: none"> The share of working age population in a process of Long Life Learning and their employment and employability rates 	<ul style="list-style-type: none"> DG Enlargement Annual Progress Report ETF periodic policy and institutional assessments of HRD sector Report on implementation of National Employment and HRD Strategy and National Action Plan for Employment and HRD 	
Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
To support institution and capacity building in the "labour and education administration" (the MHSLW and EAM) in developing active labour market measures (especially community based partnerships) and framework for a life-long careers guidance and counselling service in Montenegro.	<ul style="list-style-type: none"> At least 4 local development projects are successfully implemented in the targeted municipalities Policy paper on local employment development adopted by the Government CGC policy paper adopted by the Government Development of concrete employment and HRD instruments on MHSLW level, according to labour market inputs Number of Customer friendly services 	<ul style="list-style-type: none"> Labour administration organisational chart defining functions and responsibilities of labour administration Employment and HRD Committee website 	<ul style="list-style-type: none"> Montenegro's continued commitment and political momentum for EU candidacy Labour and education administrations joint commitment to EU policy approximation and implementation

Results	Objectively verifiable indicators	Sources of Verification	Assumptions
COMPONENT 1 INSTITUTION BUILDING			
<p>Result 1:</p> <p>Combined data system on employment and HRD established, including enhanced policy analysis and strategic planning within the MHLSW</p>	<ul style="list-style-type: none"> • Database is operational and national TNA database is linked to national data system • All labour market and HRD staff from the Ministry connected to national database employment and HRD database • Number of connections form Employers federation and affiliates to national TNA database • At least 3 cross stakeholder policy development working groups are lead and coordinated by MHLSW during project lifetime • Three policy papers drafted and submitted to national policy decision-making body with decisions taken 	<ul style="list-style-type: none"> • Data from internet and intranet counter – information and management system team • Positive evaluation • Cross-stakeholder consensus to co-working on data developments 	<ul style="list-style-type: none"> • Agreements on data sharing between stakeholder institutions • Stakeholders assume responsibility for management and updating of their own data • Labour administration assumes increased responsibility for policy initiatives
<p>Result 2:</p> <p>National Employment and HRD Advisory Committee established with a policy information system available on-line (intranet and internet)</p>	<ul style="list-style-type: none"> • National budget and support staff allocated to Employment and HRD committee • Advisory Committee members and rules of procedure adopted • Increased Governmental investments in active labour market measures for hard to place unemployed people in the North Region of Montenegro • Number of persons taking part in active employment measures programmes • Macroeconomic national indicators 	<ul style="list-style-type: none"> • Labour ministry annual budget documentation • Ministry and HRD Committee website • Participation records for staff members involved in capacity building event 	<ul style="list-style-type: none"> • Full commitment of government and non-government partners to Committees establishment and operations • Adequate staff allocation by labour administration to support Committee and policy & programming intelligence system
<p>Result 3:</p> <p>National programming, monitoring and evaluation structures in place and operational</p>	<ul style="list-style-type: none"> • 6 MHLSW staff from programming unit fully trained on programme management • At least 12 projects application related of local employment development/life long learning are evaluated 	<ul style="list-style-type: none"> • training materials and attendance list • project evaluation reports • project reports 	<ul style="list-style-type: none"> • Trained staff turnover is limited

