1. Basic Information
   1.1 Désirée Number: 2002/000-590-06-01
   1.2 Twinning component Number: LE/2002/IB/SO-01
   1.3 Title: Employment Strategy (Institution Building)
   1.4 Sector: Social Policy and Employment
   1.5 Location: Latvia

2. Objectives

2.1 Overall Objective(s):
To increase employment in general and for certain groups in particular.

2.2 Project purpose:
To improve the quality and accessibility of the existing labour market services and to prepare for efficient management of the European Social Fund (ESF) as the future labour market instrument

2.3 Accession Partnership and NPAA priority

Accession Partnership 2001:
Social policy and employment –
Continue to support the social partners' capacity building efforts in particular with a view to their future in the elaboration and implementation of EU employment and social policy, including the European Social Fund, notably through autonomous bipartite social dialogue.

Regional policy and co-ordination of structural instruments –
- Complete legal and administrative framework which allows for the implementation of the acquis in this area, in particular with regard to financial management and control.
- Define the bodies in charge of the implementation of Structural Funds and the Cohesion Fund, in particular the managing and paying authorities; define the tasks to be performed by line ministries and other bodies on behalf and under the responsibility of the managing authority.
- Prepare a single Programming Document in line with the Structural Funds regulations, including ex-ante evaluation.
- Ensure effective inter-ministerial co-ordination and appropriate partnership with a view to both programming and implementation.
- Set up evaluation and monitoring systems.

NPAA:
LA-040 “Preparation for work with the European Social Fund”
EL-005 “Promotion of integration of the unemployed and job-seekers into the labour market in conformity with EU Employment Guidelines”
LE-039 "Promotion of social dialogue among private employers, state institutions and trade unions”.

3. Description

3.1 Background and justification:
The unemployment situation in Latvia is characterised by regional disparities (in the Eastern regions of Latvia, the unemployment level exceeds the national average 2 to 3.5 times) and share of long – term unemployed (27%) in the total number of the unemployed. Therefore, employment issues remain an important part of the work agenda for the government of Latvia, which, together with the European Commission, is preparing a Joint Assessment of Latvia's short/medium term employment and labour market policy priorities (Joint Assessment Paper - JAP), which is in the final stages of preparation and is expected to be signed in 2002. The JAP will set the future directions for the national employment strategy so that it would fit into the European Employment strategy adequately. The policy instruments to be used for implementation of the national employment strategy are defined in the Human Resources Development chapter of the National mid-term planning document National Development Plan (NDP) and, in more detail, in the short-term-annual planning document National Employment Plan (NEP), which is currently the basic document related to employment policy and has most significant coherence, common features and joint actions related to Joint Assessment Paper.

Currently the government assumes that the most significant problems to be solved for successful implementation of priorities set in the draft Joint Assessment Paper are:

- employment policy and labour market institutions have not built appropriate capacity to allow an early implementation of the employment strategy in line with the Employment Title of the Treaty;
- there is no overall co-ordination system in Latvia ensuring efficient participation in the EU employment co-ordination process;
- the administrative structures and procedures for participation in European Social Fund (ESF) or ESF type action planning and programming are still not in place.

In spite of large number of institutions involved both in policymaking and implementation of policies, there will be three main beneficiaries under this project - the Ministry of Economy, Ministry of Welfare, Ministry of Education and Science. The project owner will be the Ministry of Welfare.

Thus, two levels of employment policy with problematic areas are identified, that should be prepared for future challenges within the framework of the new national employment strategy:

1) Policy development level (Strengthening of the capacity of key players involved in preparation and implementation of National employment strategy and preparation for European Social Fund),

2) Policy implementation level (Strengthening the Latvian State Employment Service and the Professional Career Counselling Centre).

Component 1 - Policy development level

For the improvement of horizontal co-operation among the institutions involved and strengthening administrative structures for participation in European Social Fund type activities there are two sub-components:

1A - Capacity building for preparation and implementation of National Employment Strategy

The following mechanism for employment policy-making and implementation is already in place:

1. The key institutions dealing with employment policy matters at national level are the Ministry of Welfare, Ministry of Economy and the Ministry of Education and Science (hereinafter the key institutions). The Ministry of Welfare has responsibility for active labour market measures for unemployed persons. Besides that, the Ministry of Welfare is the holder of the Joint Assessment Paper, HRD and Employment chapter of the Single Programming Document (National
Development Plan) and is the main partner for the Ministry of Finance as the Managing authority for European Social Fund. Ministry of Economy holds the responsibility for job-creation, promotion of entrepreneurship, creation of a business friendly environment, including development of infrastructure and co-ordinates overall employment policy implementation. The Ministry of Education and Science is responsible for all levels and types of education and training. Ministry of Welfare will take responsibility for co-ordination of activities for involvement in the project of all those who have a possibility of influencing employment, ensuring coherence between various employment strategy aspects of Joint Assessment Paper, HRD and Employment chapter of the Single Programming Document (National Development Plan) and preparation for European Social Fund.

2. Implementation of the activities envisaged by National Employment Plan (NEP) is the responsibility of various line ministries. A key body in employment planning is the working group (under chairmanship of State Secretary of the Ministry of Economy, established by order No 333 of Prime minister on September 27, 2001) for elaboration of the National Employment Plan, which consists of representatives of nearly all ministries, the Latvian Free Trade Unions Confederation, the Latvian Employers Confederation and local governments. The working group is responsible for defining, assessment and selection of priorities, drafting the NEP and submission to the Cabinet of the Ministers and after approval co-ordination of that implementation. Each of the institutions involved carries responsibility for its policy measures as described above and performs regular monitoring of these measures. Overall monitoring and assessment under the leadership of the Ministry of Economy is carried out twice a year and the results are presented to the Cabinet of Ministers.

However, as employment strategy entered the government agenda through the National Employment Plan only two years ago, certain problems still arise as regards to co-ordinated planning and action among the above mentioned institutions, which deteriorates the efficiency of employment-oriented activities. The problem lies in underdeveloped horizontal co-operation among the institutions involved both in policy making and implementation of policies. First of all, an assessment of the existing institutional framework of employment policy needs to be made in order to determine its shortcomings both in interinstitutional and intrainstitutional terms. As a result, proposals shall be elaborated for establishment and capacity building of a strong policy co-ordination mechanism in the Ministry of Welfare with appropriate links to other key institutions (Ministry of Economy, Ministry of Education and Science, Ministry of Finance), which should be able to perform research and generate proposals on employment facilitation tools (e.g. fiscal and monetary instruments, specific support to economic activity, adjustment of education system for local market needs, etc.) for policy makers in all line ministries involved in solving employment issues. The above-mentioned activities should facilitate building of an employment policy system corresponding to the national specifics of the macroeconomic structure and labour market features. At this moment, there is a lack of skills for the members of the inter-institutional NEP joint working group on application of the approaches of EU Employment strategy into the NEP, for the staff of the key institutions on the issues of development and implementation of integrated employment policies, and for the relevant regional bodies (Regional Councils, Regional Development Agencies, social partnership organisations etc.) for facilitation their participation in solution of employment issues at regional and local level.

