

ANNEX C1

STANDARD TWINNING PROJECT FICHE

1. Basic Information

1.1. Programme:	Eastern Partnership Integration and Cooperation (EaPIC) 2013
1.2. Twinning Number:	GE/20
1.3. Title:	Capacity Building of the Employment Support Services (ESS) in Georgia
1.4. Sector:	Social Affairs and Employment
1.5. Beneficiary country and institution:	Georgia, Social Services Agency under the Ministry of Labour, Health and Social Affairs

2. Objectives

2.1 Overall Objective:

To reduce poverty and enhance social cohesion in Georgia through the introduction of measures designed to stimulate employment, and to ensure synergy between the demands of the labour market and the skills and qualifications offered by the vocational education and training system.

2.2 Project purpose:

To strengthen the institutional and human resource capacities of the Employment Support Services of Georgia to deliver well-targeted, high-quality, gender-sensitive and cost-effective services to job seekers

2.3 Contribution to National Development Plan and Association Agreement

This present Twinning Project is in line with the priorities, objectives and provisions of the Socio-Economic Development Strategy of Georgia, “*Georgia 2020*”. The Strategy highlights the need to reduce unemployment levels (currently 15%+) through the stimulation of private sector development; to develop a functioning labour market through the creation of a labour market database; to enhance the provision of effective and high-quality services to job-seekers; to design and introduce active employment initiatives; and to refocus the general and vocational education systems in order to ensure that the workforce develops skills reflecting labour market needs. The targets are to reduce unemployment to 12% by 2020 and increase enrolments in VET courses by 400%.

The EU-Georgia Association Agreement, Title VI Other Cooperation Policies, Chapter 14, *Employment, social policy and equal opportunities*, identifies detailed areas of cooperation of immediate relevance to this Twinning Project. Article 348 states that: *the Parties shall strengthen their dialogue and cooperation on promoting the Decent Work Agenda, employment policy, health and safety at work, social dialogue, social protection, social inclusion, gender equality and anti-discrimination, and corporate social responsibility and thereby contribute to the promotion of more and better jobs, poverty reduction, enhanced social cohesion, sustainable development and improved quality of life*. Article 349 specifically addresses issues which are core to this Project:

- (b) employment policy, aiming at more and better jobs with decent working conditions, including with a view to reduce the informal economy and informal employment;*
- (c) promoting active labour market measures and efficient employment services as appropriate to modernise the labour markets and to adapt to labour market needs of the Parties;*
- (d) fostering more inclusive labour markets and social safety systems that integrate disadvantaged people, including people with disabilities and people from minority groups;*
- (e) equal opportunities and antidiscrimination, aiming at enhancing gender equality and ensuring equal opportunities between women and men, as well as combating discrimination based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation;*
- (g) enhancing the participation of social partners and promoting social dialogue, including through strengthening the capacity of all relevant stakeholders*

Annexes XXX and XXXII to the Association Agreement identify the Council Directives, Council Decisions and Parliamentary Recommendations to be implemented by the Georgian Government and specify the timetable for adoption and enforcement, notably Council Directives N°2000/43/EC, N°2000/78/EC, and N°2006/54/EC related to the principles of equal treatment and non-discrimination in employment.

3. Description

3.1 Background and justification:

The previous Government pursued a *laissez-faire* employment policy. In 2006, the Government abolished the State Employment Services at central and local levels, closed the Employment Policy Department of the Ministry of Labour, Health and Social Affairs, and pursued a very liberal/flexible labour market policy. The policy proved largely unsuccessful

and as a consequence unemployment rose sharply, peaking at 16.5% in 2008 and subsequently levelling out at the current rate of 15%¹.

The Georgian labour market is presently faced with a number of challenges:

- Long-term structural unemployment occasioned by the collapse of the industrial base following the break-up of the Soviet Union.;
- Manifest underutilisation of labour resources as evidenced by the low participation rate of the working age population;
- A predominance of low value added and low-paid jobs, concentrated primarily in the agriculture, public services, and the wholesale and retail sectors;
- Despite favourable conditions for Foreign Direct Investment, extensive deregulation of the labour market, and a liberal regulatory framework supportive of business development, there is a dearth of new jobs being created and employers report difficulties in recruiting appropriately skilled staff to those jobs which are being created;
- There is an evident lack of understanding/information on the current structure of the labour market and the actual and potential growth points in labour demand, and limited support services for job-seekers;
- There is also limited coordination between education and VET policy and the needs and expectations of employers and potential and actual employees

In contrast the new Government has adopted a more interventionist approach: the Labour Code has been amended, a new Employment Law, Migration Law, and Health and Safety Regulations are being drafted, and a Strategy and Action Plan (2013-2014) for the re-establishment of labour market institutions have been adopted. In addition, a **Labour Market Strategy** and an **associated Action Plan (2013-2014)** were adopted in August 2013, which target five key measures: establishment/improvement of the legal base; formation/development of the labour market infrastructure in order to enhance the range and quality of services available to job-seekers; improved labour market information, through the institutionalization of labour market analysis and the establishment/development of a labour market database; greater synergy between the needs of the labour market and the provisions of the Vocational Education and Training (VET) and continuing education systems; and supporting legal, temporary migration. The present Strategy was conceived as an interim document in order to guide immediate actions to tackle unemployment. Work has commenced on developing a long-term Strategy and Action Plan, which is expected to be ready by the third quarter of 2014.

In order to achieve the challenging goals, the Government has also initiated a number of structural/institutional changes to reinforce the ability of the MoLHSA to develop sound labour market policies and to strengthen the capacities of public institutions to deliver high

¹ GEOSTAT

quality services. In February 2013, the MoLHSA established a new Employment and Labour Policy Department. The Department comprises three Divisions: Labour Migration, Labour Relations and Social Partnership, and Employment Promotion. The Ministry has a total permanent staff complement of 238, and an additional 59 contractual employees. The Employment and Labour Policy Department has a complement of 20 employees. The Department acknowledges that it needs capacity building and technical assistance in order to develop the necessary analytical and policy-making skills in the areas of employment and labour market.

State policy is implemented through the Legal Entities of Public Law (LEPL), which are under the control of the Ministry. There are 7 LEPL under the control of the MoLHSA, of which 4 are responsible for implementing health policy, while 3 deal with social policy, including employment promotion policies.