Results	Objectively verifiable indicators	Sources of Verification	Assumptions
<p>Result 4:</p> <p>EU policy function developed within the MHLSW and its Department for European Integration, providing information and advisory services related to EU employment and HRD policies</p>	<ul style="list-style-type: none"> • EU employment and HRD legislation and policy documentation accessible (on MHLSW intranet and website and HRD committees website) • Ministerial EU policy intelligence system staffed and operational, • National policy documents available on-line for ministerial and wider policy community usage and linked to national policy and programme information system. 	<ul style="list-style-type: none"> • MHLSW intranet and website • HRD committee website • Organisational plan of the MHLSW • Policy paper and report produced by MHLSW 	<ul style="list-style-type: none"> • Adequate staffing by labour administration to support EU policy information system
COMPONENT 2: ACTIVE LABOUR MARKET MEASURES			
<p>Result 5:</p> <p>National policy in place for promotion of local employment initiatives.</p>	<ul style="list-style-type: none"> • Local employment development policy agreed and published by the national HRD Committee detailing criteria for financial support for local employment initiatives. • Nationally agreed criteria and processes for identification, selection and supporting of active labour market measures at local level 	<ul style="list-style-type: none"> • HRD committee reports and website • DG Enlargement Progress Reports • ETF sector assessments 	<ul style="list-style-type: none"> • Continuous commitment of the Montenegrin Government, the MoHLSW and the EAM to implement active labour market policies as envisaged by the Law on Employment and Unemployment Insurance and the National Employment Action Plan; • Turnover of trained staff is limited
<p>Result 6:</p> <p>Teams trained at local level for the design and monitoring of projects for using the EU funds for the purpose of training and employing difficult to employ persons, in line with the priorities of the Strategy and Action plan for development of North</p>	<ul style="list-style-type: none"> • At least 20 people trained (5 per local community, within teams consisting of representatives of local partners) for elaboration, management and implementation of projects 	<ul style="list-style-type: none"> • HRD Committee website • DG Enlargement Progress Reports • ETF sector assessments 	
<p>Result 7:</p> <p>Capacity developed within 4 municipalities for elaboration, management and implementation of local employment measures</p>	<ul style="list-style-type: none"> • At least 12 local employment development projects and funding applications submitted by 4 local municipally based partnerships to national advisory council • 20 persons from partner institutions at local level are trained • The implementation of pilot project started 	<ul style="list-style-type: none"> • National advisory council reports • Training materials • Pilot projects monitoring and evaluation reports 	

Results	Objectively verifiable indicators	Sources of Verification	Assumptions
<p>Result 8:</p> <p>The employability and adaptability of target groups of unemployed or employed increased after the provision of high quality vocational training and individualised career guidance services under the supervisory role of local partnerships for employment.</p>	<ul style="list-style-type: none"> • At least 400 persons with deficit occupations will be trained and on total at least 500 persons will be provided with vocational guidance services and assisted in the preparation of individualised employment action plans • At least 20% of those who underwent training have found employment within 3 months after the training • At least 30% found employment within 6 months after the training and career guidance completed • Share of school-age youth using the CIPS services increased by 100% 	<ul style="list-style-type: none"> • HRD Committee website • PMU records • Minutes of decision-making meetings of HRD Committee • Evaluation reports on the ALMM 	<ul style="list-style-type: none"> • Motivation of managers and staff of the EAM (at central and local level) to introduce active employment measures; • Commitment of MHLSW, EAM and CIPs to co-ordinate the project activities with other active labour market measures, their statutory operations and the services provided • Services provided by the TA are additional and complementary to EAM support; • Local trainers and training companies deliver good quality services; • Training based on appropriate labour market research and proper recognition of employers' needs; • Efficient mechanisms of co-operation between the EAM and the Contracting Authority are in place

Results	Objectively verifiable indicators	Sources of Verification	Assumptions
COMPONENT 3: CAREER GUIDANCE & COUNSELLING			
<p>Result 9: Increased awareness among wider public and professional know-how with education and employment administration of methods and contribution of modern CGC to labour market developments</p>	<ul style="list-style-type: none"> • 1 National conference on careers guidance and counselling is implemented • Video production is prepared and regular screening on national TV planned • Professional careers guidance staff services properly trained, all psychologists and management boards of all primary and secondary schools, higher schools received information • Quaterly CGC Newsletters published on MHLSW, MES, Employment and HRD Committee websites and sent to relevant mailing list 	<ul style="list-style-type: none"> • Proceedings of national conference • TV programme • Training plans and training participation lists • On site visit to school • Relevant website 	<ul style="list-style-type: none"> • Participation form all stakeholders
<p>Result 10: National CGC Strategy agreed</p>	<ul style="list-style-type: none"> • Thematic round tables with all relevant interest groups (institutions involved in developing a Strategy, employers organizations, parents organizations, NGO) resulting in elaboration of key components of a national CGC strategy held • National CGC strategy is adopted by the government • National CGC strategy published on MHLSW, MES, Employment and HRD Committee website 	<ul style="list-style-type: none"> • Minutes of meetings of round-tables • Governmental decision • Relevant websites 	<ul style="list-style-type: none"> • Continued cooperation between labour and education ministries
<p>Result 11: Extension of CGC services in North region</p>	<ul style="list-style-type: none"> • At least four CGC centres opened in the North Ministry annual staff training plan with CGC provision • CGC Centres staff in the North trained • Ministry annual staff training plan for Northern Municipalities include CGC provisions 	<ul style="list-style-type: none"> • Training plans and training participation lists • Infrastructure audits of CGC sections employment offices • Local employment office activity reports and data on CGC provision in North region 	<ul style="list-style-type: none"> • Continued cooperation between labour and education ministries

