

IPA 2008 CROATIA PROJECT FICHE

HR2008-03-19-04

1. Basic information

- 1.1 CRIS Number: 2008/020-329
- 1.2 Title: **Croatian Employment Service Labour Market Training Centre**
- 1.3 ELARG Statistical code: 03.19 – Social policy and employment
- 1.4 Location: Croatia

Implementing arrangements:

- 1.5 Implementing Agency:

Central Finance and Contracting Agency (CFCA)
Programme Authorizing Officer (PAO): Marija Tufekčić
Address and contact details:
Ulica grada Vukovara 284/2
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- 1.6 Beneficiary (including details of SPO):

Ministry of Economy, Labour and Entrepreneurship
Senior Programme Officer (SPO): Vera Babić
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10000 Zagreb, Croatia

Croatian Employment Service
Department for Staff Development and Training
Address and contact details:
Radnička cesta 1
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Financing:

- 1.7 Overall cost (VAT excluded)¹: 1,000,000 Euro
- 1.8 EU contribution: 800,000 Euro
- 1.9 Final date for contracting: 2 years following the date of conclusion of the Financing Agreement
- 1.10 Final date for execution of contracts: 2 years following the end date for contracting

¹ The total cost of the project should be net of VAT and/or other taxes. Should this not be the case, the amount of VAT and the reasons why it should be considered eligible should be clearly indicated (see Section 7.6)

1.11 Final date for disbursements: 3 years following the end date for contracting

2. Overall Objective and Project Purpose

2.1 Overall Objective:

To strengthen the capacities of the Croatian Employment Service to become more effective and efficient labour market institution.

2.2 Project purpose:

To support the establishment of the training and staff development system (Croatian Employment Service Labour Market Training Centre) in the field of active labour market policy for relevant CES staff and other key labour market actors.

2.3 Link with SAA, EP, 2008 NPIEU, AP (as adopted by Council Decision of 12.02.2008));

The European Partnership (EP) highlights the priorities which are linked with the objectives of the project as follows: "Continue alignment with the EU legislation in the field of occupational health and safety, labour law, equal treatment for women and men and antidiscrimination; strengthen related administrative structures and those required for the coordination of social security."

The objectives of the project follow the priorities of the Croatia **Accession Partnership** for 2007 (as adopted by Council Decision of 12.02.08). Therefore, the project objectives address, as it is laid down in the AP, to:

– *Further align with the acquis and strengthen the related administrative and enforcement structures, including the labour inspectorates, in association with social partners.*

– *Implement effectively the Joint Inclusion Memorandum (JIM) and, once adopted, the Joint Assessment Paper on Employment Policy Priorities (JAP).*

The project also addresses other important areas highlighted in AP, such as further improvements and reforms of the public administration:

Fully implement public administration reform measures on administrative procedures and on recruitment, promotion, training and depoliticisation; improve human resource management in areas of public administration.

This project will also have impact on following sectoral priorities laid down in AP:

Improve incentive structures and flexibility in the labour market to increase participation and employment rates.

Good governance is one of the priorities pointed out in the JAP, more specifically; priority actions in this area are as follows:

- Establish sufficient administrative capacity for policy development, planning, implementation and monitoring in all relevant public bodies and agencies involved

at central, regional and local levels; in particular, implement the planned increase of the staff in the various labour market institutions in due time to assure the implementation of the recommendations from the JAP.

- Put in place training and recruitment policies ensuring adequate qualifications of the staff in various labour market institutions.

2.4 Link with MIPD

This project is in line with the following priorities of the MIPD 2008-2010:

- Under the economic area (2nd area of intervention of the MIPD), "assistance on the labour market may focus on improving incentive structures and flexibility";
- Concerning the ability to assume the obligations of membership (3rd area of intervention of the MIPD) "assistance will be deployed according to the priorities identified in the Accession Partnership, the screening reports and subsequent negotiations in the different chapters of the acquits", i.e. including inter alia chapter 19;
- Besides this project will complement the activities foreseen under IPA component IV (human resources development) by developing the capacities of all involved stakeholders in the field of active labour market policy.

2.5 Link with Strategic Development Framework (2006-2013)

Objectives of the project are complementary with the goals set up in the **Strategic Development Framework (2006-2013)** in the area of public administration reform:

- *Establish a competent and effective public administration which at the same time protects public interest and the equality of all citizens and entrepreneurs, while decreasing operating costs.*
- *Continue to work on increasing the efficiency, professionalism and knowledge of public administration.*

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

N/A

3. Description of project

3.1 Background and justification:

Croatia is an open economy in a globalized market that has enjoyed considerable GDP growth rates for several years now (in 2006, GDP per capita amounted to € 7,704 in current prices), enabling Croatia to reach around 50% of the EU-27 average GDP per capita (in PPP), while preliminary estimates with the grey economy included point towards a level of income close to 60% of the EU 27 average (source: Eurostat). Economic growth rates have not, however, been paralleled by similar employment growth rates so far. In February 2008, registered unemployment rate was 14.7% in Croatia, if measured by the Central Bureau of Statistics, whereas the one measured by International Labour Organisation (ILO) was 11.2% (January/March 2007)¹.

¹ There are two sources of data on employment and unemployment - the labour force survey (LFS) and administrative sources. The latter refer to registered employment and unemployment. The primary

In past years, the unemployment rate measured by the ILO labour survey methodology has continued its steady decline. In 2000, it amounted to 16.1% and kept falling in order to reach 12.7% in 2005. In 2006 it declined to 11.2%. Registered unemployment moved in the same direction, particularly in 2006 when the number of the unemployed decreased by 5.5%. Furthermore, both the LFS unemployment rate and the registered one continued to fall in 2007. It is expected to decrease steadily in the coming years (European Commission Economic Forecast, spring 2007). Croatia's labour market has been traditionally characterised by a strong segmentation, rigidity, over-regulation and a structural mismatch between labour supply and demand. Unemployment is unevenly spread across the country. In December 2007, the registered unemployment rate ranged from 4.7% in the County of Istria, to 26.5% in the County of Vukovar-Srijem (which is a county that suffered most during the war). A high level of unemployment reflects a low level of labour demand due to low quantity (value) of physical capital and natural resources per member of working-age population. Most of these disparities reflect differences in the quantity and structure of physical and human capital as well as natural resources. A large proportion of unemployed persons are the long-term unemployed (most of them with inadequate educational background).

Croatian Employment Service

Main functions of the CES are job mediation, vocational guidance and provision of financial support to unemployed persons (details in the Annex 3).

The CES needs to build-up its key competences, in order to cope adequately with the situation in Croatia and on its labour market such as:

- high unemployment, particularly among the young,
- high long-term unemployment, especially amongst women (increasing female at-risk-of-poverty rates especially among older women),
- low regional mobility of labour force,
- poverty concentrated in war-affected areas and among the Roma minority.

The CES has become fully aware that all the above problems can be solved only by reaching a highest possible degree of knowledge of its personnel in close cooperation with all other LM actors. The long-term vision of the CES is that it should be a high performing knowledge-based institution which is able to meet the requirements of the Croatian labour market in order to foster employment in Croatia. In order to achieve this, the CES should solve its core problems, which are the lack of knowledge and access to high quality training available for all employees.

CES Labour Market Training Centre

The training activities in the CES have been carried out since 2003 (please, see the tables below). The expenses of trainings and seminars have been covered by the Croatian Employment Service from the State budget.

source of data in the following analysis is the LFS, while the data from administrative sources are used to support and complement the LFS data. The LFS data are published by the Croatian Bureau of Statistics and by Eurostat.

