



ANNEX C1: Twinning Fiche¹

Project title: Strengthening capacities of the Employment Agency of Montenegro in terms of Active Labour Market Measures implementation, future participation in European Social Fund and facilitation of labour force mobility

Beneficiary administration: Employment Agency of Montenegro (EAM) and Ministry of Economic Development (MED)

Twining Reference: MN 20 IPA SO 01 22

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EU funded project

TWINNING TOOL

¹ In case of different language versions of the Twinning Fiche it must be clearly indicated which language version prevails.

LIST OF ABBREVIATIONS

- ALMM	Active labour market measures
- CA	Contracting Authority
- CFCU	Directorate for Finance and Contracting of the EU Assistance Funds
- DEU	Delegation of the European Union
- EAM	Employment Agency of Montenegro
- EC	European Commission
- ESF	European Social Fund
- EU	European Union
- EURES	European Network of Public Employment Services
- FA	Financing Agreement
- IA	Implementing Agency
- IPA	Instrument for Pre-Accession Assistance
- MED	Ministry of Economic Development
- MFSW	Ministry of Finance and Social Welfare
- NGO	Non-governmental organization
- NIPAC	National IPA Coordinator
- ILO	International Labour Organisation
- OS	Operating Structure
- PIU	Project Implementation Unit
- PL	Project Leader
- SC	Steering Committee
- SOPEES	Sectoral Operational Programme for Employment, Education and Social Policies (Joint EU-MNE Programme for Employment, Education and Social Welfare 2015 – 2017)
- TA	Technical Assistance
- YG	Youth Guarantee

1. Basic Information

1.1 Programme: *ID of the Action Document of the Instrument for European Integration within which the project is financed: IPA/2020/042-145 Management Mode: Indirect management with ex-ante control*

For UK applicants: Please be aware that following the entry into force of the EU-UK Withdrawal Agreement² on 1 February 2020 and in particular Articles 127(6), 137 and 138, the references to natural or legal persons residing or established in a Member State of the European Union and to goods originating from an eligible country, as defined under Regulation (EU) No 236/2014³ and Annex IV of the ACP-EU Partnership Agreement⁴, are to be understood as including natural or legal persons residing or established in, and to goods originating from, the United Kingdom⁵. Those persons and goods are therefore eligible under this call.

1.2 Twinning Sector: Social affairs and Employment (SO)

1.3 EU funded budget: EUR 823,529.41

1.4 Sustainable Development Goals (SDGs) SDG 8 Decent work and economic growth; SDG 16 Peace, justice and strong institutions.

2. Objectives

2.1 Overall Objective:

The overall objective is to improve the quality, efficiency and effectiveness of the services provided by the Employment Agency of Montenegro (EAM) in line with EU standards and best international practices.

2.2 Specific objective(s):

To enhance operational and administrative capacities of Employment Agency and responsible Ministry for employment policy to deal with active labour market policies, ESF and EURES in order to fulfil their obligations which requested under Common negotiation position of chapter 19 (ALMM; ESF), and chapter 2 (among other EURES)

2.3 The elements targeted in strategic documents i.e. National Development Plan/Cooperation agreement/Association Agreement/Sector reform strategy and related Action Plans

The **European Commission (EC) Progress Report for Montenegro for the year 2021** stated that on employment policy effectiveness and coverage of active labour market policies, which

² Agreement on the withdrawal of the United Kingdom of Great Britain and Northern Ireland from the European Union and the European Atomic Energy Community.

³ Regulation (EU) No 236/2014 of the European Parliament and of the Council of 11 March 2014 laying down common rules and procedures for the implementation of the Union's instruments for financing external action.

⁴ Annex IV to the ACP-EU Partnership Agreement, as revised by Decision 1/2014 of the ACP-EU Council of Ministers (OJ L196/40, 3.7.2014).

⁵ Including the Overseas Countries and Territories having special relations with the United Kingdom, as laid down in Part Four and Annex II of the TFEU.

should be in place to assist job seekers finding employment, remains insufficient. Montenegro has endorsed the Western Balkans Declaration on ensuring sustainable labour market integration of young people (8 July 2021) and take steps to establish and implement the Youth Guarantee by developing a Youth Guarantee Implementation Plan in line with the EU model and guidance; Regarding the European Social Fund (ESF), Montenegro should continue to strengthen the capacities for project planning and preparation. On preparation to join the European network of employment services (EURES) upon accession, efforts need to be stepped up to upgrade the administrative and technical capacity of the Department for EURES and International Employment Mediation within Montenegro's Employment Agency. Ongoing EU support is provided to support strengthening the operational capacity of the Employment Agency in the areas of services' digitalisation, EURES capacity building and labour mobility.

Synergy of all activities within this Action will contribute to achievement of the **Europe 2020 Strategy**⁶ for smart, sustainable, and inclusive growth targets. The objective is to improve participation on labour market and employment of human resources through innovative employment.