Taking into account the above mentioned, institutional strengthening should be addressed in a more integrated way, namely, activities for staffing and proposals for revising the functions (restructuring) of institutions (e.g. strengthening of State Labour Inspectorate for dealing with prevention of illegal employment etc.)

Efficient labour market policies need to be based on adequate labour market information and analysis. At present, the main problem is that labour market research is carried out separately by each line institution and lacks an overall vision, as each of these institutions is focusing on their respective field of interest. In order to obtain reliable and comprehensive labour market information that can be used
for monitoring and forecasting of labour market trends, a system for co-ordination of efforts in this field has to be introduced.

The new law “On support to unemployed persons and job-seekers” is expected to be adopted by the Parliament in the first half of 2002. This law will serve as the basis for development of specific regulations of the Cabinet of Ministers on active labour market measures, which will be the responsibility of the Ministry of Welfare. However, other key institutions would need assistance for preparation of new legal acts and revision of existing ones in order to ensure compatibility of those to requirements and trends of employment strategy.

1.B - Preparation for European Social Fund

In order to accede to the European Social Fund (ESF) Latvia is required to set up institutional structures and to meet administrative and organizational requirements, ensuring effective, sustainable and professional management of the ESF resources. ESF, which aims at the extending of the existing employment opportunities in the territory of the European Union, is to be considered as the main EU instrument in developing human resources and improving functioning of labour market.

Coordination and implementation system should be set up ensuring that ESF resources attain maximum socio-economical outputs, and it has to comply with the EU acquis:

- Commission Regulation (EC) No 1159/2000 of 30 May 2000 on information and publicity measures to be carried out by the Member States concerning assistance from the Structural Funds;

System for ESF administration in Latvia is not fully developed for ESF interventions and it is not ready for effective implementation of ESF projects (meet legal, procedural and financial conditions, provide adequate staff) yet. Above-mentioned situation is reflected also in the 2001 Regular Report on Latvia’s progress towards Accession, stating that:

Substantial efforts are required to adopt legal basis, define the competencies of the institutions and to improve the administrative capacity and the mechanism for co-ordination of ESF interventions.

Preparation activities for ESF are defined within the Latvian National Programme for Adopting Acquis and the action plan for implementation of the priorities mentioned in the Regular Report on Latvia’s Progress towards Accession 2001 accepted by the Cabinet of Ministers on 15th of January 2002.

Several ESF legal and institutional activities are already completed – on 12.03.2001 European Integration Council approved National Training plan for ESF (covering ex-ante evaluation of training needs) and Latvian School of Public Administration (LSPA) was designated as National Centre for the ESF management training. In 05.02.2002 the Cabinet of Ministers designated the Ministry of Finance as the Managing authority and Paying authority of the EU structural funds (including ESF) and defined a central responsibility for the ESF by designation of the Ministry of Welfare as the main partner of the Managing authority (Ministry of Finance) concerning the ESF. Delegation of the Managing authority’s functions to the Ministry of Welfare includes – the role of the leading partner for the programming of HRD and Employment priority, ensuring implementation, monitoring and publicity of ESF activities as well as the coordination of preparatory activities for ESF. On 19.03.2002
the Cabinet of Ministers approved the basic principles on EU structural instruments management, monitoring, assessment and control system.

The specific activities on ESF system development mentioned below are expected to be completed (approved in the Cabinet of Ministers) until the beginning of 2003:

- Approval of the plan for establishing of system of implementation of EU structural instruments” (responsibility of the Ministry of Finance);
- Adoption of the secondary legislation on ESF administration (responsibility of the Ministry of Finance and Ministry of Welfare);
- Start of the reinforced preparation of the EU Structural funds Managing authority (the Ministry of Finance) within Phare 2000 National programme project “Development of Institutional and Administrative Capacity for Regional Development”. Project will provide assistance to the Ministry of Finance in the process of establishment of overall legal and institutional framework for Structural funds and national and regional development policy.

Hence institutional framework for ESF administration will be defined and all involved institutions will be in place before the beginning of this particular Phare project. Nevertheless Phare 2002 programme support will be crucial for the transfer of competencies and in-depth capacity building of the Ministry of Welfare, Ministry of Finance, Ministry of Economy, Ministry of Education and Science, and ESF intermediaries that will be involved in the management of ESF type activities (in compliance with the proposed administration system of ESF in Latvia. Main objective that is addressed by this project ESF sub-component is to develop the programming, implementation and monitoring capacity for ESF activities in the framework of National employment strategy. In this respect, the system will be set up and developed for implementation of effective ESF project pipeline corresponding to the needs of national economy.

Component 2 - Policy implementation level

Two institutions with major importance for provision of services of active labour market measures are subordinated bodies of the ministry of Welfare - the Latvian State Employment Service (LSES) and the Professional Career Counselling Centre (PCCC).

For strengthening of policy implementation capacity and improvement of the quality and accessibility of the above mentioned there are two sub-components:

2A - Strengthening the State Employment Service

Currently LSES is responsible for active labour market measures including retraining of the unemployed, Job-seekers clubs, temporary public works and other functions like registration of unemployed, job-brokerage, development and implementation of state and local employment programmes, analysis and forecasting of labour market situation. LSES has funding for the above mentioned active labour market measures and maintenance of LSES network consisting of 28 district offices and 34 local offices and provision of other LSES functions. This is sufficient for basic implementation of current LSES functions, but there are no resources available for development in order to improve the quality and accessibility of the LSES services in context of Employment strategy. New challenges will increase the role of LSES and, accordingly, will require strengthening of the employment service offices in the regions, so as to enable them to take up new responsibilities. At this stage the problem is that there is a lack of skills and knowledge in this respect, so staff of LSES will have to receive special training and guidelines for further action.

The following main problems need to be solved in the LSES:

1. There is a lack of institutional capacity (knowledge, equipment, IT technologies) to implement new labour market measures (ESF type activities) accordingly to the priorities set in the Joint Assessment Paper.
2. LSES current IT system cannot ensure operative exchange of information and equal accessibility of actual data on unemployment all over the country, as well as international data comparison and the necessary information exchange in EURES (European Employment Services) network.

3. Inadequate, irrelevant environment of LSES staff members’ work conditions abnegates possibility to ensure work as a “one stop agency”, causes discomfort for LSES clients, does not ensure the quality of LSES services high enough and it decreases efficiency of the work done by the LSES staff members.