Activities			
<p>Component 1</p> <ul style="list-style-type: none"> ▪ Review of databases and proposals for coordinated framework ▪ Development of integrated employment and HRD intelligence framework ▪ Support to the Employers' Federation and Employment Agency for a systematic tracking of HRD within enterprises ▪ Capacity building measures for primary stakeholders with a policy interest ▪ Support for data infrastructure and networks, equipment procurement ▪ Definition of the mandate, working procedures and governance arrangements of the Employment and HRD Committee ▪ Training and study visits to EU MS ESF national committees ▪ Creation of a HRD Committee website ▪ Support to the MHLSW in labour market and employment policy analysis, strategic planning and annual programmes, study visit ▪ Systems, tools and staff competences for monitoring the action programmes, including support when the National Authorities have to draft Annual Progress Reports ▪ Project cycle management training ▪ Development of information system and staff training ▪ Training on the relevant EU policy knowledge, study visit to DG Enlargement and DG Employment of the European Commission ▪ Definition of the cooperation, working procedures and governance arrangements of the Ministerial Dept for EU Integration and Dept for Labour Market and Employment ▪ Training on the relevant acquis ▪ Development of an EU legislative and information system 	<p>Means:</p> <ul style="list-style-type: none"> - TA (service contract) - supply of IT equipment and software 	<p>Costs € 1.8 million (including €20 000 supply)</p>	<p>Preconditions</p> <ol style="list-style-type: none"> 1. Endorsement by all key stakeholders of the Terms of Reference of the service contracts. 2. Appointment of counterpart personnel by the beneficiary before the launch of the tender process. 3. The beneficiary must allocate working space and facilities for technical assistance before the launch of the tender process

Activities			
<p>Component 2</p> <ul style="list-style-type: none"> ▪ Policy Proposal for local employment partnerships ▪ Identification of counterparts & information gathering ▪ Elaboration of criteria and operational materials for local employment development projects ▪ Develop a HR strategy at municipal level ▪ Design of local partnerships' projects after training local counterparts on the ESF approach, principles, mechanisms and types of measures ▪ Training on the design and management of projects in line with national and regional development objectives ▪ Implementation of the local partnerships' projects (recruitment of participants, scope of training to be provided, provision of VET and career counselling services) ▪ Establishment of a project based monitoring system at Ministry HQ ▪ Evaluation and replication of local partnerships' project results ▪ Press and wider visibility campaign ▪ Design of guidelines for applicants for a grant scheme to be launched with IPA 2009 or 2010 resources 			
<p>Component 3</p> <ul style="list-style-type: none"> ▪ Awareness raising campaign on CGC contribution to education and employment developments (press and communication campaign) ▪ CGC institutions staff training ▪ Study visits and partnership with relevant EU member state CGC institutions ▪ CGC strategy building through cross-stakeholder technical support ▪ Study visit for strategy builders ▪ Establishment of CGC centres in North region 			

ANNEX 2: Amounts (in €) Contracted and disbursed by quarter for the project

Contracted	Q2/2009	Q3/2009	Q4/2009	Q1/2010	Q2/2010				
Contract 1	1,800,000								
Cumulated	1,800,000								
Disbursed	Q2/2009	Q3/2009	Q4/2009	Q1/2010	Q2/2010	Q3/2010	Q4/2010	Q1/2011	Q2/2011
Contract 1	540,000		360,000		360,000		360,000		180,000
Cumulated	540,000		900,000		1,260,000		1,620,000		1,800,000

ANNEX 3: Description of the institutional framework

Organizational units of the Ministry of Health, Labour and Social Welfare:

1. Ministers cabinet (3 employed)
2. Department for Health Protection
 - Section for Health Protection (9 job positions)
 - Section for Health-Sanitary Inspections (6 job positions)
 - Section for Regulatory Control of Ionizing Sources (3 job positions)
3. Department for Health Management
 - Section for Development (12 job positions)
4. Labour Relations Department
 - Section for Labour Relations (5 job positions)
 - Section for Labour Inspection and Protection on Workplace Inspection (3 job positions)
 - Section for the First Level Violation Proceeding (3 job positions)
5. Labour Market and Employment Department
 - Section for Labour Market and Employment (4 job positions)
 - Section for Adults Vocational Education (3 job positions)
6. Department for Pension and Invalidity Insurance and Militant and Invalidity Protection
 - Section for Pension and Invalidity Insurance (5 job positions)
 - Section for Second Level Perpendicularly Proceeding (9 job positions)
 - Section for Militant and Invalidity Protection (3 job positions)
7. Department for Social Welfare and Child Protection
 - Section for Social and Child Protection and Supervision (5 job positions)
 - Section for Vulnerable Group Protection (5 job positions)
8. Department for IT and Analytical-statistical Tasks
 - IT Section (4 job positions)
 - Section for Analytical-statistical Jobs/Tasks (6 job positions)
9. Unit for EU Integrations (3 job positions)
10. Service for General, Legal and Financial Jobs/Tasks
 - Office for General Jobs/Tasks (17 job positions)
 - Bureau for Financial and Accountants Jobs/Tasks (6 job positions)
 - Portfolio (11 job positions)
11. Branch Units of Health-Sanitary Inspections, Labour Inspections and Workplace Protection Inspections (75 job positions)

IN TOTAL 213 CIVILE SERVANTS EMPLOYED IN THE MHLSW

Department of labour market and employment

Deputy Minister (one person)

Directly runs the Department of Labour Market and Employment, initiates and proposes development and formulation of labour market and employment policy, as well as elaboration of measures and action plans for the policy implementation in accordance with the European Employment Strategy. Organizes and coordinates performance of tasks pertaining to the Department's scope of work. Monitors and controls performance of those directly in charge of carrying out the tasks and takes responsibility for timely, lawful and accurate performance of duties. Directly participates in performance of certain tasks, especially those that require special expertise and independent work. Performs other duties as assigned by the Minister.

Labour market and employment division

Independent Advisor I for Labour Market and Employment (one person)

Coordinates and organizes work. Directly performs the most complex tasks, in particular those pertaining to the preparation of employment-related regulations. Monitors and studies the system of employment/unemployment on the labour market and addressing the financial status of the unemployed. Ensures direct cooperation with the Employment Agency. Prepares analyses, information, reports and expert's statements pertaining to the situation and implementation of regulations in this area. Performs other duties pertaining to this area.

Senior Advisor I for Labour Market and Employment (2 persons)

Performs duties and tasks related to employment and unemployment, preparation of programmes and measures that have an impact on the trends in the demand for and the supply of labour force on the labour market. Studies the impact of economic and social measures undertaken by the Government on employment and the financial status of the unemployed. Prepares programmes addressing the issue of redundant workers, ensures cooperation with the responsible state administration body in the education reform implementation with a view to adjusting it to the needs of the economy and the society for the purpose of resolving the problems related to unemployment and an adequate economic development. Drafts decisions for detached workers in accordance with the international Agreement on Detachment. Ensures cooperation with the Employment Agency and carries out supervision over the legitimacy of its performance. Performs other duties as assigned by a superior officer.

Senior Advisor I for Analytical and Statistical Tasks and Planning (one person)

Performs tasks relating to the disposal of funds for addressing redundancies. Participates in drafting related regulations. Prepares reports and appropriate statistical records pertaining to the use of the funds by the Ministry. Participates in making projections of the funds required for addressing redundancies and performs other duties as assigned by a superior officer.

Adult learning division

Independent Advisor I for Adult Learning (one person)

Coordinates and organizes performance of the Division. Directly performs the most complex tasks, prepares regulations pertaining to vocational education of adults, National Vocational Qualifications' Framework and studies the adult education system for the labour market needs. Prepares analyses, information and expert's statements relating to occupational standards and National Vocational Qualifications' Framework. Monitors the implementation of adult education for the labour market needs and performs other duties pertaining to the Division's scope of work.

Independent Advisor III for Adult Learning (one person)

Participates in drafting regulations in relation to vocational education of adults, National Vocational Qualification Framework. Participates in carrying out analyses and preparing information relating to occupational standards, National Qualification Framework and performs other duties as assigned by a superior officer.

Senior Advisor II for Adult Learning (one person)

Performs tasks and duties pertaining to implementation of the vocational and adult education reform, and participates in drafting related regulations. Keeps the record of certificates issued on receiving vocational education of a certain level of qualifications. Performs other duties as assigned by a superior officer.

Organisation and management at the *Employment Agency of Montenegro*:

The Employment Agency of Montenegro is organized as a public service with a private entity status. The Statute of the Agency more closely defines the manner and procedure for exercising the rights of unemployed persons, the headquarters and functions of the Agency, competences of bodies and manner of decision making, principles for internal organization of the Agency and other issues relevant for the Agency. The Statute is adopted by the Steering Committee, while the Government approves the Statute.