The action is fully in line with the overall objective in the revised **Indicative Strategy Paper's** (ISP)⁷ for Montenegro and will address the mismatch between the skills demanded in the labour market and those offered by the education and training system through improved employability of human resources.

The **Economic Reform Programme for Montenegro 2021 – 2023 (ERP)**⁸ adopted in January 2021, sets the following priorities for the sector: support to self-employment and strengthening local initiatives for employment. The ERP sets that the “Montenegro's strategic development goal defined in the Economic Reform Programme is sustainable and inclusive economic growth”. The **Action document for Country Action Programme for Montenegro for the year 2020** (AD 2020) in that sense has been aligned and contributes to the implementation of the main goal of the ERP – contributing to smart and inclusive economic growth in Montenegro.

The ERP and AD 2020 respond to the joint conclusions given at the Ministerial Meeting between the EU and the Western Balkans and Turkey in May 2017. The AD 2020 focuses on reviewing “active labour market policies with a view to improving their coverage and targeting the long-term unemployed, women and youth”. The Government of Montenegro, under the Common negotiation position for Chapter 19 - Social policy and employment, has committed to “strengthening administrative capacities to ensure effective implementation and effective enforcement of all legislation and policy frameworks in the areas of employment and social policies, including planning and operational capacities, to ensure the effective dialogue between social partner organizations as well as to ensure future management of the ESF”. This commitment requires the Employment Agency of Montenegro (EAM) to undertake a broad reform path aimed at increasing the operational capacities of the Agency both at central and local levels. Furthermore, within the accession negotiations under Chapter 2 - Freedom of movement for workers, the Government of Montenegro has committed to fulfil the requirements for joining the EURES network. The proposed action will support the negotiation process and will enable the MED and the EAM to better plan, absorb and maximize the financial allocation made through the IPA funding towards the upgrade of the EAM's system.

⁶<https://ec.europa.eu/eu2020/pdf/COMPLET%20EN%20BARROSO%20%20%20007%20-%20Europe%202020%20-%20EN%20version.pdf>

⁷ INDICATIVE STRATEGY PAPER for MONTENEGRO (2014-2020), Brussels, 3.8.2018 C (2018) 5026 final

⁸ <https://www.gov.me/dokumenta/72d0cea4-d5f6-4c69-bff4-6a45f4adbfb9>

As regards **European Social Fund (ESF)** preparations, implementation of the Joint EU-MNE Programme for Employment, Education and Social Welfare 2015 – 2017 (SOPEES) is on-going. It focuses on education, research, employment and social policies, and aims at enhancing capacities within state bodies with a view to preparing their readiness to manage the ESF in the future.

The National Employment Strategy for the period 2021 – 2025 was adopted in December 2021. The strategic goal of the employment policy until 2025 refers to stable and sustainable employment growth, which is based on equal opportunities for access to the labour market, decent work, further development of knowledge and skills and greater social inclusion. The vision of this document is to establish an inclusive and functional labor market. The strategy defines four operational goals, which should properly respond to the multiple challenges that the labor market and the citizens of Montenegro will face in the coming years and to turn these challenges into new opportunities for socio-economic development and individual progress of each individual. Therefore, the operational goals are aimed at achieving employment growth, investing in quality and safe jobs, through the improvement of the business environment; creating knowledge and competencies for the labor market in the digital age; improving the position of the unemployed in the labor market through the efficiency of labor market services and active employment policy measures and strengthening social inclusion and poverty reduction and efficient functioning of the labor market.

3. Description

3.1 Background and justification:

EAM is the public institution constituted under the Law on Employment Mediation and Rights during Unemployment (Official Gazette of Montenegro, No. 24/19), aimed at resolving employment and unemployment related issues in their broadest sense. EAM plays a leading role in the development of the Montenegro's labour market, particularly when it comes to balancing the total labour supply and demand aimed at increasing employment. EAM is responsible for implementation of international employment contracts and cooperation in the field of employment on the international level, which are completed by carrying out many interdisciplinary activities. In the context of EU accession, geographical and occupational mobility of the labour force needs to function well, which will require additional capacity and institutional building of the EAM. The foreseen EU financed support to the Employment Agency should help it enhance and ensure a more efficient administrative capacity. In parallel, there is insufficient effectiveness and coverage of active labour market policies which should be in place to assist jobseekers finding sustainable employment, with particular focus on re-skilling and up-skilling. New technologies allow development of tailored approaches to activation and motivation, considering each person's specific characteristics and needs, as well as current and future labour market trends.

Activities, bases and principles for internal organization, manner of work, authorizations and responsibilities of the Director and the Management Board, as well as other issues of importance for the work of the Bureau, are regulated by the EAM Statute. The Statute is adopted by the Management Board, and the consent to the Statute of the Institute is given by the Government of Montenegro. The Steering Board is the governing body of the Employment Service of Montenegro. The scope of work, powers and responsibilities of the Management Board are regulated by the Law on Employment Mediation and Rights during Unemployment and the Statute of the EAM. Pursuant to the Law, the Management Board of the Institute has

five members and is formed on a tripartite principle. Representatives of the Government of Montenegro, employees and employers participate in the Management Board.