A strategy of LSES development will be finalised before implementation of the project and a comprehensive Action Plan for implementation of the strategy has to be elaborated as prescribed by the Joint Assessment Paper “LSES activation plan should therefore be drafted to identify in detail the procedures, personnel and other resources necessary for the implementation of a more comprehensive active approach to the unemployed. Implementation of an active approach is likely to require some increase in the level of front-line LSES staff available to deal directly with unemployed people. It will also require successful implementation of the proposed investments in information technologies; one welcome impact of this investment will be to release additional front-line staff for direct work with unemployed people”.

There has been accepted the Investment strategy of the Ministry of Welfare for 2003-2007 on November 12, 2001. Within Investment strategy the needs assessment analysis has been made for IT and equipment necessary to fulfil the functions of LSES efficiently.

According to JAP, use of information technology has been one of the most effective ways in which the LSES has to improve the quality of its services to clients. The current LSES databases do not cover all the relevant information, and besides that, they work independently in different regions of Latvia. This does not support operational data acquisition in the whole country and hinders efficient information exchange. Therefore, an Internet-based operational database on employment, education and training opportunities should be developed. This would enable LSES and PCCC, as well as other institutions, to operate with a wide range of current information and to improve the quality of client service delivery. In order to ensure proper operation of the database, adequate software and technical equipment in the local offices of LSES is required. In 1999, an IT development strategy was elaborated for LSES, but it is only partly implemented by now. This strategy will be improved and adjusted to recent developments and needs within a co-operation project “Development of Information Strategy for the Latvian State Employment Service” with Danish Ministry for Employment in 2002 (see linked activities). However, additional resources are needed for completion of LSES computerisation. Activities included in this project will provide LSES with basic knowledge and equipment to be able to provide adequate and up to date services for the clients. Complete preparation for ESF, EURES and other European Employment Strategy related activities would take more investment. Along with technical equipment of LSES offices, the staff will have to be trained on proper use of the new technologies.

2B Strengthening the Professional Career Counselling Centre

PCCC is responsible for delivery of vocational guidance and employment counselling and is the main structure element of vocational guidance system in Latvia according the Concept of Vocational Guidance in Latvia and existing legislation. PCCC role in the implementation of employment strategy is providing vocational guidance and career counselling for different clientele – students, unemployed, disabled etc., assistance in the professional self-determination process and the decision-making on future career path and appropriate professions; provision of information about learning possibilities, occupation features (occupation descriptions) and labour market situation and forecasts; development of vocational guidance tools and methods. The vocational guidance provided by PCCC is closely related to preventive measures against unemployment and active labour market measures.
In order to ensure the accessibility of guidance and counselling services in Latvia regions and delivering services of good quality by counsellor’s staff, PCCC have chosen the strategy of expanding its office network throughout the territory of Latvia and constant upgrading of the counsellors qualifications. Measures to improve the accessibility of vocational guidance and employment counselling services are already taken within the Public Investment Programme by extending the network of PCCC offices in the regions (currently there are 15 offices throughout Latvia, but it is planned to have 26 by 2004). However, additional support to this has to be given through adequate preparation of staff actually delivering services. The problem is that at present the developed career counsellor’s training system in the state is lacking, therefore it is necessary to develop training program for counsellor staff in the PCCC.

Increasing demand from different kind of client groups requires development of different skills, approaches on delivering self-assessment and other methodological tools targeted for certain groups (students, unemployed people, people with disabilities, etc.), which have to be developed under this sub-component. The staff of PCCC will have to be trained for increasing capacity, professional skills and better performance to meet needs of different coterie.

Furthermore, in order to enable PCCC to take advantage of the Internet-based database developed under sub-component 1A, and to expand information system throughout the country, to ensure accessibility of self-assessment tools and data basis on educational possibilities for the clients, PCCC offices (mainly in regions) need to be equipped with appropriate technical equipment (hardware). At present PCCC has 53 PC, only 20 of them are corresponding to contemporary demands.

3.2. Linked activities:

Several projects related to implementation of various aspects of employment strategy have been carried out:

1. “Support of Development of Employment Policy for Labour Department and LSES in the context of EU accession” 97-5377.00. LSES staff has participated in the conference on best EU practice in employment policy and seminars – “Labour market analysis”, “Policy making skills”, recommendations for improvement of Latvian Labour market policies have been made, two specific case studies investigated on LSES Balvi and Jurmala centres situation and labour market situation in relevant districts

2. “Institutional Development and Improvement of Effectiveness of Active Labour Market Measures of LSES in the context of EU accession ” 97-5482.00. 66 staff members of LSES have been trained in such programs as – “Personnel management”, “Dealing with the unemployed”, 66 SES employees were trained in seminar programmes “Personnel Management” and “Working with Unemployed”, LSES specialists were prepared to take care of the LSES personnel training in long - term perspective, upgrading of methodical materials for Job seekers Clubs and a PR campaign on opening of the LSES centre in Valmiera.


5. The training and institutional building activities of ESF sub-component should be considered as continuation for Phare projects “Horizontal Special Preparatory Programme for European Social Fund” and the “Special Preparatory Programme for the Structural funds” that were implemented during 1999-2001. In the framework of those projects almost 300 persons from public administration institutions, municipalities and representatives of social partners participated in introductory seminars on general matters of ESF.

Several projects related to implementation of various aspects of employment strategy will been carried out during 2002:

Board and the Ministry of Welfare. Considering results of the analysis and the needs expressed by involved sides a new strategy for LSES IT development will be elaborated in collaboration with Danish experts.

2. The preparation activities of the EU Structural funds Managing authority (the Ministry of Finance) are foreseen within Phare 2000 National programme project “Development of Institutional and Administrative Capacity for Regional Development”. The partner organization of the project’s Twinning component is authority of France DATAR. The Twinning will assist the Ministry of Finance in the process of establishment of legal and institutional framework for national and regional development policy.

Concerning preparation for ESF, foreseen activates are also linked with Phare 2002 National programme project “Public finance management” which will assist the Ministry of Finance to complete reforms in public budget planning, accounting, reporting and develop system for pro-active budgetary policy and financial management of Structural funds.

