



LPE3

IPA 2007 – 2009

Local Partnerships for Employment – Phase 3

EuropeAid/127435/D/SER/HR



This project is financed by
the European Union

Croatian Employment Service

Sisak-Moslavina County Human Resources Development Strategy



Local Partnerships for Employment – Phase 3
The European Union's Programme for Croatia
IPA Component IV – Human Resources Development
EuropeAid/127435/D/SER/HR
Project duration: 23 November 2009 – 22 July 2011

Gesellschaft für
Versicherungswissenschaft
und -gestaltung e.V.



Bundesagentur für Arbeit



Finnish Consulting Group
International

This publication has been produced with the assistance of the European Union. The contents of this publication are the sole responsibility of Gesellschaft für Versicherungswissenschaft und -gestaltung e.V. (GVG) and the Local Partnership for Employment of the Sisak-Moslavina County and can in no way be taken to reflect the views of the European Union.

**HUMAN RESOURCES DEVELOPMENT STRATEGY
OF THE SISAK-MOSLAVINA COUNTY**

2011-2013

FOREWORD BY THE HEAD OF THE CROATIAN EMPLOYMENT SERVICE, REGIONAL
OFFICE SISAK, CHAIRWOMAN OF THE LOCAL PARTNERSHIP FOR EMPLOYMENT OF
THE SISAK-MOSLAVINA COUNTY

The Human Resources Development Strategy for the Sisak-Moslavina County 2010-2013 is a sequence and complement to the County Development Strategy of the Sisak-Moslavina County (2007-2013) and linked to European practice and tradition, while taking into account the specific characteristics of our county. The accession to the European Union creates a new situation, in which human resources development programmes shall be financed mostly from EU funds. The Sisak-Moslavina County has a lot of potential, out of which the human is definitely one of the most significant. It was therefore necessary to create a new framework for approaching human resources development based on the review of the existing strategy and partnerships.

The Strategy's vision is a trained and adaptable labour force, willing to accept the challenges of the flexible labour market. It is an important factor in the sustainable and competitive economic development of the Sisak-Moslavina County. The main objectives are raising awareness on the need for investments by employers and individuals in education and competence development, improving the communication and cooperation between the economy and the education system, with the aim of better adjustment to meeting the needs of the labour market and strengthening competitiveness, creating the conditions for the employment and social inclusion of marginalised groups and finally partnership, which makes this Strategy sustainable.

We live in turbulent (sometimes uncertain) surroundings, with fast and radical changes. It all requires a well measured and timed approach to challenges we are facing. A number of strategic documents have defined the contents, volume and range of our Strategy, such as the Strategic Development Framework, the Joint Assessment Paper of Employment Priorities in the RoC, the Joint Assessment Paper on Social Inclusion, Strategy for the Development of Vocational Education in the RoC, IPA - Operational Programme for the Development of Human Potential, the National Strategic Reference Framework, the ESF, the Operational Programme for the Development of Human Potential and the Development Strategy of the Sisak-Moslavina County.

The main reasons for elaborating this strategy are human resources development and employment, as well as meeting the priorities related to human resources development and coordination between supply and demand at the labour market. Furthermore, project ideas were identified within this Strategy, offering guidelines for applicants compatible with ESF priorities. A Local Partnership of Employment was established in the Sisak-Moslavina County.

The Strategy was created within the IPA 2007-2009 Local Partnerships for Employment - Phase III project. In the elaboration of the Strategy, the help of consultants, who had guided and directed the implementation of the above named project, had been of great importance. In the course of the Project, the partnerships from the LPE - Phase I project were re-established, a partnership agreement was signed between all important stakeholders at the labour market, formalising and legalising the existing partnerships in our county. The participants were representatives of employers, vocational education, the Chamber of Economy and the Chamber of Crafts, trade unions, the regional development agency, regional and local administration and finally the regional offices of the Croatian Employment Service. All bodies necessary for the regular operation and functioning of the Partnership, including the Assembly, the Managing Committee, the Secretariat and thematic groups, were established.

This Strategy provides us with a clear instrument for meeting the objectives, priorities and measures from the Vision, to the benefit of all inhabitants of our county.

Marica Đureković

IMPLEMENTATION OF THE HUMAN RESOURCES DEVELOPMENT STRATEGY FOR THE SISAK-MOSLAVINA COUNTY FOR THE PERIOD BETWEEN 2005 AND 2010

The Strategy for Human Resources Development and Employment in the Sisak-Moslavina County, for the period between 2005 and 2010, was created within the CARDS 2002 Local Partnerships for Employment - Phase III project. No verification and adoption by the Sisak-Moslavina County Assembly was planned within the project.

The Strategy was prepared in accordance with standard methodology for the elaboration of such documents, and the whole process was guided, directed and supervised by HRD experts from the EU. It logically follows and complements the elaborated and improved county Regional Operative Programme (ROP). In the meantime, new strategic documents have been adopted, however, the changes arising herefrom did not impact the Strategy any further.

As an agreed programme document, and in accordance with its priorities, the Strategy motivated:

the financing of projects and measures from national and international funds available in the period between 2005 and 2010. In the period between 2005 and 2010, the Regional Labour Market Council (RLMC) was active, with a significant role in specific projects. First of all, the "Partnership for New Knowledge and Skills" project within the Phare programme should be mentioned. Its aim was to advance the knowledge and skill level of long-term unemployed persons, contribute to the increase of their employability and decrease of their social exclusion. In the course of the project, six RLMC meetings were held, and the strategic document "Action Plan for Employment in Areas of Special State Concern for the Sisak-Moslavina County 2009-2011" was adopted.

Other HRD-related projects, such as Partnership and Knowledge for Employment, Partnership for New Knowledge and Skills and Skill Development for the World of Labour, were obliged to refer to the Strategy for Human Resources Development and Employment in the Sisak-Moslavina County, for the period between 2005 and 2010. The projects were successfully implemented or are currently in the process of implementation. A part of the projects, which were not accepted, were also based on the Strategy.

It all points to the fact that the Strategy was used as an important guide in the preparation and implementation of HRD-related projects.