List of current educational programmes (including trainings delivered in 2007)

TITLE OF TRAINING	TARGET GROUP	DURATION (in days)	N° OF TRAINEES	COST PER PERSON (approximate average amount)
TRAINING: DEVELOPING COUNSELLING SKILLS	Counsellors and advisers	5 days	36	540 EUR
TRAINING: DEVELOPING MARKETING SKILLS	Counsellors and advisers	5 days	58	540 EUR
TRAINING: HANDLING DIFFICULT SITUATIONS	Counsellors and advisers	5 days	105	540 EUR
SEMINAR ON CANDIDATING PROCEDURE (application and web)	Counsellors and advisers	1 day	24	60 EUR
SEMINAR: CATEGORISATION AND BUSINESS PLAN	Counsellors and advisers	1 day	470	60 EUR
SEMINAR: National System of Classification of Education (NSKO) – structure, contents and meaning of codes	Counsellors and advisers	1 day	3	60 EUR
WORKSHOP: CES ON-LINE PUBLIC SERVICE FOR UNEMPLOYED AND EMPLOYERS	Counsellors and advisers	1 day	71	60 EUR
SEMINAR: PROACTIVE APPROACH TO EMPLOYERS	Counsellors and advisers	1 day	41	60 EUR
SEMINAR: BUSINESS CORRESPONDENCE	Counsellors and advisers	1 day	114	60 EUR
WORKSHOP: GENERAL INSTRUCTIONS ON BUSINESS NOVELTIES AND ENTERING APPLICATIONS (visits to local offices)	Counsellors and advisers	1 day	28	60 EUR
SEMINAR: GROUP INFORMING	Counsellors and advisers	1 day	47	60 EUR
TOTAL COST (in 2007):			167.280,00 EUR	
TOTAL (number of trainees)			997	

Overview of standard trainings delivered to counsellors, in the period 2003-2007

Standard trainings for counsellors and advisers	Number of trained counsellors/advisers			
	2003-2004	2005	2006	2007
Counselling skills	278	144	48	36
Marketing skills	199	48	102	58
Handling difficult situations	36	108	126	105
Total (No of trainees)	513	300	276	199
Subtotal (No of trainees 2003-2007)	1.288			
Total (No of training events 2005-2007)		20	21	33
Subtotal (No of training events 2005-2007)	74			

The existing training activities in the CES can not cover the needs for training of the CES employees and cannot respond to the demand of modern labour market. The target group of these trainings has been primarily the client-oriented category of the CES employees (counsellors in charge of the unemployed and advisers in charge of

employers). Up to now, there has been no systematic training programme for the CES staff from other “non-client-oriented” departments. Trainers’ knowledge and skills have not been updated nor refreshed since 2006 and DfID’s project (details in 3.6). Training needs analyses have not been conducted on a regular basis. The Feasibility Study on Establishment of National Training and Development Centre, which was elaborated within the CARDS 2003 Decentralisation and reorganisation of the CES project has pointed out that the existing curricula cannot cover the needs of the CES employees as demand for additional skills has increased due to the new responsibilities regarding the implementation of multi-annual plans and programmes. Also, the same Study showed that existing training programmes are expensive and inflexible. There is no strategic planning in the development of the curricula and existing trainings are not tailor made and actual. In order to achieve its organisational goals, CES needs to have fully skilled and educated employees. Therefore, on 22nd November 2007, the Board of Executives of the CES Central Office made a decision on establishing its own training centre (the Labour Market Training Centre), which will be financed within the IPA component I. For practical reasons, cost-effectiveness and full trainings coverage, the Training Centre will not be set up as “a central building”, but as a logistic centre situated within the existing premises of the CES (detailed organisational structure of the Labour Market Training Centre will be developed within this project). The trainings are meant to be organised and delivered on different locations across the country including the premises of the CES regional offices in 20 counties as well as those of the CES partners. The CES Training Centre will be an essential part of the CES Department for Staff Development and Training, which will be responsible for managing all activities of the Training Centre. At the moment, the newly established Department (January 2008) is focused on initiating the activities related to planning, organising and monitoring the implementation of professional education and trainings of the CES employees.

This project will contribute to the solving problems at the Croatian labour market through more integrated approach and participation of all relevant LM actors. LM Training Centre, as a system of organized training, will strengthen capacities of all stakeholders in the labour market by providing it with adequate skills and knowledge on labour market issues.

Labour Market Institutions/Organisations (details on institutional framework in the Annex 3)

The state institutions such as **Ministry of Economy, Labour and Entrepreneurship, VET institutions, Ministry of Science, Education and Sports and others**, carry out their activities on the labour market rather at a policy level. These institutions affect situation in the labour market through the design of the policy regarding normative regulation of labour market and employment, formal and informal education, vocational education and training and inclusion of vulnerable groups into the labour market. Main problems these institutions are facing when addressing the problems at the modern labour market are related to the lack of comprehensive knowledge and skills of their employees on labour market issues, lack of permanent and tailor made training, training needs analysis and training plans, lack of cooperation with other stakeholders, lack of knowledge on target groups, lack of analytical skills and strategic approach in dealing with problem on the labour market.

Non-governmental organisations are mostly implementing projects targeting vulnerable groups at the labour market such as women, youth, minorities and ageing population. The NGO’s lack knowledge and experience in LM policy making, creation

of active labour market policy measures, implementation and evaluation; they rather focus on their specific problems without global LM approach.

Trade unions are voluntary and interest associations of workers that aim at improving the quality of jobs, working and living conditions. Trade unions do not get enough opportunities to gain knowledge and experience in LM policy making, creation of active labour market policy measures, their implementation and evaluation.

Employers' **organisations** such as Croatian Chamber of Commerce and Croatian Employers' Association protect employers' rights and interests in the field of labor and social legislation; participate in labour disputes and collective bargaining with Government bodies, regional and local authorities and trade unions. In order to assist their members more efficiently, these organisations need to gain detailed information on the CES services they can benefit from, knowledge on ALMP measures implementation and to upgrade their knowledge on the labour legislature in Croatia and the EU.

Currently, there is no organized system of training and development in the field of labour market. The training activities of LM institutions can not provide adequate training modules which might significantly increase the level of knowledge of the LM institutions employees. The LM institutions which will benefit from this project do not have organized system of training in LM related issues.

CES Labour Market Training Centre, which will be put in function within this project, will be a central place to address labour market issues. Main beneficiary and leading institution in this project will be the Croatian Employment Service but Training Centre will be open for all labour market institutions and organisations.

Benefits for the CES as a result of establishing and functioning of the Training Centre:

- All business processes covered with relevant training programmes;
- All employees have easy access to relevant and standardised training;
- Permanent professional development of the CES employees both trainers and staff;
- Regular training needs analysis;
- Tailor made curricula (according to the needs of the modern labour market);
- Strategic planning in the development of the curricula;
- Opportunities for personal development of employees (linkages between personal development and organisational goals);
- Improvement of the service provision and better understanding of the needs of the target groups;
- Improvement of capacities for development of a high-quality labour market analysis;
- Improvement of capacities for design; implementation and evaluation of the active labour market policy;
- Improvement of capacities in strategic planning in the field of labour market;
- Exchanging experiences with other labour market stakeholders;
- Strengthening partnerships between LM actors.

