

**Annual Action Programme for the Republic of Serbia for the year 2020 –
Part I**

**Annex II - Terms of Reference
under IPA II for the year 2020**

Title of the project:

**“Technical Assistance on implementation, monitoring, and
evaluation of employment policy at national and local level and
strengthened capacities to participate in ESF”**

List of Abbreviations

ALMP	Active labour market policy
ALMM	Active labour market measures
CFCU	Department for Contracting and Financing of EU funded Programmes
EC	European Commission
ERP	Economic Reform Programme
ESF	European Social Fund
ESRP	Employment and Social Reform Programme
EU	European Union
FDI	Foreign direct investment
GDP	Gross domestic product
GIZ	Gesellschaft für Internationale Zusammenarbeit
HRSD	Human Resource and Social Development
ILO	International Labour Organisation
IMF	International Monetary Fund
IPA	Instrument for Pre-Accession Assistance
LEAP	Local Employment Action Plan
LFS	Labour Force Survey
LSG	Local self-governments
MoESTD	Ministry of Education, Science and Technological Development
MoLEVSA	Ministry of Labour, Employment, Veteran and Social Affairs
MoYS	Ministry of Youth and Sports
NEAP	National Employment Action Plan
NES	National Employment Service
PIU	Project Implementation Unit
PSC	Project Steering Committee
PWD	Persons with disabilities
RS	Republic of Serbia
SDC	Swiss Development Cooperation
SIPRU	Social Inclusion and Poverty Reduction Unit
SORS	Statistical Office of the Republic of Serbia
SSA	Stabilisation and Association Agreement
ToR	Terms of reference
UNDP	United National Development Programme
WB	World Bank

ANNEX II: TERMS OF REFERENCE

1. BACKGROUND INFORMATION.....	3
1.1. Partner country	3
1.2. Contracting authority	3
1.3. Country background.....	4
1.4. Current situation in the sector	5
1.5. Related programmes and other donor activities	7
2. OBJECTIVES & EXPECTED OUTPUTS	9
2.1. Overall objective	9
2.2. Specific objective(s).....	9
2.3. Expected outputs to be achieved by the contractor	9
3. ASSUMPTIONS & RISKS	9
3.1. Assumptions underlying the project.....	9
3.2. Risks.....	10
4. SCOPE OF THE WORK	10
4.1. General	10
4.2. Specific work	11
4.3. Project management	14
5. LOGISTICS AND TIMING	15
5.1. Location	15
5.2. Start date & period of implementation	15
6. REQUIREMENTS.....	16
6.1. Personnel.....	16
6.2. Office accommodation	18
6.3. Facilities to be provided by the contractor	18
6.4. Equipment	18
6.5. Incidental expenditure.....	19
6.6. Lump sums	20
6.7. Expenditure verification.....	20
7. REPORTS.....	20
7.1. Reporting requirements.....	20
7.2. Submission & approval of reports.....	21
8. MONITORING AND EVALUATION	21
8.1. Definition of indicators	21
8.2. Special requirements.....	22

1. BACKGROUND INFORMATION

1.1. Partner country

Republic of Serbia

1.2. Contracting authority

The Government of the Republic of Serbia, represented by the Ministry of Finance, Department for Contracting and Financing of EU funded Programmes (CFCU).

1.3. Country background

The Republic of Serbia is located in the South-Eastern Europe, in the central part of the Balkan Peninsula. It is a parliamentary democracy with a population of 6.926.705 people. The country is organised into central, provincial and local self-governments (LSG).

Depopulation is pronounced due to negative natural growth, ageing and continued emigration. According to 2011 census, Serbia's population counted to 7.186.862 people, which is a decline of more than 4% in comparison to the census 2002. Over half of the population lives in rural areas. The City of Belgrade is the most populated city in Serbia with population reaching 1.690.193 and it is among rare cities in Serbia that records an increase of population (4%). In demographic terms, Serbia is an old state with an average age of population of 43.2 years. Life expectancy at birth is 73.22 for males and 78.08 for females, which is lower than the European Union (EU) average of 79.4. Migration within the country are also very prominent as people tend to migrate to rare that offer more opportunities.

Serbia is committed to its membership in the EU. The European Council granted Serbia the status of candidate country on 1 March 2012, on the basis of the Commission Opinion on Serbia's membership application adopted on 12 October 2011. The Stabilisation and Association Agreement (SAA) between Serbia and the EU entered into force in September 2013. The analytical examination of the EU acquis (screening process) started in September 2013 and was completed for all 35 chapters in March 2015. The EC assessed that Serbia should be capable of assuming the membership obligations in the medium term in almost all areas of the acquis, provided that the alignment and adoption of legislation is accompanied by its effective implementation and enforcement. Since the opening of Serbia's accession negotiations in January 2014, 18 out of 35 chapters have been opened, two of which were provisionally closed.

Parliamentary, provincial and local elections were held on 21 June 2020. Although initially scheduled for 26 April 2020, the elections had to be postponed to June due to COVID-19 pandemic. The elections confirmed the dominance of the Serbian Progressive Party (SNS) that won 60,65% (188 mandates out of 250) and can count on an unprecedented majority in the parliament to continue key reforms needed to accelerate country accession to the EU. In total, 7 political parties have entered the parliament while most of the opposition boycotted elections.

The economic decline in Serbia in 2020 was only about 1%, which was much better than the initial forecasts and also much less than the decline recorded by most other countries in Europe and globally. The decline was due to lower private consumption, net exports and private investment, which was partially offset by higher government spending and investment and higher stockpiles. One reason for the relatively good results was strong and timely public intervention (e.g. European Commission 2021; World Bank 2021; IMF 2021). In several steps, the government has created the most generous package of economic assistance measures in recent history, whose total value is estimated at almost 13% of GDP (World Bank, 2021). The support packages included various measures, such as direct wage subsidies to employers for maintaining employment, deferrals in paying taxes and contributions, loan repayments, direct cash assistance to all adult citizens, increased health care expenditures, establishment of a state guarantee scheme for bank loans to small and medium enterprises and the like.

The performance of the Serbian labour market in 2020 can also be assessed as satisfactory. Unemployment rate (for cohort 15+) was 9,0%, representing decline by 1.4 percentage points (p.p.) as compared to 2019, while the employment rate was 49,1%, representing an increase by 0.1 p.p., as compared to 2019.

The at-risk-of-poverty rate was 23,2% in 2019, and compared to 2018, it was lower by 1.1 p.p., while the at-risk-of-poverty or social exclusion rate amounted to 31,7%, and it was lower by 2.6 p.p. relative to 2018.

1.4. Current situation in the sector

Strategic, Legal and Institutional Framework

The field of labour market and employment is regulated by the set of laws that have been updated regularly over the past decade.

