1. BASIC INFORMATION
1.1 Desired Number: PL0008.01.01
1.2 Title: Human Resources Development Warmia–Mazury Region
1.3 Sector: Human Resources Development
1.4 Location: Warmsko-Mazurskie Voivodship

2. OBJECTIVES OF THE PROJECT:
2.1 Wider objective:
The wider objective of the project is achieving greater economic and social cohesion through the development of human resources in the Warmia-Mazury region.

2.2 Immediate objectives:
The immediate objectives address the priorities identified in the Warmia-Mazury Voivodship Preliminary Operational Programme, and include:
- Fighting social exclusion and unemployment of youth in rural towns, particularly in the areas dominated by former state owned farms (PGR), through individual counselling and training;
- Training of employees of SMEs in adapting to changes in the market;
- Training of employees of the network of newly created Tourist Information Centres;
- Increasing the competence of regional and local stakeholders in relation to the development of human resources through local employment pacts.

2.3 Accession Partnership and NPAA priority
The project reflects a medium term priority of the AP. Through the project a start will be made with the implementation of the principles of the European Employment Strategy and the improvement of the regional absorption potential for future participation in the European Social Fund. The project corresponds to the European Social Fund’s policy fields. HRD projects proposed within the framework of ESC PHARE 2000 will reinforce and complement other components of the Programme (development of physical infrastructure, development of SMEs) by means of continuing vocational training. This is also a priority in Poland’s NPAA.

2.4 Contribution to National Development Plan:
The Preliminary NDP recognises “Strengthening development potential of regions and counteracting marginalization of certain areas” as one of the country’s main priorities. As the development of regions not only depends on physical infrastructure but also on the skills of the regional staff and their access to knowledge, one of the crucial measures to insure regional economic and social growth is Human Resources Development. HRD, which was also awarded paramount importance in the National Strategy for Increasing Employment and Human Resources Development as well as in the Regional Development Strategy, identifies the promotion of employability and adaptability as an indispensable condition for the successful implementation of development and restructuring processes in the voivodship as well as a factor ensuring the increase of entrepreneurship.

2.5 Cross Border Impact: n.a.

3. DESCRIPTION
3.1 Background and justification:
The main economic and social problem of the region is the high unemployment rate (highest rate in Poland 21.1% in July 1999, national average 11.6%). Unemployment is of structural nature and affects mostly the inhabitants of the rural towns dominated by the former state owned farms (PGR). The main group of unemployed are young people and school drop-outs with a low level of education (primary school and vocational school).
Moreover, the process of economic and social degradation and marginalisation affecting a large number of youngsters is observable, particularly among the inhabitants of housing developments located around the former state owned farms (PGR). The evolving pattern of “inherited poverty” is becoming evident.
In order to counteract such processes it is necessary to facilitate the possibility of the unemployed and those threatened with unemployment, rural youth in particular, to gain qualifications which will allow them to take the
advantage of the regional labour market. Support for education and the upgrading of occupational qualifications is one of the main priorities of the regional development strategy.

Another important priority identified in the strategy is support for entrepreneurship and local SMEs, which constitute the driving force for the regional economic and labour market development. In order to secure their dynamic growth and increased competitiveness, the upgrading of staff’s managerial and professional skills is absolutely indispensable.

The development of the tourist service sector is also a region priority. One of the basic services for tourists and, at the same time, a condition for the development of this sector is the provision of adequate information about the tourist potential of the region: natural resources and tourist infrastructure. Presently, the tourist information network is fragmentary and not evenly spread. Supplementing and increasing this network will not only act as a catalyst for the development of the whole tourist sector but will also create new high quality work places.

The insufficient capacities of local governments in relation to employment and labour market policy constitute yet another serious problem faced by the region. Although local governments, particularly in the areas affected by high unemployment rate (including hidden unemployment), constitute the only entities whose financial resources allow for active intervention at the local labour market, the inadequate knowledge and lack of specific skills among their staff frequently limit their effectiveness. Provision of specific knowledge and skills related to the preparation and implementation of local employment initiatives (employment pacts) and local development programmes will increase the governments’ efficiency and facilitate co-operation with other partners to create and implement an effective employment policy.