Benefits for the LM institutions as a result of establishing and functioning of the Training Centre:

- Employees of the LM institutions have easy access to relevant and standardised trainings in LM issues;
- Permanent professional development of the LM institutions employees, both trainers and staff;
- Tailor made curricula (according to the needs of the modern labour market);
- Increasing knowledge on CES statistical and analytical methods, client oriented services;
- Exchanging experiences with other labour market stakeholders;
- Strengthening partnerships between LM actors;
- Improvement of capacities for development of the high quality labour market analysis;
- Improvement of capacities for design, implementation and evaluation of the active labour market policy;
- Improvement of capacities in strategic planning in the field of labour market.

The LM Training Centre will develop more effective institutions/organisations that are ready to affect the increase in employment through enhancing the labour force employability and increasing job placement rate. Tailor made curricula adjusted to the labour market needs will develop and increase capacities of the CES and other LM institutions/organisations staff so that they will be able to target and implement their services and projects more precisely and efficiently. It will also provide maintenance, permanent upgrade and dissemination of the knowledge acquired, and continually, it will become one of the main LM and HRD knowledge drivers in Croatia.

3.2 Assessment of project impact, catalytic effect, sustainability and cross border impact (where applicable)

This project will have major impact on increasing the level of skills of the target groups.

Skills and knowledge in design, implementation and evaluation of the LM measures/policies will increase the capacities of the state LM institutions (CES, Ministry of the Economy, Labour and Entrepreneurship, trade unions, VET institutions, *etc.*) to create efficient LM policy and implement LM projects. Civil society organisations will gain knowledge and skills to deliver more targeted and relevant measures and projects to their final beneficiaries. Training curricula for the design, implementation and evaluation of active labour market measures/policies will be built on the experience and results of the PHARE 2005 project: Active Employment Measures for groups threatened by social exclusion.

From the CES perspective, the tailor made programmes of the Training Centre will have an impact on provision of more and better services to specific groups of clients (the unemployed, job seekers, employers, vulnerable groups, *etc.*). Quality standards in the CES business processes, defined within this project, and training in accordance with these standards will reduce the time needed for basic service provision and it will allow counsellors to focus more on hard-to-place groups. The concept of the whole training system will allow the CES staff to be more specialized in certain fields of assistance to clients (for example: work with employers). These specialists will be highly skilled in their field, which will result in a more systematic and efficient approach to clients, especially to heavily employable job seekers. More efficient and targeted work with vulnerable groups will allow their easier access to labour market and increase their placement rate. Certified trainers will have to possess additional

competences in LM related issues. Each partner institution should consider benefit packages within the existing legal framework in order to reward additional efforts of their trainers. Basic trainings targeting newly employed CES staff will allow easier adjustment to the new working place and faster achievement of the full productivity. Staff working in the CES support business processes will also gain opportunity to improve their knowledge related to their working position, which will contribute to the better performance of the whole organisation. The Labour Market Training Centre will allow education and permanent learning taking into account aspirations and career pathways of each single employee of the CES and other LM institutions. Both, training needs analysis of the LM actors and final beneficiaries needs analysis will be conducted regularly in order to identify changes in their needs and to tailor curricula accordingly. The changes in the labour market will always have impact on changes of curricula in order to provide relevant services and projects. The establishment of the Training Centre as a central place for addressing LM issues will allow an easy access to training and opportunity to permanently update the skills of the CES and other LM institutions employees. Better skills and improved knowledge will result in better definition of the policies and measures that should be undertaken on the labour market in order to tackle unemployment and increase employment.

The cooperation of actors on the Croatian LM will be strengthened by standardised education and training activities including the design of curricula, and thus, reach the synergy of all relevant factors in dealing with problems and challenges of the labour market. This project will also make the compilation and fusion of different aspects of knowledge which would lead to a knowledgeable approach of all partners in fighting the unemployment and social exclusion of vulnerable groups.

The activities of the Labour Market Training Centre, after the Project is completed, will be financed out of the State Budget and the ownership will remain with the Croatian Employment Service.

3.3 Results and measurable indicators:

1. Key competences and quality standards for the key CES business processes defined/revised.

In order to achieve its institutional goals, coherent organisational structure and quality of services as well as development of the new methods, CES needs to define or revise key competences and quality standards in all CES business processes. In the scope of this project, this will allow:

- permanent education and training of the CES employees with the aim of gaining demanded competences in constantly changing environment;
- changes/adjustments of the services and system in accordance with beneficiaries needs;

Established key competences and quality standards will be the basis for elaborating adequate and relevant training curricula for all CES business processes and LM related issues.

Measurable indicators

Report on defined key competences and quality standards in all CES business processes elaborated (**core business:** Placement and ALMP Measures, Preparatory Labour Market Training, Material and Legal Protection, **support processes:** CES Departments: Accounting, Finance, Analysis, Statistics, IT and Network Communication Support, Development and Application Support, Public and International Relations, Implementation of International Projects, Internal Audit and Control, Procurement, Personnel and General Affairs, Staff Development and Training (HR) and Legal Affairs).

2. CES Labour Market Training Centre for training and development established and operating.

The CES Labour Market Training Centre organisation and education system (see Annex 3 and 5) will be developed and it will include the following:

1. Organisational structure of the Training Centre within the CES Department for Staff Development and Training
 - a) Detailed organisational structure of the Training Centre with detailed description of responsibilities of all stakeholders defined: the Department for Staff Development and Training employees, internal trainers, mentors, external trainers, trainees.
 - b) Rules of procedures of the Training Centre developed.
 - c) Organisation of the training at national and regional levels, status of the trainers and mentors within organisation.
2. Education system of the Training Centre
 - a) Target groups, regular training needs analysis, duration of the trainings and training time schedule, trainers' schedule, monitoring and evaluation of the trainings, examination and certification of trainers and trainees, trainees structures by training module, rules of procedures for trainees and trainers, life-long learning issues, status of the trainees, one-year training plan, three-year training plan, *etc.*
 - b) Methods of transferring and retaining knowledge defined: Training-of-Trainers (ToT), mentors' system, theoretical and practical work on-the-job training, e-learning).
 - c) Comprehensive training curricula elaborated on the basis of key business processes, quality standards and relevance for the LM (Basic orientation training for all CES employees, Basic training for employees engaged in the CES support business processes, Advanced training for employees engaged in the CES support business processes, Training in providing special services to clients, Advanced training for work with special groups of clients, Training in strategic policy planning, Training in labour market analyses, Training in the design and implementation of the ALMP, Training in evaluation of the ALMP).

Measurable indicators

Organisation and education model for the Training Centre developed, including the following:

Guidelines on training of the CES staff developed (Rules of procedures for trainees and trainers);

Revision of the structure of the Department for Staff Development and Training within the CES;

Rules of procedures for the Training Centre elaborated;

Comprehensive training programme for the CES and other LM institutions/organisations employees developed;

Three-year training and staff development plan developed;

One-year training plan for the CES staff and LM institutions/organisations employees developed.

3. Capacities of the CES internal trainers and external trainers to provide relevant knowledge and skills to the CES and other LM institutions/organisations employees developed.

Trainers (from CES and other LM institutions) identified within this project will gain necessary skills and knowledge for independent delivery of the trainings to the employees of the CES and other LM institutions. Mentors within CES will gain knowledge and skills needed for efficient provision of practical knowledge (on-the-job training) to trainees.

Training of trainers will include following thematic areas:

- Soft skills (presentation, communication, group facilitation, etc.);
- Provision of specific services to clients;
- Work with special groups of clients;
- Provision of labour market related knowledge and skills to CES and other LM institutions/organisations employees.

Measurable indicators

40 CES trainers trained in delivering relevant knowledge and skills.

10 trainers from other LM institutions trained in delivering relevant knowledge and skills.

Minimum 9 training days per CES trainer during the project implementation.