Of immediate relevance to this Twinning project is the Social Services Agency (SSA), which is an LEPL subordinate to the Ministry. Responsibility for the provision of employment services has been allocated to the Social Services Agency. The SSA is regulated by Order of the Minister of Labour, Health and Social Affairs #190/n, June 27th 2007. Article 2 of the SSA's Charter defines the Goals, Functions, Powers and Principles of the SSA as they relate specifically to labour market issues:

- create and develop electronic system and data bases for registration of job-seekers and available (free) jobs;
- develop cooperation with employers, employers' associations and private employment agencies in order to ensure efficiency of intermediary services in Georgian labour market;
- promote and implement research on current and future tendencies of demand and supply of Georgian labour market;
- provide informative and consultative services to job seekers;
- organize, implement and/or participate in implementation of training/vocational education of job-seekers;
- implement state programme on employment;
- organize and/or participate in the organization of job fairs;
- develop international cooperation on employment issues

The Head Office of the SSA is located in Tbilisi and is complemented by 10 regional offices, 69 district offices. There are 13 Departments within the Head Office, of which 7 are responsible for the provision of specific services. The SSA has a total staff complement of 1719 persons, of which 366 work at Head Office and 1353 in the regional and district offices.

The statutes of the Social Service Agency have recently been amended to allocate the Agency a significant role in the coordination of the activities of the Employment Support Services

(ESS) at national and district level, to host the Labour Market Information system, and to oversee implementation of labour market and employment policies. Specific responsibility for the management of labour market issues rests with the Employment Programmes' Department, which is a constituent part of the SSA. The Head of the Department reports directly to the Minister of Labour, Health and Social Policy. The Department has a permanent staff complement of 18, of which 16 are currently employed and two posts are vacant. It also has access to a further 40 contract posts (i.e. non-permanent). At present, 16 of these posts are filled and the persons employed work within the Employment Programmes' Department. The remaining posts (24) are provisionally assigned to the district offices. The posts will be advertised once there is greater clarity on the functions/range of services to be offered through the district offices. The activities planned under 2.1-2.4 will have a direct bearing upon the deployment of these staff.

The Employment Programmes' Department is led by a Head and Deputy Head of Department and is divided into two Divisions: the Division for State Programmes in support of employment promotion and the Labour Market Management Information System Division. The former has 8 full-time members of staff, while the latter has 6 members of staff currently employed and two posts unfilled. The Department's competencies are regulated by the general regulation governing the work of the SSA.

The Department is presently represented by one member of staff in each of the 69 District Centres of the SSA. These sub-units are referred to as District Centres of Employment and are regulated through their own Charters. Collectively the Employment Programmes' Department and the 69 District Centres of Employment are referred to as the Employment Support Services (ESS).

Given that the ESS will now play a strategic role in the implementation of the Government's Socio-Economic Development Strategy of Georgia, "*Georgia 2020*" and the MoLHSA's Labour Market Strategy and Action Plan, and given that the ESS has limited experience of designing, delivering and monitoring support services to job-seekers, managing active labour market initiatives, or carrying out labour market diagnoses, support is urgently required in order to ensure the establishment of a comprehensive, efficient and effective Service.

3.2 Linked activities:

This Twinning Project is a constituent part of the Employment and Vocational Education and Training Sector Reform Contract, being financed through EaPIC 2013. The actions to be implemented under this Twinning Contract will extend and reinforce the activities defined within the wider Sector Reform Contract and will complement the Technical Assistance project designed to strengthen the capacities of the Ministries of Labour, Health and Social

Affairs and Education and Science. Together they will assist the Georgian authorities to address the issues described above.

To date there has been limited direct support provided to labour and employment issues, although the EU has provided and continues to provide substantial indirect support through Sector Reform Contracts targeted at Vocational Education and Training, the European Neighbourhood Programme on Agriculture and Rural Development (ENPARD) and Regional Development.

In April 2014, the ETF is planning an intervention to support the Ministry of Labour, Health and Social Affairs through the elaboration of policy guidelines and capacity building on how to implement the most effective and efficient training and retraining programmes for the unemployed in Georgia.

The International Organisation for Migration (IOM) is also intending to provide support in 2014 to the ESS to strengthen its work vis-à-vis the reintegration of returned nationals within the framework of the project: *“Reinforcing the capacities of the Government of Georgia in border and migration management”*.

The World Bank is currently financing the Technical Assistance project to the MoLHSA on improving the matching of registered unemployed to training programmes. As a result of this intervention MOLHSA/SSA will be able to fine-tune the matching procedure to be developed by the consultancy. The team will develop guidelines and recommendations for a monitoring and evaluation (M&E) system. In the short-run, the M&E system will allow the MoLHSA/SSA to monitor and evaluate the effectiveness of the training; in the long-run, the M&E system will also include an assessment of the quality of the eventual job placement. The project started at the end of March 2014 and will last until the end of June 2014.

There is presently no Sector Coordination Council for Employment issues and relationships between the Ministry of Labour, Health and Social Affairs and the donors are dealt with on a bilateral basis. There is however a tripartite council, involving the Ministry and the social partners, which meets regularly to discuss employment-related policies.

3.3 Results:

The project is expected to result in the following:

Result 1: Revision of the Georgian Legal Framework of equal opportunities legislation and related to employment in line with the EU *acquis* and in accordance with the provisions of Annex XXX of the Association Agreement;

Result 2: The structure and functions of the ESS have been revised to reflect its expanded role in the labour market management processes, the range and quality of services provided to

job-seekers have been piloted and enhanced, the internal management and administrative processes have been clearly codified;

Result 3: A comprehensive Labour Market Information Management System (WorkNet Information System) has been established and fully operational;

Result 4: Modern human resource management techniques have been introduced, the staff have acquired the necessary skills and experience to provide high quality services to job-seekers, and an in-house training and retraining platform has been established;

Result 5: The ESS has acquired the necessary tools and materials to communicate effectively its range of services to clients and potential clients;

3.4 Activities:

The activities set out in this section and the proposed method of implementation, are indicative and should, where appropriate, be revised during the preparation of the Work Plan and the contract between the MS administration and the ESS. In developing their proposals, potential Twinning Partners are invited to propose solutions, based on their own experience.

General activities

Kick-Off Conference

Method: During the first month of the project, the Resident Twinning Advisor will arrive and locate him/herself at the Employment Support Service within the Social Services Agency. In the first month, s/he will establish contacts with the Beneficiary, the principal stakeholders², the EU Delegation and Programme Administration Office (PAO). The RTA will hire two assistants, an RTA Assistant and a Translator, through a process of open competition, consistent with the selection procedures defined in the Common Twinning Manual.

