1. **BASIC INFORMATION**

1.1. **CRIS Number:** 2003/004-379/05.01  
1.2. **Title:** National Human Resource Development Project  
1.3. **Sector:** Economic and Social Cohesion – Employment Policy  
1.4. **Location:** Poland

2. **OBJECTIVES**

2.1. **Overall Objective**
Further promotion of employability, adaptability, entrepreneurship and equal opportunities – implementation of horizontal (national) ESF-type of measures. The project will address significant problems on the Polish labour market (unemployment among young people, problem of social exclusion, skill gaps and quality of HR) as well as will develop the institutions servicing the labour market. Therefore, the project assists the accession process in the field of employment policy. The project will also strengthen administrative capacities of central authorities and local service providers to implement ESF programmes after the accession. This project is a direct continuation of Phare 2002 National Human Resources Development Project.

2.2. **Immediate objectives**
- Development of labour market institutions  
- Promotion of employability of young job seekers  
- Promotion of entrepreneurship of young job seekers  
- Social and labour market integration of the risk groups  
- Integration and re-integration of women with the labour market

2.3. **Accession partnership and NPAA priority**
The project is in line with the short-term priority of the AP: “Prepare a national employment strategy with a view to later participation in the European Employment Strategy”. Through the project the European Employment Strategy will be implemented and the national and regional capacities for future participation in the European Social Fund will be strengthened. It is also in line with NPAA priority 13.7 “Strengthening administrative structures for future ESF implementation”.

2.4. **Contribution to National Development Plan**
Project is in line with National Strategy for Employment and Human Resource Development 2000-2006. Assistance to the young unemployed and prevention of social exclusion as well as introduction of individual action plans methodology ranks high in the Strategy. It is also based on the priorities and objectives of the “National Development Plan 2004-2006”. The Human resources and employment development axis of the National Development Plan will be implemented through the four priorities, which are in line with the European Employment Strategy pillars:
- Promotion of employability through the human resources quality development  
- Entrepreneurship development  
- Enhancement of enterprises and employees adaptability to the changing labour market needs.  
- Enhancement of the equal opportunities policy

The NDP will be implemented by the number of operational programmes, including Sectoral Operational Programme Human Resources Development (SOP HRD). The current project activities correspond to the SOP HRD measures. The services for the labour market institutions correspond to SOP measure “Development and modernisation of labour market instruments and institutions”, the promotion of employability of young job seekers is in line with the SOP measure “Perspectives for youth”, the promotion of entrepreneurship for young job seekers activity correspond to the measure “Promotion of innovation and new forms of work organisation”, the social and labour integration of the risk groups correspond to the measures from the prevention from social exclusion field and the integration and re-integration of women with the labour market is in line with the “Vocational integration and re-integration of women” measure.

2.5. **Cross Border Impact:** N/A
3. DESCRIPTION

3.1. Background and justification

The employment situation in Poland deteriorated through the late nineties. The unemployment rate rose up to 17.6% while the employment rate fell to 46.5% in 2001. The problem of unemployment and methods of combating it is one of the most serious problems of present day Poland. Therefore, the strengthening and improvement of employment services qualifications, procedures and standards is of high priority.

Poland faces serious labour market problems related to restructuring of industrial sectors and agriculture as well as to significant influx of young job seekers. 45% of all school leavers (appr. 360 000 persons) are currently registered as unemployed. There are also additional 160 000 more who are not registered for various reasons however not employed.

Deteriorated economic and labour market conditions contributed towards deepening of the problem of social exclusion. The economic situation effected severely the most vulnerable groups suffering from multiple disadvantages on the labour market such as the disabled, long term unemployed, former prisoners, youth threatened with social pathology, refugees and repartees. It has also worsened labour market situation of women - these wishing to return to work after breaks related to family life in particular.

The concerted actions against unemployment (especially amongst young persons) rank very high in the new government’s socio-economic strategy “Entrepreneurship – Development – Job” that has been adopted in January 2002. The package of legal and programming measures called “The first job” that addresses the problems of young job seekers and graduates is one of the most important elements of this strategy and is also closely related to the implementation of this project. An integral part of “The First job” Programme is “The Junior” Programme, which is addressed to the young disabled searching for their first job.

The national HRD project addresses the issues of a national significance and will concentrate on new, innovative instruments (individual action plans) that will subsequently be integrated with the mainstream employment policies.