Although this project is mainly addressed to people excluded from the Labour Fund support, the registered unemployed will also be eligible to benefit from the training.

3.2 Linked activities

The project will benefit from the experience of Phare STRUDER Programme implemented in the Warmia - Mazury Voivodship between 1994 and 1997 as well as from the programme of stipends for the children from the families of former state farms employees which has been operating in the region since 1997 (planned completion of programme - year 2005), financed from the Polish budget.

The project will be harmonised with other actions implemented within the Integrated Phare 2000 Programme, referring to the SME sector in particular. It will be co-ordinated with and operate under the guidance and monitoring of the national project “National Vocational Training System in Poland”, financed under the Phare 2000 programme. Within the framework of the national project, trainers training, monitoring and evaluation will be provided. National project will also develop occupational standards and modular training methodology.

The project will be linked to activities performed by the government, regional government and institutions implementing and co-ordinating projects covering the areas to which the present project refers.

The project will also refer to training activities financed from Labour Fund and conducted in the region by local labour offices and regional/local training institutions.

3.3 Results:

- Out of 2500 persons threatened by unemployment (rural youth mainly) trained in new professional skills and/or job search techniques and provided with individual counselling, ca. 30% will find permanent jobs or will continue their education;
- 1600 SMEs staff members trained, which will result in increased competitiveness and job positions preserved in 500 companies;
- Out of 160 graduates re-trained to work in tourist information centres, ca. 35% will find permanent employment;
- 234 representatives of local governments and social partners from poviatos and gminas trained on designing and implementing employment and development programmes; better preparation of regional and local administration to design development programmes and employment pacts;

3.4 Activities

It is planned to implement 4 components (contracts);

1. Integrated training support for rural youth threatened by unemployment.

In the rural areas there is a large group of young unemployed people. A part of this group is supported by the Employment Service (Labour Fund) but a significant percentage (about 20% or 10,000) belong to the group of the hidden unemployed. Many of them never have held a job or have been professionally employed since the
qualifications they received in school have proved inadequate to meet the needs of the regional and local labour market. Part of this group has no formal professional qualifications since they did not complete even an elementary level of education. Living in geographically isolated and socially degraded areas (with parents who are either unemployed, working in the grey economy, poor or socially pathological, etc.) those young people are condemned to gradual marginalization and social exclusion. It is necessary to undertake activities on a large scale allowing them to efficiently enter the job market and liberate themselves from the process of social degradation. The number of jobless rural youth is increased by young people who have either just graduated from primary school or discontinued their education in the first years of vocational school. Action should be undertaken in order to prevent this category of youth from joining the ranks of the unemployed. Such measures should include motivation for continuing education above the primary school level and provision of career counselling in order to offer them suitable career paths that would give them a chance to find employment. The training programme will be designed to meet the labour market requirements and will be tailored according to the list of jobs in demand, which is regularly updated by the Voivodship Labour Office responsible for the ongoing monitoring of the regional labour market. The list is prepared in co-operation with SMEs’ representatives.

In this sub-project the following activities will be undertaken:

1.1 Guidance

Preparation of individual profiles of 2,500 youths as to their employability or ability to continue occupational training and an estimation of their needs for training or individual career counselling. Individual profiles/characteristics and estimation of needs will be prepared by 50 expert advisors on the basis of psychological tests and occupational pre-orientation tests as well as individual interviews with each participant. Prepared characteristics and estimation of needs will be used in further phases of sub-project for:

- selecting the group of 1500 young people who have remained unemployed and have not continued their education for the period of at least one year, who belong to families living on social transfers (with low income) and who are unable to independently find employment (due to lack of professional skills or necessary skills required by the labour market, psychological features: apathy and lack of motivation, etc.) in order to encourage them to participate in a multi-module occupational training. Particular attention will be paid to the youth living in the areas of the former PGR’s (group A);
- selecting the group of 1000 graduates who need individual counselling and supplementary training due to the lack of up-dated skills required by the labour market (group B)

At the end of this component the individual activity schedules for employment search (pathways to employment, individual work plans) will be prepared by 50 expert advisors who in the next phase will act as individual counsellors and mentors helping the participants to find permanent employment.