BASIC ANALYSIS

Population

There are 185,387 inhabitants in the Sisak-Moslavina County, which makes up for 4.18% of the total population of Croatia. The population density amounts to 41.53 inhabitants / km², which is significantly below the average of the RoC (78.4 inhabitants / km²). The county area is unevenly populated, which is illustrated by the dense population of the urban centres (Sisak, Petrinja, Kutina and Novska), while some villages are completely deserted (villages of Banovina and Posavina). This problem of uneven population also causes great differences in the development of specific parts of the county, which certainly also influences the possibility of employment.

The total demographic trends of the SMC are distinctly negative, and thus the population has decreased by 25% between the last two Censuses. The main causes of such de-population trends may be attributed to the war events, but also to the process of deruralisation, which had been visible even beforehand.

Gender and age structure

The age structure of the SMC inhabitants points to the domination of the economically active population, aged from 15 to 65 (65.48%), but also the problem of ageing of population. The share of the population aged 65 and above is 18.11%, which places the SMC among the four demographically most endangered counties in the RoC. In 2001, the young population (aged 0-14) amounted only to 16.15%. Out of the total population, 51.92% are women, and 48.08% are men.

Labour force

The labour force is mostly concentrated in the urban centres of the county, as it forms the backbone of its development. The largest number of employees work at the processing industry (12.957 employees), crafts (7.597), retail and wholesale trade (4.108), as well as public administration (4.625). The structure of employed persons according to professional qualification - the largest number of persons have the high school degree and they make up for the highest share of the labour force, while the lowest number of persons have a skilled

profession. The existing instruments of the CES do not enable the monitoring of the compliance between the work position and the finished education.

A large number of employed persons commute to work outside of their place of residence. According to statistical data available from the Central Bureau of Statistics, the number of employed persons regularly commuting to work outside of their place of residence amounts to 28,120 persons, out of which 17,115 are men and 11,005 women. Taking into account the concentration of labour in larger cities, the public transport between individual local government units is not sufficiently developed. The largest number of persons in daily migration commute to Zagreb, with good transport links.

Unemployment

The slow economic development of the SMC causes a high unemployment rate. Thus, the unemployment rate of 27.4% exceeds the country average by far (15.1%). According to CES records, the number of unemployed persons in 2009 amounted to 17,922, or 17.7 more than in the year before. This makes the SMC the second by unemployment rate, immediately below the Vukovar-Srijem County. The constant decline in the demand for workers further deepens the gap between the supply and demand at the labour market. Within only a year, between 2008 and 2009, the need for workers in the Sisak-Moslavina County decreased by 34.4%, with a tendency of continuing such a trend, because of the decline in the number of crafts and bankruptcies in larger companies, caused by the economic crisis, insolvency, high taxes and expensive labour force. By means of financial incentives and grants and very favourable enterprise loans, the SMC seeks to put an end to this trend.

The structure of the total number of unemployed persons according to qualifications is unsatisfactory. Three groups dominate: with primary education and three-year and four-year secondary education, making up the total of 89.4% of unemployed persons.

qualification	number of unemployed persons	structure in %
- no degree	1,737	9.7
- primary school	5,834	32.6
- secondary school up to	5,613	31.3

three years		
- secondary school up to four years	3,581	20.0
- gymnasium	431	2.4
- college	444	2.5
- university	282	1.6
Total	17,922	100.0

According to data from the CES RO Kutina, approximately 50% of persons who attended some type of training within the Active Employment Policy Measures find new employment. The previous years had even been better, and with a better economic situation, the percentage would also be higher.

In 2009, the Public Open University Kutina trained 197 participants in the following training programmes:

	<i>Profession:</i>	<i>Number of groups</i>	<i>Number of participants</i>
1	<i>Winemaker - cellarer</i>	4	47
2	<i>Nurse</i>	4	43
3	<i>Bricklayer</i>	1	5
4	<i>Carpenter</i>	1	6
5	<i>Assistant cook</i>	2	19
6	<i>Assistant baker</i>	1	4
7	<i>Book-keeper - accountant</i>	1	8
8	<i>Greengrocer</i>	4	61
9	<i>Florist - vegetable grower</i>	1	4
	Total	19	197

As the dynamics of opening new work positions are too slow, the labour market in the SMC is still quite inflexible. Because of the immediate reduction of the possibility of new employment, the duration of unemployment has been extended, which directly influences the average age of recorded unemployed persons. For this reason, the share of older age groups in the total number of unemployed persons constantly increases. According to the age structure, persons aged between 50 and 54 (2,318 persons), between 20 and 24 (2.225), between 45 and 49 (2.054), between 25 and 29 (2.049) and persons aged between 55 and 59 (2.022 persons) predominate.

Every year, around a third become employed outside of the territory of the SMC, mostly in catering, construction and other occupations.

There was a trend of constant decrease of unemployed persons in the period until July 2008 (in the period between January 2005 and August 2008, the number of unemployed persons decreased by 25%), after which the growth turned to negative again as a result of the economic crisis.

The number of registered unemployed persons does not only depend on the employment in the SMC, because unemployed persons also become employed in other areas of the RoC, while the unemployed are also deleted from the records for other reasons, apart from employment.

Significant structural changes after war devastations and post-war restructurings and bankruptcies, as well as the existing economic recession, caused the collapse of many large companies, and therefore also crafts and small companies, who had been their subcontractors.

Lack of coordination between supply and demand at the labour market

In 2010, based on previous analysis, the CES composed the Recommendations for the educational enrolment policy, with the aim of reducing the lack of coordination between supply and demand at the labour market. The Recommendations offer proposals for the reduction or increase of the number of enrolled persons for specific professions (from secondary schools to universities) in the SMC area.

Gross Domestic Product

In 2007, the Gross Domestic Product of the SMC amounted to € 1,269 million, or € 7,200 per capita. Compared to the Croatian average, this is an illustration of the still weak economic activity and insufficient utilisation of the county's economic potential.

Company operation

According to data from the Central Bureau of Statistics from 2008, a total of 6.533 economic entities have been registered in the area of the SMC, out of which only 2.740 are active. The share of active economic entities with seat in the SMC, in comparison with economic entities on the level of the whole Croatia, is relatively small and merely amounts to 2%. This points to the weak economic activity in the county.

The entrepreneurial infrastructure of the SMC is relatively weakly developed, which is a consequence of insufficient investments by entrepreneurs and their weak networking.

Out of the total number of active economic entities, crafts and freelance professions are the most represented (2,589 entities), followed by companies, along with catering professions (1,555 entities). Crafts, trade and processing industry are therefore traditional occupations which form the basis of the economic activity in the SMC.