The other purpose of the implementation of the project is preparation to ESF absorption. Therefore proposed activities are in line with planned measures to be implemented under Sectoral Operational Programme for Human Recourses Development (SOP HRD) co-financed from ESF.

The national HRD project will consist of the following measures/ components (corresponding to respective immediate objectives of the project):

**Development of labour market institutions**

The Polish Public Employment Services (PES) were created at the beginning of 90’s as a special part of central administration. The PES included: the Ministry of Labour and Social Policy, the National Labour Office, the voivodeship labour offices (WUPs) and the core PES institutions – 374 local labour offices (PUPs) in charge of delivery of services (job broking, vocational guidance, subsidised employment) to the unemployed and contracting training and other services to local service providers. Since early 1990 they have been systematically developed and their scope of services has expanded – in order to comply with the EU model.

Employment services are no longer a separate administrative body – the voivodeship and poviat labour offices were incorporated into self-governmental structures. This modification was to provide opportunities for establishing closer links between the office and its customers - the unemployed and those seeking work and employers – to ensure more efficient responses to the needs of the local labour market. It also provides the opportunity to combine Labour Fund resources with the own resources of local and regional authorities and with other funds acquired for labour market programmes. The National Labour Fund (NLF) is a main financial instrument for implementing national employment policy. It provides for passive and active labour market measures. The Fund is distributed by the MoLSP to the local governments that are responsible for implementation of the measures supported by the Fund (re-training courses, job subsidies, public works). Local governments (poviat labour offices) are also responsible for delivering employment promotion services (Eps). Training funded under the MoLSP and Eps provided by poviat labour offices are mainly addressed to the registered unemployed.

In terms of implementing active labour market policy programmes the public employment service in Poland plays a similar role as that played by employment services in the EU. Nevertheless, taking into account the serious problems concerning labour market there is a need to come forth with and implement measures aimed at upgrading staff qualifications, improving the skills of vocational consultants and improving procedures and standards of service provision.
Beside the public sector, in Poland there is also emerging non-public sector of employment services. It requires particular attention with regards to human resources development and standards of services. The Polish government is concerned with further development of this sector for at least two reasons:

? to increase the supply of available services for persons seeking employment and requiring support when entering or re-entering job market

? to create competition for the public sector resulting in an improvement of the offered services.

Promotion of employability of young job seekers
Young people count for 58% of the unemployed in Poland. This situation may deteriorate even more because of the influx of the new graduates (as a result of population boom in early eighties). Therefore, there is a need for concerted action to tackle this problem. The unemployment (apart from external, economic reasons) is often caused by the lack of appropriate skills necessary on the labour market as well as by the lack of job search skills and motivation. The framework of individual action plans (pathways) provides a useful framework for tackling these problems and supporting integration of young people with the labour market. This innovative approach is based on individual plans of action developed for individuals by public employment services’ provider (powiat labour office). Services under the plans usually include: registration, initial and ongoing guidance (mentoring), job-search courses, vocational training/on-the-job training (subsidised employment) and job-brokering. Significant elements (high quality training) are contracted to non-public institutions.

This component is a direct continuation of the activities envisaged by Phare 2001 HRD project (national component) under which individual action plans are going to be implemented in 50 pilot powiats of Poland. Under Phare 2002 this National Scheme was opened to all powiats of Poland depending on the quality of local applications and ability of powiats to co-finance the activities from the Labour Fund resources. Services provided in each poviat will include training, guidance and temporary employment. Resources will be mainly used for financing high quality theoretical and practical training leading to obtaining skills/receiving professional qualifications demanded by employers and on-the-job training.

Promotion of entrepreneurship of young job seekers
This component is a direct continuation of the activities envisaged by Phare 2000 HRD projects (entrepreneurship promotion especially in high schools), Phare 2001 the national component (the young job seekers trained in IT technology), Phare 2002 – the national project (within the activity 1 “Promotion of employability of young job seekers” there is training and coaching for start-ups foreseen).

Within this component training leading to self-employment and coaching for young start-ups from all regions of Poland will be provided. According to the overall strategy promoting advanced technologies a special attention will be paid to creation of new enterprises operating in e-business.