The Labour Law¹ is the key legal instrument governing the rights and obligations of employees and employers (working time, employment protection, wages, redundancies, termination of employment, severance pay, internship, probation work, establishment of trade unions etc.).

The Law on Employment and Unemployment Insurance² regulates the operation of the National Employment Service (NES) and employment agencies, design and implementation of the active labour market policies, financing of active labour market policies (ALMPs), monitoring and assessment of the effects of measures, rights and obligations of unemployed persons and employers, unemployment insurance, employment abroad and records in the field of employment.

The Law on Vocational Rehabilitation and Employment of Persons with Disabilities³ regulates employment of persons with disabilities (PWD), incentives for their employment in order to create conditions for their equal participation in the labour market, assessment of working abilities, professional rehabilitation, obligation to employ PWDs (quota system), conditions for the establishment and performance of enterprises for professional rehabilitation and employment of PWDs and other special forms of employment and work engagement of PWDs and other issues of relevance to the professional rehabilitation and employment of PWDs.

The long-term strategic framework for strategic and operational priorities in employment and skills development is provided the **Employment strategy in the Republic of Serbia for the period from 2021 to 2026⁴**. The Strategy sets an overall objective to establish stable and sustainable employment growth underpinned by knowledge and decent work, and three specific objectives:

- Created growth of high-quality employment through cross-sectoral measures to enhance labour supply and demand;
- Improved labour market position of unemployed;
- Improved institutional framework for employment policy.

The Action Plan for the period 2021-2023 for the implementation of the Employment Strategy of the Republic of Serbia for the period 2021-2026⁵ determines specific activities that need to be implemented within the specific objectives, i.e. reference measures, contains a description of active labour market measures that should be implemented in the reference period, categories of hard-to-employ persons (who have priority when entering the measures), activities and financial framework.

The key line ministries and institutions in charge of the employability, employment and skills development are the **Ministry of Labour, Employment, Veteran and Social Affairs**, the **Ministry of Education, Science and Technological Development** and the **National Employment Service**.

The **Ministry of Labour, Employment, Veteran and Social Affairs (MoLEVSA)** is responsible for state administration relating to employment in the country and abroad; monitoring trends in the labour market; maintaining employment records; employment promotion; strategy; programmes and

¹ Official Gazette of the Republic of Serbia, 24/2005, 61/2005, 54/2009, 32/2013, 75/2014, 13/2017 - decision CC, 113/2017 i 95/2018)

² Official Gazette of the Republic of Serbia, No. 36/2009, 88/2010, 38/2015, 113/2017 and 113/2017-other law and 49/21

³ Official Gazette of the Republic of Serbia No. 36/2009 and 32/2013

⁴ Official Gazette of the Republic of Serbia Number 18/2021 and 36/21 - correction

⁵ Official Gazette of RS, No. 30/21

measures of active and passive employment policies; employment of PWD and other disadvantage groups; the development and provision of social employment and social entrepreneurship; redundancy; the exercise of rights under the unemployment insurance and other rights of the unemployed, including redundant workers; preparation of national occupational standards and proposing measures for the improvement of adult education; proposing and monitoring the implementation of strategies in the field of labour market migration; participation in the preparation, and implementation of international agreements on social security, concluding employment contracts with foreign employers and other agreements related to employment; cooperation with international, national and international bodies and organizations, harmonization with the EU and standards in the areas of employment and monitoring the implementation of international conventions.

The MoLEVSA is also responsible to lead other sector institutions in the process of elaborating, implementing, monitoring and reporting on policies within Human Resources and Social Development Sector (HRSD).

The **National Employment Service (NES)** is the public employment service entrusted to provide a wide range of services to the unemployed in Serbia, whose function is regulated by the Law on Employment and Unemployment Insurance and the Law on Vocational Rehabilitation and Employment of Persons with Disabilities. NES is the main employment policy implementing institution..

Labour market situation and position of hard-to-employ groups

According to the LFS data for the fourth quarter of 2021⁶, number of the employed amounted to 2.917.400 persons, and number of the unemployed to 316.700 persons. In the fourth quarter of 2021, relative to the third quarter of 2021, the employment rate remained unchanged and amounted to 50,0%. The unemployment rate decreased by 0,7 p.p., amounting to 9,8% in the fourth quarter of 2021.

On quarter-to-quarter level, the number of unemployed decreased by 24.800 persons and of the employed by 7.200 persons, i.e. of active population 32.000 persons, while the contingent of out of the labour force population increased by +19.500 persons.

Within the total employment, which slightly decreased (by 7.200 persons) in the fourth quarter compared to the third quarter of 2021, there was an increase in formal employment (by 26.000 persons) and a decrease in informal employment (by 33.100 persons).

In the fourth quarter of 2021, compared to the fourth quarter of 2020, the employment rate increased by 2,4 pp, while unemployment rate and the rate of population out of the labour force decreased by 0,9 pp and 2,1 pp, respectively.

In the fourth quarter of 2021, compared to the fourth quarter of 2020, there was a year-on-year increase of employment (+115.600), with simultaneous decrease of the population out of labour force (-141 600), and unemployment (- 18.500). The total observed population (population aged 15 and over) decreased by 44.500 persons.

Labour market continued to be characterised by gender gap in values of labour market indicators. Namely, the activity rate of women was 46,5% (15,5 p.p. lower than the activity rate of man – 62%). Employment rate of women was 42,52% (14.415,5 p.p. lower than man – 56.658%), while the unemployment rate was 9.410,8% and by 0.71,8 p.p. higher than for men. Regarding age group 55 - 64, unemployment rate was 5,2%, representing the decrease, as compared to the previous year by 1,3 p.p., while the activity rate (55,1%) and employment rate (52,2%) were increased by 1,3 p.p. and 2 p.p. respectively.

⁶ <https://www.stat.gov.rs/en-US/vesti/20220228-anketa-o-radnoj-snazi-iv-kv-2021>.

From 2021. Statistical Office of the Republic of Serbia conduct Labour Force Survey according to the new redesigned Eurostat methodology.

In the population of youth aged 15 to 24, in the fourth quarter, compared to the third quarter of 2021, as well as in total population, an increase of out of the labour force population was recorded (by 17.200 persons) on the account of reduced active population (by 20.000 persons). The number of employed youth decreased by 28.100 persons, while the number of unemployed increased by 8.000 persons.

The youth employment rate (15 - 24 years) decreased by 4,0 pp and in the fourth quarter of 2021 was 23,3%. The youth unemployment rate increased by 5,6 pp and amounted to 28,7%.