Minimum 7 training days per other LM institution trainer during the project implementation.

1 Training programme for the training of trainers developed.

No of issued trainers' certificates

50 mentors trained in transferring practical knowledge to trainees

4. CES staff and other LM institutions/organisations employee's capacities to deliver efficient services to clients and implement ALM policy improved.

Pilot trainings for at least 150 CES employees and 50 employees of other LM institutions/organisations will be delivered by internal and external trainers with the strong assistance of the TA. Upon training delivery, the trainees should improve their working capacities as follows:

- Newly employed staff of the CES (this basic training targets all employees) will gain knowledge on the basic principles of work in the CES and basics in the labour market, and will gain the CES IT system literacy;
- Staff working in the support-business processes of the CES will obtain knowledge on specific requirements of their working positions;
- Newly employed CES staff will gain skills in provision of the basic services to clients;
- The CES Staff working with clients will improve their skills in providing special services to clients (specialisation for working with unemployed, employers, material and law protection of the unemployed).
- CES Staff working with clients will improve their skills in work with special groups of clients (specialisation for work with vulnerable groups).
- The employees of CES and other LM institutions/organisations will improve their knowledge and skills in labour market related issues (LM analysis, ALMP measures design and implementation, evaluation, strategic planning). This will strengthen their abilities to design, implement and evaluate ALM policy.
- The employees of the Ministry of Economy, Labour and Entrepreneurship will improve their knowledge and skills in LM analysis, design and evaluation of the ALMP as well as in strategic planning. New competences will allow them to improve policy making process and development of the new regulations
- The employees of the Ministry of Education will improve their knowledge and skills in LM analysis, design and evaluation of the ALMP as well as in strategic planning. This will increase their understanding of the labour market issues and help them in developing curricula which is labour market demand driven.
- The employees of the VET institutions will improve their knowledge and skills in LM analysis, design, implementation and evaluation of the ALMP as well as in strategic planning. Knowledge in these issues will be useful for monitoring needs of the labour market and development of the curricula in accordance with permanently changing labour market.
- NGO's will gain adequate knowledge in LM analysis, ALMP design and implementation which will increase their capacities to implement labour market related projects and prepare quality and demand driven project proposals.
- Trade unions will improve their knowledge in LM analysis, ALMP design, implementation and evaluation as well as in strategic planning. New competences will allow them to prepare more quality policy recommendations for improving the situation of the labour force in the labour market.
- Employers associations (Croatian Employers Association and Croatian Chamber of Commerce) will gain knowledge in LM related issues which will improve their

capacities to assist employers in the process of adaptation to the conditions of the modern labour market and provide information on opportunities that will appear in the future.

All trainees should go through the examination process and the successful candidates will receive certificates.

Measurable indicators

150 CES employees trained in basic orientation skills, advanced skills related to working positions of the support business processes, basic service provision skills basic and advanced skills for providing specific services to clients and LM related issues (LM analysis, evaluation, strategic planning).

50 employees of the LM institutions/organisations trained in labour market related issues (LM analysis, evaluation, ALMP design and implementation strategic planning).

Minimum 5 training days per CES employee during the project implementation.

Minimum 4 training days per other LM institution employee during the project implementation.

No of issued certificates

Evaluation report elaborated

3.4 Activities:

Following activities will be implemented through one service contract in order to achieve Result 1:

1.1 Forming working groups for definition or revision of the key competences and quality standards for the CES key and support business processes

Identify members of the working groups from relevant CES departments at national and regional level.

1.2 Development of the key competences and quality standards for the key and support CES business processes.

Through the series of workshops and meetings with representatives of relevant departments within the CES, assist in the process of identification and elaboration of the final list of competences and quality standards for the key business processes. These activities will be the basis for training programme development

Following activities will be implemented in order to achieve Result 2:

2.1 Conduct training needs analysis for the CES and other LM institutions/organisations employees at national and regional level.

Training needs analysis will be conducted as a survey which will cover the CES and other LM institutions/organisations staff at national and regional level.

2.2 Development of the organisational and educational model of the Labour Market Training Centre. (On the basis of the defined key competences and quality standards).

Overall organisation of work of the Training Centre will be the responsibility of the unit for the development and education of the CES's staff. New job descriptions, business process list, annual plan of work, HR needs assessment, workload analysis,

etc. will be developed for the Department for Staff Development and Training in order to manage the Training Centre activities effectively. Staff training and development model will be developed on the basis of the CES and other LM institutions staff survey, clients' needs and the capacities of the staff. The education model will be consulted between all stakeholders in the series of workshops and meetings. Clear Training Centre rules of procedures will be defined. Training programme will be developed in close co-operation with the Department for Staff Development and Training and on the basis of the needs analysis. One- and three-year training plans will also be the essential part of the education model.

Following activities will be implemented in order to achieve result 3:

3.1. Identification of potential trainers

Selection of the participants of the trainings will be on the basis of the relevant experience, specific working position and knowledge.

3.2 Development of the comprehensive training programme for the training of CES internal trainers and external trainers.

Comprehensive training of trainers and mentors programme will be developed on the basis of the identified key business processes and TNA. The Department for Staff Development and Training will be fully involved in elaborating training of trainers programme.

3.3. Training of trainers from the CES and other LM institutions/organisations in provision of the knowledge and skills to the staff of the CES and other LM institutions/organisations.

Training for trainers will be delivered in 4 thematic areas: Provision of labour market related knowledge and skills to the CES and other LM institutions/organisations employees, soft skills (presentation, communication, group facilitation, etc.), provision of specific knowledge to clients, work with special groups of clients.

Number of trainings per thematic area will be identified on the basis of the TNA, client's needs and resources available.

3.4 Training of CES mentors in providing practical knowledge on the working place.

The selection criteria for the mentors will be based on more practical experience of the candidates. Training for mentors will be oriented towards training delivery to the newly employed or inexperienced employees on the spot.

3.5 Examination of trainers and certification of the successful candidates

After the training delivery is completed, the participants will have to pass an examination process in order to get trainers' certificates. The Unit for the development and education of the CES's staff (together with TA) will conduct the examination and certification of trainers.

Following activities will be implemented in order to achieve Result 4:

4.1 Training of the CES staff and other LM institutions/organisations employees in providing services to clients and implement ALM policy.

Potential trainees will be divided into groups according to their working position, level of experience and institutional background. 200 (150 from the CES and 50 from other LM institutions) candidates will be selected for the pilot trainings from the CES

Central Office and Regional Offices, Ministry of Economy, Labour and Entrepreneurship, social partners (trade unions, employers' associations), civil society organisations and other relevant LM stakeholders. Activities regarding setting up an education model of the Training Centre will determine number of trainings and specific modules that should be delivered.

Following trainings should be delivered in the framework of this project:

Basic orientation training, Advanced training for employees engaged in CES support business processes, Training in providing special services to clients, Advanced training for work with special groups of clients, Training in strategic policy planning, Training in LM analysis, Training in ALMP design and implementation, Training in ALMP evaluation.

4.2 Examination of the trainees and certification of the successful candidates.

The staff of the Department for Staff Development and Training (together with TA) will conduct examination and certification of the trainers.

4.3 Evaluation of the pilot trainings.

Evaluation of the training through questionnaire will be done in order to determine possible gaps in the delivery of the trainings.

Demarcation with Technical Assistance under IPA Component IV

Under IPA Component IV (Priority 1 and 2), CES has foreseen projects targeting capacity building of the CES staff in career counselling and providing services to specific groups of unemployed (unemployed youth, women and disabled).