Social and labour market integration of the risk groups
Deteriorating labour market conditions worsen the situation of vulnerable groups suffering from multiple disadvantages. Social exclusion is one of the highest risks related to the lack of adjustment of skills and attitudes to the labour market needs. At the same time, social exclusion presents a threat for the coherent development of the country and for its social and political stability. The risks of exclusion are particularly high in relation to the long term unemployed who have dropped from assistance of the public employment services (PES) into social welfare system, young people from dysfunctional families and drop-outs, disabled people, ex-offenders as well as persons looking for better future in Poland – refugees and repartees. There is a need to change the nature of the programmes aimed at these groups from passive measures (that concentrate almost entirely on social assistance–type of measures) to pro-active measures that promote their integration with the labour market (such as promotion of teleworking in case of the disabled, vocational training combined with psychological assistance in case of drop-outs, etc.). The project will encourage it’s beneficiaries to stop their dependency on social assistance and to participate actively in economic life of the country.

Integration and re-integration of women with the labour market
Women, although better educated, face more difficulties in the labour market than men. It is related in many cases to career breaks due to child birth and child care. Consequently, their qualifications are often outdated, as a result of rapid progress of technology in particular. Additionally, poorly developed infrastructure of institutions providing child care exacerbates the difficulties in reconciling professional and family responsibilities of women and men. The project will address those problems with a view of
introducing and expanding the use of solutions alleviating those difficulties. Particular attention will be also paid for activities aimed at promotion of self-employment among women.

3.2. Linked activities

The Labour Fund operations
The Labour Fund (LF) is a main financial instrument for implementing national employment policy. It finances passive and active labour market measures. The Fund is distributed by the Ministry of Labour to the local governments that are responsible for implementation of the measures supported by the Fund (re-training courses, job subsidies, public works). Local governments (powiat labour offices) are also responsible for delivering job-brokering services. 30% of the Labour Fund resources is distributed among the regions (regional labour offices) and spend on labour market projects of the regional importance implemented by powiat labour offices (on the basis of the contracts with regional labour offices). The resources of the Labour Fund at the disposal of powiats will be used as co-financing of this project (component 1). In case of the disabled The State Fund for Rehabilitation of Disabled Persons (PFRON) is a main financial instrument used for the vocational integration. The Fund is supervised by the Minister of Labour and Social Policy and distributed to self-governments responsible for the employment of the disabled. The poviat labour offices provide the unemployed – within this number also the disabled - with guidance and advisory services as well. The labour Fund plays in case of the disabled only a supportive role.

Phare 2002 “Economic and social cohesion” – regional HRD projects
Regional HRD projects are directly linked with the five priorities of axis 4.3 and 4.4 of the National Development Plan and measures implemented under this project. The regional projects are implemented under supervision of the Ministry of Labour (including evaluation and monitoring functions) in order to secure co-ordination of all HRD activities and coherent implementation of all HRD priorities of the National Development Plan.

Phare 2001/2002 National Human Resources Development Project
The present project is a direct continuation of Phare 2002 National HRD Project. The three first immediate objectives are the same as well as measures to implement them. Component 1 of Phare 2003 National HRD project constitutes a direct continuation of the first measure (“Individual action plans for youth”) implemented under Phare 2001.

National Programme for Vocational Reorientation in Rural Areas
Till 2001 the programme covered all regions in Poland. It was funded by the special budgetary reserve on the basis of the Council of Ministers regulation on the rules, conditions and procedures of supporting programmes initiated by local government entities from the state budget of 1 August 2000. The 2002 programme covers only 7 regions and is co-funded by the World Bank Project “Labour Redeployment Programme” (Component B1). Within the framework of the programme regional authorities (voivodship labour offices) receive funds for purchasing employment promotion services (Eps) and re-training addressed at rural population (holders of small farms and rural unemployed). The primary aim of the programme is to fight hidden unemployment in rural areas

Phare 2000 CVT - National Continuous Vocational Training System
This project addresses training services (methodology of module training, professional qualification standards, training of trainers, development of information system on training services, methods for promoting life-long education).

Phare 2002 PES - Public Employment Services (PL2002/000-196.01.03)
Project approved by the European Commission. The main objective of the project is the preparation of the Public Employment Services to implement the European Employment Strategy and to participate in the EURES system. The activities in the project will result in the strengthening of competency of the key institutions (PES) and in establishing foundations for the operation of the EURES system (development of technical infrastructure – special target software and equipment).

Phare 2002- ESF oriented co-operation and co-ordination between labour market institutions
The main objective of the project is the improvement of co-ordination between public employment services, promotion of best practice concerning a more effective use of labour market instruments
identified in Poland and in MS and supporting local initiatives in the area of institutional services for the labour market.