The EAM⁹ performs its activities within the Head Office and Regional Units with 24 local employment offices in all municipalities. Within the Central Service there are 4 sectors, 2 services, 2 departments and 1 Fund for professional rehabilitation and employment of persons with disabilities. In October 2019, EAM initiated the process of Functional Assessment according to the International Labour Organization (ILO) methodology and with the technical assistance of the ILO.

The organized influence of the EAM on the functioning of the labour market is realized within the following functions: labour market research; mediation in employment and employment; advising and informing employers and unemployed persons on employment opportunities; keeping prescribed records in the field of employment; securing unemployment insurance rights; organizing training and education of unemployed persons; career guidance, information and counselling of professional staff and development of methods for career guidance; prepares analytical, planning and information bases for proposing and determining employment policy; preparation and implementation of active employment policy measures; adapting the information system to changes in the labour market and providing public information; study of occupational development and occupation nomenclature.

These functions are complemented by performing many other tasks and interdisciplinary activities such as: analytical-statistical data processing; accounting and financial affairs; legal, personnel and general affairs; publishing activity; maintenance and development of a single information system.

Bearing in mind that the EU pre-accession assistance will make place for the new EU support instruments in the future through structural funds, it is important to strengthen capacities of all labour market actors, but especially EAM to absorb funding through this financial instrument. In order to adequately implement ESF funding, the capacities of EAM need to be upgraded on both central and local level.

Accession negotiations of Montenegro were opened in June 2012. To date 33 out of 33 negotiating chapters have been opened, of which 3 have been provisionally closed. Discussions around Chapter 19 - Social Policy and Employment were initiated in December 2016, while for chapter 2 - Freedom of movement for workers were initiated in December 2017. According to the EU's annual assessment of progress concerning Montenegro's ability to assume the obligations of membership, the country has a good level of preparation in areas regarding social policy and employment, but is at an early stage regarding freedom of movement for workers.

3.2 Ongoing reforms:

Ministry of Economic Development and Employment Agency are actively involved in meeting requirements from negotiation chapters 2 (Freedom of Movement for Workers) and 19 (Social Policy and Employment) so that Montenegrin labour market can adequately respond to the EU integration challenges. In that sense, they are the main actors in coordination and drafting legislation frame in context of employment policy and free movement of workers. In the area

⁹ Annex 2 – Organigram of Employment Agency of Montenegro

of employment policy, the new Employment Strategy 2021-2025 adopted along with the Employment Action Plan for 2022

Regarding the administrative capacity of the Employment Agency of Montenegro, work is underway on a new Rulebook on internal organization and job systematization, which is being prepared in accordance with the recommendations of the International Labour Organization within the Project “Mitigating the impact of Covid-19 on the world of work in Montenegro”.

The project “Mitigating the effects of Covid-19 in the world of work in Montenegro” was implemented by the International Labour Organization in the period August 2020-March 2021 and its goal was, among other things, to support the Employment Agency in digitizing the work process, work on developing a model of statistical profiling, which will be a significant help to counsellors in terms of increasing the efficiency of their work. Professional profiling is a method based on demographic and socio-economic data collected by the Agency when registering the unemployed persons. It is a quantitative method for assessing the probability whether the unemployed will become a long-term unemployed. Due to the specific challenges and constraints that have arisen during the model development process, its implementation has not yet taken place.

The Ministry of Economic Development is undertaking activities in order to introduce the “Youth Guarantee” program in Montenegro. The introduction of the program is especially important at a time of increased total unemployment, especially among young people, due to the negative consequences of the Covid-19 pandemic on the economy, and thus the labour market. A working group for Youth Guarantee Program has been established and the EAM will have a big role because most of the activities will be implemented through the EAM.

3.3 Linked activities:

In the context of improving the institutional framework and employment policy, large contribution was made by the EU funded (CARDS 2006-2008) project “Labour Market Reform and Workforce Development I”. The follow-up project was the “Labour Market Reform and Workforce Development II” (IPA 2008) aimed to provide support in improving administrative capacities, labour market and education institutions, contributing to development of active labour market measures and enhancing services of life-long career guidance and counselling.

Instrument for Pre-Accession Assistance 2007-2013 (IPA I)

Operational Programme Human Resources Development 2012-2013

The project “Active Labour Market Measures for Employability” financed through the IPA funds in the framework of the Operational Programme Human Resources Development 2012-2013 (OP HRD). This project contributed significantly to the capacity building of the EAM employees in the key areas related to the design and implementation of active labour market policy and measures, and where it is especially worth mentioning, the documents related to the monitoring and evaluation of active labour market measures.