3.3. Results:

Component 1 – Policy development level:

1A - Capacity building for preparation and implementation of National Employment Strategy
Twinning should achieve the following guaranteed results:

- The adequacy of the existing institutional structure for labour market policy making assessed and functions defined.
- Improved co-operation methodology and procedures for transformation of political priorities into effective measures for Latvian authorities developed dealing with labour market measures. Training for the implementation of methodology provided.
- Strong policy co-ordination mechanism established and training provided to the key institutions, proposals on the necessary changes in existing Latvian legislation provided.
- Trained staff of involved ministries and regional institutions on implementation of National Employment Plan. Training for the National Employment Plan development working group provided.
- Existing labour market monitoring and analysis system assessed, guidelines for further improvement provided, training in line ministries on approaches and methods provided.
- The drafts of Regulations of the Cabinet of Ministers on active labour market measures developed and proposals for improvement existing legislative acts provided.

1B - Preparation for European Social Fund
Twinning should achieve the following guaranteed results:

- Developed programming base for ESF activities: Elaborated methodology and trained staff (national and regional level staff, social partners) for practical ex-ante evaluation of ESF activities and for development of Single programming document HRD and Employment priority and Programme Complement HRD and Employment priority, which will set out the strategy, priorities, objectives and expected impact of ESF activities.
- Developed legislative base for ESF activities: Provided analysis that can be used by Latvia’s administration for further development and specification (if necessary) of Latvian legislation concerning ESF administration.
- Developed implementation and monitoring base for ESF activities: Elaborated ESF implementation guidelines that can be used as a manual by all institutions involved in ESF administration and also project promoters (beneficiaries). Provided analysis that can by used by Latvia’s administration to ensure necessary personnel, to plan its capacity and introduce effective co-ordination mechanisms within institutions. Developed concept that can be used as a model for establishment of ESF control and reporting system during 2004 (investment project).
Developed framework for ESF information and publicity measures: Elaborated concept and strategy for information and publicity measures (targeted to potential and final beneficiaries, partners and general public) to be carried out by the ESF administration and regional ESF info-centres established as focal points for ESF information provision and public awareness campaigns.

Technical assistance should achieve the following guaranteed results:

- Built institutions capacity for programming, implementation and monitoring of ESF interventions (trained: trainers from Latvian School of Public Administration, national central level staff (line ministries), ESF national administration staff (ESF intermediaries). Trained by trainers: regional and local level staff, social partners).
- Elaborated design of ESF information materials that can be used by Latvia’s administration for publishing and distribution of information materials during 2004 (investment project).

Component 2 - Policy implementation level:

**2A – Strengthening the State Employment Service**

Twinning should achieve the following guaranteed results:

- Elaborated Action plan for development of State Employment Service.
- Trained LSES staff on new work methods in the fields prescribed by the long-term development plan.
- Developed the concept for databases on employment, education and training opportunities.

Supplies should achieve the following guaranteed results:

- Quality of State Employment Service offices and central administration work improved by purchasing software and hardware, specialised service centres for LSES clients (regional computer centres for disabled people and regional self-help information centres for job-seekers) established and operating.
- IT expertise on development of data bases on employment, education and training opportunities on compatibility with existing IT system within LSES provided and available on internet ensuring LSES and PCCC, as well as other institutions, to operate with a wide range of current information and to improve the quality of client service delivery.
- LSES employees trained to work with specific software and equipment.

**2B – Strengthening the Professional Career Counselling Centre**

Twinning should achieve the following guaranteed results:

- Developed training programme for career guidance and counselling in the Professional Career Counselling Centre and training provided to counsellors.

Supplies should achieve the following guaranteed results:

- Quality of PCCC office work improved by purchasing the hardware and software.

3.4. Activities:

Division of project activities between Twinning instrument and Technical assistance for this particular project is based on the following principles:
• Twinning instrument is optimal for the adoption of acquis and provision of best policy practice and consultations during day-to-day co-operation with Candidate state authorities.

• Technical assistance is optimal for activities, which need more technically time-consuming individual preparatory work and involvement of large number of similar experts during implementation (e.g. trainers).

Component 1 – Policy development level:

1A - Capacity building for preparation and implementation of National Employment Strategy

Twinning

• Assessment of the adequacy of the existing institutional structure for labour market policy making, implementation and current functions of the involved institutions, elaboration the guidelines for improvement of the labour market policy, elaboration framework and relevant network for implementation.

• Development of co-operation methodology and procedures for Latvian authorities dealing with labour market measures, training for the implementation of methodology.

• Recommendation on changes in existing Latvian legislation framework/structure dealing with labour market policy instruments for establishment strong policy co-ordination mechanism.

• Training of staff of involved ministries and regional institutions on implementation of National Employment Plan and its active labour market measures, incl., members of the National Employment Plan development working group.

• Assessment of the existing situation in the field of labour market monitoring and analysis system, provision of guidelines for further improvement and training of experts in the line ministries and authorities on approaches and methods for sound and efficient labour market monitoring and analysis system.

• Provision of advise and guidance on development of the Regulations of the Cabinet of Ministers on active labour market measures, provision of consultations to the working groups elaborating new regulations in the line ministries.

Twinning means

• PAA, PAA’s assistant (arrangements for the whole project within 15 months, see profile and tasks of PAA below)

• short-term twinning expertise on assessment of the adequacy of the existing institutional structure, improvement co-operation methodology and procedures for Latvian authorities dealing with labour market measures, provision of proposals on changes in existing Latvian legislation framework/structure dealing with labour market policy instruments

• short-term twinning expertise on institutional building and forecasting procedures, assessment of the existing situation in the field of labour market monitoring and analysis system, provision of guidelines for further improvement and training of experts in the line ministries and authorities on approaches and methods for sound and efficient labour market monitoring and analysis system, development of concept and adequate action programme for implementation of forecasting system

• short-term twinning expertise on development of Regulations of the Cabinet of Ministers on active labour market measures, consulting for the working groups elaborating new regulations in the line ministries

• training seminars for institutions involved in development and implementation of the National Employment strategy

• training seminars for persons from the National Employment Plan development working group

• seminars in line ministries on approaches and methods for sound and efficient labour market monitoring and analysis system.

• study visits for transfer of experience on elaboration of National Employment Plan.
1.B Preparation for European Social Fund

Twinning

• Improvement and further development of the methodology for Latvia’s ex-ante evaluation of labour market, human resources development and situation in terms of equality between men and women (methodology should be developed for the next ESF programming periods and it should complement the capacity of responsible institutions that will be gained during Latvia’s ex-ante evaluation in 2002). Training of national and regional level staff, social partners for the practical adoption of methodology and preparation of ex-ante evaluation for ESF interventions.
• Development of the methodology for preparation of Single programming document HRD and Employment priority and Programme Complement HRD and Employment priority. Training of national and regional level staff, social partners for the practical development of Single programming document and Programme Complement.
• Provision of analysis on approved Latvian legislation concerning ESF administration.
• Development of the ESF implementation guidelines (including for ESF administration, co-ordination of ESF interventions and for project submission and implementation).
• Provision of analysis on the existing and necessary personnel provision (functions, capacity and number).
• Development of the concept of the ESF control and reporting system (control system for financing, monitoring and valuation for specific ESF purposes).
• Elaboration of the concept and strategy of information and publicity measures (targeted to potential and final beneficiaries, partners and general public) to be carried out by the ESF administration concerning assistance from ESF.
• Specification of the functions of ESF info-centres and establishment of regional ESF info-centres as focal points for ESF information provision and public awareness campaigns. ESF info-centres should be established on the bases of already existing institutional framework.