A one-day Conference will be held in the first month to present and launch the Project to the stakeholders, the Development Partners, opinion formers, the mass media and the general public. The Conference should comply with EU visibility requirements and the specific identity and visibility requirements for the Eastern Partnership countries³. In particular, the Conference will conclude with a Press Conference and the issue of a Press Release.

² The principal stakeholders are the Employment Support Service and the MoLHSA. Indirect stakeholders are the MoES, the MoF, MoRDI, MoESD, MoAG, Civil Society Organisations, HEIs and Think Tanks

³ http://ec.europa.eu/europeaid/work/visibility/index_en.htm,
http://ec.europa.eu/europeaid/where/neighbourhood/regional-cooperation/enpi-east/index_en.htm

Also during the first month, the RTA will establish contacts with the leader of the EU-funded Technical Assistance TA project within the MoLHSA and MoES, and the leaders of parallel projects financed by the Development Partners. Together with the senior management of the ESS, the RTA shall establish a formal co-ordinating committee to ensure the smooth operations of the Project and avoid overlap and duplication. The co-ordinating committee will meet as required, but not less than once a quarter.

Benchmark: Stakeholders, Development Partners, opinion formers, mass media and the general public are well-informed of the objectives and activities of the Project. Formal project coordination arrangements are fully operational.

Resources: RTA + PL + Interpretation + Translation + Conference equipment + Refreshments

Closing Conference

Method: A one-day Closing Conference will be organised during the final month of the Project, to which stakeholders, Development Partners, opinion formers, mass media and the general public will be invited. The objective of the Closing Conference will be to present the results and to outline the challenges still facing the ESS.

Benchmark: Stakeholders, Development Partners, opinion formers, mass media and the general public are well-informed of the achievements of the Project. Best practice has been disseminated.

Resources: RTA + PL + STEs + Interpretation + Conference equipment + Refreshments

3.4.1 ACTIVITIES LINKED TO RESULT 1: Revision of the Georgian Legal Framework of equal opportunities legislation and related to employment in line with the EU *acquis* and in accordance with the provisions of Annex XXX of the Association Agreement

3.4.1.1 Review of Georgian Equal Opportunities legislation related to employment and measure of concordance with EU Equal Opportunities legislation identified in Annex XXX of the Association Agreement

Method: A short-term legal/regulatory drafting expert will conduct a review of Georgian Equal Opportunities legislation related to employment. in order to determine the measure of compliance with the EU Equal Opportunities Directives identified in Annex XXX of the Association Agreement

Benchmark: Review carried out, report on review delivered, STE mission report drafted

Resources: STE legal drafting expert + Translation

3.4.1.2 Drafting a Concordance Report and recommendations for harmonisation of the Georgian legislation related to employment with the EU Equal Opportunities Directives identified in Annex XXX of the Association Agreement

Method: On the basis of the review (1.1), the short-term legal/regulatory drafting expert will draft a Concordance Report. The Report will highlight where there are gaps in the Equal Opportunities legislation related to employment or where the current provisions are not aligned with the EU Equal Opportunities Directives identified in Annex XXX of the Association Agreement. The STE will also append to the Report a series of recommendations for closing the gaps and ensuring harmonisation with the relevant EU Directives.

Benchmark: Concordance Report and recommendations for closing the gaps and ensuring harmonisation with the relevant EU Directives delivered

Resources: STE legal drafting expert + Translation

3.4.1.3 Support to legal drafting with regard to the Equal Opportunities legislation related to the employment service identified in the relevant Annex XXX of the Association Agreement

Method: In accordance with the recommendations appended to the Concordance Report, the short-term legal/regulatory drafting expert will assist staff within the MoLHSA to draft/amend Georgian legislation to ensure that it is harmonised with Council Directives N°2000/43/EC, N°2000/78/EC, and N°2006/54/EC related to the principles of equal treatment and non-discrimination in employment supporting services.

Benchmark: Recommendations provided in regards to harmonisation of the Georgian legislation with Council Directives N°2000/43/EC, N°2000/78/EC, and N°2006/54/EC

Resources: STE legal drafting expert + Interpretation + Translation

3.4.1.4 Gap analysis of the equal treatment and non-discrimination sections of the regulations for which the ESS has competence

Method: The short-term legal/regulatory drafting expert will carry out a Gap Analysis to ensure that the regulations for which the ESS has competence are consistent with Georgian legislation that should be harmonised with Council Directives N°2000/43/EC, N°2000/78/EC, and N°2006/54/EC related to the principles of equal treatment and non-discrimination in

employment supporting services. Appended to the Gap Analysis will be a series of recommendations for revising the regulations in order to ensure compliance.

Benchmark: Gap Analysis and recommendations for revisions delivered, STE mission report drafted

Resources: STE legal drafting expert + Translation + Interpretation

3.4.1.5 Regulatory drafting support to the ESS in order to ensure compliance of the regulations for which it has competence with the revised Georgian Equal Opportunities legislation harmonised with EU Equal Opportunities legislation

Method: Based upon the conclusions of the Gap Analysis and in accordance with the recommendations appended thereto, the short-term legal/regulatory drafting expert will assist the staff of ESS to revise those regulations for which it has competence ensuring that the revised regulations are consistent with Georgian legislation that should be harmonised with Council Directives N°2000/43/EC, N°2000/78/EC, and N°2006/54/EC related to the principles of equal treatment and non-discrimination in employment supporting services.

Benchmark: Regulations for which the ESS has competence are drafted and aligned with Georgian legislation, which should be harmonised with Council Directives N°2000/43/EC, N°2000/78/EC, and N°2006/54/EC. STE mission report drafted

Resources: STE legal drafting expert + Interpretation + Translation

3.4.2 ACTIVITIES LINKED TO RESULT 2: The structure and functions of the ESS have been revised to reflect its expanded role in the labour market management processes, the range and quality of services provided to job-seekers have been piloted and enhanced, the internal management and administrative processes have been clearly codified

3.4.2.1 Functional Review of the SSA/ESS

Method: The STE specialised in strengthening institutional and service delivery capacities of employment agencies will review the SSA's/ESS's Charter and Mission Statement and carry out a functional analysis of the management structure of the SSA/ESS, the range of services offered, and the distribution of tasks and staffing, and will recommend management/administrative and operational changes as appropriate. During the mission the STE will have field visits in regional offices of SSA.