**Phare 2001,2002 – IB projects related to preparations for ESF absorption**

Both the national and regional HRD Phare ESC 2003 projects are based on 5 policy fields of ESF and are treated as a pilot scheme for ESF. TA and training provided under IB projects will strengthen the links between current Phare interventions and future ESF operations.

### 3.3. Results

**Measure 1**

Specialised training programmes and assistance provided to app. 1500 employees of the public and non-public employment services. Training programmes including training programmes in distance-learning version prepared and published. Training materials and manuals including training materials for self-education prepared. Services will include:

? high quality training and assistance in the field of professional skills, methods and forms of work, vocational consultancy and information services

? preparation of training programmes including training programmes in distant-learning version

? preparation of training materials and manuals including training materials for self-education

**Measure 2**

Employment services provided to app. 9 000 young job seekers. It will help to integrate young people with the labour market (it is envisaged that at least 40% of beneficiaries will get into employment or self-employment) and will provide them with work experience. Services will include high quality training and practical training (subsidised on-the-job training that will be provided on the basis of agreements signed with employers) provided within a framework of individual action plans and

**Measure 3**

Employment services provided to app. 3 000 young job seekers. It will help to integrate young people with the labour market (it is envisaged that at least 30% of beneficiaries will get into employment or self-employment). Services will include:

? training and coaching for young start-ups (promotion of e-business will be a priority, app. 1000 people will receive a specialised training on e-business running)

? the purchase of IT equipment for the best initiatives in starting e-business. The IT equipment is indispensable for example to those initiatives which aim to train the potential start ups in terms of e-business activities. Therefore the purchase of computers, software, printers, modems or other tools enabling to use the internet during training is necessary.

**Measure 4**

Employment and social integration services (psychological support, coaching, guidance vocational training, job broking, temporary employment) will be provided to app. 4 000 persons - long term unemployed who have dropped from PES assistance (minimum 30% of allocation of funds for measure 4), young people from dysfunctional families and drop-outs (minimum 30%), disabled people (minimum 15%), ex-offenders, refugees, repartees. It is envisaged that 20% of beneficiaries will get into employment.

**Measure 5**

Employment services (including coaching for start-ups) provided to app. 1 000 female job-seekers (priority will be given to lonely parents and women wishing to return to work after the breaks due to child care). It is envisaged that 40% of beneficiaries will get into employment or self-employment.

### 3.4. Activities

**Measure 1 - Services for the labour market institutions will include:**

? pre-training assistance (needs assessment, guidance)

? high quality vocational training services

? assistance in the field of professional skills and methods and forms of work

? training and assistance in the field of vocational consultancy and information services

? preparation and publishing of training programmes including training programmes in distance-learning version

? preparation and publishing of training materials and manuals including training materials for self-education

The vocational training can include the job-related language modules.
Services will be provided to app. 1500 employees of the public and non-public employment services. Beneficiaries from the PES will account for at least 70% of the assistance programme. This measure will be implemented within a framework of one service contract. Beneficiaries will be recruited from all regions of Poland.

**Measure 2 - Employment services under individual action plans will include:**

- pre-training assistance (recruitment, needs assessment, guidance)
- vocational training services,
- practical training (temporary employment/on the job training organised under the agreements signed with employers)
- training allowances
- vocational guidance and post training assistance
- job-broking

Services will be provided to app. 9 000 young job seekers. This measure will be implemented as a national grant scheme managed by the Implementing Agency. 50%-80% of resources will be made available to powiat labour offices applications and granted on the basis of the quality of applications and declared co-financing from the Labour Fund and other resources. The remaining amounts will be made available to other entities - primarily National System of Services for SMEs (KSU) and NGOs networks. Applications will be assessed by the Ministry of Labour and Implementing Agency and approved by the Monitoring Committee. Regional Labour Offices will also be consulted. Applications from all regions of Poland will be eligible. The eligibility criteria for the projects will be: project description adequate to the requirements in the project fiche, experience in similar project implementation, staff potential, the way of selecting the target groups (participants of the training), complementarity of the services provided to the target groups. The eligibility criteria will be in line with the ones specified in Practical Guide for Phare, Ispa and Sapard contract procedures. The selection process will be organised on the grant basis, which means that the projects have to be ready by certain deadline and some part of them will receive the grant.