Instrument for Pre-Accession Assistance 2014-2020 (IPA II)

Joint EU-MNE Programme for Employment, Education and Social Welfare 2015 – 2017 (SOPEES)

1. The project “Technical Assistance to the Operating Structure for the Sectoral Operational Programme for Employment, Education and Social Policies – SOPEES” (IPA II, 2019 – ongoing) has the objective to enhance capacity of the beneficiary institutions of the Employment, Education and Social Policies Sector to ensure effective and efficient management and implementation of IPA and future European Structural Funds (ESF), as well as the capacities of the potential and awarded grant beneficiaries in the public, non-

governmental and private sectors.

2. Additionally, project “Technical Assistance for Monitoring and Evaluation of the Active Labour Market Measures” (IPA II, 2019 – 2021) is designed to strengthen the capacities of the EAM and its regional offices and municipal sub-offices to successfully manage the self-employment programme, particularly in the area of monitoring and evaluation of grants for self-employment.

3. The project “Further Development of the Local Employment Initiatives” (IPA II, 2019 – 2021) is implemented to promote development of partnerships between employment offices, local authorities and other public bodies in the field of education, labour market and regional development, social work centres and other social support service providers, as well as representatives of companies, social partners, non-governmental organisations (NGOs) and the community in the design, delivery and monitoring of employment activities.

The project “Employment and Social Affairs Project 2” implemented by ILO (2020 – ongoing) within the Component 1 “Informal Employment and Undeclared Work” aims to create more effective policy design and implementation to reduce informal employment and undeclared work through better evidence. In addition to that, within the Component 2 “Labour Inspection”, it aims to increase outreach of labour inspectorates to prevent and combat undeclared work in cooperation with other relevant institutions.

The project “Strengthening the operational capacities of the EAM to deliver the active policy on employment of Montenegro through digitalisation” is being implemented since February 2021 by ILO, and aims to improve the efficiency of the EAM in the delivery of services to clients.

The implementation of the project “Mitigation of the effects of Covid-19 on the world of work in Montenegro” by the ILO was completed, with the financial support of the Fund for Good Governance. Within the mentioned project, a total of 67 internal procedures of the Agency at the local and central level were revised, in order to improve efficiency in providing inclusive services to all users.

Employment and Social Affairs Platform (ESAP 2) is a regional project financed by the EU and implemented jointly by the Regional Cooperation Council and ILO in Montenegro since January 2020. Implementation phases have 3 main components: Informal Employment and Undeclared Work; Employment Policies and Measures; Western Balkans engagement in EU employment and social policies.

The project “Towards EU Rules on Coordination of Social Security Schemes” was implemented from January 2018 to July 2019 and lasted for a total of 18 months. The main objective of the project was to support the efforts of the Ministry of Labour and Social Welfare, Ministry of Health, Fund for Pension and Disability Insurance, Fund for Health Insurance, Employment Agency of Montenegro and centres for social work in building the capacities for efficient coordination of social security schemes upon Montenegrin accession to the EU. Within the project, besides the training provided to representatives of the Ministry of Health and the Health Insurance Fund in the field of coordination of the social security system and the European Health Insurance Card, a document entitled “Feasibility Study on the Impact of the Introduction of the European Health Insurance Card on Public Finances” was also prepared.

3.4 List of applicable *Union acquis*/standards/norms:

C2010/083/01 Treaty on the Functioning of the European Union; Part Three: Union policies and internal actions; Title XI: The European Social Fund Article 162) Title IX: Employment Articles 145 to 150

32013R1304 (EUR-Lex: 05.20.10)

Regulation (EU) No 1304/2013 of the European Parliament and of the Council of 17 December 2013 on the European Social Fund and repealing Council Regulation (EC) No 1081/2006

32016D1838 Council Decision (EU) 2016/1838 of 13 October 2016 on guidelines for the employment policies of the Member States for 2016

52010DC2020 (EUR-Lex: 05.20.05) EUROPE 2020 A strategy for smart, sustainable and inclusive growth /* COM/2010/2020 final */

EURES CHARTER (2010/C 311/05)

Regulation (EU) No 492/2011 of the European Parliament and of the Council of 5 April 2011 on freedom of movement for workers within the Union (codification)

Regulation (EU) 2016/589 on a European network of employment services (EURES), workers' access to mobility services and the further integration of labour markets

3.5 Components and results per component:

Mandatory results/outputs by components

Component 1: Result 1 Capacity of EAM built to provide services efficiently addressing labour market needs with focus on ALMM.

Sub-result 1.1 New job descriptions developed and implemented, including consideration of job-rotation mechanisms

Sub-result 1.2 Methodology for the design, implementation and monitoring of ALMMs developed and applied consistently

Sub-result 1.3 IT module for management of ALMMs designed, including specificities of management of YG offer

Sub-result 1.4 Roadmap with recommendations for the most efficient way for person to get a job with the EAM services and receive YG offer created

Sub-result 1.5 EAM human resource development programme designed and implemented

Sub-result 1.6 EAM tasks in established and functioning Youth Guarantee in Montenegro fulfilled.