Benchmark: Report of the Functional Review, recommendations for management/administrative and operational changes provided, STE mission report drafted

Resources: STE + Interpretation and Translation + Transport

3.4.2.2 Support to drafting an Institutional Reform Plan for the SSA/ESS

Method: Based upon the outcomes of the Functional Review, the STE will assist the management of the SSA/ESS to prepare an Institutional Reform Plan for the SSA/ESS.

Benchmark: Institutional Reform Plan drafted

Resources: STE + Interpretation and Translation

3.4.2.3 Support to the implementation of institutional reforms within the SSA/ESS

Method: The STE will assist the management of the SSA/ESS to implement the Institutional Reform Plan. At this juncture it is anticipated that this will entail revisions to the ESS's Charter, Mission Statement and Regulations, a redefinition of the range of services offered, and a scheme ensuring a more efficient distribution of tasks and human resources implemented.

Benchmark: ESS's Charter, Mission Statement and Regulations revised; the range of services offered redefined; a plan for more efficient distribution of tasks and human resources elaborated. STE Mission Report

Resources: STE + Interpretation and Translation + Transport

3.4.2.4 Review and revision (if required) of the current procedures for registration of job-seekers and job opportunities

Method: The STE will assist the ESS to review its operating procedures and methodologies for the registration of job-seekers and job opportunities, and the provision of matching services to clients to ensure that the current procedures allow for the profiling and tracking of job seekers and job opportunities, thereby assisting the ESS to develop a more sensitive understanding of the needs of the labour market and the available skills. On the basis of the review the STE will make recommendations to the ESS for strengthening its registration procedures as appropriate.

Benchmark: Standard operating procedures and methodologies for the registration and tracking of job-seekers and job opportunities drafted. STE mission report drafted

Resources: STE + Interpretation and Translation

3.4.2.5 Introduction of new services within the ESS

Method: In line with the recommendations of the Functional Review, a STE, experienced in the development of counselling and related advisory services for job seekers will assist the management of the ESS to introduce new services as appropriate. *Inter alia*, this will involve developing the guidelines, methodologies, and tools for each of the new services introduced and trainings on their developing and applications.

Benchmark: Guidelines, methodologies, and tools for each of the new services introduced, STE mission report, trainings delivered

Resources: STE + Interpretation and Translation

3.4.2.6 Support to the further development of job-seeker counselling services

Method:. The STE will work closely with the ESS, MoLHSA and MoES to further develop counselling services for job-seekers. The counselling services should cover such diverse issues as career guidance, opportunities for skilling/re-skilling, job interviewing techniques, and the preparation of job applications/curriculum vitae. The piloting (involving on-job trainings) of the enhanced counselling services will be done in at list 30% of the total ESS offices and revised according to the outcomes of the piloting.

Benchmark: ESS staffed trained, enhanced job-seeker counselling services are piloted through 30% of the total ESS offices and revised based on the results of the piloting. STE Mission Report delivered

Resources: STE + Interpretation and Translation + Transport

3.4.2.7 Development of a Procedures Manual

Method: On the basis of the above work, the STEs will draft an internal Procedures Manual for use by Head Office and Regional Office staff of the ESS and train the respective staff of the ESS on its application.

Benchmark: Procedures Manual elaborated, training conducted, STEs Mission Reports drafted

Resources: STEs + Interpretation and Translation

3.4.2.8 Development of a Quality Assurance Plan

Method: The MS will assist the management of the ESS to elaborate a Quality Assurance Plan and to install quality controls for use by Head Office and District Office staff.

Benchmark: Quality Assurance Plan and Quality Control measures developed, STE mission report drafted

Resources: MS + Interpretation and Translation

3.4.2.9 Study Visit to MS to examine the range of services provided to job-seekers and employers through employment offices

Method: The PL and the RTA will organise a Study Visit for a minimum of 5 working days for 7 persons (including RTA Assistant/translator as a member of the group) drawn from the MoLHSA and the ESS central and regional to an EU Member State, and in particular to the national and regional offices of the employment support services. The Study Tour will focus upon the range of services provided to job-seekers and employers through employment offices.

Benchmark: A Study Visit delivered. Study visit report drafted

Resources: Study visit costs (Flights + Per Diem)

3.4.3 ACTIVITIES LINKED TO RESULT 3: A comprehensive Labour Market Information Management System (WorkNet Information System) has been established and is fully operational;

3.4.3.1 Review of the WorkNet Information System

Method: In December 2013 within LMIMS the WorkNet Information System was introduced by ESS, which is designed to help job seekers, employers, education and training providers, recruiters and others to communicate on-line. A number of modules are planned: module one which is currently operational allows job-seekers to register on-line. There are presently

4650 registered job-seekers; module 2, which is planned to come on line in 2014, will be targeted at employers. A third analytical module will be introduced in 2015.

Under Result 3, support will be provided to ensure that the data collected through the WorkNet Information System is sufficiently comprehensive to permit the ESS to develop a comprehensive overview of the current labour market. A short-term expert, specialised in the design and implementation of automated Labour Market Information Management systems, will carry out a review of the WorkNet Information System. The purpose of this Review is two-fold: to ensure that the WorkNet Information System is compatible with the wider Labour Market Information System being developed by the MoLHSA and to identify what methodologies and tools would be required to enable the ESS to develop a comprehensive overview of the current labour market, using the data gathered through the WorkNet Information System.

Benchmark: Review document covering the functionalities of the current WorkNet Information System together with recommendations for up-grading provided. Mission report drafted

Resources: Labour Market Information Management systems expert + Interpretation and Translation

3.4.3.2 Elaboration of a Concept Paper for upgrading the WorkNet Information System

Method: On the basis of the Review, the STE will elaborate a Concept Paper, which will address three core areas:

- (a) Recommendations for refining the functionalities of the current WorkNet Information System to ensure interoperability and interconnectivity with the wider Labour Market Information System and for ensuring that the data collected and functionalities of the operating system enable the ESS to model and report upon the current labour market;
- (b) Identify upgrades in hardware and software that would be needed to ensure that the ESS possessed the technical capacities to implement recommendations under (a) above;
- (c) Suggest the approach, methodology, tools and templates that would be required to permit the ESS to develop monthly/quarterly and annual reports on the current state of the Georgian labour market

Benchmark: Concept Paper elaborated. Mission report drafted

Resources: Labour Market Information Management systems expert + Interpretation and Translation

3.4.3.3 Preparation of Terms of Reference/Technical Specifications for upgrading the WorkNet Information System

Method: In line with the recommendations contained in Section (b) of the above Concept Paper, the STE will support the ESS to prepare the Terms of Reference and Technical Specifications for the procurement of off-the-shelf or tailor-made software and hardware. The procurement of the hardware and software for the upgrade of the WorkNet Information System (LMIMS) will not be financed through this Twinning Contract.