The global economic crisis has also negatively impacted the business of entrepreneurs in the SMC. Thus, data from 2009 display a decrease in the total income of registered legal entities by HRK 8.8 bln, i.e. 18.2%, and a decrease of expenditures by HRK 9.3 bln or 14% in comparison to the previous business year. This shows that in the previous year, entrepreneurs in the SMC conducted business under the cost-effectiveness threshold. In comparison to other counties, entrepreneurs from the SMC also had the worst positioning according to the equity profitability criterion, as well as the profitability of turnover and total assets.

In 2009, the total revenues generated from entrepreneurial activity decreased to HRK 229 million, i.e. they are by 25.4% lower in comparison to the year before. Still, entrepreneurs with positive business results are predominant in the SMC. Thus, in 2009, 950 or 60% of them had positive business results, while 632 entrepreneurs operated with losses.

The main business problems faced by companies in the area of the SMC are lack of liquidity and

insolvency. The amount of outstanding liabilities of companies has shown an upward trend in the last few years. Thus, by the end of March 2010, the amount of outstanding debts of registered legal entities exceeded HRK 361 million, or 33% more than in the same period of the previous year. In the structure of debts, the highest amount refers to outstanding liabilities for court and other decisions (61%), followed by liabilities from taxes and forced collection (35%), as well as outstanding liabilities for contributions (4%). Such high amounts of outstanding liabilities cause the further decline of economic activity in the county, increasing operating losses, the decline of commodity exchange, the growth of unregistered employment and unemployment as well as decrease of the county's income from tax.

In 2009, there was a decrease of own financing sources in the total funds of the SMC entrepreneurs (36.3%), which points to the fact that there is strong dependence on external, more expensive sources.

Foreign trade

In the first quarter of 2010, the SMC participated in foreign trade by exporting goods in the value of \$ 157 million (€ 116,624,568), which represents a decline of 6.4% compared to the same period in 2009. In the specified period, goods in the value of \$ 139 million (€ 103,253,598) were imported, which represents an import growth by 25.8% compared to the first quarter of 2009.

The processing industry is the most represented in the structure of the realised export of the SMC, accounting for 98% of the county's total exports. This is a traditional export activity of the SMC, in which over 98% of the export is realised by Petrokemija d.d. from Kutina. In the first quarter of 2010, the processing industry participated in the county's total export by \$ 57.7 million (€ 42,861,386), followed by the manufacturing of computers, electronic and optical components in the amount of \$ 45.7 million (€ 33,947,406), which, in the specified period, realised an export growth by 16.3%, mostly the result of the operation of the company SELK d.d. from Kutina. Regarding the representation of exported goods, they are followed by base metals production with \$ 17.6 million (€ 13,073,837), food and beverages production with \$

13.7 million (€ 10,176,794), as well as the production of wood and wood products with \$ 10.7 million (€ 7,948,299).

An import decrease by 8.3%, with simultaneous growth in export by 1.5%, was registered in the food industry, and therefore it has the largest growth perspective in the economy of the SMC. The most significant companies pursuing this occupation are Vivera from Glina, Sano from Popovača and Gavrilović d.o.o. from Petrinja. According to the indicators for the SMC for the period of the first four months of 2010, goods in the value of \$ 157 million (€ 116,624,568) - index of 93.6, while imported goods had the value of \$ 139 million (€ 103,253,598) were exported to other countries - index of 125.8. The coverage of import by export is 113%, while the total foreign trade amounts to \$ 296 million (€ 219,878,166).

The processing industry is the most represented occupation in the export structure, if viewed according to areas of the National Classification of Industries, while the trends in other occupations do not influence the total export trend to a significant extent. The next occupation with a significant export share is the production of base metals. The above listed are followed by the food and beverages production and the production of wood and wood products, while the share of other occupations in the total export is very small.

The industry of base metals production has the third position in the total export of the county with the realised export par value of approximately \$ 17.6 mill., with simultaneous significant reduction of the export index (ind. 53.1). Such a decrease of export is a result of decreased production at CMC Sisak caused by a standstill at the production plant for seamless pipes, while the steel production at the new steelworks began in May (value of investment of over € 50 mill.).

The state of foreign trade and the indicators recorded in the previous year point to the need for taking further measures with the aim of increasing the production and export activities in the SMC, because the export strategy is the most important for stimulating the economic growth of the county.

Direct foreign and domestic investments

In the last five years, investments in the SMC have shown the tendency of constant growth, while the technical investment structure is dominated by investments in equipment (55%) and investments in construction (40%).

The growth of investments is especially visible in the processing industry. Thus, in the period between 2002 and 2008, the share of the processing industry in the total investments in the county has grown from 30% to 40%. This is mostly a consequence of high investments in modernising the INA Oil Refinery in Sisak (over HRK 800 mill.) and the CMC Sisak d.o.o. steelworks (€ 50 mill.). Significant investments were also realised in the new foundry in the company Felis d.o.o. and in the area of the new business zone in Popovača, the new generic drugs company PharmaS. Even though the value of investments in the processing industry has been growing from year to year, they still show no significant impact on the growth of the industrial production.

Craftsmanship

During the last 15 years, because of great structural changes in the economy, some large companies, such as the Sisak Ironworks, were ruined. The Sisak Ironworks had 14,000 employees, while they now employ approximately 1,100 workers, a fact which undermined the business of crafts as their subcontractors.

The crafts, dominated by the trade and service industry, production and catering, are a traditional economic occupation in the county area. Because of great structural changes in

the economy and the economic recession, a trend of closing down crafts in the SMC, as well as

the consequential decline in the number of employed persons, has been noticeable since 2005. Thus, the decrease of the number of persons employed in crafts in 2009 amounted to -4, 4% in comparison to the year before. Even though the number of active craftsmen did not noticeably change in the previous nine years, a growth in the number of employed persons was observed in 2007, after which year there has been a trend of decrease of persons employed in crafts.

The structure of crafts did not undergo any significant changes in the previous years. They are still dominated by commerce and trade service industries (mostly construction), which takes up around 57% of all crafts. They are followed by production with 14%, and catering and tourism with 12.5%. In 2009, there is a continued trend of an increasing number of crafts engaging in various occupations, which means that the craftsmen are forced to perform several jobs in order to survive.