Component 2: Result 2 Institutional capacities of EAM and MED to participate in ESF strengthened.

Sub-result 2.1 Institutional set up within the EAM and MED to deal with EU projects and financing strengthened

Sub-result 2.2 Knowledge base for the implementation of ESF funded project increased

Sub-result 2.3 Capacity of EAM and MED to implement EU funded projects increased

Sub-result 2.4 Knowledge, methodology and guidelines for institutional engagement in ESF projects in accordance with the experience and best practice of the EU Member State enhanced and developed.

Component 3: Result 3 Administrative capacities to provide support for improving labour force mobility and preparation to join EURES network strengthened.

Sub-result 3.1 Knowledge base related to participation in EURES network increased

Sub-result 3.2 Capacities of MED, EAM and other actors built to join EURES network

Sub-result 3.3 Assistance for harmonizing and upgrading of an IT solution for preparation for EURES provided

Sub-result 3.4 Support EAM in developing awareness raising campaign on freedom of movement for workers and the future role of the EAM

3.6 Means/input from the EU Member State Partner Administration(s)*

The Twinning partner(s) will manage all aspects of employment policy (ALMM, ESF and EURES) described in this project fiche. The Twinning partner(s) will provide a Resident Twinning Advisor (RTA), Project Leader (PL), Leaders per components (CL), and also secure a pool of short-term experts, who will be called upon whenever necessary to contribute to the achievement of the mandatory results and especially for the purpose of advisory services and training according to the work plan that will be prepared as part of the corresponding contract. Short Term Experts will work together with the staff of the beneficiary institution under the overall direction of the beneficiary institution and the Project Steering Committee.

The set of proposed activities will be further developed between the Twinning partners when drafting the initial work plan for minimum duration of six months and each successive rolling work plan every six months, keeping in mind that the final list of activities will be decided in cooperation with the Twinning partner. All visibility actions, proposed in the project, should be in accordance with the visibility guidelines of the European Commission¹⁰ and twinning manual.

3.6.1 Profile and tasks of the PL:

Requirements:

- University degree in the field of Social sciences or professional experience of at least 8 years in employment and social policy;
- At least 3 years of experience in National Agency of Employment or relevant sector in the Ministry responsible for employment and social policy;
- Fluency in English, both written and spoken;
- Proven contractual relation to public administration or mandated body, as defined under Twinning manual;
- Experience in project management;

Assets:

- Knowledge of local language would be considered as an asset.

Tasks of the Project Leader:

¹⁰ https://ec.europa.eu/international-partnerships/system/files/communication-visibility-requirements-2018_en.pdf

- Overall responsibility for the correct and successful implementation of the project;
- Management and coordination of all activities in the Beneficiary Country;
- Overseeing and co-managing the implementation of the project with the Project Leader from the Beneficiary Country;
- Ensure the attainment of the projected outputs;
- Quality control of all inputs delivered
- Ensuring visibility of the project and coordinating organisation of different visibility events;
- Participation in Steering Committee meetings;
- Project reporting;

3.6.2 Profile and tasks of the RTA:

Requirements:

- University degree in the field of Social sciences or professional experience of at least 8 years in employment and social policy;
- At least 3 years of experience in field of National Agency of Employment or relevant sector in the Ministry responsible for employment and social policy.
- Experience in institutional set-up and implementation in the relevant sector;
- Fluency in English, both written and spoken;
- Computer literacy.

Tasks of the RTA:

- Drafts the initial work plan in close cooperation with all relevant actors and on the basis of the results expected from the project and regularly update the work plan;
- Ensures the timely and correct implementation of the activities as outlined in the initial and subsequent work plans;
- Provides advice to and technically assists the representatives of the Beneficiary administration;
- Keeps the Beneficiary PL informed about the implementation pace and activities and reports regularly to the Member State PL;
- Actively contributes to the work of any sector monitoring process set up in the Beneficiary country;

3.6.3 Profile and tasks of Component Leaders:

The Twinning Team will include team of 3 Component Leaders. Each Component Leader will comply with the minimum requirements below:

Component Leader 1

Requirements:

- University degree in the field of Social sciences or professional experience of at least 8 years in employment policy;
- Minimum 3 years of experience in planning, implementation, monitoring of active labour market policy/measures;
- Fluency in English, both written and spoken;
- At least 3 years of professional experience in development of programme/methodology for the

labour market and/or carrying out analyses/forecasting.

Assets:

- At least 3 years of professional experience in National Agency of Employment;
- Knowledge of local language would be considered as an asset.

Component Leader 2

Requirements:

- University degree in the field of Social sciences or professional experience of at least 8 years in employment policy.
- At least 3 years of professional experience with management of EU funds in relation with employment policy;
- Fluency in English, both written and spoken;

Assets:

- Knowledge of local language would be considered as an asset;
- Work experience in the areas of employment and labour market would be considered as an advantage.