**Measure 3 - Services for young start-ups will include:**

- recruitment
- needs and opportunities assessment
- initial business training
- guidance on conducting economic activities
- training allowance
- relevant specialised training (special priority will be given to e-business creation)
- coaching after setting up a business
- the purchase of IT equipment needed to establish a new e-businesses

Services will provide to app. 3 000 young job seekers. This measure will be implemented within a framework of one service contract. Beneficiaries may be recruited from all regions of Poland.

**Measure 4 - Services will include:**

- recruitment (in case of youth active and personal methods of recruitment based on the street workers’ involvement will be encouraged)
- needs and opportunities assessment
- coaching and vocational guidance including psychological guidance
- vocational training adjusted to the needs and opportunities of particular target groups (for instance in case of the disabled training related to teleworking will be a priority; job-related language courses in case of refugees)
- temporary employment
- training allowance
- job broking/coaching for start-ups

Services will be provided to app. 4 000 beneficiaries. This measure will be implemented as a grant scheme managed by the Implementing Agency. Resources will be made available to public and non-public institutions (Voluntary Labour Corps, Powiats Centres for Family Assistance, NGOs) and granted on the basis of the quality of applications and declared co-financing in case of public institutions. Applications will be assessed by the Ministry and Implementing Agency and approved by the Monitoring Committee. There will be no pre-determined allocations of funds for each target group. However, all categories of target groups listed in the “results” section of the project must be assisted. Moreover a minimum 30% of allocation for this measure is envisaged for long term unemployed, a minimum 30% for
young people from dysfunctional families and drop outs and a minimum 15% for disabled people. Applications from all regions of Poland will be eligible. The eligibility criteria for the projects will be: project description adequate to the requirements in the project fiche, experience in similar project implementation, staff potential, the way of selecting the target groups as participants of the trainings, complementarity of the services provided to the target groups. It is crucial that the projects presented by the project promoter takes into consideration all target groups that are predicted to be supported within this measure. The eligibility criteria will be in line with the ones specified in Practical Guide for Phare, Ispa and Sapard contract procedures. The selection process will be organised on the grant basis, which means that the projects have to be ready by certain deadline and some part of them will receive the grant. The demand for this kind of services is very high. Therefore an additional aim of this project is NGO’s and other public and non-public institutions’ capacity building.

**Measure 5 - Services will include:**

- recruitment
- needs and opportunities assessment
- coaching and vocational guidance
- vocational training/ training leading to self-employment/ temporary employment
- training allowance/ support for child care
- job broking/ coaching for start ups

Services will be provided to app. 1000 persons within a framework of one service contract. This measure will be implemented as a grant scheme managed by the Implementing Agency. Resources will be made available to public and non-public institutions (powiat labour offices, NGOs) and granted on the basis of the quality of applications and declared co-financing in case of public institutions. Applications will be assessed by the Ministry and Implementing Agency and approved by the Monitoring Committee. Beneficiaries may be recruited from one or more regions of Poland. The eligibility criteria for the projects will be: project description adequate to the requirements in the project fiche, experience in similar project implementation, staff potential, the way of selecting the target groups as participants of the trainings, complementarity of the services provided to the target groups. The eligibility criteria will be in line with the ones specified in Practical Guide for Phare, Ispa and Sapard contract procedures. The selection process will be organised on the grant basis, which means that the projects have to be ready by certain deadline and some part of them will receive the grant. The training being a part of a regular education system on the primary, higher and university levels is not eligible for this programme support. Participants will be selected on the basis of criteria developed by Regional Monitoring Committees. The equal opportunities principle will be applied (gender balance).

**4. INSTITUTIONAL FRAMEWORK**

The project will be implemented under the direct auspices of the Ministry of Labour (the Department for Pre-accession and Structural Programmes - future ESF Unit), with the Polish Agency for Enterprise Development (PAED) acting as the Implementing Agency. One of the Agency tasks is new job creation, counteracting unemployment and human resources development. The Supervisory Board of the Agency is composed of 4-11 persons appointed by a number of Ministries. Three members of the Board shall be appointed by the Ministry of Labour. Ministry of Labour participates in action plan approval and in President nomination.

National Monitoring Committee will be established and chaired by the PAO. The principle of partnership will also be implemented due to the involvement of the National Labour Council in evaluating the results of the project. The National Labour Council (Supreme Employment Council) is composed of the representatives of representative trade union organisations, employers organisations, State administration and local governments.