Knowledge of autonomous management of a crafts industry is the constituent part of the master craftsman exam and the qualification exam, which have been prescribed for

establishing a craft by the Ordinance on tied and privileged crafts. The examiners are by craftsmen and VET teachers appointed by the Croatian Chamber of Crafts.

From 1996 until 31 December 2010, 622 craftsmen or craft employees passed the master craftsman exam for complex and demanding professions and acquired the 5.1 degree of education (previously skilled master craftsman), while 859 craftsmen or craft employees passed the qualification exam for less complex professions.

The structure of the production industries is dominated by various finished products, wood processing and wood products, metal processing, food and beverages production, as well as textiles and textile products. Other occupations are represented by less than 10%. A significant number of production craftsmen engage more in services and commerce than in production.

The service industry is still dominated by services related to the construction, repairs and maintenance of buildings, which is quite comprehensible, as the reconstruction of buildings devastated in the war in the county area is in progress. Apart from the listed services, the reparation and maintenance services for motor vehicles are significantly represented. These are mostly smaller crafts, in which the owner works and is assisted by family members.

The tourism and catering industry is dominated by catering objects such as buffet and café bar, while the number of restaurants offering a higher level of catering services is relatively small.

In 2009, the trade industry recorded a further decline, with a strong fluctuation of opening and closing stores (exchange of owners of business premises). Apart from this, the forecasts of the commercial guild, that large commercial chains shall destroy smaller merchants, have come true.

Small and medium enterprises

The number of small and medium enterprises in the SMC and their economic activity and number of employed persons has been growing since 2001. Small enterprises make up for almost 90% of the total number of companies in the SMC.

Small enterprises employ over a third of the total number of persons employed in companies, and medium enterprises almost 25% of the total number of employed persons.

Enterprise centres and enterprise zones

In the area of the SMC, there is a Regional Development Agency and four enterprise centres, with the role of developing enterprise on the local level, strengthening the cooperation of entrepreneurs with enterprise support institutions and their mutual connection and networking.

Ten enterprise zones are currently in operation in the area of the SMC. The enterprise zones are the cores of economic development in the SMC. There are ten enterprise zones in the area of the SMC, with 70 operating companies, which employ 672 workers. The currently operational enterprise zones meet the needs of investors, however, new enterprise zones are also established, in expectation of new investments. A total of 37 enterprise zones are currently planned for the area of the SMC, however, it is not realistic to expect that all of the zones shall be put into operation.

Tourism

Tourism is an economic branch the economic effects of which are presently by far below its potentials in the SMC. The SMC meets all preconditions for the development of all forms of continental tourism (spa, recreational, excursion, rural, hunting and cultural). However, the tourism offer has not been sufficiently elaborated and the tourism potentials are insufficiently utilised. One of the reasons is certainly that this county is often seen as an area of "dirty industry", backward agriculture and many other economic and social problems. Thus, orientation towards the development of tourism is also important for changing such an impression.

The Sisak-Moslavina County has defined the directions of tourism development on its territory by means of the strategic document "Tourism Development Strategy for the Sisak-Moslavina County 2007 - 2013". The Strategy represents a starting point for measuring the progress of tourism and economic development and creating steps for future development.

The IPA project "Developing Artisan Skills for the World of Labour", with the CES RO Kutina as project leader, is partly based on the mentioned Strategy, where it is stated that "In the SMC, there is growing demand for original products - traditional handicraft objects - which is a basis for developing skills necessary for the production of such objects".

Taking into account the existing high interest for preserving tradition, activities of the project would contribute to new employment possibilities, as well as the development of the manufacture of decorative clay objects. In order to sustain and further motivate the preservation of cultural heritage, a labour force with the required skills is also necessary. The project takes efforts to create a labour force with basic knowledge in the work with ceramics, by introducing a new educational programme for ceramists - independent manufacturers of decorative clay objects. For this purpose, the project shall train 20 unemployed persons with disabilities in the ceramist profession and five new types of souvenirs related to the cultural heritage of the Moslavina region shall be designed. The Disabled Persons Association (OSI) from Kutina shall continue the production of new souvenirs and employ two persons from the project. Upon termination of the project, the Public Open University Kutina shall continue to provide ceramist courses, which shall, as we hope, also cause future employment.

In the period between 2006 and 2008, the Sisak-Moslavina County records a visible growth in tourist transport, which has grown by more than 20% in three years.

According to data of the State Bureau of Statistics for 2009, there is a total of 482 business units engaging in tourism (legal and physical entities), out of which there are 434 crafts. By analysing statistical data for different quarters of 2009, we may notice a slight decline in the number of entities and employed persons. The existing capacities provided by hotels, restaurants and other supplementary accommodation facilities are insufficient. On county level, there are currently 1,091 beds in tourist facilities, with a growth tendency in the number of beds in rural households and a decline in hotel accommodation, which is a consequence of unsettled records and privatisation.

The edges of the Lonja Field are appropriate for the development of rural tourism, a fact supported by the increasing number of rural households in this part of the SMC, registered for pursuing this type of industry. A further strengthening in the development of this type of tourism is also significant for reducing the differences in the development of cities and rural areas in the SMC, as well as preventing a strong appearance of land abandonment.

Agriculture

The SMC has large possibilities for agriculture development, as agricultural areas are the most represented on its territory, by 236,618 ha or 53% of the county's total area, out of which 190,429 or 43% are arable. With the aid of funds from the CARDS programme of the European Union, the SMC has composed the Agricultural Development Strategy, in which the measures and activities necessary for achieving long-term objectives in agricultural development are elaborated in detail. The key priorities of the Strategy are strengthening

awareness and knowledge of ecological agriculture, as well as stronger coordination of agriculture with other economic sectors (small and medium enterprises and tourism).

Out of the total arable area, only 33% (62,722 ha) are used, which means that there is a possibility of increasing the utilisation of agricultural plots in the SMC, but also the danger from turning unutilised agricultural areas to forest land. By leasing and selling part of the state agricultural land (39,555.5 ha of the planned land), the area of utilised agricultural land and specialised agricultural production should increase.

According to the Agriculture Census from 2003, 27,184 agricultural

households and 40 business entities primarily engaging in agricultural activities are registered in the SMC. Even though this is a serious

economic resource, an extensive approach to agricultural production and fragmented plots with a large number of small agricultural enterprises still predominate in the SMC. A consequence hereof is a low percentage of arable agricultural land used for producing goods as well as low productivity and lack of market competitiveness.