1.2 Training

1.2.1 Multi-module occupational training for 1,500 persons (for group A)

The 1,500 persons selected for occupational training will be given the opportunity to participate in a multi-mode training which will provide them with occupational skills, deepen their knowledge of psycho-social aspects of labour (team work, inter-personal communication, stress relief techniques, etc.) as well as upgrade their skills to operate on the labour market (including techniques of effective job search, negotiation with employers, self-presentation skills). The occupational training will focus on providing skills necessary in jobs which are in high demand on the regional labour market. Among these professions are jobs related to tourist services considered to be an important and developing sector of the regional economy. The list includes agro-tourist services, food outlets, rental of sport equipment, repair of sport equipment, tourist guides and activity leaders. One of the planned training modules is related to starting an independent business, which is addressed to the persons who, as a result of the occupational training, will decide to start a small enterprise.

As it is extremely important that the training will not only be theoretical, one component of the multi-module training will be devoted to on-the job training. This apprenticeship-type of training will allow the participants to obtain indispensable work experience in firms that possibly may employ them after completion of the training. Part of the costs of the employers will be reimbursed. It is envisaged that at least 1000 trainees will participate in this component.

Integrated multi-module training will be organised for 60 groups consisting of 25 persons who will be selected according to a common training profile. Two modules will be common for all groups, i.e. the psychological-
motivational module and training related to the entry in the labour market. There will be a total of 500 hours of training for each group.

1.2.2 Supplementary training for 1000 graduates (group B)
The training aims to provide young people with skills which are indispensable in effective employment search and will include basic preparation for operating on the labour market (elementary knowledge of regional economy, regional labour market and regional institutions assisting individuals in their job search, basic knowledge about group co-operation, interpersonal communication in the workplace, conflict resolution, basic job interview skills, efficient search for job offers, negotiation with employers, self-presentation skills, preparation of necessary documents including C.V., etc. The basic preparation for operating on the labour market training will allow individuals to take advantage of already existing regional training facilities (e.g. schools with dormitories). There will be 125 groups, consisting of 20 persons. It is assumed that 40% of the participants of the basic training will furthermore take part in the supplementary occupational training which aims at upgrading and supplementing the qualifications obtained by the graduates during the school education. The subject of the courses will match the particular needs of the trainees and will be focused on providing complementary skills which are in high demand on the regional labour market. It is envisaged that 30% of the trainees will be encouraged to continue education. The persons will be provided with advice concerning the choice of schools, and receive assistance in contacting schools and preparing necessary documents. The remaining 30% will find a job after completion of the basic preparation for operating on the labour market training.

1.3 Guidance
Individual post-training guidance during the search for permanent employment
The individuals will receive counselling for activities included in their individual schedules. Recommendations will be prepared on the basis of previous knowledge and on the basis of individual interviews conducted after the completion of the training. 50 Expert advisors will provide them with regular assistance. Every person with an individual schedule will be monitored at least once every three months until they obtain permanent employment. While being monitored every participant will receive assistance tailored to meet their individual needs, including: efficient search for job offers, preparation of C.V.’s, preparation for negotiations with employers. The assistance will also include psychological support sustaining motivation and self-confidence.

1.4 Workshops for gymnasium teachers
The workshops will be provided for 240 teachers (one teacher from every gymnasium in the region) and will include three day sessions for eight groups consisting of 30 persons. They will be provided with special training covering the following subjects: methods of recognising the needs of the labour market and employers, methods of analysing occupational predisposition, knowledge related to institutions supporting the labour market, methods of awakening educational motivation and professional ambitions among the youth, preparation for job interviews.

Methods of the subproject management: Sub-project will be managed by a consortium of NGOs and VET institutions chosen in the tender procedures. The organisations must be experienced in the implementation of projects directed towards unemployed youth or threatened by unemployment. They should also be experienced in the organisation of training. The chosen consortium should ensure, beside their own experts and trainers, participation of local trainers experienced in providing regional training and that training will be provided in an easily accessible location. Project budget will allocate resources for travel and maintenance expenses of the youths’ participating in training (including accommodation and food), teaching materials, etc.