Component Leader 3

Requirements:

- University degree in the field of Social sciences or professional experience of at least 8 years in employment policy;
- At least 3 years of professional experience within EURES;
- Fluency in English, both written and spoken.

Assets:

- Knowledge of local language would be considered as an asset.

3.6.4 Profile and tasks of other short-term experts:

The Twinning partners will decide on the profile, number and involvement of short term experts during the drafting of the project work plan. There should be a pool of short term experts to ensure smooth implementation of the project during the overall implementation period. STEs should be identified by the Project Leader and have to be agreed with the beneficiary administration in the course of designing and delivery of the project. Team of short-term experts should be mobilized according to agreed work plan.

Qualifications and skills

- University degree in the field of Social sciences or professional experience of at least 8 years; in employment and social policy
- At least 3 years of professional experience working on employment policy/ESF/EURES;
- Fluency in English, both written and spoken;
- Computer literacy;
- Proven contractual relation to public administration or mandated body, as defined under Twinning manual;

Assets:

- Knowledge of local language would be considered as an asset.

STEs will provide specialized know-how for the individual tasks and individual sectors, needed in the employment policy, ESF and EURES in this project; therefore, the raft of experts should have a relevant professional experience in an equality body and minimum qualifications required, as well as specific skills needed for individual task. As a general approach, the STEs will take the responsibility for the achievement of the results, each for his/her individual mission tasks. They will also prepare the required reports and the output described. They have to provide long-standing experience in all relevant fields.

Detailed profiles and tasks of short-term experts will be provided in the Twinning Work Plan.

Tasks:

- Closely work with Montenegrin partners in implementing all Twinning Project activities;
- Provide specialised assistance and support to Ministry of Economic Development and EAM staff in the areas identified, and in the modalities envisaged, by this Twinning Fiche;
- Prepare the mission according to instructions from the project leader and component leaders, familiarising themselves with relevant documentation, and drafting supporting materials, if the mission requires (e.g. if delivering training);
- Diligently perform the mission, according to the component leaders' instructions and considering the requests by Montenegrin partners;
- At the end of the mission, draft a brief mission report and handle all deliverables prepared.

4. Budget

EUR 823,529.41

5. Implementation Arrangements

5.1 Implementing Agency responsible for tendering, contracting and accounting

Ministry of Finance and Social Welfare

Directorate for Finance and Contracting of the EU Assistance Funds CFCU

Ms Marija Vukčević –Director General

E-mail: marija.vukcevic@mif.gov.me

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Address: Stanka Dragojevića 2, 81000 Podgorica

5.2 Institutional framework

Ministry of Economic Development

Department for European integration, programming and implementation of EU funds - PIU

Directorate for Labour and Employment – Division for Employment

Employment Agency of Montenegro

All sectors

5.3 Counterparts in the Beneficiary administration:

The PL and RTA counterparts will be staff of the Beneficiary administration and will be actively involved in the management and coordination of the project.

5.3.1 Contact person:

Ministry of Economic Development

Mr Đorđo Borović – Adviser

E-mail: djordjo.borovic@mek.gov.me

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Address: Rimski trg 46, 81000 Podgorica

5.3.2 PL counterpart

Employment Agency of Montenegro

Mr Goran Folić – Director General

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5.3.3 RTA counterpart

Ministry of Economic Development

Ms Ivana Šućur – Adviser

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5.3.4 Component Leader I and II Counterpart

Employment Agency of Montenegro

Ms Irena Perić – Independent Adviser I

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5.3.5 Component Leader III Counterpart

Employment Agency of Montenegro

Ms Danijela Papić – Acting Assistant to General Director for Department Employment Mediation

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6. Duration of the project

18 months

7. Management and reporting¹¹

¹¹ Sections 7.1-7.3 are to be kept without changes in all Twinning fiches

7.1 Language

The official language of the project is the one used as contract language under the instrument (English). All formal communications regarding the project, including interim and final reports, shall be produced in the language of the contract.

7.2 Project Steering Committee

A project steering committee (PSC) shall oversee the implementation of the project. The main duties of the PSC include verification of the progress and achievements via-à-vis the mandatory results/outputs chain (from mandatory results/outputs per component to impact), ensuring good coordination among the actors, finalising the interim reports and discuss the updated work plan. Other details concerning the establishment and functioning of the PSC are described in the Twinning Manual.

7.3 Reporting

All reports shall have a narrative section and a financial section. They shall include as a minimum the information detailed in section 5.5.2 (interim reports) and 5.5.3 (final report) of the Twinning Manual. Reports need to go beyond activities and inputs. Two types of reports are foreseen in the framework of Twinning: interim quarterly reports and final report. An interim quarterly report shall be presented for discussion at each meeting of the PSC. The narrative part shall primarily take stock of the progress and achievements via-à-vis the mandatory results and provide precise recommendations and corrective measures to be decided by in order to ensure the further progress.