Main beneficiary of the Twinning activities on ESF should be the Ministry of Welfare. Partners (and beneficiaries) for the implementation of activities will be Ministry of Education and Science, Ministry of Economy, Ministry of Finance, ESF intermediaries, Latvian School of Public Administration, regional and social partners. In compliance with National Training Plan for ESF regional info-centres should be established in order to ensure distribution of ESF information informative materials, informative leaflets and brochures for ESF administrative staff and project promoters.

Twinning means

• Short term twinning experts on ex-ante evaluation and ESF programming;
• Short term twinning expert on legal issues;
• Short term twinning experts on ESF implementation guidelines and definition of ESF personnel provision;
• Short term twinning experts on ESF control and reporting system;
• Short term twinning experts on ESF publicity measures and info-centres.

Technical assistance

• Support for the implementation of the National Training plan for ESF (trained: trainers from Latvian School of Public Administration, national central level staff, ESF national administration staff. Trained by trainers: regional and local level staff, social partners);
• Design of the ESF information materials (leaflets, brochures and posters) for carrying out information and publicity measures by ESF administration and project implementers.

Training programmes and study visits should be provided as specific in-depth seminars for representatives from the Ministry of Finance, Ministry of Welfare, the Ministry of Economy, the
Ministry of Education and Science, and ESF intermediaries that will be involved in the management of ESF type activities. Also trainers from the National Centre for the ESF management training (Latvian School of Public Administration) should be trained in order to provide efficient training for regional and local level staff and social partners and ensure the sustainability of the Phare training programme results in the future.

Technical assistance means

- Training of trainers –local training sessions (covering: a) Introduction to implementation of ESF; b) Awareness raising; c) Managing the application process; d) Project selection; e) Project management; f) Financial administration; g) Monitoring and reporting; h) Audit and control; i) Evaluation);
- one-week study visit (transfer of knowledge and best practice of Member state ESF Training institution) (training of trainers);
- local training seminars (covering: a) Introduction to implementation of ESF; b) Awareness raising; c) Managing the application process; d) Project selection; e) Financial administration; f) Monitoring and reporting; g) Audit and control; h) Evaluation) (training of national central level staff (line ministries));
- local training seminars (covering: a) Introduction to implementation of ESF; b) Awareness raising; c) Managing the application process; d) Project selection; e) Financial administration; f) Monitoring and reporting; g) Audit and control; h) Evaluation) (training of ESF national administration staff (ESF intermediaries));
- one-week study visits  (transfer of knowledge and best practice of Member state ESF intermediaries) (training of ESF national administrative level staff (ESF intermediaries))
- local training seminars organized by trained trainers (training of regional and local level staff, social partners);
- Short term international experts on ESF information materials design;
- Short term local experts on ESF information materials design.

Component 2 - Policy implementation level:

2A – Strengthening the State Employment Service

Twinning

- Elaboration of an Action Plan for LSES development on the basis of LSES Development Strategy– to achieve optimum results in labour market services development, an action plan for State Employment Service (LSES) development has to be elaborated before implementation of other activities in order to ensure systematic approach, continuity and long-term perspective in implementation of employment policy in Latvia and preparation for participation in European Employment Strategy and implementation of ESF activities. The plan has to outline all measures to be taken for improving the quality and accessibility of the existing labour market services and preparing for efficient management of ESF type measures in LSES.
- Training for implementation of the Action plan, new methods and approaches
• Development of Concept for labour market data bases – on employment, education and training opportunities and available on internet - an Internet-based operational database on employment, education and training opportunities that would enable LSES and PCCC, as well as other institutions, to operate with a wide range of current information and to improve the quality of client service delivery. This has to improve the co-operation and co-ordination between different labour market institutions. The databases would be available on Internet for everybody, so that job-seekers could obtain information on vacancies and other opportunities by themselves, thus increasing motivation and initiative of job seekers. Thus, three databases with an aim to provide information for all sides involved in labour market should be developed:

  Database 1 - Information for job-seekers on vacancies in the country and in different regions, information on training and retraining opportunities.

  Database 2 - Information for the employers – CV database of the unemployed and job-seekers.

  Database 3 - Information on labour market situation – containing information for public, LSES staff, information for educational establishments and other specific information for LSES partners.

Development of 3 databases shall provide better quality in performing the following functions:

− Registration and administration of job-seekers;
− Registration and administration of vacancies;
− Matching job-seekers and vacancies;
− Performing and managing placements of job-seekers to vacancies.

Supplies

• Improvement of LSES IT coverage
  Means – Supplies of PC’s, servers, printers, scanners, network and telecommunication equipment and OEM software for improvement of IT systems in LSES district and local offices and for establishment of specialised service centres for LSES clients (regional computer centres for disabled people and regional self-help information centres for job-seekers).

• IT expertise on development of data bases on employment, education and training opportunities on compatibility with existing IT systems, LSES employees training to work with specific software and equipment. To ensure proper use of new data bases and new equipment in all LSES offices special training is needed for LSES employees working in district and local level.

• Supplies of database development software and data processing software
  Means – OEM software and application programmes (IT expertise, software for database development and data processing programmes and the relevant licences).

• Training in usage of specific software and equipment
  Means – Technical assistance for training of LSES specialists in following areas:
  - Server and workstation administration
  - SQL server administration
  - Application programme management
  - IT systems.

2 B - Strengthening capacity of PCCC

Twinning

• Development of training programme for career guidance and counselling
  Means - short-term twinning expertise on development of programme

• Training of counsellors
Means - training seminars for PCCC counsellors

- Study visits to EU member states on training of staff for career guidance and counselling
Means - study visits for chief specialists of PCCC and experts elaborating training programme.

Supplies
- Improvement of quality of PCCC offices work by purchasing the hardware
Means - supply of necessary technical equipment.