The so-called NEET rate, i.e. the share of young people aged 15 to 24 who neither work nor are in the process of education or training, in the total youth population, in the fourth quarter of 2021 was 15,6%, which compared to the third quarter of the same year presents a decrease of 2,5%.

According to the administrative data of the National Employment Service (NES), registered unemployment, in December 2021, was 491.564 persons (272.589 women), which represent a decrease by 3,1% 13.783 persons, compared to the same period of the previous year. Persons with no or low level of education participated in total registered unemployment with 33.634,4%, the share of unemployed with secondary level of education was 51.251,5%, while the share of unemployed with tertiary education was 15.214,1%. The average age of the unemployed was about 43 years, with the number of unemployed over the age of 50 being 170.692 or 34,2% of the total registered unemployment. Youth under 30 accounted for 21,1% (or 105.171 persons). Observed according to the length of job search, the share of long-term unemployment in the total registered unemployment was 66,7%, i.e. 325.194 persons were looking for a job for more than 12 months.

Active labour market measures were, in 2021, implemented in accordance with the employment policy priorities set by the National Employment Action Plan for 2020 Action Plan for the period 2021-2023 for the implementation of the Employment Strategy of the Republic of Serbia for the period 2021-2026 and the concluded NES Performance Agreement for 2021, but to a lesser extent and intensity due to the unfavourable epidemic situation. 65.064 persons from the unemployed register participated in ALMM, out of which 35.395 were women (54,3%). This data also includes 3.439 unemployed persons who were included in ALMM through local employment action plans co-financing modality. In addition, 2.083 persons were included in ALMM financed exclusively from the local self-government budgets, based on the agreement on technical cooperation of local self-government with the NES on the implementation of local planning documents in the field of employment 8.976 persons (5.453 women) that participated in Youth employment enhancement program „My first salary” on the basis of 2021 public call. With the support of the project from the IPA 2013 programming cycle, with a subsidy for the employment of unemployed persons from the category of hard-to-employ, 68 persons (50 women) were employed. Additional 310 unemployed (281 women) participated in ALMMs financed by donor community.

1.5. Related programmes and other donor activities

Under the IPA assistance numerous projects in the HRSD sector have been supported. Other donors, such as the Germany, Austria, Switzerland, Norway, the UK, Spain, United Nations' organisations, World Bank, have also supported reforms in this sector.

The proposed activities build upon support provided through several relevant projects.

IPA 2014 "European Union Support to Active Youth Inclusion" project, total value of which is EUR 4.7 million, financed by the EU and co-funded by the Government of the Republic of Serbia, aims to ensure greater social inclusion of youth population in Serbia by increasing of employment, youth activity, work experience and entrepreneurship practice among youth population. Active Youth Inclusion Project includes Grant scheme "Development of innovative, integrated youth tailored services and active inclusion models" (24 grant contracts contracted 22nd and 23th December 2018 that lasted 12-30 months) and Service contract "Technical Assistance to Support Social Inclusion of Youth through Innovative, Integrated and Tailored Services" in duration of 33 months (18th February 2019 – 18th November 2021) that provides technical support to implementation of the Grant scheme. Through the project the EU and Government of Serbia have granted 24 grants, which

are implemented in more than 35 cities and municipalities. The projects will increase the scope and quality of services at the local level in education and employment, innovative practice, active inclusion mechanisms and models and thereby strengthen the social inclusion of youth.

Under IPA 2013, within Measure 1, EU provided direct grant in the amount of EUR 4,9 million to the NES for the project "EU support to the National Employment Service". Co-financing of the Government of the Republic of Serbia in the amount of EUR 500.000 was also provided. Duration of contract was 38 months and 17 days (15th January 2018 - 31st March 2021). The Service contract in the amount of EUR 1.8 million was provided for the project "Technical assistance for capacity building in employment policy". The project aimed to increase the effectiveness and inclusiveness of employment services through development of training system based on a "skills gap" analysis, design and delivery of tailored programmes for unemployed and particularly PWDs and employment subsidies supporting ALMPs. Service contract lasted 33 months and 7 days (30th August 2017 – 6th June 2020).

IPA 2012 funded project "Support to Social Development: Increasing the effectiveness of employment policies towards disadvantaged groups" was consisted of Direct grant provided to the NES to support implementation of ALMPs in Serbia and Technical Assistance Service contract granted to build capacity of the relevant institutions in employment policy. The Direct grant contract was awarded to the NES with allocation of EUR 6.5 million and national co-financing of EUR 3.6 million. This direct grant represented a substantial support of EU to Serbia aimed at expanding the coverage and effectiveness of active labour market policies, with the purpose of targeting disadvantaged/hard-to-employ groups of unemployed in particular.

Twining project IPA 2011 "Preparation of Serbian institutions for the EU Employment Strategy" was implemented in order to present and enhances the capacity of MoLEVSA and NES to create and implement policies aligned with the EU standards. Special attention was given to the capacity building of the local institutions to create local employment action plans. The project was implemented from May 2012 to July 2014.

World bank project "Competitiveness and jobs" aims to improve the effectiveness and coordination among select public policies and programmes to mitigate and eliminate obstacles for increasing competitiveness and employment. One component of this project relates to labour market reform supported through improvements of the NES services in mediation in employment (both towards unemployed persons and employers) and through improving the effectiveness of ALMMs. Part of the project is focused on the development of best solutions for the transition of social assistance beneficiaries from the social toward employment system (activation of the labour market). The project was initiated in January 2016 and ended in June 2021.

The project "**Youth Employment promotion (YEP)**", implemented by German Organization for International Cooperation (GIZ) on behalf of the Federal Ministry of Economic Cooperation and Development (BMZ), is part of the Serbian - German development cooperation programme "Sustainable Economic Development and Employment Promotion". The project aimed to improve the conditions for better positioning of youth from 15 to 35 years of age on the labour market, while establishing and strengthening local initiatives for youth employment. The approach is implemented via career guidance and counselling, short-term and long-term vocational training, job placement, self-employment and entrepreneurship. The project was implemented in the period from June 2015 to December 2019.

The United Nations Development Programme (UNDP) Istanbul Regional Hub in cooperation with International Labour Organisation (ILO) and with the financial support provided by the Austrian Development Agency implemented a sub-regional project "**Promoting Inclusive Labour Market Solutions in the Western Balkans**". The project contributed to building more inclusive labour markets in the Western Balkan countries by promoting an integrated approach to employment and social policy. The project strengthens the institutional capacities of the employment services and centers for social work to develop mechanisms for encompassing services of groups at risk of

exclusion, piloting and developing innovative programs, strengthening regional cooperation. The second phase of the project is currently ongoing.