Selection process: Participants will be selected by a committee encompassing the representative of the wojt (the head of a gmina), social assistance centres, local employment offices, schools and NGOs active in the gmina. Every poviat will select between 80 to 120 persons. Directors of schools will select the gymnasium teachers that will participate in the workshops, for which objective project selection criteria will be drawn up beforehand.

2. Training for the employees of SMEs.
The service market for SMEs in the Warmia and Mazury Voivodship develops unevenly. Small towns and rural areas lack training and advisory centres. The entrepreneurs, who due to their limited finances do not look for advice outside of their place of residence, encounter many problems in accessing necessary training. At the same time the training needs of SMEs are quite extensive, since knowledge about financial management, marketing, human resources among managers and entrepreneurs is limited. The lack of knowledge slows the development
of SMEs in the region and consequently also the regional development. Therefore, the organisation of training in different parts of the region will facilitate the participation of SMEs in the training activities.

Poland's accession to the European Single Market requires Polish economy to meet EU quality and legal standards. Already, the enterprises which have introduced international quality standards in management, organisation, products and services have a stronger position among competitors and easier access to the international market. Many enterprises operating in the region, particularly in the food processing industry, are interested in obtaining quality certificates. However, the introduction of quality programs is limited by the high costs of the procedure. Promotion of quality is one of the priorities of the Voivodship self-government. The Warmia-Mazuria Centre for Promotion of the Quality Programme was established to respond to this priority.

The main activities: The subject of the courses will match the particular needs of different groups of trainees and will include information about management, marketing and human resources, in particular: Managerial workshops; Business negotiations; Logistic management; Leadership and team work; Management of sales department; Management of small hotel; Human resources management; Selection of employees; Marketing rules; Updated tax regulations; Business plan. The remaining training courses will be addressed to the employees of SMEs and will upgrade their special skills and ability to work with people. The subject of the courses will match the particular need of different groups of trainees and will include the following information: Accounting for independent and chief accountants; Computerised accounting; Telephone sales; Organisation of work in the office; Servicing clients of a small hotel; Sale negotiation; Interpersonal contacts; Other skills needed by local business - including computer skills and foreign language skills upgrading (sector specific language courses, only as a part of vocational training). Training and counselling aimed at preparing enterprises for seeking certification according to procedures typical for certification process will also be organised for the staff of SMEs interested in strengthening their market position through the introduction of quality programmes. Training and consultations will include the following phases: Management training; Analysis of present situation in enterprises (initial audit); Training of working groups responsible for preparation of certification documents; Consultations concerning the quality book and procedures of quality system; Consultations concerning implementation of quality systems; Training for in-house auditors; Consultation regarding supplementation of documents necessary for obtaining certification. Training will be organised at the enterprises during the process of preparation of documents necessary for seeking certification.

Participant selection process: The Voivodship Board in co-operation with the representatives of SMEs will prepare the detailed characteristics of potential SMEs participating in the Project. Priority will be given to companies operating in the tourist sector which is the most important in the regional economy. As far as the training for the introduction of quality control programmes is concerned the readiness to finance the process of obtaining certificate after the training is a necessary condition for participation in the training.

This subproject will be closely co-ordinated with other projects under Regional Operational Programme (SME grant scheme in particular). All services provided directly to SMEs will meet the advisory, information, training and financial services standards of the National SME Services Network.

3. Training for the employees of newly established regional Tourist Information Centres

The necessary condition for the development of tourism is an establishment of an accessible and adequate information system about the tourist potential of the region. Therefore, local governments decided to organise a network of tourist information centres. Such entities require well-qualified employees, who are not available at the regional labour market. At the same time a significant number of recent graduates is unable to find employment. Occupational re-training in tourist services provided for this group will meet the needs of both sides.