The agricultural market is still not well organised. Most products have no known buyers. The farmers are associated in 77 agricultural organisations, and the process of association in cooperatives has also begun (more than 200 cooperatives). Cooperatives have a tradition in the SMC, and their importance is high because they increase the possibility of conquering the market with recognisable cooperative products (the so-called small cooperative brands).

Livestock breeding is a traditional and significant branch of rural industry in the county, with a series of comparative advantages for this type of production. A high percentage of rural areas and dilapidation of arable areas, partly also in favour of pastures, the presence of a local meat processing industry and built capacities for keeping and fattening swine, bovine and dairy cows are only some of the existing preconditions for a more dynamic development of this economic branch, which is currently not manifested in the planned and desired dynamics. The removal of the mentioned problems of rural industry development, primarily by stimulating the establishment of medium and larger enterprises, as well as their networking through cooperatives or large food manufacturers, shall create the conditions for stable, profitable and competitive production of goods in the field of livestock breeding.

Education

The education system of the SMC includes educational programmes implemented on the pre-school, primary, secondary and higher education levels, as well as in adult education in public and private colleges.

Pre-school education

There are a total of 15 kindergartens in city and municipality ownership in the SMC. They implement regular all-day and half-day pre-school education programmes for approximately 3,100 children, 600 children at nurseries and pre-school programmes for approximately 1,100 children.

There are no private kindergartens in the SMC, nor are there such as organised by religious communities. This is a potential which should be used to a more significant extent by local self-government units, as the existing network of pre-school institutions does not meet the needs (especially in Sisak and Petrinja).

Primary education

According to the data for the school year 2010/2011, the primary education system in the SMC includes a total of 14,232 students. The primary education system includes 21 primary schools founded by the SMC, nine primary schools owned by the City of Sisak and five primary schools owned by the City of Kutina. 55 regional schools in the SMC also implement primary education.

Of the total of 35 regular primary schools in the SMC, 12 operate in one shift, thus meeting the National Pedagogical Standard for Primary School Education.

Large differences in the density of population in specific parts of the SMC and the rapid decrease in the number of children in rural areas cause the problem of the children's transportation to schools.

Secondary education

The secondary education system in the SMC includes 15 secondary schools, among which there are also two secondary music schools, in Sisak and in Kutina. According to the data for the school year 2010/2011, a total of 5,454 students attend secondary schools in 250 class departments.

The number of secondary schools and their spatial conditions, as well as their location related to the bad, uneven population density in the county, does not completely meet the needs of secondary education. This is reflected by the fact that many students attend secondary schools in Zagreb. The lack of room in some schools and a too large number of students also decrease the quality of classes, and consequentially also the quality of the labour force.

There is one student's home in the SMC, located in Kutina, with approximately 70 positions. A further establishment of student's homes in cities with secondary schools (especially in Sisak) would mostly solve the secondary education problems in the county arising from its demographic and transport peculiarities.

With the aim of increasing the quality of secondary education on county level, the construction of a new secondary School for Crafts in Sisak is planned.

The secondary education programmes in the SMC include the general, language and natural science and mathematics gymnasium (23.13% of enrolled students), 18 different four-year vocational programmes (46.78% of enrolled students), 27 three-year vocational programmes (crafts, industry and related programmes, 28.97% of enrolled students), one art programme for acquiring the profession of musician (1.12% of enrolled students), and programmes for acquiring lower qualifications for students with disabilities.

In accordance with recommended national standards, the basic allocation of student enrolment in the secondary schools of the SMC to gymnasium, art and other four-year programmes has the optimum arrangement in relation to industrial, economic and crafts programmes. However, within the first group, a somewhat higher percentage of students were enrolled at four-year programmes other than the gymnasium programmes, as well as art programmes.

In the school year 2010/11, there are 383 students in the first grade, 348 students in the second and 329 students in the third grade of 23 craft professions in seven vocational schools. The students attend practical classes in licensed crafts and companies, as well as

school workshops. A large problem is the lack of interest of large and public companies for accepting students for practical classes: they refuse to appoint mentors and send them to the master craftsman exam, within which they are also examined in work pedagogy, in order to obtain a licence for accepting apprentices, while at the same time, they complain that a labour force with insufficient knowledge and skills finishes the secondary schools.

The Chamber of Crafts, along with its partners (the County, Ministry of Economy, Labour and Entrepreneurship, Croatian Chamber of Economy, cities and municipalities) stimulates enrolments in scarce professions by means of student scholarships. Compared to the year 2000, when we provided five scholarships, in 2010/11, 44 students are granted scholarships for the occupations of mason, roofer, carpenter, plumber, house-painter, car tinsmith, heating and air conditioning installer, tinsmith, car electrician and electrical installer.

The IPA project "Developing Artisan Skills for the World of Labour", with the CES RO Kutina as project leader, is partly based on the mentioned Strategy, where it is stated that "In the SMC, there is growing demand for original products - traditional handicraft objects - which is a basis for developing skills necessary for the production of such objects".

Taking into account the existing high interest for preserving tradition, activities of the project would contribute to new employment possibilities, as well as the development of the manufacture of decorative clay objects. In order to sustain and further motivate cultural heritage preservation, a labour force with the required skills is also necessary. The project takes efforts to create a labour force with basic knowledge in the work with ceramics, by introducing a new educational programme for ceramists - independent manufacturers of decorative clay objects. For this purpose, the project shall train 20 unemployed persons with disabilities as ceramists and five new types of souvenirs, related to the cultural heritage of the Moslavina region, shall be designed. The Disabled Persons Association (OSI) from Kutina shall continue the production of new souvenirs and employ two persons from the project. Upon termination of the project, the Public Open University Kutina shall continue to provide ceramist courses, which shall hopefully also stimulate future employment.

Higher education

The higher education of the Sisak-Moslavina County is concentrated in Sisak (Faculty of Metallurgy and Faculty of Organisation and Informatics Varaždin - Centre in Sisak), Petrinja (Primary School Teacher Training College) and Kutina (Libertas Business College).

The relative proximity of the city of Zagreb with all of its higher education institutions is often a destimulating factor for the establishment of new higher education institutions in the SMC, in the area of formal education as well as lifelong learning. In this respect, the founding of

accredited private higher education institutions should be stimulated, as they would contribute to the further development of higher education.