Priority 1, Measure 2.2

Improving life-long career guidance

Priority 2, Measure 2.1

Youth in the labour market

Women in the labour market

Fostering Effective Inclusion of the Disabled Persons into the Labour Market

The training modules developed within these projects will not be a part of the Labour Market Training Centre project. But, in order to achieve synergy of all CES projects, modules developed under Component IV projects will be incorporated into curricula of the Labour Market Training Centre after project ends.

3.5 Conditionality and sequencing:

No preconditions are foreseen.

The main milestones of the project are:

- The completion of the key competences and quality standards development.
- Elaboration of an organisation and education model of the Training Centre.
- Certification of the trainers.
- Evaluation of the pilot trainings.

3.6 Linked activities

In the period 2002-2003, the UK Government (DFID- "*Strengthening Labour Market Policy Making and Implementation Capacity in the Republic of Croatia*") funded a project for the former Croatian Ministry of Labour & Social Welfare / Croatian Employment Service. In the framework of the project (completed in December 2004): Training of key staff in the Regional Offices of the CES was undertaken (a total of 264 counsellors were trained), as well as a train the trainers programme (trainers are attached to the CES Central Office – 21 trainers were trained). The train-the-trainers programme encompassed training on how to deliver training on the following topics: counselling skills, marketing skills and handling difficult situations. The trainers were also trained on training needs assessment (TNA) development and training course design and they undertook an initial TNA of the whole CES organisation (Central, Regional and Local Offices) and developed short training programmes based on the identified needs. The trainers evaluated the impact of training on the performance of the staff. 22 CES Regional Directors received initial training on management skills development.

The CARDS 2003 *Decentralisation and Reorganisation of the CES* project was assisting the management of the CES in planning and implementing those changes that are required in order to improve the performance of their organisation. The main results of this project were raising awareness on strategic issues affecting the organisation and decentralisation of the CES, and developing organisational and performance standards for the CES as well as improving effectiveness and efficiency of the CES service delivery. This project started in April 2006 and finished in October 2007.

3.7 Lessons learned

DfID's training trainers programme did result in some progress but still there is no education model which can retain knowledge and implement activities in a more systematic way. Out of 22 trainers only 5 are currently still active and conduct their activities more or less on the regular basis. It is more than evident that the Croatian Employment Service needs a knowledgeable capacity in order to develop an effective and competent system to be able to address all labour market issues, which can be carried out only through institutionalized training system. Still, when speaking of DfID's project, it offered a new clear approach to learning and training in the mindsets of most CES's employees. The awareness of constant training needs among personnel has been provoked and, on the other hand, this speaks fully in favour of the DfID's project sustainability.

CARDS 2003 *Decentralisation and Reorganisation of the CES* project emphasized the need for strategic thinking about the development and improvement of the CES human capital. Human resource strategy elaborated in this project highlighted importance of permanent staff development. Study visit was also organized within this project. CES staff gained opportunity to see how staff development and training centres were organized in the EU member states. In the scope of this project feasibility study on establishment of the national centre for training and development with certified programme was developed. Following arguments for establishment of the training centre were proposed by TA on the basis of the analysis of the situation in the CES:

- Employees of the CES do not possess required skills and competences which can respond to challenges of the modern labour market

- Training system within the CES is tailored mostly for counsellors, while trainings for other employees are sporadic and do not meet expectations.
- Existing education agencies and institutions have formulated their strategic plans for training and development but their contribution is limited and based on a good will because they can not provide concrete assistance to the CES staff.
- Internal training programmes for the CES staff are expensive and not flexible.
- The needs of the CES staff for training in certain skills have increased due to new activities linked with the implementation of the annual and multi-annual programmes and responsibilities.
- The increase in delegated specific tasks and decrease in their professional skills leads to a decline of morality among the CES employees and thus to additional inefficiency;
- The participation of the Croatian Employment Service in the trainings delivered in the framework of implementation of the EU projects is of an “ad hoc” character;
- The private labour market companies equipped with modern information and communication technologies have advantage over the Croatian Employment Service;
- The disconnection of trainings and vocational development of the CES employees and on the other hand, their efficiency, career promotion and motivation affects negatively their understanding of the CES mission and strategy and thus, their task performance in realisation of specific goals.

As stated in the Feasibility Study, establishment of the CES training centre for permanent training and development of the CES staff will ensure improvement of their skills which will contribute to the achievement of the CES mission and objectives of the NEAP. The employees of the CES have also identified need for additional education and personal development. Development of an educational system represents key condition for functioning of a modern and efficient institution and it will contribute to a more professional approach, horizontal mobility and overall improvement and flexibility of the CES. Cost-benefit analysis showed that benefits from establishing the training centre are bigger than its cost, if it is presumed that the centre will have an important role in the process of staff development and if additional financing could be found from the external sources, particularly foreign/EU sources. Finally, by establishing the training centre, the CES will make a step forward in adopting the existing EU standards.

The CES Training Centre will be built on the experiences gained in the CARDS 2003 project and particularly on results of this feasibility study.

4. Indicative Budget (amounts in EUR)

			SOURCES OF FUNDING										
			TOTAL EXP.RE	TOTAL PUBLIC EXP.RE	IPA COMMUNITY CONTRIBUTION		NATIONAL PUBLIC CONTRIBUTION					PRIVATE CONTRIBUTION	
ACTIVITIES	IB (1)	INV (1)	EUR (a)=(b)+(e)	EUR (b)=(c)+(d)	EUR (c)	% (2)	Total EUR (d)=(x)+(y)+(z)	% (2)	Central EUR (x)	Regional/ Local EUR (y)	IFIs EUR (z)	EUR (e)	% (3)
Activity 1													
contract 1.1	X	-	1,000,000	1,000,000	800,000	80	200,000	20	200,000				-
TOTAL IB			1,000,000	1,000,000	800,000								
TOTAL INV													
TOTAL PROJECT			1,000,000	1,000,000	800,000		200,000		200,000				

Amounts net of VAT

(1) In the Activity row use "X" to identify whether IB or INV

(2) Expressed in % of the **Public** Expenditure (column (b))

(3) Expressed in % of the **Total** Expenditure (column (a))

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

Contracts	Start of Tendering	Signature of contract	Project Completion
Contract 1.1	1st quarter 2009.	3rd quarter 2009.	4 th quarter 2011.

All projects should in principle be ready for tendering in the 1st Quarter following the signature of the FA.

6. Cross cutting issues (where applicable)

6.1 Equal Opportunity

Based on the fundamental principles of promoting equality and combating discrimination, participation in the project will be guaranteed on the basis of equal access regardless of sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation. Specifically in relation to the issue of equality between men and women, Croatia’s population (the 2001 Census) constitutes of 51.87% women and 48.13% men, with those in active employment (based on Labour Force Survey statistics, conducted in accordance with ILO methodology, for the second half of 2002) divided 45.31% women and 54.69% men. Training activities in this project (timing and schedule) will be fully adjusted to the needs of women with children.

6.2 Environment

N/A

6.3 Minorities

Based on the fundamental principles of promoting equality and combating discrimination, participation in the project will be guaranteed on the basis of equal access regardless of gender, racial or ethnic origin, religion or belief, disability, age or sexual orientation.