8. Sustainability

The achievements of this twinning project (mandatory results) are expected to be maintained as a permanent asset to the Beneficiary. This requires that effective mechanisms, procedures and methodologies are established by the Beneficiary to disseminate and consolidate the results of the project. All the activities and achievements of the project should be in line with the EU regulations and implementing rules.

During the Twinning project, the administration of EAM and MED benefiting from the training by experts will be put in charge of subsequent training of their colleagues and they will be involved in follow-up activities. The capacity building activities will produce internal documents and policies, methodologies, guidelines and tools to be integrated in the operation processes. Twinning partners will ensure that training materials are of sufficient quality, professionally developed and accessible for later use.

Twinning partners will organize presentation with recommendations, strategies and roadmap with concrete results and their practical implications for further follow-up by the EAM.

The project will enable EAM and MED to get better prepared for the process of accession to the EU market once the Beneficiary Country meets the EU membership criteria.

The achievements of Twinning project (from results per component to impacts) should be maintained as a permanent asset to the Beneficiary administration even after the end of the Twinning project implementation.

9. Crosscutting issues (*equal opportunity, environment, climate etc...*)

Based on the fundamental principles of promoting equality and combating discrimination,

participation in the project will be guaranteed based on equal access regardless of sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation. The Montenegrin laws and regulations, concerning the equal opportunities must be strictly followed. The project will have no negative impact on the environment.

10. Conditionality and sequencing

- Government of Montenegro continuous support to European Integration process and implementation of the EU accession negotiations is advancing;

11. Indicators for performance measurement

The logical framework, including the indicators, will be revisited during the formulation of the initial work plan of the project. The work plan which will be prepared in collaboration between the MS and the EAM will further refine and specify the indicators. A provisional list of such indicators, divided by results, is reported in the Simplified Logical Framework in Annex. Main indicators per Mandatory Results/Outputs:

Component 1 - Capacity of EAM built to provide services efficiently addressing labour market needs strengthened with focus on ALMM

- Percentage of employees trained for better work with unemployed, for implementation, monitoring and evaluation of ALMM;
- Number of recommendation, methodology and roadmaps for better providing services efficiently addressing labour market needs.

Component 2 - Institutional capacities of EAM and MED to participate in ESF strengthened

- Number of employees trained for better programming and implementation of EU projects;

Component 3 - Administrative capacities to provide support for improving labour force mobility and preparation to join EURES network strengthened

- Number of employees trained and prepared for EURES procedures;
- Number of info sessions and seminars conducted.

12. Facilities available

EAM will ensure the availability of the adequate working conditions for the RTA and RTA Assistant, Component Leaders and short-term experts for the entire duration of project. In addition, training and conference venues will be available.

ANNEXES TO PROJECT FICHE

1. The Simplified Logical framework matrix as per Annex C1a (compulsory)
2. Organigram of Employment Agency of Montenegro

	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
Overall Objective	To improve the quality, efficiency and effects of the services provided by the Employment Service Agency in line with EU standards and best international practices.	EAM services and activities modernised and expanded based on the practices in EU III Q 2023	EC Country progress reports	Lack of resources and effective time to implement the project related with Covid-19 pandemic	Continuous commitment and cooperation between EAM and MED
Specific (Project) Objective(s)	To enhance operational and administrative capacities of Employment Agency and responsible Ministry for employment policy to deal with active labour market policies, ESF and EURES in order to fulfil their obligations which requested under Common negotiation position of chapter 19 (ALMM; ESF), and chapter 2 (among other EURES) .	ALMM are efficient and in line with EU standards III Q 2023 EAM and MED employees increased knowledge for ESF III Q 2023 Support provided and EURES accession requirements met III Q 2023	EC Country progress reports Project reports	High fluctuation of staff working in the beneficiary institutions	Adequate capacities of local stakeholders to participate and implement the activities
Mandatory results/outputs by components	MR/O Component 1 Capacity of EAM built to provide services efficiently addressing labour market needs strengthened with focus on ALMM MR/O Component 2 Institutional capacities of EAM and MED to participate in ESF strengthened	At least 30% of employees in EAM trained for better work with unemployed, for implementation, monitoring and evaluation of ALMM Baseline: 304 Target: 30% IV Q 2023 At least 30 employees trained for better programming and implementation of EU projects Baseline: 0 Target: 30 IV Q 2023	EC Country progress reports Project reports	Insufficient motivation of employees to be involved in activities under the project	Adequate capacities in relevant institutions to support and coordinate policy making and implementation process Interest of employees to