The project “**Support to the Implementation of the Employment and Social Reform Programme with a Focus on Youth Employment and Employability Policies**” is funded by the Swiss Government and implemented by the Swiss Development Cooperation (SDC) and Social Inclusion and Poverty Reduction Unit (SIPRU). The project is expected to contribute to increasing employment and employability of youth, through the implementation of the Employment Policy and Social Reform Programme, with the goal of improving the creation and implementation of the legislative framework at the national and local level. Two cycles of supporting innovative and tailor made services and measures toward enhancing employability and employment of youth were implemented (grant-scheme). Within this project, during 2017 two important analysis targeting youth were developed. First one deals with the level of public expenditures toward youth employment, while the other focus as on the level of youth participation in employment and self-employment.

2. OBJECTIVES & EXPECTED OUTPUTS

2.1. Overall objective

The overall objective (Impact) to which this action contributes is:

- To enhance employment and employability of the labour force focusing on youth, persons with disabilities, long-term unemployed and women

2.2 Specific objective(s)

The specific objectives (Outcomes) of this contract are as follows:

- To support the MoLEVSA, NES and LSGs in improving effectiveness of ALMPs through improved design and analytical base for their implementation (**Outcome 1**)
- To build capacities of the relevant actors in the field of employment (MoLEVSA, NES, LSGs and other actors) to better perform their tasks related to implementation, monitoring and evaluation of ALMPs (**Outcome 2**)
- To ensure that Serbian institutions and other relevant actors are supported to meet the requirements of cohesion policy and participation in the European Social Fund (**Outcome 3**)
- To support piloting of Youth Guarantee Programme (**Outcome 4**)

2.3 Expected outputs to be achieved by the contractor

The expected outputs of this contract are as follows:

- Output 1: Analytical base for the designing and implementation of more effective ALMPs enhanced - to Outcome 1
- Output 2: Capacity for design, implementation, monitoring and evaluation of active labour market policy enhanced - to Outcome 2
- Output 3: Serbian institutions and other relevant actors in the field of employment are prepared to meet the requirements of cohesion policy and participate in the European Social Fund - to Outcome 3
- Output 4: Framework for piloting a Youth Guarantee Programme established - to Outcome 4

3. ASSUMPTIONS & RISKS

3.1. Assumptions underlying the project

- Capacities of NES remain adequate for management of direct grant;

- MoLEVSA and NES are ready and willing to participate in improvement of ALMPs, in line with the best EU practice;
- Quality framework and legal regulations for traineeship, apprenticeship and other practice-based training are defined that foster scaling up of quality of practice-based training;
- Employers and business sector are interested to participate in ALMPs;
- Allocation of adequate personnel in MoLEVSA, NES, and LSG to take part in the project activities;
- The Technical assistance project starts before the start of the direct grant;
- All relevant analysis are completed in due time to enable that findings and recommendation are incorporated into ALMPs provided through direct grant;
- The direct grant is awarded to NES in adequate timeframe allowing for sufficient time to implement ALMPs and other activities foreseen under the direct grant;

3.2. Risks

- Delay of implementation of direct grant;
- Lack of synchronisation between Technical assistance and direct grant;
- Lack of human resources and administrative capacities within the ministry in charge of employment and NES to effectively contribute to the project activities implementation;
- Low interest and limited capacities of employers and business sector to participate in provision of ALMPs i.e. those to provide and sustain improved practice-based training programmes;
- Corona virus pandemic and response measures introduced by government affects implementation of the foreseen project activities.

4. SCOPE OF THE WORK

4.1. General

4.1.1 Project description

The contractor is expected to assist modernisation of the labour market institutions and services so they are capacitated to provide tailor made assistance and improve access to employment opportunities for hard to employ persons. The Action is focused on strengthening both the institutional framework as well as human capacity of relevant actors to better perform their tasks and duties.

Technical Assistance will support MoLEVSA and NES in introducing analytical framework for the design and implementation of more effective ALMPs, which will be previously develop. Direct grant is expected to support implementation of new and innovative approaches and ALMPs, scaling up of traineeship and internship in line with the quality framework.

Technical Assistance should also analyse the effects of the ALMPs that were implemented through Local Employment Action Plans (LEAP) at local level. Special attention should be given to aspects of targeting and employment outcomes. In order to further advance decentralisation of employment policy, Technical Assistance should analyse the preconditions and present possible solutions to Beneficiary Institutions.

Another segment of work of the Technical Assistance will be focused on enhancing capacity of the MoLEVSA, NES, LSG and other actors in the areas related to design, implementation, monitoring and evaluation of ALMPs. The MoLEVSA will be strengthened in the field of evidence-based policy making, the NES in provision of services to jobseekers, in strengthening interaction and cooperation with the business sector and employers. Content of training that will be provided to the NES could include provision of effective counselling services to job seekers, working with hard to employ groups, cooperation with employers, familiarisation with the concept and the framework established for recognition of prior learning etc. To insure the sustainability of the Project through internal capacity building, the contractor is expected to design and implement a 'training-of-trainers' (ToT) programme for labour market institutions' staff.

Local Employment Councils, established by the LSG will be capacitated to better map labour market needs and formulate local action documents that deal with employment (LEAPs).

Capacity building measures should extend to other potential providers (i.e. CSOs) of employment services and measures, and aligned with roles assigned to them through new legal framework and policy documents that will be adopted.

This Action is also expected to ensure that capacities of Serbian institutions are strengthened to assume obligations deriving from the EU accession process. In that regard Technical Assistance will ensure that sufficient knowledge and on-the-job support is provided to Serbian labour market institutions on how employment policy is designed and implemented in the EU members states, to understand relation between policy making and implementation, as well as on Youth Guarantee Initiative. Equally important is to provide sufficient information on the functioning of the European Social Fund so that all relevant actors can adequately prepare.

Technical Assistance should also support preparation of ground for piloting of a Youth Guarantee Programme that will be funded through the Direct grant awarded to NES (Implementation of innovative active employment measures and approaches to increase integration of long term unemployed, youth, women, and PwD and hard-to employ groups at the labour market) under IPA 2020, part I. Namely, direct grant will be implemented in parallel with the technical assistance project and costs associated with the Youth Guarantee pilot programme will be covered by direct grant.

This support should encompass identification of relevant actors for the piloting phase, creating needed procedures, further development of models for outreach, registration, and activation for NEET youth that are outside of the system, not registered with any public institution. In addition, focus should be on strengthening policy coordination and management mechanism to guide activities at both national and local level. In addition, Technical Assistance project will support MoLEVSA in establishment and developing Youth Guarantee monitoring framework. Also, Additional analyses for effective implementation of Youth Guarantee Programme will be developed, taking into consideration previous analyses conducted.