Twinning arrangements for the project:

The complexity of the project as well as the ambitious goals set therein call for involvement of the Pre-accession Advisor for the whole duration of the project 15 months to:

- be the head of the all the project’s experts and activities, being the leading EU counterpart of the beneficiary
- assist responsible structures for labour market policy making and implementation,
- be responsible for management and co-ordination of all the components of the project to ensure that the project proceeds, as planned, in an efficient and orderly fashion
- advice the Project Steering Committee (PSC) on ways to improve design, planning and implementation framework of the project components
- upon request from the head of the PSC, deliver general advisory support to the ministries, other involved institutions
- ensure successful correlation and collaboration of all the institutions engaged in the project activities as far as it is necessary to achieve the project objectives
- follow up on the activities carried out during short-term missions of the expert pool in all the components proposing the PSC any further measures needed to ensure the sustainability of the project

The PAA profile should comprise:

- at least 5-10 years professional experience from working in private or public administration and a good grounding in the fields of:
  - laying down structures and strategic developments in labour market policies
  - institutional building and forecasting procedures in the field of labour market monitoring and analysis systems
  - planning of employment services development
  - organisation of labour market data processing activities
  - assistance to governmental bodies and Social partners for preparation those to their future role in ESF activities
  - relevant University degree
- experience of working with senior politicians and officials in an advisory role.

PAA's assistant will be contracted by the CFCU and will be financed in the framework of the twinning covenant. PAA's assistant will be responsible for provision of full time assistance for purposes of translation and interpretation on a daily basis (15 months).

4. Institutional Framework

The main institutions dealing with employment policy matters at national level that will be involved in the project, are the Ministry of Economy, Ministry of Welfare and the Ministry of Education and Science.

As the main strategic policy document on employment is the National Employment Plan (NEP), the working group for elaboration of the National Employment Plan, which consists of representatives of
nearly all ministries, the Latvian Free Trade Unions Confederation, the Latvian Employers Confederation and local governments will be involved for capacity building activities.

Potential ESF administration system in Latvia is based on several decisions taken by the Cabinet of Ministers concerning management of Structural funds and Regional policy in the Republic of Latvia. In accordance with these decisions the Managing authority and Paying Authority of Structural funds (including ESF) will be the Ministry of Finance. The Cabinet of Ministers also defined a central responsibility for the ESF by designation of the Ministry of Welfare as the main partner of the Ministry of Finance concerning the ESF (on 05.02.2002). One of the functions of the main partner is to coordinate the preparation process for work with the specific fund. The Ministry of Finance in coordination with line ministries elaborated proposals for administration system of ESF in Latvia, which were considered and approved (Basic principles on EU structural instruments management, monitoring, assessment and control system) in the Cabinet of Ministers on 19.03.2002.

In the project implementation as the main implementing institutions for labour market policies and programmes will be the Latvian State Employment Service (LSES) and Professional Career Counselling Centre involved. As laid down in the Law “On Employment”, LSES is responsible for active labour market measures including job-brokerage, retraining of the unemployed, Job-seekers clubs, temporary public works etc. LSES is involved in several bilateral projects with EU donors (development of active labour market measures, preparation for participation in EURES etc.) aimed at improving its readiness to take part in the European Employment Strategy.

The Professional Career Counselling Centre (PCCC) is a state non-profit organisation under supervision of the Ministry of Welfare that has been operating for 13 years. The Centre has its headquarters in Riga and 15 offices in regions. The Professional Career Guidance Centre offers psychological counselling to visitors on the choice of the most appropriate area of activities and occupation, on issues of professional suitability, and on psychological issues which are related to job-seeking and also information about educational establishments or the scope of various professions.

5. Detailed Budget

<table>
<thead>
<tr>
<th>Phare</th>
<th>Support</th>
<th>Total Phare (I+IB)</th>
<th>National Cofinancing*</th>
<th>IFI*</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Investment Support</td>
<td>Institution Building</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Twinning Covenant</td>
<td>950 000</td>
<td>950 000</td>
<td>90 000</td>
<td>1 040 000</td>
<td></td>
</tr>
<tr>
<td>Technical Assistance Contract</td>
<td>175 000</td>
<td>175 000</td>
<td>25 000</td>
<td>200 000</td>
<td></td>
</tr>
<tr>
<td>Supply Contract</td>
<td>675 000</td>
<td>675 000</td>
<td>225 000</td>
<td>900 000</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>675 000</td>
<td>1 125 000</td>
<td>1 800 000</td>
<td>340 000</td>
<td>2 140 000</td>
</tr>
</tbody>
</table>

* In cases of co-financing only

6. Implementation Arrangements

6.1. Implementing Agency

Implementing agency of the project will be the CFCU, PAO Valentina Andrejeva, State Secretary of Ministry of Finance. CFCU will be responsible for the financial and administrative management of the project in accordance with DIS procurement rules, regulations and procedures.
Ms. Ruta Zilvere, Deputy State Secretary of the Ministry of Welfare (28 Skolas Str., Riga, LV 1331, Latvia; ph. 371 7021605, fax 371 7276445) is the Senior Programme Officer and responsible for the technical implementation of the project. Project steering committee will be established to oversee project implementation. The Steering Committee will comprise representatives from participating ministries, agencies and social partners. The Ministry of Welfare and the Ministry of Economy will carry out technical implementation of the project. In implementation of the project, subordinated bodies of these ministries like the State Employment Service, Professional Career Counselling centre will be involved as well.

6.2. Twinning

The leading PAA will be situated in the Ministry of Welfare. Ms. Ineta Tare, Director of Labour Department of the Ministry of Welfare will be the Latvian counterpart of the PAA.

Beneficiary institutions:
Ministry of Welfare
Project leader and counterpart for the PAA
Ms. Ineta Tare,
Director of Labour Department,
Tel: +371 7021 700
Fax: +371 7021 765
e-mail: itare@lm.gov.lv
28 Skolas street
Riga 1331

6.3. Non-standard aspects

The contracts will be tendered and implemented in accordance with the Practical Guide for Phare, ISPA and SAPARD Contracting Procedures.

Ratio: if during project implementation the project cost for some reasons will decrease, the Phare financing will also decrease proportionally.

6.4. Contracts
Contract No.1: Twinning covenant (950 000 euro)
Contract No.2: Service (TA) contract (200 000 euro)
Contract No.3: Supply contract (900 000 euro)

7. Implementation Schedule

Contract No.1: Twinning covenant (950 000 euro)
• Start of tendering/call for proposals - I Quarter 2003
• Start of project activity – III Quarter 2003 (duration 15 months)
• Project Completion – IV Quarter 2004

Contract No.2: Service (TA) contract (200 000 euro)
• Start of tendering/call for proposals - II Quarter 2003
• Start of project activity – IV Quarter 2003 (duration 12 months)
• Project Completion – IV Quarter 2004

Contract No.3: Supply contract (900 000 euro)
• Start of tendering/call for proposals - I Quarter 2003
• Start of project activity – IV Quarter 2003 (duration 12 months)
• Project Completion – IV Quarter 2004

8. Equal Opportunity

When recruiting, promoting and rotating their employees, Latvian public institutions take into account professional qualification, level of competence, compliance with the Law on State Civil Service (when applicable), correspondence to the job description, performance and like factors, not their age, sex or nationality. Equal opportunities for both men and women will also be ensured by other participating institutions.