Benchmark: ToR and TS for procurement of supplies and services are prepared and are consistent with Georgian public procurement legislation. STE Mission report drafted

Resources: Labour Market Information Management systems expert + Interpretation and Translation

3.4.3.4 Development of methodology and tools for the preparation of monthly/quarterly and annual labour market reports

Method: In line with the recommendations contained in Section (c) of the above Concept Paper, the STE will support the ESS to design and develop the methodology, tools and templates that would permit the ESS to develop consolidated monthly/quarterly and annual reports on the current state of the Georgian labour market, and provide accurate data on supply and demand in the labour market, disaggregated by region/age/gender as a minimum.

Benchmark: Methodology, tools and templates for preparing consolidated monthly/quarterly and annual reports on the current state of the Georgian labour market are defined and developed. Mission report drafted

Resources: Labour Market Information Management systems expert + Interpretation and Translation

3.4.3.5 Study Visit to MS to examine the collection, collation and analysis of labour market data by the employment services

Method: The PL and the RTA will organise a Study Visit for a minimum of 5 working days for 7 persons (including RTA assistant/interpreter as a member of the group) drawn from the MoLHSA and the ESS central and regional offices. to an EU Member State, and in particular

to the national and regional offices of the employment support services. The Study Tour will focus upon the collection, collation and analysis of labour market data.

Benchmark: A Study Visit delivered. Study Visit report prepared

Resources: Study Visit Costs (Flights + Per Diem)

3.4.4 ACTIVITIES LINKED TO RESULT 4: Modern human resource management techniques have been introduced, the staff have acquired the necessary skills and experience to provide high quality services to job-seekers, and an in-house training and retraining platform has been established;

3.4.4.1 Review of current Human Resource Development HRD policy

Method: An STE in HRD/training will be provided, who will carry out a review of the current HRD policy together with the management of the ESS. In particular, the review will focus upon the recruitment system, terms and conditions of employment, career development and promotions' policy, in-service training, and performance appraisal. Based upon the results of the review, the STE will suggest revisions to the current HRD policy to the ESS management.

Benchmark: Review of current HRD policy carried out and recommendation for revision provided. STE Mission report drafted

Resources: STE in HRD/training + Interpretation and Translation

3.4.4.2 Drafting of an HRD Manual

Method: On the basis of the above review and subsequent agreement with the ESS management, the STE in HRD/training will implement revisions to the HRD policy. Inter alia, this is expected to include: developing transparent recruitment, career development and promotions procedures; elaborating standard contracts; defining templates and methodology for performance assessment; identifying standard induction and in-service training modules. The new HRD policy will be consolidated into a HRD Manual.

Benchmark: HRD Manual developed. STE Mission report drafted

Resources: STE in HRD/training + Interpretation and Translation

3.4.4.3 Conduct Training Needs Analysis

Method: The STE in HRD/training will carry out a comprehensive training needs analysis of the staff of the ESS (Headquarters and District Offices).

Benchmark: Training Needs Analysis conducted, training report delivered. STE Mission report drafted

Resources: STE in training/HRD + Interpretation and Translation + Transport

3.4.4.4 Development of Training Programme and Training Materials

Method: On the basis of the Training Needs Analysis the STE in HRD/training will draft a Training Programme for the Headquarters and District staff. The programme will be divided between formal and in-service training, and mentoring of senior management. In addition the STE will prepare and organise the translation of the training materials. As a minimum, the training will cover the principal components of this project:

- Legal and regulatory drafting
- Modern management and administrative practises;
- Service design and delivery;
- Counselling and career guidance;
- Quality assurance and quality controls;
- Methodologies, tools and techniques for analysing labour market data and forecasting labour market supply and demand;
- Modern Human Resource Management theory and practise;
- Communications and Awareness Raising tools and techniques

Benchmark: Formal and in-service training programme and materials developed, STE mission report

Resources: STE in training/HRD + Interpretation and Translation

3.4.4.5 Conduct formal and in-service trainings for the ESS staff

Method: The STE in HRD and training will implement the formal training programme through a series of workshops at national and district levels. A minimum of 10 formal

workshops for 1-2 days per each on different topics for 140 persons in total will be provided and at least 75 hours of in-service training. Series of trainings will be also conducted in three main regional centres: Kakheti, Imereti and Ajara. In addition, the STE will provide in-service training to ESS Headquarters staff and will mentor the Director and Deputy Director.

Benchmark: Training workshops delivered. Post-training questionnaires completed. STE Mission Report drafted

Resources: STE in HRD/training + Interpretation and Translation + Transportation

3.4.4.6 Development of the Training manual

Method: In the final three months of the project, the STE in HRD/training will consolidate the training materials into a Training Manual.

Benchmark: Training Manual developed. STE Mission Report drafted

Resources: STE in HRD/training+ Translation

3.4.4.7 Training/retraining platform (Train the trainers)

Method: The ESS already possesses a cadre of 5 trainers. However, it is acknowledged that these trainers would benefit from refreshment of their existing skills and the development of further skills and materials to reflect the widening range of services being provided by the Service and the skills sets needed by the central and district level staff. The STE in HRD and training will provide further training to the 5 trainers. The objective is to strengthen capacity within the ESS to train and re-train staff. The training will cover pedagogic methods, the design and implementation of induction training for new members of staff, as well as the content of the Training Manual.

Benchmark: A minimum of 5 ESS staff trained as trainers, training assessment report prepared. STE Mission report drafted

Resources: STE in HRD/training + Interpretation and Translation

ACTIVITIES LINKED TO RESULT 5: The ESS has acquired the necessary tools and materials to communicate effectively its range of services to clients and potential clients

3.4.5.1 Review of current communications policies and recommendations for upgrading

Method: The MoLHSA has indicated that the ESS should assume responsibility for communications and awareness raising related to its own activities and to that end should establish a unit/section responsible for communications. A short-term communications expert will be recruited to support the ESS to review its current communications policies and provisions and to help the Service to establish a dedicated communications unit. In the first instance, the communications expert and the ESS, together with the STE in strengthening institutional and service delivery capacities of employment agencies, will assess the Service's communications needs and provide recommendations for upgrading the approach, messages, target groups, and communications tools.