4.1.2 Geographical area to be covered

Republic of Serbia

4.1.3 Target groups

The project's main counterparts will be the MoLEVSA and the NES. The project will work closely with the staff of the Project Implementation Unit of the MoLEVSA and the PIU of the NES (that would administer Direct grant). The target group will also include other Sectors within MoLEVSA in particular Sector for Labour and Employment/Department for Active Employment Policy) and Sectors within NES in particular Sector for Employment Support, Sector for Human Resources, Sector for Projects and International Cooperation etc.

All other relevant social partners and stakeholders dealing with employment issues will be included as necessary.

The final beneficiaries of the project results will be the actors dealing with provision of employment services.

4.2 Specific work

Support under this contract the Technical Assistance will contribute to the Activity 1.1 of the Action Document *"Improving evidence-based policy making that is gender responsive, implementation, monitoring, and evaluation of employment policy at national and local level, and strengthened capacities to participate in ESF."*

Output 1: Analytical base for the design and implementation of more effective ALMPs enhanced

Output 1.1: Analytical framework for improving the design and implementation of new/modified ALMPs enhanced

Activity 1.1.1 Conduct an analysis of good practice examples and tailor made ALMPs for women, PWDs, Roma and social assistance beneficiaries implemented in EU countries, as an analytical base for the development of new Action Plan for employment 2024-2026

Activity 1.1.2 Recommendations for enhancement of monitoring and tracking system of ALMPs participants prepared

Activity 1.1.3 Conduct an analysis of the preconditions for the introduction of training vouchers

Activity 1.1.4 E-manual for NES employment counsellors for the implementation of new/modified ALMPs prepared

Activity 1.1.5 Assess current employment services provided by NES and provide recommendations for their improvement or introduction of new services that are comparatively available at EU level and possible providers of these services other than NES, considering also possibilities for the introduction of web based services

Activity 1.1.6. Assess Individual Employment Plan and provide recommendations for its improvement and digitalization

Activity 1.1.7. Analyze post-placement support available at the EU level, possible providers and provide guidelines and recommendations for its introduction

Output 1.2: Framework for designing local labour market policy enhanced

Activity 1.2.1 Conduct an analysis of the effects of ALMPs implemented through LEAPs with emphasis on targeting and employment outcomes with recommendations for improvement

Activity 1.2.2 Conduct an analysis of the preconditions for further decentralization of employment policy and development of innovative solutions through LEAPs and provide an overview of possible solutions

Activity 1.2.3 Support exchange of experiences, lessons learned and examples of good practice between the MoLEVSA, NES, representatives of LSGs and other relevant actors on an annual basis

Output 2: Capacity for design, implementation, monitoring and evaluation of active labour market policy enhanced

Output 2.1: Capacity of MoLEVSA to design, monitor and evaluate ALMPs enhanced

Activity 2.1.1 Assess the capacity building needs of the staff of the MoLEVSA and based on the findings develop training programme for staff in order to increase their capacity

Activity 2.1.2 Organise training for the staff of the MoLEVSA in line with training needs identified (related to Activity 2.1.1)

Output 2.2: Capacities of the NES for implementation and monitoring of ALMPs enhanced

Activity 2.2.1 Analyse current practices of NES' cooperation with employers and make recommendations for improvement

Activity 2.2.2 Improve profiling through the introduction and application of statistical profiling of unemployed persons

Activity 2.2.3 Organize trainings for NES employment counsellors for the application of an individualized approach to unemployed

Activity 2.2.4 Organize trainings for NES employees on the topic of cooperation with employers based on the findings of the analysis (related to Activity 2.2.1)

Activity 2.2.5. Organise trainings for NES employees on the concept and institutional framework in Serbia for recognition of prior learning

Activity 2.2.6 Organise training for NES staff working as trainers (work with employers; work with difficult clients; training in counselling skills)

Output 2.3: Capacity of LSGs to design, implement, monitor and evaluate ALMPs enhanced

Activity 2.3.1. Map the needs for training/capacity building of LSGs and their respective Local Employment Councils and based on the mapping results develop capacity building plan

Activity 2.3.2 Organise training for LSGs to better map local labour market needs, identify hard to employ groups, design, monitor and evaluate ALMPs through LEAP

Activity 2.3.3. Provide mentoring support to LSGs in planning and designing LEAPs, primarily targeting underperforming LSGs

Output 2.4: Capacity of other relevant actors in the field of ALMP enhanced

Activity 2.4.1 Map relevant actors in the field of active labour market policy, assess their capacities and identify areas for improvement

Activity 2.4.2 Organise training for other actors in the field of active labour market policy in line with training needs identified (related to Activity 2.4.1)

Output 3: Serbian institutions and other relevant actors in the field of employment are prepared to meet the requirements of cohesion policy and participate in the European Social Fund

Output 3.1: Analyses on employment policy in the EU member states prepared

Activity 3.1.1 Conduct an analyses on how employment policy is implemented in the EU member states, mapping the dynamic between policy making and implementing levels, communication between Public Employment Service central office and local branches, role of CSOs and other relevant actors in the field of employment and present results to BIs

Output 3.2: On-the job support to MoLEVSA and NES to meet the obligations streaming from EU negotiation process provided

Activity 3.2.1 Enhance capacity of the MoLEVSA and NES to meet the obligations streaming from EU negotiation process, in particular Chapter 19 through provision of on-the-job support

Output 3.3: Knowledge of BIs on European Social Fund increased

Activity 3.3.1 Increase knowledge of BIs on European Social Fund including institutional mechanisms and management systems

Output 4: Framework for piloting a Youth Guarantee Programme established

Output 4.1: Piloting of Youth Guarantee Programme in selected locations supported

Activity 4.1.1 Support the development of the Youth Guarantee Piloting plan and participate in its implementation in selected locations.

Output 4.2: Models for outreach, registration, and activation for NEET youth developed

Activity 4.2.1 Further develop models for outreach, registration, and activation for NEET youth

Output 4.3: Policy coordination system for the Youth Guarantee Programme and management mechanism to guide activities at national and local level within Youth Guarantee Programme strengthened

Activity 4.3.1 Strengthen policy coordination system for the Youth Guarantee Programme and management mechanism to guide activities at national and local level within Youth Guarantee Programme

Output 4.4: Study visits for the relevant actors in the field of employment to show case implementation of Youth Guarantee Initiative organised

Activity 4.4.1 Organise study visits for the relevant actors in the field of employment to selected EU countries to show case implementation of Youth Guarantee Initiative

Output 4.5: Monitoring framework for Youth Guarantee established and developed

Activity 4.5.1 Establishment and development of Youth Guarantee monitoring framework

Output 4.6: Additional analysis for effective implementation of Youth Guarantee Programme conducted

Activity 4.6.1 Conduct additional analysis for effective implementation of Youth Guarantee Programme

During the implementation of the project the Contractor has to coordinate its activities with the ongoing related programmes and other donor activities in the sector.