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 laws and regulations

Reference to AP /NPAA / EP / SAA

Reference to MIPD

Reference to National Development Plan

Reference to national / sector investment plans

5- Details per EU funded contract (*) where applicable:

For *TA contracts*: account of tasks expected from the contractor

For *twinning covenants*: account of tasks expected from the team leader, resident twinning advisor and short term experts

For *grants schemes*: account of components of the schemes

For *investment contracts*: reference list of feasibility study as well as technical specifications and cost price schedule + section to be filled in on investment criteria (**)

For *works contracts*: reference list of feasibility study for the *constructing works* part of the contract as well as a section on investment criteria (**); account of services to be carried out for the *service part* of the contract

(*) non standard aspects (in case of derogation to PRAG) also to be specified

(**) section on investment criteria (applicable to all infrastructure contracts and constructing works):

- Rate of return
- Co financing
- Compliance with state aids provisions
- Ownership of assets (current and after project completion)

ANNEX 1: Logical framework matrix in standard format

Croatian Employment Service Labour Market Training Centre		Programme name and number IPA 2008	
Ministry of Economy, Labour and Entrepreneurship ; Croatian Employment Service		Contracting period expires: 2 years following the date of conclusion of the Financing Agreement	Disbursement period expires: 3 years following the end date for contracting
		Total budget: 1,000,000	IPA budget: 800,000
Overall objective	Objectively verifiable indicators	Sources of Verification	
To strengthen the capacities of the Croatian Employment Service to become an effective and efficient labour market institution.	Placement rate increased by 5 % until 2013	Statistical data of the CES CES HR Database	
Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
To support establishment of the training and staff development system (Croatian Employment Service Labour Market Training Centre) in the field of active labour market policy for relevant CES staff and other key labour market actors.	1 organisation and education system for the training and staff development set up.	Final Project report CES HR Database	Continuous political support and funding of the Training Centre activities.
Results	Objectively verifiable indicators	Sources of Verification	Assumptions
1. Key competences and quality standards for the key and support CES business processes defined/revised.	Indicators related to result 1: Report on defined key competences and	Monthly reports Interim report	Training curricula cover key ALM policy related issues.

<p>2. CES Labour Market Training Centre for training and development established and operating.</p> <p>3. Capacities of the CES internal trainers and external trainers to provide relevant knowledge and skills to CES and other LM institutions/organisations employees developed.</p> <p>4. CES staff and other LM institutions/organisations employees' capacities to deliver efficient services to clients and implement ALM policy improved.</p>	<p>quality standards in all CES business processes elaborated (core business: Placement and ALMP Measures, Preparatory Labour Market Training, Material and Legal Protection, support processes: CES Departments: Accounting, Finance, Analysis, Statistics, IT and Network Communication Support, Development and Application Support, Public and International Relations, Implementation of International Projects, Internal Audit and Control, Procurement, Personnel and General Affairs, Staff Development and Training (HR) and Legal Affairs.</p> <p>Indicators related to the Result 2:</p> <p>Organisation and education model for the CES LM Training Centre developed, including following:</p> <p>Guidelines on training developed (rules of procedure for trainers and trainees);</p> <p>Revision of the structure of the Department for Staff Development and Training within CES;</p> <p>Rules of procedure for the LM Training Centre elaborated;</p> <p>Comprehensive training programme for the employees of the CES and other LM institutions/ organisations developed;</p> <p>3-year training and staff development plan developed;</p> <p>1-year training plan for the employees of the CES and LM institutions/</p>	<p>Trainings handouts</p> <p>Evaluation of Training of trainers</p> <p>Evaluation of the Trainings for the staff of the CES and other LM institutions.</p>	<p>All relevant LM actors participate in the training activities.</p>
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	<p>organisations developed.</p> <p>Indicators related to the Result 3:</p> <p>40 CES trainers trained in delivering relevant knowledge and skills;</p> <p>10 trainers from other LM institutions trained in delivering relevant knowledge and skills;</p> <p>Minimum 9 training days per CES trainer during the project implementation;</p> <p>Minimum 7 training days per other LM institution trainer during the project implementation;</p> <p>1 Training programme for the training of trainers developed;</p> <p>No of issued trainers certificates;</p> <p>50 mentors trained in transferring practical knowledge to trainees.</p> <p>Indicators related to the Result 4:</p> <p>150 CES employees trained in basic orientation skills, advanced skills related to working positions of the support business processes, basic service provision skills basic and advanced skills for providing specific services to clients and LM related issues (LM analysis, evaluation, strategic planning).</p> <p>50 employees of the LM institutions/ organisations trained in labour market related issues (LM analysis, evaluation, ALMM design and implementation</p>		
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	<p>strategic planning).</p> <p>Minimum 5 training days per CES employee during the project implementation.</p> <p>Minimum 4 training days per other LM institution employee during the project implementation.</p> <p>No of issued trainees certificates</p> <p>Evaluation report elaborated.</p>		
Activities	Means	Costs	Assumptions
<p>1.1 Forming working groups for definition or revision of the key competences and quality standards for the CES key and support business processes</p> <p>1.2 Development of the key competences and quality standards for the key and support CES business processes.</p> <p>2.1 Conduct training needs analysis for the CES and other LM institutions/organisations employees on national and regional level.</p> <p>2.2 Development of the organisational and educational model of the Labour Market Training Centre. (On the basis of the defined key competences and quality standards).</p> <p>3.1. Identification of potential trainers</p> <p>3.2 Development of the comprehensive training programme for the training of the CES internal trainers and external trainers.</p> <p>3.3. Training of trainers from CES and other LM institutions/organisations in provision of the knowledge and skills to the staff of the CES and other LM institutions/organisations.</p> <p>3.4 Training of CES mentors in providing practical knowledge on the working place.</p>	TA	1.000.000	<p>Training curricula adjusted to the needs of the final beneficiaries and labour market needs.</p> <p>Key competences and quality standards adjusted to the needs of the final beneficiaries and labour market needs.</p> <p>Availability of the external trainers (from the LM institutions).</p> <p>Key competences and quality standards in key CES business processes properly defined.</p> <p>Potential trainers within the CES defined.</p> <p>CES staff on the regional level recognizes need for training and personal</p>

<p>3.5 Examination of the trainers and certification of the successful candidates.</p> <p>4.1 Training of the CES staff and other LM institutions/organisations employees in providing services to clients and implement ALM policy.</p> <p>4.2 Examination of the trainees and certification of the successful candidates.</p> <p>4.2. Evaluation of the pilot trainings.</p>			<p>development for better provision of services to clients.</p> <p>Staff of the LM institutions recognizes need for training and personal development for better understanding LM related issues.</p> <p>Organisation and education model of the Training Centre well adjusted to the needs of the regional and national socio-economic situation.</p>
<p>Pre conditions</p>			