The Sisak-Moslavina County co-finances the transportation of all students who travel to Zagreb by train, also including the Zagreb city transport. The County also regularly provides scholarships for students educated in professions scarce in the economy of the SMC.

Even though, because the Sisak Ironworks do not exist in their previous volume, the role of the Faculty of Metallurgy is not as prominent as before, the only faculty in Sisak still needs to be strengthened with personnel and made the central regional institution of development and research. Obligatory practical classes should also be introduced to the higher education system, with appointed mentors and specific, occupation-related tasks.

Social care

Efforts are taken in the Sisak-Moslavina County to care for the following socially sensitive and vulnerable groups:

- elderly and infirm persons, especially elderly households
- children and women who are victims of domestic violence
- persons with disabilities and impaired development
- persons who need help with addiction treatment
- returnees and refugees from the territory of former Yugoslavia, war military invalids, people suffering from PTSD, children
- the wives of Croatian war veterans and families of war veterans.

The care for the above listed vulnerable groups is conducted through activities of the following institutions: state institutions (social care centres, homes for accommodating different categories of users and health institutions); expert centres and departments offering psychological, social, legal and other advisory help, supported by the state (Centre for Psychosocial Help to Croatian War Veterans and Victims of the Homeland War in the SMC, Department of Prevention of Addiction Diseases at the Public Health Institute of the SMC); non-government organisations also engaging in health and social care.

The state of social vulnerability is particularly noticeable in areas of special state concern in the SMC.

Out of the total population of 185,387, 3.87%, i.e. 7,178 persons, are beneficiaries of permanent aid (compared to 2.14% in the RoC). There is a high share of unemployed persons capable of working among permanent social care beneficiaries.

By analysing the number of permanent aid beneficiaries in areas of the SMC, we notice that there is a much larger number of persons in the state of social vulnerability in areas of special state concern. Apart from the socially vulnerable population in the SMC, the work of social care centres and other accompanying institutions increasingly focuses on domestic problems (violence, addiction diseases, negligence in the care for children), juvenile delinquency and guardianship.

As the consequences of stress caused by war events are still present, mostly in the form of PTSD,

domestic violence, addiction, depression and anxiety, a broader and more organised approach of the whole community in the work with the ill persons and their families is necessary. Expert centres and departments dealing with such problems in the SMC are the Centre for Psychosocial Help to Croatian War Veterans and Victims of the Homeland War in the SMC and the Department of Prevention of Addiction Diseases at the Public Health Institute of the SMC.

There is a strong need for additional services to the vulnerable population, and thus also a large possibility of developing social enterprises and the commercial provision of social services.

SWOT analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ▪ active employment policy measures ▪ annual survey of employer needs on the labour market in the SMC ▪ availability of VET (there are enough enrolment positions for all students graduating from primary school) ▪ existence of a digitally supported Database on Unemployed Persons and Employers - CES ▪ professional selection for employer needs ▪ good existing infrastructure for establishing enterprise zones and the possibility of establishing new enterprise zones ▪ the existence of institutional support for aiding entrepreneurs ▪ tradition of processing industry, craftsmanship and agriculture ▪ well organised trade unions ▪ free education, up to the acquisition of the first profession ▪ sufficient number of primary and secondary schools in the SMC ▪ good qualification structure of persons employed at educational institutions ▪ satisfactory IT infrastructure ▪ existing capacities of the Croatian Chamber of Crafts of the SMC (vocational and craft occupations) ▪ existing capacities of the CES ▪ various forms of retraining ▪ good supply of an experienced labour force ▪ a network of CES regional offices on the whole area of the SMC ▪ intellectual capital (Faculty of Metallurgy and Primary School Teacher Training College - Centre in Petrinja) ▪ a high number of the younger educated population 	<ul style="list-style-type: none"> ▪ unfavourable education level of the persons who are unemployed and inactive at the labour market (related to the desirable level of technological development) ▪ lack of management and experts in the area of HRD ▪ negative demographic trends, increasingly old population ▪ the unemployed persons and the labour market institutions do not have insight into all vacant work positions (the employers have no legal obligation to announce vacancies in work positions) ▪ unregistered labour ▪ practical entrepreneurial skills are insufficiently taught in schools ▪ insufficient adaptability of a part of the labour force to changes arising at the labour market ▪ low level of competitiveness of companies and crafts in the SMC ▪ insufficient number of large employers, who would utilise the capacities of small and medium employers by means of subcontracting ▪ negative consequences of war ▪ employment mostly for a limited time ▪ poor daily mobility of the labour force (poor organisation of the public transportation) ▪ insufficient motivation for work outside of the place of residence - over 60 km (domestic reasons, earnings insufficient for personal needs etc.) ▪ obsolete teaching programmes ▪ lack of study books for most occupations ▪ lack of technical literature (especially in Croatian) ▪ lack of interest and funds for lifelong learning ▪ obsolete equipment of school