Benchmark: Review of current communications policies and provisions drafted
Recommendations for upgrading the approach, messages, target groups, and communications tools prepared

Resources: STE in Communications + Interpretation and Translation

3.4.5.2 Support to the establishment of a Communications Unit within the ESS

Method: On the basis of the above review (5.1), the STE and the management of the ESS will draft and agree on the mission statement, functions and optimum staffing level of the communications unit. Thereafter, the communications expert will provide in-service mentoring to the staff of the Communications Unit.

Benchmark: Communications Unit fully operational

Resources: STE in Communications + Interpretation

3.4.5.3 Elaboration of communications and awareness raising strategy and Action Plan

Method: In accordance with the results and recommendations of the above review (5.1), the STE and the ESS will prepare a communications and awareness strategy and associated

Action Plan. As a minimum the strategy will identify the priorities, objectives and anticipated results, and will define the approach, messages, target groups, and communications tools to be used. The associated Action Plan will include clear timeframes, indicators of achievement and sources of verification.

Benchmark: Communications and awareness raising strategy and associated Action Plan elaborated and submitted for adoption. Mission report drafted

Resources: STE in Communications + Interpretation and Translation

3.4.5.4 Development and application of communications tools and materials

Method: The STE in Communications and the ESS, together with support from the STE in Information and Communications Technologies will develop communications tools and materials. Inter alia, this will entail the establishment of consultative mechanisms with employers, the further development of the ESS's interactive web-site, www.worknet.gov.ge, the elaboration of information materials for job-seekers and employers, and the organisation of promotional events. The costs of production of the materials and the organisation of the events will not be met from this Twinning Contract.

Benchmark: Communications tools, materials developed, STE mission report drafted

Resources: STE in Communications + STE in ICT + Interpretation and Translation

3.4.5.5 Study Visit to MS to experience practical use of the promotion and marketing of services to job-seekers and employers

Method: The PL and the RTA will organise a Study Visit to an EU Member State for a minimum of 5 working days for 7 persons (including RTA Assistant/interpreter as a member of the group) drawn from the MoLHSA and the ESS central and regional offices, and in particular to the national and regional offices of the employment support services. The Study Tour will focus upon the promotion and marketing of services to job-seekers and employers.

Benchmark: A Study Tour delivered. Study Tour report drafted

Resources: Study Visit costs (Flights + Per Diem)

3.5 Means/ Input from the MS Partner Administration:

3.5.1 Profile and tasks of the Project Leader

The Project Leader will direct, co-ordinate and control the overall thrust of the Project. S/he will lead the activities of the Project, ensure the achievement of the results, be responsible for the implementation of the activities, and with the support of the RTA produce progress reports.

The Project Leader is expected to devote a minimum of three days per month to the project in his/her home administration, not in Georgia. In addition, as co-Chairperson, s/he shall co-ordinate from the Member State side the work of the Project Steering Committee (PSC). The Project Steering Committee shall meet in Georgia, on a quarterly basis as a minimum.

Qualifications and skills:

- University level education in a relevant discipline (e.g. Public Administration, Economics, Law, Politics) or a recognised professional qualification;
- Excellent spoken and written English language skills;
- Good communications and inter-personal skills;
- Command of the Georgian language would be an asset

General professional experience:

- Minimum of 10 years professional experience gained as a Civil Servant in a Member State administration;
- Proven experience as a project manager, with a demonstrable record of organisational leadership and staff motivation;
- Must be a current employee of a Member State administration dealing with labour market/employment issues

Specific professional experience:

- Comprehensive knowledge of EU employment policy, legislation and regulations;
- Proven experience in designing, managing or implementing active employment initiatives and/or in the design and delivery of support services to job-seekers

3.5.2 Profile and tasks of the RTA

The RTA will be responsible for the day-to-day management and implementation of the project. S/he will be responsible for co-ordinating all project activities and inputs and for liaising with the RTA Counterpart in the Employment Support Services of Georgia. Specifically the RTA will be responsible for:

- Overall management and administration of the project;
- Co-ordination of all project activities, including the co-ordination and supervision of the inputs of Team Members in accordance with the agreed Work Programme;
- Quality assurance of the outputs of Team Members;

- Providing advice and technical assistance to the beneficiary within his/her field of expertise;
- Liaising with the Member State and Beneficiary Project Leaders and the Project Manager within the EU Delegation;
- Maintaining regular contact with the RTA Counterpart;
- Liaising with key stakeholders (e.g. other relevant projects and Georgian institutions);
- Support the MS Project Leader to draft progress reports

Qualifications and skills:

- University level education in a relevant discipline (e.g. Public Administration, Economics, Law, Politics) or a recognised professional qualification;
- Excellent spoken and written English language skills;
- Good team-working, communications and inter-personal skills;
- Strong analytical and report writing skills;
- Computer literacy;
- Command of the Georgian language would be an asset

General professional experience:

- Minimum of 7 years professional experience gained as a Civil Servant in a Member State administration;
- Proven experience as a project manager, with a demonstrable record of organisational leadership and staff motivation;
- Must be a current employee of a Member State administration dealing with labour market/employment issues

Specific professional experience:

- At least 5 years' experience dealing with the design and/or delivery of support services to job-seekers;
- Comprehensive knowledge of EU employment policy, legislation and regulations;
- Relevant working experience in the ENI countries and/or a transitional economy would be an asset;
- Previous experience as an RTA on an EU-funded Twinning Project would be an asset

3.5.3 Profile and tasks of the short-term experts

Tasks of the short-term expertise

Specific Terms of Reference for each Short-Term Expert (STE) will be elaborated at the Work Plan preparation stage by the MS Project Leader and/or the RTA. The ToR will define the specific inputs and required of the STEs and will specify the duration of their missions. The Short-Term Experts will work in close collaboration with the Project Leader/RTA and the Beneficiary in order to support the project to achieve the mandatory results set out above.

Profile of the short-term expertise

The exact number of STEs will be identified by the Project Leader, the RTA and the beneficiary, together with detailed profiles. However, it is anticipated as a minimum that the following short-term expertise will be required.