During the implementation of the contractor must also comply with the latest Communication and Visibility Requirements for EU-funded external action, laid down and published by the European Commission.

The compliance with this shall be made an output of the contract and the contractors shall include in its reporting what have been accomplished.

The contractor shall ensure the capitalisation and sharing of knowledge related to the implementation of the project. It concerns observations of technical and pedagogical value, which are interesting for other professionals, and which do not infringe with the obligations of Article 14 of the general conditions of the contract. For sharing such information, the contractor shall use the capacity4dev.eu web platform.

4.3 Project management

4.3.1 Responsible body

Body responsible for the implementation of the contract is the Contracting Authority – the Government of the Republic of Serbia represented by the Ministry of Finance, Department for Contracting and Financing of the EU Funded Programmes (CFCU).

A Project Manager will be appointed among the staff of the Division for Tender Preparation and Contract and Project Management of the CFCU.

4.3.2 Management structure

The Project Manager of the Contracting Authority may decide on all issues related to the contractual aspects of this contract. However, the Project Manager will always do this in consultation with the designated representative, Project Managers of the Beneficiary Institutions. The responsibility for approving reports, addenda to the contract and any other aspect related to the contract lies with the Contracting Authority. Prior agreement on these will have to be obtained from the Beneficiary Institution.

Beneficiary Institutions are the MoLEVSA, and the NES.

A Beneficiary Institution responsible for the management of this project is the MoLEVSA. IPA Unit within the MoLEVSA will be responsible for the overall coordination of the technical and administrative aspects of the implementation of this contract. IPA Unit of the MoLEVSA will also be responsible for providing prior agreement from the side of the Beneficiary Institutions for the approvals to be provided to the Project Manager of the Contracting Authority.

The **Project Implementation Unit** of the NES will comprise 7 NES representatives who will be responsible for the day-to-day implementation and coordination of activities funded under the direct grant and will cooperate closely with the TA project.

Project Steering Committee

A Beneficiary Institutions will establish a Project Steering Committee (PSC) that will be composed of the representatives of the Contracting Authority, Beneficiary Institutions and representatives of the EU Delegation to the Republic of Serbia and representatives of other institutions directly or indirectly involved in the implementation of this contract. The PSC will at its first session decide on the inclusion of other members and observers, e.g. representatives from other related projects, representatives of civil society or other entities as needed.

The main tasks of the Project Steering Committee include:

- Assessment of the contract progress and monitoring of all activities in relation to achievement of objectives and results planned in the contract;
- Assessment of the contractor's performance, endorsement of the Inception, Interim and Final reports and other reports;
- Ensuring exchange of information on implementation of contracts;
- Ensuring synchronisation of activities within contracts;
- Ensuring cooperation of relevant stakeholders;
- Discussing any critical points, risks or bottlenecks in contract implementation;
- Proposing and discussing remedies in case of problems;
- Ensure close coordination with other EU contracts related to this field and with other relevant donors' contracts to promoting synergies and integration.

The PSC will be **chaired** by the MoLEVSA. The PSC meeting will be scheduled in line with the timeframe of submission and approval of the Inception, Interim and Final reports and at any moment when this is considered necessary.

The first PSC will be held at the end of the Inception Phase to examine and approve the Inception Report. The first meeting of the PSC should be held within 3 months after the signature of the contract to discuss the implementation issues. PSC meetings should be announced at least two weeks before the actual meeting date and any materials should be distributed one week before the meetings to the SC members. Minutes of the meetings shall be made and circulated within reasonable period after its conclusion, say three working days. The language of the SC will be English and Serbian. The Contracting Authority will be in principle represented by the Project Manager to whom all official correspondence related to the SC will be addressed.

Secretarial function of the PSC and facilities required for its work will be provided by the Contractor as defined under point 6.3 below.

The PSC does make recommendations that have to be followed up by the responsible institutions. Steering Committee recommendations related to contractual issues (e.g. as the formal approval of reports, extensions or addenda to contracts, replacement of key experts or contract suspension/termination) are non-binding and are under the formal responsibility of the Contracting Authority.

Quarterly management meetings shall be regularly held between the main Beneficiaries of the Project (MoLEVSA, NES, Contractor and Contracting Authority). Purpose of these meetings is to fill the gap between the PSC secession, ensure proper direction of the Project in accordance with advices received from PSC, review all technical and administrative issues coming from the PIU so effective project implementation is ensured.

4.3.3 Facilities to be provided by the contracting authority and/or other parties

No facilities will be supplied by the Contracting Authority. Office for the key experts of the Contractor will be provided by the Beneficiary in the premises of NES.

5 LOGISTICS AND TIMING

5.1 Location

Republic of Serbia

5.2 Start date & period of implementation

The intended start date is **June 2023** and the period of implementation of the contract will be 30 months from this date. Please see Articles 19.1 and 19.2 of the special conditions for the actual start date and period of implementation.

The Contracting Authority may, at its own discretion, extend the project in duration and/or scope, subject to the availability of funding, up to a maximum not exceeding the length and value of the initial contract. Any extension of the contract would be subject to the satisfactory performance by the Contractor.

6 REQUIREMENTS

6.1 Personnel

Note that civil servants and other staff of the public administration, of the partner country or of international/regional organisations based in the country, shall only be approved to work as experts if well justified. The justification should be submitted with the tender and shall include information on the added value the expert will bring as well as proof that the expert is seconded or on personal leave.

Key expert and each non-key expert working on this project has to fulfil the following minimum requirements:

- Working knowledge of English language (both written and spoken),
- Computer literacy.

No home based work is possible unless prior approval from the Contracting Authority and this will be assessed on a case-by-case basis. Key experts are expected to spend 90% of their time input in the Republic of Serbia and non-key experts should spend 100% of their time input in the Republic of Serbia, unless specifically authorized by the CA.

Working on Saturdays, Sundays and public holidays will require prior written approval by the Contracting Authority.

6.1.1 Key experts

Key experts have a crucial role in implementing the contract. These terms of reference contain the required key experts' profiles. The tenderer shall submit CVs and statements of exclusivity and availability for the following key experts:

Key expert 1: Team Leader - (indicative 540 working days over 30 months period)

The Team Leader shall be responsible for the overall management, coordination and supervision of the project activities. The Team Leader will be responsible for timely and quality delivering of project results, will plan, co-ordinate and direct the activities of the Project team to meet the intended objectives on the basis of the ToR of this contract and approved work plan(s) and cost estimate(s). He/She will be responsible for the contacts with the institutional partners and decision makers, the organization of the work of the experts, monitoring of the adherence to the work programme and the time schedule, the content of the publications/communications after consultations with the CA and for timely submission of outputs and reports as specified in the ToR. Key Expert 1 will also be substantially involved in project activities. He/she will support efforts to enhance efficiency, effectiveness and impact of redesigned ALMPs in line with the findings of the analysis and will be responsible for supporting MoLEVSA in designing ALMPs.