The Agency performs its activity through its central service, employment bureaus and offices. The Central Office is settled in Podgorica and includes the cabinet of the director, five departments and one organizational unit, as follows:

- Director's Office
- Employment Department
- Research, Development and Crediting of Self-employment Department
- Legal and General Affairs Department
- Accounting Department
- ICT Department
- Organizational unit 'Human Resources Centre' with the Training Centres in Podgorica (courses in construction building, crafts and IT literacy), Berane (courses in wood processing and other, in line with the labour demand of the northern region) and Herceg Novi (courses in tourism, hospitality and other, in line with the labour demand of the coastal region).

There are 7 Employment Bureaus and 14 Offices within the Employment Department, and they are organized on a territorial principle, enabling the efficient functioning of the Agency throughout Montenegro. The bureaus and offices are organized in the following manner:

- Employment Bureau Bar (with offices in Budva and Ulcinj)
- Employment Bureau Berane (with the offices in Andrijevica, Plav and Rožaje)
- Employment Bureau Bijelo Polje (with the office in Mojkovac)
- Employment Bureau Nikšić (with the offices in Plužine and Šavnik)
- Employment Bureau Pljevlja (with the office in Žabljak)
- Employment Bureau Podgorica (with the offices in Danilovgrad, Kolašin and Cetinje)
- Employment Bureau Herceg Novi (with the offices in Kotor and Tivat)

The Agency's organs are the Steering Committee and the Director. The Director is appointed and dismissed by the Government. The Agency is directly manned by the Director, and with the support of team of experts, heads of departments and heads of employment bureaus, ensures the necessary conditions for the efficient functioning of the Agency.

The total number of employees in the Employment Agency Montenegro is 334.

Centre for Professional Information and Guidance

The National Centre for Professional Information and Guidance (CIPS) in Podgorica officially started in February 2007. The NCIPS in Podgorica is organized as a national coordinating body and at the same time it is the local one for the territory of Podgorica municipality. Since it is a relatively young institution, it still does not have sub-departments and employs 2+1 employees (2 persons employed on indefinite term basis, and 1 person employed on a fixed term basis).

The CIPS in Bar, as a sub-department of the NCIPS, is scheduled to be open on 2 April 2008, and so far one person is planned to work in the CIPS in Bar, while the CIPS in Herceg Novi is in the process of preparation. However it is not possible to define the specific date of opening, but it will be during 2008.

ANNEX 4: Reference to national laws, regulations and strategic documents

- Employment Law (Official Gazette of the Republic of Montenegro, no. 5/2002 of 6 February 2002)
- Law on health and safety at work (Official Gazette of the Republic of Montenegro, no. 79/2004)
- Law on employment and labour of foreigners (Official Gazette of the Republic of Montenegro no. 11/2004)
- Law on the registers in the field of labour and employment (Official Gazette of the Republic of Montenegro, no. 5/2002)
- Rulebook on mediation in employment (Official Gazette of the Republic of Montenegro no. 52/2002)
- Rulebook on preparation for employment (Official Gazette of the Republic of Montenegro no. 52/2002 & 1/2004)
- Statute of the Employment Agency of Montenegro (Official Gazette of the Republic of Montenegro no. 43/2002)
- Strategy on Human Resources Development Information and Communication Campaign (CARDS Project: “Labour Market Reform and Workforce Development”, March 2008)
- National Employment and Human Resources Development Strategy for 2007-2011 (July 2008)

ANNEX 5: Details per EU funded contract

This action is intended to be carried out by a service contract. The period of execution is estimated to be 24 months.

The service contract will include the supply of €20 000 IT equipment to the Ministry of Health, Labour and Social Welfare in order to ensure the implementation of the activities related mainly to the expected results 1 and 2 of the project.

The expert team is envisaged to consist of one team leader and at least 2/3 key experts, with the characteristics below mentioned. The team will be completed with a pool of short and mid term experts with specific skills to be detailed at a further stage of project implementation.

Key expert 1: Team Leader and Capacity Building expert

Qualifications and skills

- University degree.
- Fluency in written and spoken English.

General professional experience

- Preferably 10 years of professional experience but a minimum of 7 years required in labour market related matters.
- Experience in assessing labour market policy systems and programmes.
- Proven track record of professional experience in dealing with labour market data.
- Previous professional experience of managing assistance programmes, i.e. managing teams of multinational experts, supervising and coordinating all technical aspects of a contract, ensuring good client communication, organising and overseeing administrative and logistical support.