Main Activities: Provision of training in the area of: Tourist geography of the region; Servicing tourists; Servicing clients; Computer and internet skills; Office equipment; Language training (English or German) as part of vocational training

Participant selection process: Participants will be selected amongst interested graduates by a team consisting of representatives of poviat labour offices, local governments creating information centres, local NGOs and a representative of the Tourist Development Bureau at the Marshall Office.

4. Assistance to the development of local employment pacts

Local governments, particularly in the rural areas facing high unemployment are the only entities which possess financial resources (National Labour Fund) to actively intervene at the local labour market. Provision of specific knowledge and skills related to the preparation and implementation of local employment initiatives (employment
pacts) and local development programmes will increase their efficiency and will facilitate better co-operation in creation and implementation of employment policy.

Beneficiaries: About 234 representatives of poviat and gmina authorities and other local stakeholders (social partners). The regional Steering Committee will define the exact number of poviat covered by this component (Olecko-Goldap, Pisz and Bartoszyce poviat, with the highest unemployment rates, will be included).

Main activities:

- Training related to: methods of preparation of local human resources development projects (employment pacts) and local projects for employment promotion (tourism promotion etc.) and methods of co-operation among different levels of local government, social partners and other stakeholders
- TA related to: analysis of the current labour market situation and recommendations for the appropriate actions and advice on creation and implementation of local development initiatives.

Description of provided services: preparation of training and advisory programmes; preparation of organisational base for training and advisory services; selection of participants; preparation of training materials for each participant; implementation of training and advisory programmes; labour market analysis; final report on implementation of training.

Participants selection process: The Voivodship Board in co-operation with local governments of poviat and gminas will prepare the list of training participants, for which objective project selection criteria will be drawn up beforehand.

4. INSTITUTIONAL FRAMEWORK OF THE PROJECT:
The Ministry of Regional Development and the Ministry of Labour and Social Policy will play the leading roles in the Programme. A Programme Monitoring Committee, chaired by the representatives of the Minister of Regional Development and the Minister of Labour, will comprise the representatives of the Ministry of Finance, Ministry of Education, Office of the Committee for European Integration, the Ministry of Agriculture and Food Economy, Ministry of Transport and Maritime Economy, the Ministry of Environment, Natural Resources and Forestry and selected trade union and employers organisations as its members.

At the regional level, Regional Monitoring Committee will be established, with the representatives of the regional and local administration units, non-government organisations and social partners organisations’ representatives as its members. Their tasks will be to monitor the Project implementation, ensure proper co-ordination of actions undertaken under the Project with other relevant activities of the Regional Operational Programme and to formulate recommendations as to any modifications needed for the effective realisation of the Project objectives.

5. BUDGET (in EURO):

<table>
<thead>
<tr>
<th>Components</th>
<th>PHARE investment</th>
<th>National Co-financing</th>
<th>Private Sector</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Integrated training support for rural youth threatened by unemployment.</td>
<td>2 240 000</td>
<td>746 666,67</td>
<td>-</td>
<td>2 986 667</td>
</tr>
<tr>
<td>2. Training for employees of SMEs.</td>
<td>470 000</td>
<td>156 666,66</td>
<td>235 000</td>
<td>861 667</td>
</tr>
<tr>
<td>3. Training for employees of regional Tourist Information Centres</td>
<td>389 000</td>
<td>129 666,66</td>
<td>-</td>
<td>518 667</td>
</tr>
<tr>
<td>4. Assistance to the development of local employment pacts</td>
<td>301 000</td>
<td>100 333,33</td>
<td>-</td>
<td>401 333</td>
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<tr>
<td>TOTAL</td>
<td>3 400 000</td>
<td>1 133 334</td>
<td>235 000</td>
<td>4 768 334</td>
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</tbody>
</table>

6. IMPLEMENTATION ARRANGEMENTS:

6.1 Implementing Agency
Programme Authorising Officer (PAO): Undersecretary of State at the Ministry of Regional Development Implementing Agency: Polish Agency for Regional Development

6.2 Twinning: n.a.

6.3 Non-standard aspects: For any grant schemes foreseen under this project, the principles of these grant arrangements will follow the principles laid down in the Financing Memorandum for grant schemes.