	<p>workshops and practice areas</p> <ul style="list-style-type: none"> ▪ lack of coordination of the knowledge acquired in primary school with the knowledge necessary for secondary education ▪ there is functional illiteracy ▪ access to the labour market is limited for specific groups (the elderly, persons with disabilities etc.) ▪ 55% of the persons registered as unemployed are women ▪ a discriminating attitude of some employers towards the employment of women ▪ lack of kindergartens, nurseries and similar institutions ▪ inappropriate system of professional rehabilitation of adult persons with disabilities ▪ inappropriate system of professional rehabilitation of Croatian war veterans ▪ insufficient help for persons with disabilities in communication and movement ▪ insufficient socialisation and bad educational structure of the Roma minority ▪ inappropriate supervision by competent services of the implementation of laws and regulations (tax administration of the inspection service) ▪ inappropriate sanctions for violation of employee rights ▪ high unemployment rate ▪ uneven economic development of cities and municipalities within the county ▪ difference in unemployment rates in specific areas in the county (Areas of Special State Concern) ▪ Lack of coordination between supply and demand on the labour market ▪ Low level of computer literacy with persons aged above 40 ▪ Lack of specialist knowledge in specific industries ▪ Large number of long-term unemployed persons with very little or no work experience ▪ Non-existence of polytechnics and insufficient number of faculties in the area of the SMC ▪ A large part of the county has a low population density
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OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ functioning of the Local Partnership for Employment in the SMC ▪ possibility of using money from EU funds (related to financing of the project in the HRD and employment sector) ▪ creating conditions for the more favourable operation of enterprises in enterprise zones ▪ arrival of new investors (domestic and foreign) ▪ construction of new traffic routes ▪ better usage of other forms of employment (part-time work, temporary and occasional jobs) ▪ higher quality education of persons caring for persons with disabilities ▪ reduction of the tax burden on local level ▪ development of rural tourism and small enterprises ▪ inclusion in development programmes for areas of special state concern on local level ▪ provision of additional education for workers, with the aim of keeping them employed ▪ a decentralisation process can enable a larger domain and responsibility of local administration and self-government ▪ modernising the educational system and its adjustment to EU systems ▪ development of telecommunication infrastructure and internet ▪ planned establishment of polytechnics, linked to the economic needs of the SMC 	<ul style="list-style-type: none"> ▪ demotivating enterprise environment (banking system) ▪ insufficiently effective local administration and self-government ▪ investment conditions unfavourable for opening new work positions ▪ disregard of work ethics ▪ slow resolution of business and work disputes ▪ negative impact of the economic crisis ▪ insufficient financing of the whole education system ▪ frequent changes of work regulations and standards ▪ high prices of adult education programmes and their duration (lifelong education) ▪ the social care system insufficiently stimulates new employment ▪ lack of interest of employers for employing persons with disabilities ▪ lack of interest of employers for recruiting elderly workers and keeping elderly workers ▪ the education policy does not meet labour market needs ▪ deruralisation and depopulation, as well as migration of young and educated persons ▪ Lack of information related to predicting the labour market situation ▪ insufficient investments in staff development

VISION, PRIORITIES AND MEASURES

VISION		
<p>A trained and adaptable labour force, willing to accept the challenges of the flexible labour market, is an important partner in the sustainable and competitive economic development of the Sisak-Moslavina County.</p>		
GOAL 1 Competitive labour market	GOAL 2_Equal possibilities and social inclusion	GOAL 3 Sustainability of the partnership (Local Partnership for Employment in the SMC)
MEASURES		
Strengthening the support system for entrepreneurs and services and support in the area of raising competitiveness, within development agencies, enterprise centres, parks and business zones.	Support and promotion of systematic employment of women and strengthening of gender equality.	Support to systematic labour market research by partners.
Development of employee and entrepreneurial competences	Strengthening the system of support to unemployed persons with disabilities	Strengthening and advancement of the CES services
Support to programmes of modernising and adapting secondary education programmes to labour market needs		Strengthening the labour market approach in the system of professional guidance
Improving the quality of lessons and equipment of the local educational institutions		Strengthening the system for collecting project ideas and projects ready for financing from national

		and international funds
Support to programmes of acquiring work experience in the course of education, in the form of practical lessons, volunteering, mentoring and other forms of practical work		
Promotion and support to the adult education system		
Promotion and support to entrepreneurship through all levels of education		
Building a scholarship system on local and county levels		

Strategic goal	1. Competitive labour market
Measure 1.1	<i>Strengthening the system of support to entrepreneurs and services and support in the area of raising competitiveness, within development agencies, enterprise centres, parks and business zones.</i>
Description of measure	<p><i>Contributing to the development of an active, flexible, informed labour market,</i></p> <p><i>able to predict demand in a timely manner and accordingly adjust the supply to current</i></p> <p><i>needs, increase employment and the creation of new work positions.</i></p> <p><i>Supporting vocational and higher education and educational programmes, as well as</i></p> <p><i>adaptation and guidance according to needs of the economy.</i></p>
Activities	<p><i>Advancing the local labour market by coordinating the work of a large number of social entities, whose partnership and cooperation requires planned guidance, integration and strengthening.</i></p> <p><i>Defining the roles and responsibilities of each participant and, upon necessity, adjusting and advancing their mode of work and capacities,</i></p>

	<p><i>as well as focusing the activities on goals agreed by consensus.</i></p> <p><i>Contributing to the adoption of coordinated measures for the suppression of the black labour market, which, along with other aspects of grey economy, negatively impacts the competitiveness and development potential.</i></p> <p><i>Stimulating the establishment of new work positions and development of untraditional employment forms (shortened working hours, long distance work etc.)</i></p> <p><i>Stimulating interventions aimed at specific target groups (e.g. the employment of women).</i></p> <p><i>Elaborating a plan of activities and implementing educational programmes for developing a system of faster availability of information and fast and easy access to updated information on supply and demand.</i></p> <p><i>Composing a labour market analysis, with special review of the grey labour market, and composing a plan of activities related to the inclusion of a larger number of people in the legal labour market, as well as flexibility of the labour force</i></p> <p><i>Monitoring and evaluating the realisation and impact of the measures</i></p>			
<i>Target groups</i>	<i>Participants in the education process, unemployed and employed persons</i>			
<i>Eligible applicants</i>	County, local self-government units, private and civil sector			
Framework financial plan 1)	Sources of financing (estimation)			
	<i>EU</i>	<i>National/local level</i>	<i>Other</i>	<i>Total</i>
2011-2013	€ 100,000.00	€ 25,000.00	€ 5,000.00	€ 130,000.00
Monitoring and evaluation	Indicators and data / sources of information			
<i>Level of intervention</i>	<i>Indicators</i>		<i>Data / sources of information</i>	
<i>Output (monitoring)</i>	<p><i>Created 1 programme for faster and easier access to information</i></p> <p><i>Changed and adapted 1 analysis of educational programmes in accordance with needs of the economy</i></p> <p><i>Increased employability of</i></p>		<ul style="list-style-type: none"> ▪ <i>Project proposals applied for EU calls for proposals of HRD programmes;</i> ▪ <i>Contracts on the usage of self-employment incentives</i> ▪ <i>Reports from meetings of the Partner Council for Employment;</i> 	

	<p><i>marginalised groups by 10%</i></p> <p><i>Printed 1000 pieces of promotional material</i></p>	
<i>Result (monitoring)</i>	<p><i>Integrated and strengthened cooperation of all relevant entities</i></p> <ul style="list-style-type: none"> ▪ <i>Implemented measures for the suppression of the grey labour market</i> ▪ <i>Elaborated the plan of incentives for employment of marginalised groups</i> ▪ <i>Composed the programme for advancing the flow and access to information</i> ▪ <i>Composed the programme for establishing new work positions and self-employment</i> ▪ <i>Composed the plan of development of alternative employment forms - analysis and planning, info promotional activities, consulting and training, establishment of mediation institutions etc.</i> 	
<i>Influence (evaluation)</i>	<p><i>Growth in the level of employment and competitiveness in the SMC</i></p>	<ul style="list-style-type: none"> ▪ <i>Reports by the CES;</i>