Specific professional experience

- Professional experience in the capacity building of labour market institutions.
- Knowledge of the European Employment Guidelines and European Social Fund principles and mechanisms.

Key expert 2: Active Labour Market Measures expert

Qualifications and skills

- University degree.
- Fluency in both written and spoken English.

General professional experience

- Preferably 10 years experience in the field of labour market but a minimum of 7 years required.
- Proven track record of professional experience in monitoring and evaluation of labour market systems and labour market policy.

Specific professional experience

- Professional experience in design, implementation and monitoring of active labour market measures according to the principles of the ESF.

Key expert 3 : Career guidance expert

Qualifications and skills:

- University degree;
- Fluency in both written and spoken English;

General professional experience:

- at least 10 years professional experience in labour market and education, out of which at least 5 years in the design and/or implementation of career guidance services;

Specific professional experience:

- Experience with the design and/or implementation of career guidance/professional counselling strategies in transition countries;
- Experience as department or unit manager for career guidance/professional counselling.

Details on the activities to be undertaken under component 2:

Among the tasks to be carried out in the project, those belonging to the **second component**, i.e. local partnerships, are hereby more elaborated:

1) The first step in establishing priorities for human resources development in the frame of this component of the proposed project will be to have high quality analyses of the regional/municipal economic context, the characteristics of the labour market and an assessment of the education and training system. In addition, an assessment of the effectiveness of the regional/municipal employment services is desirable. These documents should provide recommendations for priorities and action. Consideration of the demand for and supply of skills in the regional/municipal labour market is important for tracking skill shortages, anticipating future skill needs and managing the demand and supply of skills more efficiently.

2) The next step will be to use the analyses and recommendations to develop the strategy and/or plan for human resources development.

3) Step three translates the priorities/strategy into concrete measures (in our case: projects). To the extent possible, the following factors shall be taken into account:

- country context: national/regional/municipal priorities/key objectives identified by the analyses;
- integration of national and regional/municipal priorities;
- EU context: consideration of the EU Employment Guidelines and the ESF frame of reference;
- development of comprehensive provision which integrates a range of support measures, employment subsidies, job search activities, training and development which provide a pathway back into the labour market for unemployed people;
- concentration on a small number of measures to facilitate budget flexibility and flexibility of intervention;
- development of support systems - counselling and guidance, the accreditation of prior learning, training of trainers and capacity building for officials in labour offices;
- building appropriate partnerships;
- activity eligible under the ESF.

Projects will need to be supported by documentary evidence of the economic and social rationale for the project. They should follow the ESF principles of co-financing, additionality, concentration, being a catalyst, partnership and sustainability. Finally, projects should specify realistic, measurable and appropriate activity output indicators, as well as indicators that relate to the wider impact of the project in meeting the strategic aims of the human resources plan (impact indicators).

Local actors should be encouraged to cooperate with their neighbouring regions/municipalities on relevant project assignments.

Financial support for implementation of the projects emanating from the local employment partnerships and endorsed by the National HRD Committee will be, as for the rest of this action, administered through a service contract. The Consultant will be particularly careful in ensuring compatibility with the measures envisaged in the National Action Plan for Employment and HRD (2008-2009), as well as underscoring every aspect which may represented value added of the IPA intervention.

All municipalities, where the local partnership initiative should be fostered, are located in Montenegro's most impoverished region – 'north region'. The four municipalities have been selected by a cross-stakeholder working group on the basis of data which demonstrate the challenge for local communities in addressing local employment concerns. See table:

Select labour market data on municipalities proposed for inclusion in project

Municipality	Jobless	Long term unemployed	Youth Unemployed	Female unemployed
Bijelo Polje	21%	69%	18%	42%
Berane	15%	60%	23%	36%
Pljevlja	17%	67%	15%	45%
Mojkovac	15%	75%	14%	33%

Source: Employment Agency of Montenegro.

The four municipalities will be considered as policy pilots and against which further efforts in decentralisation to locally-based community partnerships for promotion of employment are foreseen from 2010 onwards.

Given the pilot nature of this activity of the project, a limited number of project proposals will be considered from the 4 municipalities (a maximum of 3 projects per municipality) pre-selected to participate in the project. However, all projects will be subject to quality criteria before decisions are taken on financial support.