	MR/O Component 3 Administrative capacities to provide support for improving labour force mobility and preparation to join EURES network strengthened	At least 20 employees trained and prepared for EURES procedures Baseline: 0 Target: 20 IV Q 2023			participate in training projects
Sub-results per component (optional and indicative)	<p>1.1 New job descriptions developed and implemented, including consideration of job-rotation mechanisms</p> <p>1.2 Methodology for the design, implementation and monitoring of ALMMs developed and applied consistently</p> <p>1.3 IT module for management of ALMMs designed, including specificities of management of YG offer</p> <p>1.4 Roadmap with recommendations for the most efficient way for person to get a job with the EAM services and receive YG offer created</p> <p>1.5: EAM human resource development programme designed and implemented</p>	<p>1.1.1 Recommendation for new job descriptions and key qualifications for different positions developed Baseline: 0 Target: 1 III Q 2022</p> <p>1.1.2 Analyses of current distribution of tasks among counsellors done Baseline: 0 Target: 1 III Q 2022</p> <p>1.1.3 Recommendations for possible job rotation for more efficient service delivered Baseline: 0 Target: 1 III Q 2022</p> <p>1.2 Methodology for the design, implementation and monitoring of ALMMs developed and applied Baseline: 0 Target: 1 IV Q 2022</p> <p>1.3 IT module for management of ALMMs and YG offer developed Baseline: 0 Target: 1 IV Q 2022</p> <p>1.4 At least 1 Roadmap with recommendations created to provide clients (not only unemployed) with a good quality offer, including YG offer Baseline: 0 Target: 1 III Q 2022</p> <p>1.5.1 Training needs analysis of EAM staff conducted and training plan developed Baseline: 0 Target: 1 IV Q 2022</p>	Project reports EAM reports		

	<p>1.6: EAM tasks in established and functioning Youth Guarantee in Montenegro fulfilled.</p> <p>2.1 Institutional set up within the EAM and MED to deal with EU projects and financing strengthened</p> <p>2.2 Knowledge base for the implementation of ESF funded project increased</p>	<p>1.5.2 Training for EAM counsellors on profiling, activation of social assistance beneficiaries, provision of individualized counselling, job matching, inclusion of unemployed into ALMMs, monitoring of ALMMs conducted</p> <p>1.5.3 At least 9 employed participated in study visit related to ALMM Baseline: 0 Target: 9 III Q 2023</p> <p>1.6.1 Provision of support to establishment and implementation of Youth Guarantee through fulfilment of the part of implementation plan entrusted to EAM Baseline: 0 Target: 1 III Q 2023</p> <p>1.6.2 Capacity building of public institutions and actors, including monitoring and evaluation increased.</p> <p>2.1 EAM and MED supported in establishing relevant institutional structures for development and implementation of ESF projects Baseline: 0 Target: 1 II Q 2023</p> <p>2.2.1 Increased knowledge exchange on how employment policy is implemented in the EU member states (At least 10 employees from EAM and MED trained) Baseline: 0 Target: 10 employees in EAM and MED II Q 2023</p> <p>2.2.2 Knowledge exchange organized to familiarize institutions in Montenegro on</p>			
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	<p>2.3 Capacity of EAM and MED to implement EU funded projects increased</p> <p>2.4 Knowledge, methodology and guidelines for institutional engagement in ESF projects in accordance with the experience and best practice of the EU Member State enhanced and developed.</p> <p>3.1 Knowledge base related to participation in EURES network increased</p>	<p>how ESF operates, roles of different institutions/actors, requirements and capacities Baseline: 0 Target: 1 II Q 2023</p> <p>2.2.3 At least 7 employed participated in study visit related to ESF Baseline: 0 Target: 7 III Q 2023</p> <p>2.3.1 Training to EAM and MED staff on programming, implementation and monitoring of employment interventions from available EU funds Baseline: 0 Target: 1 III Q 2023</p> <p>2.3.2 Support to EAM and MED in preparing relevant documentation for programming and implementation of EU projects provided Baseline: 0 Target: 1 III Q 2023</p> <p>2.4 Methodology and guidelines for institutional engagement in ESF projects developed Baseline: 0 Target: 1 III Q 2023</p> <p>3.1.1 Knowledge exchange with EU member states on the introduction and coordination of activities related to labour force mobility and EURES organized Baseline: 0 Target: 1 III Q 2023</p> <p>3.1.2 At least 4 employed participated in visit related to EURES Baseline: 0 Target: 4 III Q 2023</p>			
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	<p>3.2 Capacities of MED, EAM and other actors built to join EURES network</p> <p>3.3 Assistance for harmonizing and upgrading of an IT solution for preparation for EURES provided</p> <p>3.4 Support EAM in developing awareness raising campaign on freedom of movement for workers and the future role of the EAM</p>	<p>3.2.1 Training(s) for EAM and other relevant institutions on requirement for EURES procedures organized. Baseline: 0 Target: 1 I Q 2023</p> <p>3.2.2 At least 20 employees trained and prepared for EURES procedures Baseline: 0 Target: 20 I Q 2023</p> <p>3.3 At least 1 roadmap for IT solution prepared Baseline: 0 Target: 1 IV Q 2022</p> <p>3.4 At least 3 info sessions or seminars conducted Baseline: 0 Target: 3 I Q 2023</p>			
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Organigram of Employment Agency of Montenegro