- STE in legal drafting with specific knowledge of the *acquis* related to Equal Opportunities (100 person days);
- STE in strengthening institutional and service delivery capacities of employment agencies (100 person days);
- STE in development of counselling and related advisory services for job seekers (65 person days);
- STE in Information and Communication Technologies with specific experience in labour market management information systems (80 person days);
- STE in Human Resource Development and training (95 person days);
- STE in communications and awareness specialised in the design and implementation of communications materials targeted at job-seekers (75 person days)

The Project Leader/RTA are free to propose additional STEs as they see fit, based upon the needs of the project and in agreement with the beneficiary. Each STE will be expected to meet the following minimum requirements:

Qualifications and skills:

- University level education in a relevant discipline (e.g. Public Administration, Economics, Law, Politics) or a recognised professional qualification;
- Excellent spoken and written English language skills;
- Good team-working, communications and inter-personal skills;
- Strong analytical and report writing skills;
- Computer literacy;
- Command of the Georgian language would be an asset

General professional experience:

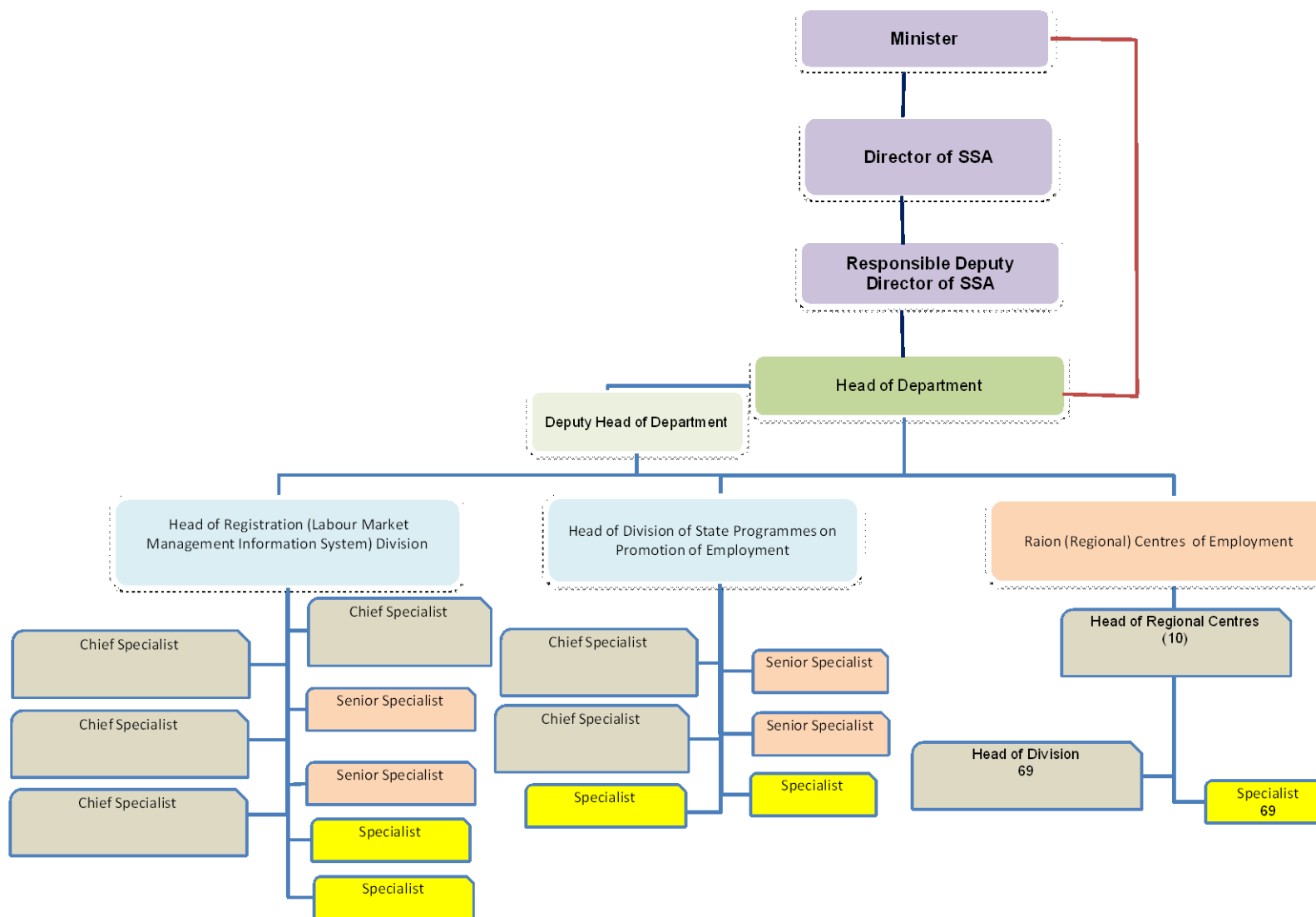
- Minimum of 7 years professional experience gained as a Civil Servant in a Member State administration;
- Must be a current employee of a Member State administration;

Specific professional experience:

- At least 5 years' working experience in their respective field of expertise;
- Comprehensive knowledge of EU employment policy, legislation and regulations;
- Relevant working experience in the ENI countries and/or a transitional economy would be an asset;
- Previous experience as an STE on an EU-funded Twinning Project would be an asset

4. Institutional Framework

The principal Beneficiary is the Employment Support Services (ESS), which forms a constituent part of the Social Service Agency, and which is located in Tbilisi. Set out in tabular form below is the current structure of the ESS, although it is probable that the institutional arrangements will be adjusted in response to the outcomes of the Project as new functions for the ESS are defined and introduced.



5. Budget

The budget for this project is €1.100, 000 million.