ANNEX II: amounts (in €) Contracted and disbursed by quarter for the project

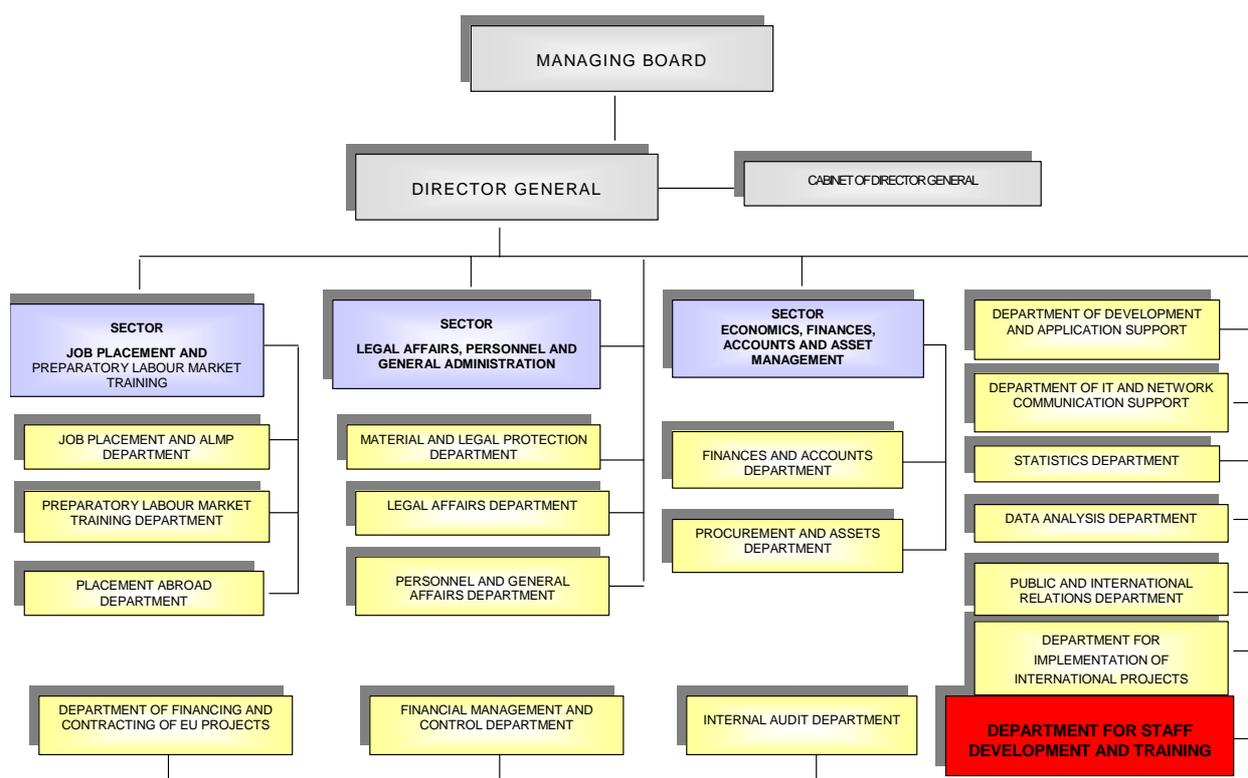
Contracted			2009	2009	2010	2010	2010	2010	2011	2011	2011	2011
			3 rd quarter	4 th quarter	1 st quarter	2 nd quarter	3 rd quarter	4 th quarter	1 st quarter	2 nd quarter	3 rd quarter	4 th quarter
Contract 1.1			1,000,000									
Cumulated			1,000,000									
Disbursed												
Contract 1.1				750,000								1,000,000
Cumulated				750,000								1,000,000

ANNEX III: Description of Institutional Framework

Croatian Employment Service (CES)

The Croatian Employment Service is an institution with a 100-year tradition (established in 1906). It consists of the Central Office in Zagreb and the network of 22 regional and 94 local offices and employs more than 1,200 employees. The CES is governed by a tripartite body: Managing Board, the members of which are representatives from trade unions, employers and the Government, and it is headed by a Director General. Main functions of the CES are job mediation, vocational guidance and provision of financial support to unemployed persons.

Organigramme of the CES Department for Staff Development and Training (*marked in red*)



Ministry of Economy, Labour and Entrepreneurship (MELE), Labour and Labour Market Directorate is responsible (between other) for carrying out activities on the policy level., such as: normative regulation of labour market and employment, follow up of active employment policy, follow up of equal treatment in the area of employment and labour, administrative proceedings related to application of labour market and employment regulations, providing professional assistance to entities, employers, workers and unemployed persons, administrative and other professional activities related to participation in activities of international organizations and European integrations in the area of labour and social security, participating in drafting regulations in the area of labour and labour market, cooperation with international organizations, administrative control in the area of labour market and employment (Croatian Employment Office, Development and Employment Fund).

Ministry of Science, Education and Sports is (apart from science and sports) in charge of preschool, elementary, secondary and higher education; it creates and develops curricula for occupations and future jobs on the labour market aiming at permanent changing needs of the market.

Ministry of Health and Welfare is (apart from health) in charge of social protection. It ensures (passive) social transfers through the Labour Code (whereas unemployment benefits are regulated by different employment acts). There is a wish to remove from the unemployed register large numbers of long-term unemployed welfare recipients who have little prospect of getting work in the open labour market.

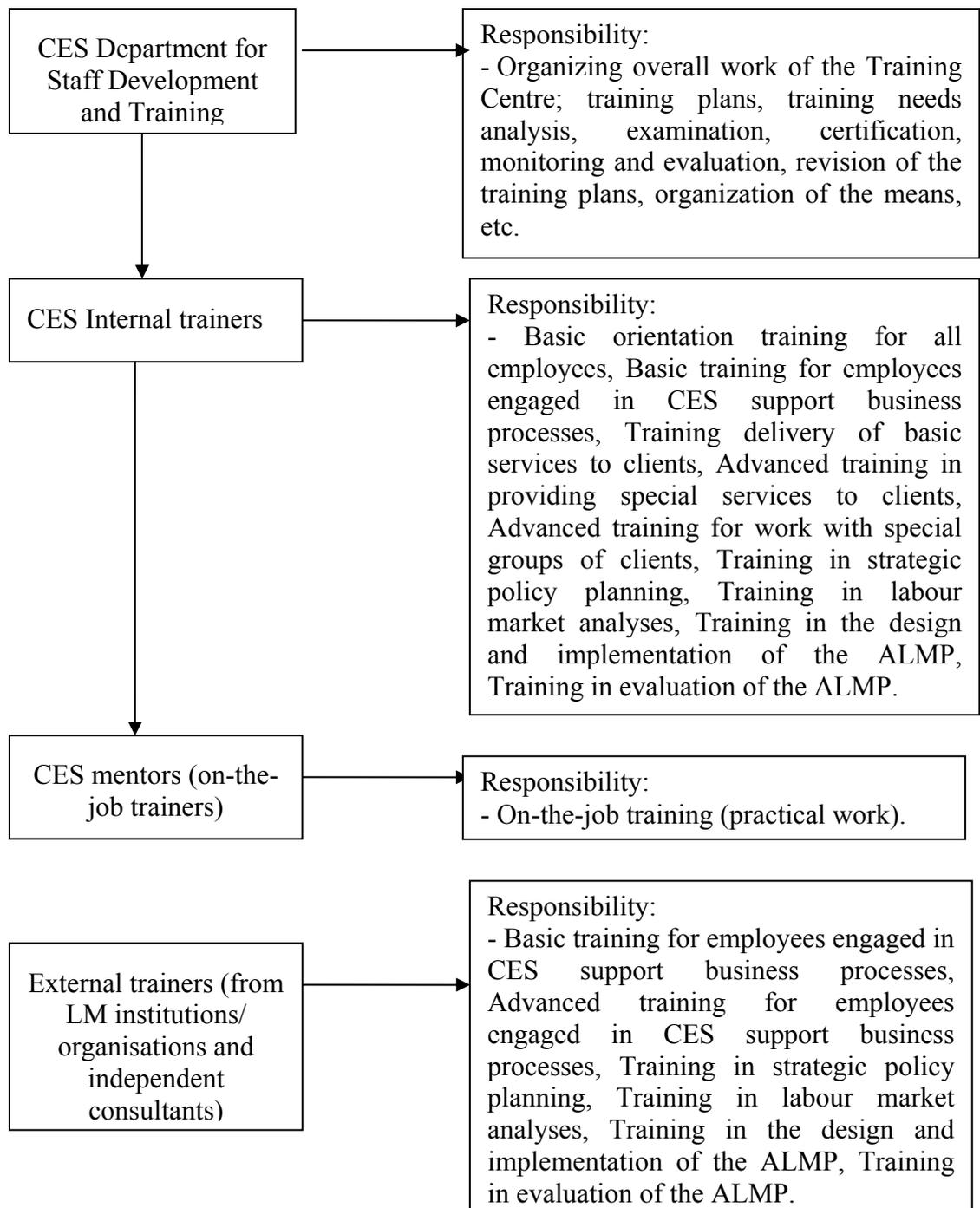
VET institutions such as Agency for Vocational Education and Training (AVET) are focused mostly on research, analysis, planning, development, organization, monitoring and evaluation of the formal and informal education system in the field of vocational education. AVET is also responsible for adjustment of Croatian vocational education system with international standards and coordination of international projects in the field of VET.