9. Environment
   Not applicable

10. Rates of return
    Not applicable

11. Investment criteria
    Sustainability
    Sustainability of the Employment Strategy (Institutional Building) project will be ensured. All running costs and upgrading for investments resulting from this project will be taken over by State budget and beneficiary institutions.

12. Conditionality and sequencing
• Joint Assessment Paper signed by Government and EC in 2002
• Adequate staffing in the recipient institutions has to be in place for implementation and monitoring of project activities before the start of the project
• The staff of the recipient institutions by the start of the project has completed training in order to assess and address the demand for the labour force with respect not only to the existing economies but also to future ones.
• The project components closely co-ordinated with other programs and projects funded by the budget, or bilateral sources
• Co-financing via national budget ensured
• Established working group for elaboration of twinning covenant
• Established Project Steering Committee

ANNEXES TO PROJECT FICHE
1. Logical framework matrix in standard format
2. Implementation chart
3. Cumulative contracting and disbursement schedule
4. Proposed Administration system of the European Social fund in the Republic of Latvia
## Annex 1 Phare log frame

<table>
<thead>
<tr>
<th>LOGFRAME PLANNING MATRIX FOR Project</th>
<th>Programme name and number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment Strategy (Institution Building)</td>
<td>Contracting period expires</td>
</tr>
<tr>
<td></td>
<td>Disbursement period expires</td>
</tr>
<tr>
<td></td>
<td>Total budget : 2.140 MEUR</td>
</tr>
<tr>
<td></td>
<td>Phare budget : 1.8MEUR</td>
</tr>
</tbody>
</table>

### Overall objective

**To facilitate participation in the labour market**

- Long term achievements (10 years):
  - Decrease in number of unemployed, unemployment rate reduced
  - Decrease of regional disparities
  - Share of long term unemployment reduced

**Objectively verifiable indicators**

**Sources of Verification**

- Statistical reports, economic reviews

### Project purpose

**To improve the quality and accessibility of the existing labour market services and to prepare for efficient management of ESF as the future labour market instrument**

- Annual NEP accepted by Government reflecting goals set in Joint Assessment Paper
- Fully operational procedures and trained staff in the institutions involved, clearly defined roles and responsibilities among key actors
- Developed methodology and skills in relation to integration of sector strategies and regional priorities into Employment Strategy
- Developed administrative tools to react to critical situations in the labour market and solve long term disparities
- ESF administration system set up and ready for effective implementation of ESF projects (meet legal, procedural and financial conditions, provide adequate staff)

**Objectively verifiable indicators**

**Sources of Verification**

- Cabinet of Ministers decisions
- Regular Progress Report
- Monitoring by key institutions
- Statistical reviews
- Survey of users
- Quarterly project reports
- Reports of implementing agencies
- Procedures manuals
- Methodology document

**Assumptions**

- Effective co-operation of public institutions
- Sufficient national financial resources are available
- Clearly defined employment policy development priorities in line with the regional priorities

### Results

- The adequacy of the existing institutional structure for labour market policy making and implementation assessed;
- Co-operation methodology improved;
- Strong policy co-ordination mechanism established;
- Trained staff on strategic planning of NEP;

**Objectively verifiable indicators**

**Sources of Verification**

- Reports from MoW, MoE, line ministries, Professional Career Counselling Centre, CSB
- Official publications, statistical reviews
- Verification audit by the European Commission
- Reports from the contracting parties
- Reports from the local governments, trade unions, employers organisations etc.
- Survey of users

**Assumptions**

- Appropriate budgetary resources are available in the involved institutions
- Commitment of the institutions involved in the project to participate in the fulfilment of set tasks
- Improved labour market monitoring and analysis system;
- Developed drafts of Regulations of the Cabinet of Ministers on active labour market measures and proposals for improvement of existing legislative acts;
- Developed programming base for ESF activities;
- Developed legislative base for ESF activities;
- Developed framework for ESF information and publicity measures;
- Built institutions capacity for programming, implementation and monitoring of ESF interventions;
- Elaborated design of ESF information materials;
- Elaborated Action plan for development of State Employment Service;
- Trained LSES staff on new work methods prescribed by the Action plan;
- Developed the concept of data bases on employment, education and training opportunities;
- Quality of State Employment Service offices and central administration work improved by purchasing software and hardware;
- Trained LSES employees to work with specific software and equipment;
- Employment Strategy linkage to the actual labour market needs
  - Trained 160 persons (8 training seminars) of involved ministries and regional institutions on strategic planning of national employement strategy and methodology for cooperation
  - 2 training seminars (15 persons) for NEP working group
  - Study visits (8 persons) carried out
- Forecasting of labour force demand on the labour market improved, new methods introduced, 60 experts (3 seminars) in the institutions trained
- Revised regulations and proposals made for new legal acts
- Secondary legislation developed and accepted
- Effective model for programming, implementation, monitoring and publicity of ESF activities in place
- National legislation concerning ESF administration fully adopted
- Number of personnel involved in ESF administration system.
  - Trained: 12 trainers from Latvian School of Public Administration, 20 national central level staff (line ministries, 30 ESF national administration staff (ESF intermediaries). Trained by trainers: 1000 regional and local level staff, social partners. (Total: 8 local training seminars held by international experts, 3 study visits, 50 local training seminars held by trained trainers)
- Action plan approved
  - 120 experts (8 training seminars) trained in LSES, new methods introduced
  - The number of new databases and the number of people who have used the databases in a month;
  - Time required for job placement of unemployed persons decreased
  - Number of persons assisted by employment services increased.
- New information technologies operating in LSES – number of software and hardware purchased;
- Number of regional computer centres adapted to disabled peoples’ needs (5) established and operational
- Number of regional self-help stations for job-seekers (5)
- Number of LSES employees who have acquired the necessary knowledge to operate with new information technologies invented, persons trained on using new
- Quarterly project reports
• Developed training programme for career guidance and counselling and counsellors trained;
• Quality of PCCC offices work improved by purchasing the hardware

Activities | Means | Assumptions
---|---|---
1A. Capacity building for development and implementation of the National Employment Strategy:  
• Assessment of the adequacy of the existing institutional structure for labour market policy making and implementation  
• Training of staff of involved ministries and regional institutions on implementation of National Employment Plan  
• Improvement of labour market monitoring and analysis system  
• Provision of advise and guidance to the working groups on development the of Regulations of the Cabinet of Ministers on active labour market

1 B. Preparation for ESF:  
• Development of the programming base for ESF activities;  
• Development of the legislative base for ESF activities;  
• Development of the implementation and monitoring base for ESF activities;  
• Development of framework for ESF information and publicity measures;  
• Capacity building for ESF activities;  
• Elaboration of ESF information materials design.