6.4 Contracts: 4 contracts
7. IMPLEMENTATION SCHEDULE:
Beginning of preparatory work of subprojects: 1 January 2001
Beginning of tender procedures: January 2001
Beginning of contracting: February 2001
Beginning of Implementation of project: April 2001
End of project: 30 September 2003

8. EQUAL OPPORTUNITIES:
Specific provisions for guaranteeing equal opportunity of access to activities, employment and other benefits resulting from the project implementation will be included. Gender related indicators will be gathered and monitored throughout the projects implementation to ensure that corrective steps can be taken at an appropriate moment in the projects' life cycle, and will be included in the project impact assessment guidelines.

9. ENVIRONMENT: n.a.

10. RATES OF RETURN: n.a.
11. INVESTMENT CRITERIA: n.a.

12. CONDITIONALITY AND SEQUENCING:
• Co-financing of project costs through Polish sources and partly by the trainees.
• Cohesion of the project training activities with other actions undertaken in the area by public administration units, local labour offices and other training institutions.
## LOGFRAME PLANNING MATRIX FOR PROGRAMME: Warmia Mazury - Human resources development

<table>
<thead>
<tr>
<th>Wider Objectives</th>
<th>Indicators of Achievement</th>
<th>Sources of information</th>
<th>Assumptions and Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieving greater economic and social cohesion through the development of human resources in the Warmia and Mazury region</td>
<td>Higher qualifications of the region’s human resources</td>
<td>Progress report on the implementation of Preliminary National Development Plan</td>
<td>General growth rate and economic development of Poland and the voivodship will be maintained Polish Government meeting the obligations included in the strategic documents i.e. NPAA and the AP</td>
</tr>
<tr>
<td></td>
<td>Increasing economic growth in the region</td>
<td>Progress report on Poland’s application for membership of the European Union</td>
<td></td>
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<td></td>
<td>Higher employability rates of the working population</td>
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<tr>
<td>Immediate Objectives</td>
<td>Indicators of Achievement</td>
<td>Sources of information</td>
<td>Assumptions and Risks</td>
</tr>
<tr>
<td>Fighting social exclusion and unemployment of rural youth, particularly in the areas dominated by former state owned farms (PGR) through individual counselling and training; <strong>increased employability of the trainees;</strong> Small and medium enterprises (SMEs) assisted in adopting to changes in the market through improving the qualifications of employees and managers and/or supporting the introduction of quality control programmes; <strong>increased competitiveness of regional SMEs:</strong> Employees of the network of Tourist Information Centres newly created by local governments of Warmia-Mazury Voivodship trained; Increased competence of regional and local stakeholders in relation to the development of human resources;</td>
<td>30% of trainees permanently employed, 2% - 3% new businesses opened by rural youths threatened by unemployment 30% of trainees permanently employed after completing the supplementary occupational training for graduates. About 30% graduates permanently employed after completion of the basic preparation for operating on the labour market training. About 30% graduates continuing education 240 teachers prepared to support students’ educational motivation and assume the role of occupational counsellors. Job places in 100 firms and laboratories preserved due to introdution of quality systems. Job places in 500 companies with trained management sustained. Works on local employment pacts initiated in at least 60% self-governments participating in the project</td>
<td>Progress reports, training programmes. Progress reports, statistical data from gmina and poviat offices Statistical data from the system of labour offices (SUP). Progress reports, training programmes, questionnaires. Progress reports</td>
<td>Condition for objective 1 is co-operation with teachers and directors of secondary schools (gymnasiums). Those schools are newly created and encounter many problems typical for the initial phase of activity. The other condition for achieving objective 1 is ability of companies organising training to reach with training offer unemployed rural youths, who are usually very passive and have no career motivation. Reaching young unemployed persons which are not officially registered (hidden unemployment) is particularly important. The condition for achieving objective 2 is a proper promotion of training sessions. Additionally, companies participating in the training should be ready to cover part of training costs (up to 40%). The condition for achieving objective 3 is a readiness of companies to pay for certificates of quality control systems. Project provides only documents necessary to apply.</td>
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<tr>
<td>Results</td>
<td>Indicators of Achievement</td>
<td>Sources of information</td>
<td>Assumptions and Risks</td>
</tr>
<tr>
<td>Stronger motivation, better skills in operating at labour market and new occupational qualifications of</td>
<td>Individual profiles/characteristics of 2500 youth prepared Individual activity schedules for job search</td>
<td>Progress Reports, results of monitoring and periodical evaluations conducted by the Voivodship self-governing body.</td>
<td>The necessary condition for achieving goals of all sub-projects is proper promotional campaign, in particular addressed to rural youth and SMEs</td>
</tr>
</tbody>
</table>
unemployed rural youth; Improved skills of teachers in relation to occupational guidance for students and in supporting educational motivation of students. Higher qualifications of managers working in the region, particularly in relation to management, marketing as well as higher qualifications of employees facilitating professional development and career advancement. Higher qualifications of managers working in the region, particularly in relation to quality management and better skills of in-house auditors for introduction of certificates. New qualifications of recent graduates facilitating their employment in tourist information centres. Increased regional competence in relation to the human resources development for 500 persons prepared 2.500 persons trained on basic skills required in effective job search 1500 rural youth threatened by unemployment trained on basic skills required at the effective employment search 1500 rural youth threatened by unemployment trained on new professional skills required at the work place 1000 graduates trained on the operating on the labour market 400 graduates trained on the supplementary vocational training about 500 rural youth from high risk group given individual activity schedules and counselled on job search. 240 gymnasium teachers trained. 1600 entrepreneurs and managers as well as employees from SMEs trained, 100 directors and managers of companies as well as 400 in-house auditors trained in quality norms; Preparation of necessary documents for certification of 85 companies and for accreditation for 15 laboratories completed; 160 graduates re-trained to work in tourist information centres. 234 representatives of local governments trained on the local employment initiatives operating in rural areas.

