



The European Union's Programme
IPA Component IV
 Human Resources Development

SUSTAINABILITY

The project's activities were carried out in line with the needs of the beneficiary through a partnership approach with all involved stakeholders dealing with monitoring and evaluation of the employment policy.

The high level of commitment and motivation of the participants in the trainings and other activities contributed to a solid base of the sustainability. The involvement of the target groups in the trainings, the working groups, the focus groups and extensive on-the-job support created the ownership on the project outputs, which is a precondition for sustaining the project results. The developed monitoring and evaluation system, manuals, guides and methodologies will project support staff in implementing their duties in line with the procedures set up in the M&E system and improve the project effectiveness and efficiency.

Technical and analytical capacity of the Ministry of Labour and Social Policy and other stakeholders including the social partners in monitoring and evaluating policy and programmes on central and local level was considerably improved through a series of trainings and workshops.

TRAINING

Around 100 participants have successfully completed tailor-made training programmes. They were trained on topics on general and specific issues of monitoring and evaluation, on understanding, developing and calculating the indicators within the NAPE Guidelines, on processing selected EMCO indicators based on JAF, on the implementation of the manual for NAPE monitoring for the MLSP and MES, costs benefit analysis, formulating the evaluation questions and drafting the evaluation plan, the advanced IT technics used during the execution of the evaluation of the Internship program 2011 (evaluation survey and online questionnaire creation), training on how to read, understand and use the evaluation results and outcome evaluations, etc.

Extensive on-the-job support to the staff mostly on the operational level with the implementation of the project activities was provided by the 8 short-term experts. In-house training for the staff of the BC Ministry of Labour and Social Policy, Ministry of Education and Sport, Employment Service Agency, Social Partners on both the operational and decision making level have contributed to improved skills and capabilities in monitoring and evaluation of employment policy.

The role of the social partners in monitoring and evaluation of employment policy was considerably strengthened and their influence on the employment and economic and social cohesion was increased. Through the series of tailor-made training their skills to bring together suggestions, objections and build own opinion about their contribution to the monitoring and evaluation process was improved.



Twinning Project "Support to the National Employment Policy" aims to develop capacity for long-term forecasting of the labour market and build up capacities for monitoring and evaluation of the employment policy

COMPONENT 2

Improvement of the capacities and skills of bodies, institutions and social partners to monitor and evaluate employment policy and programmes

MONITORING AND EVALUATION SYSTEM OF EMPLOYMENT POLICY

MAIN ACTIVITIES

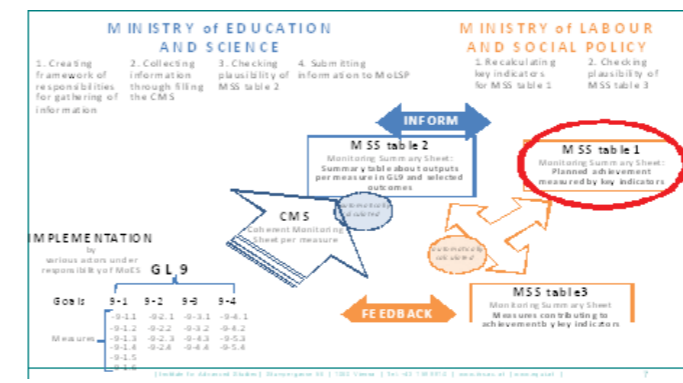
In-depth quality assessment of the existing system for monitoring and evaluation of employment policies was conducted reflecting the specific aspects of the component



- Needs and challenges of the monitoring and evaluation system for employment policy were identified in line with the EU requirements
- Architecture of the monitoring and evaluation system reflecting the feasibility of solutions and its functionalities was designed

MONITORING SYSTEM OF EMPLOYMENT POLICY

Sound monitoring system of employment policy was established and fully operational



A Model describing the structure and basic elements of monitoring system and the methodology for its implementation was developed and put into practice. It serves as a methodical tool to assist to institutions (the line ministries' staff, social partners, decision makers, labour market experts, analysts and administrators) and other stakeholders involved in programming and implementation of employment policy.

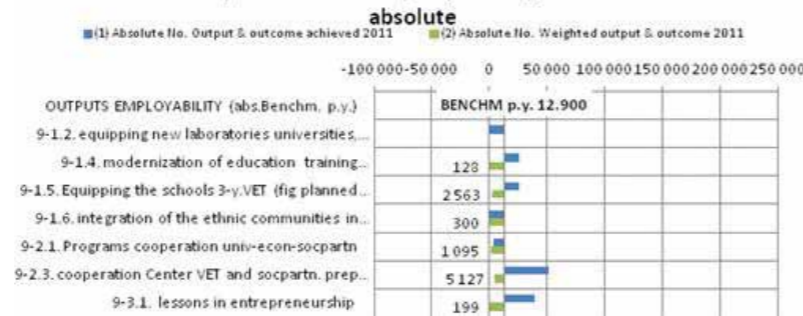
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DELIVERABLES

Manuals and guidelines for execution of particular monitoring procedures were developed and reflected into its internal documents.