The Department of Labour Market Policy of the MoLSP will participate in the implementation of the project and will play a leading role in assessing the envisaged applications from the point of view of the national labour market policy priorities. In case of measure 3 this role will be played by the Department of Social Assistance and the Office of Government Plenipotentiary for the Disabled.

**Service providers:**
The network of 16 regional and 374 local labour offices run by regional and local authorities are the main partners of the Ministry of Labour in implementation of all labour market programmes in Poland. Services
provided by labour offices are funded from the Labour Fund and from the resources at the disposal of powiat authorities. Services include: vocational guidance and job broking, contracting vocational training, subsidised employment and job clubs. The network of NGOs (foundations, associations) and local development agencies capable of delivering employment services covers all regions of Poland. However, as compared to the network of non-public institutions involved in SME services (strongly supported under previous Phare programmes), services provided by this network are not sufficiently utilised. There is a need to strengthen the capacity of these institutions. They are particularly important and proved to be highly efficient in the area of promoting social inclusion (this policy area is also served by public providers such as 370 powiat centers for supporting families and 2 500 municipal social welfare centres).

5. **Detailed Budget**

<table>
<thead>
<tr>
<th>Investment Support (IN)</th>
<th>Investment Building (IB)</th>
<th>Total Phare (IN+IB)</th>
<th>National Co-financing</th>
<th>IFI</th>
<th>Total</th>
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<tr>
<td>€</td>
<td>€</td>
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<td>€</td>
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<td>Contract 1 – service contract</td>
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<tr>
<td>Contract 2 – grants</td>
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<td>Contract 3 – service contract</td>
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<td>Contract 4 – grants</td>
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<td>Contract 5 – grants</td>
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<td><strong>TOTAL</strong></td>
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<td><strong>17 000 000</strong></td>
<td><strong>5 700 000</strong></td>
<td><strong>22 700 000</strong></td>
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</tr>
</tbody>
</table>

6. **Implementation Arrangements**

6.1. **Implementing Agency**
PAO: Mr Jerzy Hausner, Minister of Labour and Social Policy, ul. Nowogrodzka 1/3/5, 00-513 Warsaw
Tel. +48 22 628 77 34, fax: +48 22 661 01 33
Ms Grazyna Gesicka, Vice President, Polish Agency for Enterprise Development, Al. Jerozolimskie 125/127, 02-017 Warsaw, Phone: +48 22 699 70 44, fax: + 48 22 699 70 46
Contracting Authority is Polish Agency for Enterprise Development (PAED)

6.2. **Twinning**: N/A

6.3. **Non-standard aspects**
For measures 2, 4 and 5, PAED agency will enter into grant agreements with individual powiat labour offices and other service providers on the basis of an open and public selection procedure, designed with the use of objective selection criteria and competitive procedures, and in line with the Practical Guide for Phare, ISPA and SAPARD contracts.

6.4. **Contracts**
3 contracts for grant schemes (2,5 M€) and 2 service contracts for 4,5 M€ (Phare contribution).
All contracts/grant schemes will be jointly co-financed. The detailed is as follows:
Contract 1: 2 000 000 €
Grant Scheme 2: 11 350 000 €
Contract 3: 4 000 000 €
Grant Scheme 4: 4 000 000 €
Grant Scheme 5: 1 350 000 €

7. **Implementation Schedule**

? Start of tendering/ call for proposals: October 2003
? Start of project activity: May 2004
? Project completion: September 2006

8. **Equal Opportunities**
Measure 5 is entirely meant for promoting equal opportunities on the labour market. However, equal opportunities pillar of the European Employment Policy will also be fully implemented under other measures - first of all through securing equal access to services envisaged by the project. Specific provisions for guaranteeing equal opportunity of access to activities, employment and other benefits resulting from the project implementation will be developed. Gender related indicators will be gathered and monitored throughout the project 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**

The most important preconditions for the project implementation – “The National Strategy for Employment and Human Resource Development” and “The National Development Plan” – have been prepared. The key benchmarks during project implementation will include:
- Decision of Phare Management Committee reached by mid 2003
- Financing Memorandum signed by the end of November 2003
- Activities start: May 2004

Successful implementation of the project depends on the appropriate co-ordination of the project activities, effective co-operation between institutions and commitment of all institutions involved in the project implementation. It is also important to co-ordinate national project with regional HRD projects' activities (this will be secured by the Department for Pre-accession and Structural Funds, MoLSP)

Other conditions:
- Co-financing of project costs through Polish sources.
- Cohesion of the project activities with other actions undertaken in the area by public administration units, local labour offices and training institutions.