Qualifications and skills

- University Degree in law, economics, public administration, social sciences or other relevant degree related to the project.

General professional experience

- Minimum 10 years of postgraduate professional experience in the field of employment.

Specific professional experience

- Minimum 5 years of professional experience in design and/or implementation and/or evaluation of ALMPs;

- Experience as a Team Leader or managerial position in the implementation at least 2 projects;
- Experience as a key expert in EU funded projects/contracts, in the field of public employment policy in EU Member States, candidate or potential candidate country in EU accession process will be considered as an asset.

Key expert 2: Employment Specialist – (indicative 395 working days over 30 months period)

Qualifications and skills:

- At least University Degree in economics, law, social sciences, public administration or other relevant degree related to the project.

General professional experience:

- Minimum 7 years of postgraduate professional experience in employment/labour market.

Specific professional experience

- Experience as key expert in at least one EU funded project/contact in the field of employment/labour market;
- Experience in the implementation at least 2 capacity building projects related to employment services;
- Experience in programs addressing NEETs and/or youth guarantee will be considered as an asset.

All experts must be independent and free from conflicts of interest in the responsibilities they take on.

6.1.2 Non-key experts

CVs for non-key experts should not be submitted in the tender but the tenderer will have to demonstrate in their offer that they have access to experts with the required profiles.

The Contractor must select and hire other experts as required according to the profiles identified in the Organisation & Methodology and these Terms of Reference. It must clearly indicate their profile so that the applicable daily fee rate in the budget breakdown is clear. All experts must be independent and free from conflicts of interest in the responsibilities they take on.

The selection procedures used by the Contractor to select these other experts must be transparent, and must be based on pre-defined criteria, including professional qualifications, language skills and work experience. The findings of the selection panel must be recorded. The selected experts must be subject to approval by the Contracting Authority before the start of their implementation of tasks

The number of working days for the experts is indicative. It is up to the tenderer to propose more or less than the indicated days, if it is thought to be necessary for the successful implementation of the project.

The Contractor's other professional staff shall include experts with adequate and relevant qualifications at University Degree level and appropriate and pertinent working experience for the specific roles for which they are proposed, including the following (non-key) sector experts:

- Impact assessment of labour market programmes;
- Outreach, activation and social inclusion of disadvantaged groups;
- Cooperation with employers;
- Recognition of prior learning;
- Entrepreneurship/self-employment support;
- Decentralised employment policy making;
- Gender mainstreaming;

- Labour market analysis and methodologies;
- Youth Guarantee Programme;
- Communication and visibility

The indicative number of days for non-key experts is as follows:

Senior Non-Key Experts (with university degree and at least 7 years of general professional experience) – indicative requirements for 515 working days over a period of 30 months

Junior Non- Key Experts (with university degree and at least 5 years of general professional experience) - indicative requirements for 410 working days over a period of 30 months.

6.1.3 Support staff & backstopping

The contractor will provide support facilities to their team of experts (back-stopping) during the implementation of the contract.

Backstopping and support staff costs must be included in the fee rates.

6.2 Office accommodation

Office accommodation of a reasonable standard and of approximately 10 square metres for Key Expert 1, Key Expert 2 and Office Manager working on the contract is to be provided by the Beneficiary in the premises of the National Employment Service (Decanska 8).

Office accommodation of a reasonable standard and of approximately 10 square metres for non-key experts working on the contract is to be provided by the Contractor:

6.3 Facilities to be provided by the contractor

The contractor must ensure that experts are adequately supported and equipped. In particular, it must ensure that there is sufficient administrative, secretarial and interpreting provision to enable experts to concentrate on their primary responsibilities. It must also transfer funds as necessary to support their work under the contract and to ensure that its employees are paid regularly and in a timely fashion.

The costs for the equipment (personal computers, portable computers, printers, fax, etc.) and all other related costs to be used by the Contractor's experts shall be provided by the Contractor and included in the fee rates of the experts.

In particular, the Contractor shall make available the necessary resources for:

- Backstopping services at headquarters;
- Sufficient number of international positioning and leave related international flights for expatriate staff;
- Arrange and finance, telecommunication costs, internet costs, other related office running costs, insurances, provision of necessary office equipment (desk computers, printers, fax, portable computers, standard software, consumables, etc.);
- Arrange and finance on his own all other services, documentation, logistical support, etc., which is deemed necessary for the successful implementation of the contract;
- All above costs will be considered as included in the fees and any equipment will remain in the ownership of the Contractor after the end of the contract.

The Contractor will ensure the secretariat function of the PSC, including organisation of meetings, preparing and circulating the agenda, writing and distributing PSC minutes to all members and including timely provision of documents required by the PSC members to express opinion on.

6.4 Equipment

No equipment is to be purchased on behalf of the contracting authority / partner country as part of this service contract or transferred to the contracting authority / partner country at the end of this

contract. Any equipment related to this contract that is to be acquired by the partner country must be purchased by means of a separate supply tender procedure.

6.5 Incidental expenditure

The provision for incidental expenditure covers ancillary and exceptional eligible expenditure incurred under this contract. It cannot be used for costs that should be covered by the Contractor as part of its fee rates, as defined above. Its use is governed by the provisions in the General Conditions and the notes in Annex V to the Contract. It covers:

- Travel costs and subsistence allowances for project experts for missions, outside the normal place of posting, undertaken as part of this contract. If applicable, indicate whether the provision includes costs for environmental measures, for example CO₂ offsetting.;
- Cost for promotional publications, brochures, guidelines, manuals, design and implementation of dissemination/awareness campaigns related to the project activities and other project visibility items, such as translation, printing, copying, editing, formatting and distribution costs related to these materials/activities;
- Expenditure related to costs for trainings, seminars, workshops, field work, working group meetings and similar events (rent of conference premises, equipment, catering, translation and interpretation, printing of training materials, etc.), local travel and accommodation for participants;
- Travel and accommodation costs for participants in the study visit, trainings, workshops, seminars outside the normal place of posting, undertaken as part of this contract;
- Costs of printing and dissemination to target groups of developed manuals and handbooks;
- Visibility costs, including promotional materials and other costs related to the promotion/dissemination activities;
- Costs for conducting the field work and data gathering of the research activities (surveys/focus groups/interviews);
- Costs for translation of relevant outputs in Serbian.