2 A. Strengthening capacity of LSES  
• Elaboration of an Action plan for LSES development;  
• Training for implementation of the Action plan;  
• Development of labour market data bases;  
• Improvement of LSES IT coverage;  
• Training in usage of specific software and equipment.

2 B. Strengthening of PCCC:  
• Development of training programme for career guidance and counselling, training of counsellors  
• Improvement of quality of PCCC offices work by purchasing the hardware

• Accessibility of vocational guidance and counselling services is made available and number of persons consulted increased  
• 55 counsellors trained for efficient executing of tasks  
• Study tour carried out (8 experts)

Preconditions:

- Adequate staff of involved ministries and regional institutions is recruited and trained
- Advice/training is relevant, timely and consistent
- All funds available on time
- Quality of logistic arrangements
• Joint Assessment Paper signed by Government and EC
• Adequate staffing in the recipient institutions has to be in place for implementation and monitoring of project activities.
• The staff of the recipient institutions by the start of the project has completed training in order to be able to manage the project properly.
• The project components closely co-ordinated with other programs and projects funded by the budget, or bilateral sources.
• Co-financing via national budget
• Established Project Steering Committee
### IMPLEMENTATION CHART

**Project N°:**
**Project Title:** Employment Strategy (Institution Building)

<table>
<thead>
<tr>
<th>Twinning Covenant</th>
<th>2003</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-Accession Advisor (15 man-months)</td>
<td></td>
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<tr>
<td>Twinning expertise on assessment of the adequacy of the existing institutional</td>
<td></td>
<td></td>
</tr>
<tr>
<td>structure, improvement co-operation methodology and procedures for Latvian</td>
<td></td>
<td></td>
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<tr>
<td>authorities dealing with labour market measures, provision of proposals on</td>
<td></td>
<td></td>
</tr>
<tr>
<td>changes in existing Latvian legislation framework/structure dealing with labour</td>
<td></td>
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<tr>
<td>market policy instruments</td>
<td></td>
<td></td>
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<tr>
<td>Twinning expertise on institutional building and forecasting procedures,</td>
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<tr>
<td>assessment of the existing situation in the field of labour market monitoring</td>
<td></td>
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<tr>
<td>and analysis system, provision of guidelines for further improvement and</td>
<td></td>
<td></td>
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<tr>
<td>training of experts in the line ministries and authorities on approaches and</td>
<td></td>
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<tr>
<td>methods for sound and efficient labour market monitoring and analysis system,</td>
<td></td>
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<tr>
<td>development of concept and adequate action programme for implementation of</td>
<td></td>
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<tr>
<td>forecasting system</td>
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<tr>
<td>Twinning expertise on development of Regulations of the Cabinet of Ministers on</td>
<td></td>
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<tr>
<td>active labour market, consultations to the working groups elaborating new</td>
<td></td>
<td></td>
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<tr>
<td>regulations in the line ministries</td>
<td></td>
<td></td>
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<tr>
<td>8 training seminars for institutions involved in development and</td>
<td></td>
<td></td>
</tr>
<tr>
<td>implementation of the National Employment strategy (National Employment Plan)</td>
<td></td>
<td></td>
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<tr>
<td>2 training seminars for experts from the National Employment Plan development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>working group</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 seminars in line ministries on approaches and methods for sound and efficient</td>
<td></td>
<td></td>
</tr>
<tr>
<td>labour market monitoring and analysis system</td>
<td></td>
<td></td>
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<tr>
<td>1 study visit (8 persons, one week) on elaboration of National Employment Plan</td>
<td></td>
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<tr>
<td></td>
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<tr>
<td>Development of the methodology for Latvia’s ex-ante evaluation of labour market,</td>
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<tr>
<td>human resources development and situation in terms of equality between men and</td>
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<tr>
<td>women. Training of 20 persons (national and regional level staff, social</td>
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<tr>
<td>partners) for the practical adoption of methodology and</td>
<td></td>
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<tr>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Service Contract</td>
<td></td>
<td></td>
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<tr>
<td>------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support for the implementation of the National Training plan for ESF (trained: 12 trainers from Latvian School of Public Administration, 20 national central level staff, 30 ESF national administration staff. Trained by trainers: 1000 regional and local level staff, social partners)</td>
<td>X X X X X X X X X X X X</td>
<td></td>
</tr>
</tbody>
</table>
Design of the ESF information materials (leaflets, brochures and posters) (for carrying out information and publicity measures by ESF administration and project implementers)

**Supply Contract**

| Provision of equipment for Latvian State Employment Service | X X X X X X X X |
| Provision of equipment for Professional Career Counselling Centre | X X X X |
| Training in usage of specific software and hardware in the LSES | X X X X X X X X X X X |
|----------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| **Twinning Covenant**|           |           |           |           |           |           |           |           |           |           |
| Contracted           |           |           |           |           |           |           |           |           |           |           |
| Disbursed            |           |           |           |           |           |           |           |           |           |           |
|                      |           |           |           |           |           |           |           |           |           |           |
| **Service Contract** |           |           |           |           |           |           |           |           |           |           |
| Contracted           |           |           |           |           |           |           |           |           |           |           |
| Disbursed            |           |           |           |           |           |           |           |           |           |           |
|                      |           |           |           |           |           |           |           |           |           |           |
| **Supply Contract**  |           |           |           |           |           |           |           |           |           |           |
| Contracted           |           |           |           |           |           |           |           |           |           |           |
| Disbursed            |           |           |           |           |           |           |           |           |           |           |
ANNEX 4 - Proposed Administration system of the European Social fund in the Republic of Latvia
(In compliance with the Basic principles on EU structural instruments management, monitoring, assessment and control system in the Republic of Latvia approved by the Cabinet of Ministers on 19.03.2002)

Single programming document (National development plan)

HRD and Employment priority

Monitoring committee of Structural funds
(Leaded by the Ministry of Finance)

Managing authority of Structural funds
(Ministry of Finance)

Paying authority
(Ministry of Finance)

Main ESF partner of the Managing authority
(Ministry of Welfare)

Key institutions dealing with employment policy matters at national level
(Ministry of Welfare, Ministry of Education and Science, Ministry of Economy)

Nominated institutions from which one or several will be selected and approved in national legislation on ESF administration as ESF Intermediaries
(Latvian State Employment Service
(Vocational Education Development Programme Agency, Society integration fund,
Regional development agencies)