It is envisaged that implementation of the project will have a profound catalytic effect encouraging local labour office to invest more in active measures and shift their expenditure from passive to active measures due to the possibility of getting additional support from the EU funding.
<table>
<thead>
<tr>
<th>Overall objective</th>
<th>Objectively verifiable indicators</th>
<th>Sources of verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotion of employability, adaptability, entrepreneurship and equal opportunities (implementation of horizontal ESF-type of measures) Strengthening the labour market institutions Strengthening administrative capacities of central authorities and local service providers</td>
<td>Decreased rate of registered and hidden unemployment among target groups Higher qualifications of the beneficiaries</td>
<td>Central Statistical Office statistics Reports on the Programme implementation</td>
<td>HRD maintained as a priority of the government’s and regional authorities’ policies Service providers able to design reasonable projects</td>
</tr>
<tr>
<td>Project purpose</td>
<td>Objectively verifiable indicators</td>
<td>Sources of verification</td>
<td>Assumptions</td>
</tr>
<tr>
<td>Development of labor market institutions Promotion of employability of young job seekers Social and labor market integration of the risk groups Integration and re-integration of women with the labor market</td>
<td>Number of jobs created as a result of the project with division into male and female persons</td>
<td>Central Statistical Office statistics Statistics of the local labor offices Reports from the institutions involved Project progress reports</td>
<td></td>
</tr>
<tr>
<td>Results</td>
<td>Objectively verifiable indicators</td>
<td>Sources of verification</td>
<td>Assumptions</td>
</tr>
<tr>
<td>Employees of public and non-public institutions provided with highly specialized training and assistance Young job seekers provided with pre-training assistance, vocational training and guidance, job-brokering, temporary employment Young job seekers provided with training and coaching for star-ups leading to self-employment People from risk groups provided with psychological support, coaching, guidance, vocational training, job broking, temporary employment Female job seekers provided with labour market information, coaching, guidance, vocational training, job broking, coaching for start-ups</td>
<td>App. 1500 employees assisted Training programmes including training programmes in distant-learning version prepared and published. Training materials and manuals including training materials for self-education prepared and published. App. 9 000 young unemployed assisted, (40% will get into employment ) App. 3 000 young job seekers in starting a business, app. 1000 people trained in e-business, the purchase of IT equipment for best initiatives available App. 4 000 people at risk of social exclusion assisted (20% will get into employment) App. 1 000 female job seekers assisted (40% will get into employment or self-employment)</td>
<td>Project implementation Reports Statistics on unemployment New National Employment Action Plans and the reports from their realization</td>
<td>Proper promotion of services offered Effective co-operation between the institutions involved Good quality of services provided</td>
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<tr>
<td>Activities</td>
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<td>Assumptions</td>
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<tr>
<td>Assistance to the employees of the labour market institutions</td>
<td>Public employment services providers (poviat labour offices)</td>
<td>High level of involvement and motivation among the project beneficiaries during the implementation period</td>
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<tr>
<td>Assistance to the young unemployed</td>
<td>Non public services providers (mainly NGOs)</td>
<td>Good quality of services provided</td>
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<tr>
<td>Assistance to the young start-ups (especially in e-business)</td>
<td>Poviat Centers for Supporting Families</td>
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<tr>
<td>Assistance to the risk groups (long term unemployed, young people from dysfunctional families, drop-outs, disabled, ex-offenders, refugees, repartees)</td>
<td>Municipal Social Welfare Centers</td>
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<tr>
<td>Assistance to unemployed women</td>
<td>Training institutions</td>
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<thead>
<tr>
<th>Assistance to unemployed women</th>
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**Preconditions**

- Appropriate co-ordination of the project activities
- Effective co-operation between institutions involved in the project implementation
- Co-ordination of the national project with regional HRD project's activities
- Co-financing of project cost through Polish sources
- Cohesion of the project activities with other actions undertaken in the area by public administration units, local labour offices and training institutions

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**Planned Implementation Schedule per Quarters**

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Legend:  
D = design of sub-projects;  
C = tendering and contracting;  
I = contract implementation and payment.