In order to ensure effectiveness of undertaken activities it is necessary to introduce activation methods to tasks implemented in the project.

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Indicators of Achievement</th>
<th>Source of Information</th>
<th>Assumptions and Risks</th>
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</thead>
<tbody>
<tr>
<td>Training and counselling for persons threatened with unemployment</td>
<td>60 courses of multi-mode training for groups consisting of 24 persons; 125 courses of supplementary training for groups consisting of 20 persons 8 3-day workshops for groups consisting of 30 teachers 200 3-day courses for groups consisting of 15 persons (managers, entrepreneurs and employees of SMEs) 12 stationary sessions for the TIC trainees</td>
<td>Questionnaires on trainees’ satisfaction on services provided under the project Contracts with the providers of services under the project Project progress reports Official publications Reports from involved institutions on training conducted (project budgets, CVs of experts, lists of personnel trained, evaluation sheets) audit reports</td>
<td>Proper selection of trainees and trainers/counselors High quality of training and counselling services Full and timely provision of target group inventory by the Voivodship Board Provision of technical and organisational support as well as other information for the work of evaluators by the Voivodship Board Poland’s participation in project costs SMEs participation in the training costs Highly qualified project evaluators</td>
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<tr>
<td>Training and business counselling for SMEs</td>
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<td>Training for employees of newly created network of TIC</td>
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<td>Assistance for local stakeholders involved in the local employment initiatives</td>
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01.01 Warmia Mazury Human Resources Development / 9
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<td>Implementation</td>
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<td>3.4M€</td>
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<tr>
<td>Contracting</td>
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<td>3.4</td>
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<tr>
<td>Disbursement</td>
<td>0.331</td>
<td>0.621</td>
<td>0.941</td>
<td>1.231</td>
<td>1.551</td>
<td>1.841</td>
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<td>2.452</td>
<td>2.773</td>
<td>3.064</td>
<td>3.4</td>
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</tbody>
</table>

Legend: D= design / C= contracting / I= implementation and payments

Annex 2: Cumulative implementation, contracting and disbursement schedule

<table>
<thead>
<tr>
<th>Warmia – Mazury Region – HRD</th>
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