The Provision for incidental expenditure for this contract is EUR 184.500,00. This amount must be included unchanged in the Budget breakdown.

Per diem are daily subsistence allowances that may be reimbursed for missions foreseen in these terms of reference or approved by the Contracting Authority, carried out by the contractor's authorised experts outside the expert's normal place of posting. The per diem is a maximum fixed flat-rate covering daily subsistence costs. These include accommodation, meals, tips and local travel, including travel to and from the airport. Taxi fares are therefore covered by the per diem. Per diem are payable on the basis of the number of hours spent on the mission. Per diem may only be paid in full or in half (no other fractions are possible). A full per diem shall be paid for each 24-hour period spent on mission. Half of a per diem shall be paid in case of a period of at least 12 hours but less than 24 hours spent on mission. No per diem should be paid for missions of less than 12 hours. Travelling time is to be regarded as part of the mission. Any subsistence allowances to be paid for missions undertaken as part of this contract must not exceed the per diem rates published on the website - http://ec.europa.eu/europeaid/funding/about-calls-tender/procedures-and-practical-guide-prag/diems_en - in force at the time of contract signature.

The contracting authority reserves the right to reject payment of per diem for time spent travelling if the most direct route and the most economical fare criteria have not been applied.

Prior authorisation by the contracting authority for the use of the incidental expenditure is not needed

6.6 Lump sums

No lump sums are foreseen in this contract.

6.7 Expenditure verification

The provision for expenditure verification covers the fees of the auditor in charge of verifying the expenditure of this contract in order for the contracting authority to check that the invoices submitted are due. The provision for expenditure verification for this contract is 20.000 EUR. This amount must be included unchanged in the budget breakdown.

This provision cannot be decreased but can be increased during execution of the contract.

7 REPORTS

7.1 Reporting requirements

Please see Article 26 of the general conditions. Interim reports must be prepared every six months during the period of implementation of the tasks. They must be provided along with the corresponding invoice, the financial report and an expenditure verification report defined in Article 28 of the general conditions. There must be a final report, a final invoice and the financial report accompanied by an expenditure verification report at the end of the period of implementation of the tasks. The draft final report must be submitted at least one month before the end of the period of implementation of the tasks. Note that these interim and final reports are additional to any required in Section 4.2 of these terms of reference.

Each report must consist of a narrative section and a financial section. The financial section must contain details of the time inputs of the experts, incidental expenditure and expenditure verification.

The Contractor will be entirely responsible to timely meet the Contractual obligations and fulfil the results and tasks foreseen in the Contract to the satisfaction of the Beneficiary and the standards of the Contracting Authority, as well as to present all the documents which may be required for the verification of the results and the tasks in the reports.

To summarise, in addition to any documents, reports and output specified under the duties and responsibilities of each key expert above, the Contractor shall provide the following reports:

Name of report	Content	Time of submission
Inception report	Analysis of existing situation and work plan for the project	No later than 1 month after the start of implementation
6-month (Interim) progress report	Short description of progress against the achievement of the results as spelled out in the Log frame (attached to the contract, if any). The progress report (technical and financial) should include problems encountered; planned work for the next 6 months accompanied by an invoice and the expenditure verification report.	No later than 1 month after the end of each 6-month implementation period.

Draft final report	Short description of the achievement of the results as spelled out in the Log frame (attached to the contract, if any). The draft final report should include a description of the problems encountered and recommendations.	No later than 1 month before the end of the implementation period.
Final report	Short description of the achievement of the results as spelled out in the Log frame (attached to the contract, if any). The final report should include a description of the problems encountered and recommendations; a final invoice and the financial report accompanied by the expenditure verification report.	Within 1 month of receiving comments on the draft final report from the project manager identified in the contract.

CFCU or Beneficiary may request Ad-hoc reports on the progress of individual activities or other key issues. These shall be provided within five workdays of the request.

7.2 Submission & approval of reports

Three (3) hard copies and one (1) electronic copy of the reports referred to above must be submitted to the Project Manager of the Contracting Authority identified in the contract. The reports must be written in English. All reports referred to above will be produced using Font Arial or Times New Roman minimum letter size 11 and 12 respectively, single spacing, double sided. They will be sent in Word and PDF formats. Draft or reports along with relevant outputs are to be submitted electronically to all members of the PSC two weeks before PSC meeting. The Beneficiary and the PSC shall be involved in commenting and approving the reports and outputs prior to official approval by the CFCU. Final version of all reports including relevant outputs and supporting documentation must be submitted to the Project Manager identified in the contract in hard copy and by e-mail. One electronic copy of the report needs to be submitted to Project Managers from MoLEVSA and NES. The project manager is responsible for approving the reports.

8 MONITORING AND EVALUATION

8.1 Definition of indicators

The bidders are expected to propose a set of relevant SMART indicators in their technical proposal (organisation and methodology section) and logical framework matrix. During the Inception Phase, the indicators will be adjusted (as relevant and needed) and agreed between the Contracting Authority, MoLEVSA, NES and the Contractor. These performance indicators will serve as the main basis for measuring the achievements of the objectives and results of the project. The following list of indicators is proposed as a starting point for the definition of SMART indicators for logical framework matrix.

- Employment rate (15+), desegregated by sex and age, in %
- Cohesion policy criteria related to labour market institutions and services met
- Beneficiary institutions better prepared for the participation in the ESF
- Employment at follow-up of unemployed at NES registry that participated in ALMPs
- Youth Guarantee Programme successfully piloted in selected locations
- Number of analytical reports with recommendations prepared

- E-manual for NES employment counsellors for the implementation of new/modified ALMPs prepared
- At least 4 events (two per year) for exchange of experiences and lessons learned between the MoLEVSA, NES, representatives of LSGs are organised
- Statistical profiling in NES applied
- Number of trainings for NES staff (number of staff trained)
- Number of training for MoLEVSA staff (number of staff trained)
- Number of trainings for LSGs (number of LSG representatives trained)
- Number of training for other relevant stakeholders (number of people trained)
- Number of LSGs that received mentoring support in planning and designing LEAPs
- Number of analysis relevant for implementation of Youth Guarantee Programme prepared
- At least one study visits for the relevant actors in the field of employment to selected EU country to showcase implementation of Youth Guarantee Initiative organised
- 1 Opening Conference organised (70 participants in total)
- 1 Closing Conference organised (70 participants in total).

8.2 Special requirements

Contractor is expected to take under consideration activities and outputs steaming from the World bank project “**Competitiveness and jobs**” ended in June 2021 and all other relevant projects. Relevant lessons learned but also outputs should be reviewed to ensure that no duplication takes place but that rather activities to be implemented within this action build upon interventions previously carried out.