Non-governmental organisations are mostly implementing projects targeting vulnerable groups at the labour market such as women, youth, minorities and ageing population. Projects are mostly focused on motivation, activation and development of the soft skills. This sector is underdeveloped in the field of labour market and their activities are still limited.

Trade unions are voluntary and interest associations of workers that aim at improving the quality of jobs, working and living conditions. There are five union confederations and a large number of small autonomous unions. Their work is independent of the employers, authorities and political parties. It is estimated that some 40% of the employed are members of one of the many unions. Often there is a lack of agreement between various trade unions.

Employers (there is one organization-Croatian Chamber of Commerce- which represents employers and which is financed through a mandatory contribution on gross wages, and there are several voluntary employers' organizations mostly in some specific economic branches). These organisations protect employers' rights and interests in the field of labor and social legislation; participate in labour disputes and collective bargaining with Government bodies, regional and local authorities and trade unions.

Outline of the organisation of the CES Labour Market Training Centre



ANNEX IV: Reference to laws, regulations and strategic documents

1. AP: Croatia: Accession Partnership 2007; www.strategija.hr
2. EP: European partnership with Croatia 2007; www.strategija.hr
3. SAA; Stabilisation and Association Agreement; www.strategija.hr
4. NPAA: Draft
5. MIPD: www.strategija.hr
6. National Development Plan: Strategic Development Framework for 2006 – 2013

Page 6; www.strategija.hr

ANNEX V: Details per EU funded contract

Profile of the key experts and short term experts and account of tasks

In order to implement a project and follow the execution of the activities foreseen by giving advice on making concepts and implementation, including training of personnel, there should be engaged one key experts and several short term experts of relevant educational background and experience.

Profile of the key experts

Qualifications and skills

- University degree in e relevant discipline
- Ability to manage a group of experts
- Very good knowledge of written and spoken English
- Ability to organise and oversee administrative and logistical support
- Computer literacy

Specific professional experience

- At least 5 years of professional experience in labour market and public employment services issues
- Experience in staff training and development
- Experience in the institution capacity building
- Communication skills and previous experience of working in a multi disciplinary team

Profile of short-term experts:

Qualifications and skills:

- University degree in a relevant discipline
- Very good command of written and spoken English
- Ability to work within a team and to transfer know-how
- Computer literacy

Specific professional experience:

- At least 5 years professional experience in labour market and public employment services issues
- Experience in institution capacity building
- Experience in staff training and development
- Actively performing relevant topic activities

CES Labour Market Training Centre Training Modules - Outline

<u>Training module</u>	<u>Target groups</u>	<u>Average length</u>	<u>Goals</u>	<u>Trainers</u>
<u>Basic orientation training</u>	<u>All CES employees</u>	<u>2-3 days</u>	This basic training will allow faster adjustment on working environment and ensure that all employees are familiar with organisational mission.	<u>CES Internal trainers</u>
<u>Basic training for employees engaged in the CES support business processes</u>	<u>CES Departments: Accounting, Finance, Analysis, Statistics, IT and Network Communication Support, Development and Application Support, Public and International Relations, Internal Audit and Control, Procurement, Personnel and General Affairs; Staff Development and Training (HR), Legal Affairs</u>	<u>2-3 days</u>	Staff working in the support business processes of the CES will obtain knowledge on the specific requirements of their working positions and gain practical knowledge on basic administrative tasks.	<u>CES Internal trainers</u> <u>External trainers</u>
<u>Advanced training for employees engaged in the CES support business processes</u>	<u>CES Departments: Accounting, Finance, Analysis, Statistics, IT and Network Communication Support, Development and Application Support, Public and International Relations, Implementation of International Projects, Internal Audit and Control, Procurement; Personnel and General Affairs, Staff Development and Training (HR), Legal Affairs.</u>	<u>2-3 days</u>	Staff working in the support business processes of the CES will gain in-depth knowledge needed for more complex and specialised tasks. This will create specialists in their field in a short period of time.	<u>CES Internal trainers</u> <u>External trainers</u>

<u>Training in providing special services to clients</u>	<u>CES Departments: Placement and Active Labour Market Policy Measures, Preparatory Labour Market Training, Material and Legal Protection</u>	<u>2-3 days</u>	Newly employed CES staff in key business processes will gain skills in provision of the services to clients. CES Staff working with clients will improve their skills in providing special services to clients (specialisation for working with unemployed, employers, material and law protection of the unemployed).	<u>CES Internal trainers</u>
<u>Advanced training for work with special groups of clients</u>	<u>CES Departments: Placement and Active Labour Market Policy Measures, Preparatory Labour Market Training</u>	<u>2-3 days</u>	Training for work with vulnerable groups and employers will ensure targeted and high quality provision of services to these groups of clients.	<u>CES Internal trainers</u>
<u>Training in strategic policy planning</u>	<u>Ministry of Economy, Labour and Entrepreneurship, social partners, civil society, other stakeholders, CES Departments: Placement and Active Labour Market Policy Measures, Preparatory Labour Market Training, Analysis, Statistics, Staff Development and Training, Implementation of International Projects</u>	<u>2-3 days</u>	Training in strategic policy planning will increase capacities of the LM actors to identify sectoral strategic objectives, set up relevant priorities and define implementation framework.	<u>CES Internal trainers</u> <u>External trainers</u>
<u>Training in labour market analysis</u>	<u>Ministry of Economy, Labour and Entrepreneurship, social partners, civil society, other stakeholders, CES Departments: Placement and Active Labour Market Policy Measures, Preparatory Labour Market Training, Analysis, Statistics</u>	<u>2-3 days</u>	Training in LM analysis will create capacities within Croatian institutions/ organizations to produce quality basis for policy design. LM analysis will allow faster identification of LM imbalances and create conditions for better tailored measures on LM.	<u>CES Internal trainers</u> <u>External trainers</u>

<u>Training in the design and implementation of the ALMP</u>	<u>Ministry of Economy, Labour and Entrepreneurship, social partners, civil society, other stakeholders, CES Departments: Placement and ALMP, Preparatory Labour Market Training, Analysis, Statistics.</u>	<u>2-3 days</u>	Training in the design and implementation of the ALMP will create broad base of institutions (apart from the CES) capable for design and implementation of ALM policy.	<u>CES Internal trainers</u> <u>External trainers</u>
<u>Training in evaluation of the ALMP</u>	<u>Ministry of Economy, Labour and Entrepreneurship, social partners, civil society, other stakeholders, CES Departments: Placement and ALMP, Preparatory Labour Market Training, Analysis, Statistics</u>	<u>2-3 days</u>	This training will allow stakeholders to analyse and evaluate the ALMP according to the EU best practice and provide recommendations to policy level for improvements and corrections in the implementation of the ALM policy.	<u>CES Internal trainers</u> <u>External trainers</u>