- Guideline for JAF and EMCO indicators was developed introducing Strategic monitoring based on the JAF procedures as a tool to be a part of the national monitoring system. The MLSP staff were supported in setting up the strategic indicators and trained in using the JAF procedures for a comparative analysis to access the performance of the Macedonian employment policy priorities towards the Employment Guidelines under Europe 2020.

Key indicator employability, results



- Manual of procedures for monitoring of the NAPE was drafted, based on the implementation of the National Action Employment Plan. The operational monitoring was introduced based on output and outcome indicators related to each of the NAPE policy measures. The MLSP, ESA employees and the social partners as well were strongly supported during the training in assessing, reviewing and designing the output and outcome indicators through guidelines 7 – 10 of the NAPE. Moreover, the monitoring system was improved by introducing the unified instrument for collecting the necessary information in a systematic way to monitor and assess the progress in the implementation of NAPE (Coherent Monitoring Sheets).

- Manual on Employment Guidelines was developed, to serve as a precise guidance to the BC on defining their priorities and implementing reforms to support employment, productivity and social cohesion in line the political strategy of the European Union

	A	B	C	D	E	F
1		(1) Absolute		(2) Absolute	(3) % of key indicator1	(3) % of key indicator2
2	Key Indicator Employability (Absolute number of planned change of the key indicator)				12 900	
3		(1) Absolute	(1a) Weight	(2) Absolute	(2a) % of key	(2b) % of key
4	OUTPUTS EMPLOYABILITY (abs.Benchm. p.y.)				12 900	
5	9-1.2. Replacing the existing equipment and equipping new laboratories on the universities and scientific and research institutions (no output)	0	0,005			
6	9-1.4. Support to the modernization of the education and training system (fig planned 2011, double counting, see 9-1.4)	2563,5	0,005	128,2	1%	
7	9-1.5. Equipping the schools for 3-year vocational education (fig planned 2011; double counting, see 9-1.4)	2563,5	0,1	2563,9	20%	
8	9-1.6. Support to the integration of the ethnic communities in the education system	600	0,5	300,0	2%	
9	9-2.1. Programs cooperation	3640	0,3	1094,7	8%	

- Considering the Europe 2020 Architecture, the Policy recommendations for future policies and strategies for further improvement of ALMP and education policies were formulated and the analytical capacities of the ministries staff was supported with regards to formulation and drafting the strategic employment policy papers

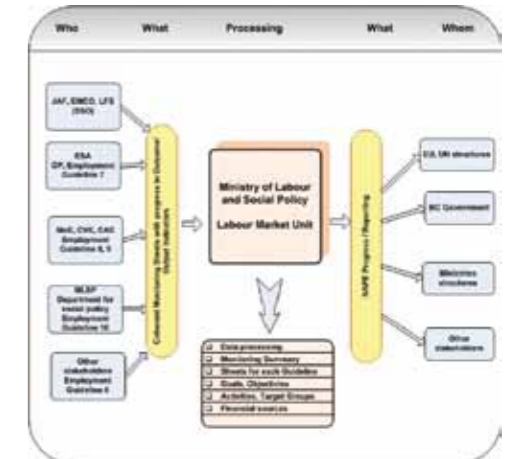
EVALUATION SYSTEM OF EMPLOYMENT POLICY

A Model describing the structure and basic elements of the evaluation system was developed and reflected into the new institutional framework.



- Manual of procedures for evaluation was developed and the MLSP staff was supported in steering the evaluation process in order to ensure the relevance and utility of the evaluation initiatives. 15 members of the working group were supported to promote the partnership principle in all phases of the evaluation process through practical using and implementing the provisions for involvement of stakeholders within the whole evaluation cycle.

- Manual of outcomes evaluation of the ALMM measures was developed providing the users with description of the procedures during the different stages of the evaluation process – preparation, information, implementation, processing and reporting using the framework of the practical evaluation exercise of the Internship programme 2011. The capacities of the Ministry of Labor and Social Policy and the Employment Service Agency were supported in the organisation and implementation of the evaluation exercise and the evaluation skills of 14 participants to manage and implement the evaluation was considerably improved.



- Inventory and description of selected evaluation methods was drafted, providing the overview of the most relevant evaluation methods including their strengths and practical tips for their selection; the practical training on teaching the evaluation methods have contributed to attain the hands-on experience on guiding the ministry's staff in selection of evaluation methods and techniques reflecting the programme context and evaluation design.

- Evaluation Plan (2013 – 2015) as a common framework for initiatives in the field of evaluation of the employment policy was designed and the Ministry's and relevant stakeholders' staff were supported in elaboration, updating and implementation of the Evaluation Plan. It serves as a planning tool, which should supported the Ministry of Labour and Social Policy and main stakeholders in evaluation efforts in the period 2013-2015