6. Implementation Arrangements

6.1 Implementing Agency responsible for tendering, contracting and accounting

The EU Delegation to Georgia will be responsible for the tendering, contracting, payments and financial reporting and will work in close co-operation with the Beneficiary. The person in charge of this project within the EU Delegation to Georgia is:

Ms. Nino Kochishvili
Project Manager, Employment and Vocational Education and Training
Delegation of the European Union to Georgia
38 Nino Chkheidze Street, 0102 Tbilisi
Georgia
Tel: + 995 32 2943763
E-mail: Nino.Kochishvili@eeas.europa.eu

The Programme Administration Office (PAO) of the Office of the State Minister of Georgia for European and Euro-Atlantic Integration will support the Twinning Project implementation process together with the EU Delegation. The person in charge of this project is:

Mr. Roman Kakulia
Head of EU Assistance Coordination Department / Programme Administration Office (PAO)
in Georgia
Office of the State Minister of Georgia for European and Euro-Atlantic Integration
7 Ingorokva Street, Tbilisi 0134
Georgia
Te: 995 32 2998914
E-mail: pao@eu-nato-gov.ge

6.2 Main counterpart in the BC

Project Leader:

Ms. Tea Sturua
Head of Employment Programmes Department
Social Service Agency
Ministry of Labour, Health and Social Affairs of Georgia
144 Tsereteli ave, Tbilisi 0119, Georgia
Mob: + 995 599 97 62 88
E-mail: tsturua@saesa.gov.ge

RTA Counterpart:

Ms. Maia Asatiani
IR Specialist at Employment Programmes Department
Social Service Agency
Ministry of Labour, Health and Social Affairs of Georgia
144 Tsereteli ave, Tbilisi 0119, Georgia
Mob: +995 577 57 44 09
E-mail: masatiani@ssa.gov.ge

6.3 Project Steering Committee

A Project Steering Committee (PSC) will be established for the control and supervision of the project activities and the mandatory results. The Project Leaders, the RTA, the RTA counterpart, the EU Delegation and Programme Administration Office representatives will meet regularly at quarterly intervals and will submit by the end of the meeting (as recorded in the minutes of meeting) an ‘approval/not approval’ of the quarter project reports as described in the Common Twinning Manual. It will be co-chaired by the Project Leaders (EU Member State and Beneficiary Country). Official minutes of the PSC meetings will be kept in English.

In addition to PSC, monthly progress monitoring meetings can be held if necessary. As a gathering of RTA, RTA counterpart, PAO and EU Delegation representative, the meetings are to solve any emerging operational problems on a monthly basis.

6.3 Contracts

The Project will be implemented in the form of a Twinning Contract between Georgia and an EU Member State.

7. Implementation Schedule (indicative)

7.1 Launching of the call for proposals (May 2014)

7.2 Start of project activities (February 2015)

7.3 Project completion (July 2016)

7.4 Duration of the execution period (18 months)

The implementation period will be 18 months. The legal duration of the Twinning Contract, including periods for start-up and completion of activities is 21 months in accordance with the Twinning Manual 2012 (update 2013-2014).

8. Sustainability

The Beneficiary Institution is fully committed to ensuring the long-term impact and sustainability of the Twinning Project. At the policy level, all activities are in line with the Government's national development strategy *Georgia 2020*, and the Labour Market Strategy and Action Plan. The Government has committed to making funds available through the Basic Data and Directions document (BDD), the Georgian equivalent of a Medium Term Expenditure Framework, for the further development of employment services and the introduction of active employment initiatives. At the project level, sustainability of project results will be guaranteed by ensuring that all procedures, management practises and tools, are embedded in the work routine of the ESS and reflected in a Procedures Manual; the establishment of an in-house training and retraining capacity and the elaboration of a Training Manual will permit the ESS to replicate skills and competencies in the event of staff turnover; and the legal drafting support to the MoLHSA with regard to harmonisation of legislation with the EU *acquis* will ensure that the principles and practises of equal opportunities and non-discrimination are firmly embedded in Georgian Law.

9. Crosscutting issues

Equal opportunities and non-discrimination

Several of the Project's activities are specifically focused upon the promotion of equal opportunities, notably harmonisation of Georgian legislation with the *acquis* on equal opportunities. The principle of non-discrimination, ensuring equitable access of job seekers to employment irrespective of gender, racial or ethnic origin, religion or belief, or sexual orientation, will be pursued rigorously by the staff of the Employment Support Services (ESS). These issues will be reflected in the training provided to the staff and in any promotional materials produced by the ESS. Moreover, the principles will be applied within the ESS itself and reflected in the Procedures Manual.

Environment and climate change

Not applicable

Minorities and vulnerable groups

Attention will be paid to ensuring access for vulnerable and marginalised groups to employment opportunities, and more specifically to the needs of Internally Displaced Persons, returning migrants and young school and college leavers.

10. Conditionality and sequencing

This Twinning Fiche has been drafted in close co-operation with the Georgian counterpart, the Employment Support Services. The ESS has expressed its full commitment to the objectives of the project and the activities designed to achieve those objectives. The ESS undertakes to:

- Assign appropriately skilled and competent staff at all levels to act as counterparts to the RTA and his/her colleagues;
- Release members of staff to participate in Project activities (e.g. training workshops, study tours, communications actions);
- Ensure that the results of the project are fully integrated into the work routine of the ESS;
- Provide access to all relevant legislation, regulations, policies, strategies and supporting documentation relevant to the Project;

- Allocate appropriately equipped and furnished office space for the RTA and his/her assistant for the duration of the Project, including but not restricted to, heating and lighting, telephone, internet, computer work station, printer and photocopier;
- Make available a vehicle for the purposes of the project;
- Provide facilities for the STEs to allow them to perform their work efficiently and effectively while on mission;
- Facilitate access to regional offices of the ESS, and to decision-makers at national, regional and local levels;
- Provide suitable venues for training workshops/presentations/meetings held within the framework of the Project

GLOSSARY

AA	EU-Georgia Association Agreement
BDD	Basic Data and Directions document
BI	Beneficiary Institutions
EaPIC	Eastern Partnership Integration and Cooperation
EC	European Community
ENI	European Neighbourhood Instrument
ESS	Employment Support Service
EU	European Union
GEL	Georgian currency – Lari
HEI	Higher Education Institutions
HRD	Human Resource Development
ICT	Information and Communications Technologies
IOM	International Organisation for Migration
LELP	Legal Entity of Public Law
LMIMS	Labour Market Information Management System
MoAG	Ministry of Agriculture
MoES	Ministry of Education and Science
MoESD	Ministry of Economy and Sustainable Development
MoF	Ministry of Finance
MoLHSA	Ministry of Labour, Health and Social Affairs
MoRDI	Ministry of Regional Development and Infrastructure
MS	Member State
PAO	Programme Administration Office
PL	Project Leader
PSC	Project Steering Committee
RTA	Resident Twinning Advisor
SSA	Social Services Agency
STE	Short Term Expert
TA	Technical Assistance
VET	Vocational Education and Training

ANNEXES TO PROJECT FICHE

1. Logical framework matrix in standard format
2. Detailed implementation chart
3. List of activities undertaken by other donors