Strategic goal	2. Competitive labour market	
Measure 1.2	<i>Development of employee and entrepreneur competences</i>	
<i>Description of measure</i>	<p><i>Contribute to strengthening the consciousness of the need for own educational development for the purpose of easier inclusion in all life and work flows.</i></p> <p><i>Raising the quality of citizen education through development of programmes of literacy and communication in the mother tongue, as well as foreign language learning and IT literacy.</i></p>	

	<i>Contributing to the strengthening of existing and creation of new institutions for acquiring education, foreign language learning and ICT.</i>			
<i>Activities</i>	<p><i>Creating the conditions and staff for an as large number of optional classes in foreign languages and ICT in primary and secondary schools as possible.</i></p> <p><i>Encouraging and assisting in the establishment of educational institutions in these fields, especially in</i></p> <p><i>local self-government units distant from larger cities.</i></p> <p><i>Stimulating programmes for literacy, foreign language learning and ICT at polytechnics, and making them available to the broader public in other ways.</i></p> <p><i>Stimulating foreign language learning programmes in international student exchange.</i></p> <p><i>Informing on what has been achieved and promoting further programmes on county level</i></p> <p><i>Monitoring and evaluating the realisation and impacts of the measure.</i></p>			
<i>Target groups</i>				
<i>Eligible applicants</i>	County, local self-government units, the private and civil sectors			
Framework financial plan 1)	Sources of financing (estimation)			
	<i>EU</i>	<i>National/local level</i>	<i>Other</i>	<i>Total</i>
2011-2013	€ 100,000.00	€ 25,000.00	€ 5,000.00	€ 130,000.00
Monitoring and evaluation	Indicators and data / sources of information			
<i>Level of intervention</i>	<i>Indicators</i>		<i>Data / sources of information</i>	
<i>Output (monitoring)</i>				
<i>Result (monitoring)</i>	<ul style="list-style-type: none"> ▪ <i>Updated action plan for employment in the SMC;</i> ▪ <i>Held 6 meetings of the County Partnership for Employment;</i> ▪ <i>Employability of marginalised groups increased by 10%;</i> ▪ <i>At least 1 programme for advancing the flow and access to information;</i> 		<ul style="list-style-type: none"> ▪ <i>Project proposals applied for EU calls for proposals of HRD programmes;</i> ▪ <i>Reports by the CES;</i> ▪ <i>Contracts on the usage of self-employment incentives</i> ▪ <i>Reports from meetings of the Partner Council for Employment;</i> 	

	<ul style="list-style-type: none"> ▪ <i>The number of beneficiaries of incentives for establishing new work positions and self-employment;</i> ▪ <i>Guidelines for introducing alternative employment forms - analysis and planning, info promotional activities, consulting and training, establishment of institutions for mediation etc.;</i> ▪ <i>Printed 1000 pieces of promotional material;</i> <p><i>1 analysis of educational programmes changed and adapted in accordance with needs of the economy</i></p>	
<i>Influence (evaluation)</i>		

Strategic goal	3. Competitive labour market			
Measure 1.3	Support to programmes of modernising and adapting secondary education programmes to labour market needs.			
Description of measure	This measure aims at achieving a higher inclusion of older population in the education system by promoting the concept of lifelong learning and elaborating additional/retraining and professional development programmes for all age groups.			
Activities	Analysis of the current situation of the education system. Composing guidelines for improvement of the county education system. Composing educational programmes in accordance with the detected needs of dispersion of educational programmes to colleges and schools offering retraining, qualification and professional development. Promotion of new programmes			
Target groups	educational institutions employed/unemployed/students			
Eligible applicants	<ul style="list-style-type: none"> ▪ Secondary vocational schools, Public Open Universities 			
Framework financial plan 1)	Sources of financing (estimation)			
	EU	National/local level	Other	Total
2011-2013	€ 100,000.00	€ 25,000.00	€ 5,000.00	€ 130,000.00

Monitoring and evaluation	Indicators and data / sources of information	
Level of intervention	Indicators	Data / sources of information
Output (monitoring)	<ul style="list-style-type: none"> ▪ analysis of educational institutions and their educational programmes ▪ composed guidelines for improvement of the education system ▪ review of existing educational programmes and elaboration of new ones ▪ held minimum 10 workshops on new education programmes for employed/unemployed persons 	<ul style="list-style-type: none"> ▪ survey ▪ signature lists
Result (monitoring)	<ul style="list-style-type: none"> ▪ elaborated minimum 5 new educational programmes ▪ minimum 500 persons attended the workshops ▪ minimum 5 institutions implement the new educational programmes 	<ul style="list-style-type: none"> ▪ signature lists ▪ elaborated programmes
Influence (evaluation)	<ul style="list-style-type: none"> ▪ Improving the supply of educational programmes ▪ Adjustment of the educational system to needs of the economy ▪ High-quality labour force 	<ul style="list-style-type: none"> ▪ Survey ▪ Number of trained persons

Strategic goal	4. Competitive labour market
Measure 1.4	Improving the quality of lessons and equipment of the local educational institutions.
Description of measure	<p>Contributing to the development of higher education, with the aim of increasing the number of citizens with college and university degree. Strengthening the consciousness of the need for making higher education more accessible to the population of the SMC.</p> <p>Contributing to the development of higher education, with the aim of increasing the number of citizens with college and university degree. Stimulating education at higher education institutions among secondary school students and in local self-government units, for continuing education in the area of the Sisak-Moslavina County, and especially at higher education institutions in Zagreb.</p> <p>Strengthening the existing and establishing new higher education institutions on the territory of the whole county.</p>

Activities	<p>Arranging the college and university institutions in the county area (Sisak, Kutina and maybe another city in the Banovina area - Glina) in an even manner.</p> <p>Defining the forms of stimulating education at university institutions in Zagreb. <i>Defining the forms of providing scholarships for students, with the aim of making it easier for them to finish their education and linking them to subsequent work in the county.</i></p> <p>Evaluating the qualification of the Faculty of Metallurgy in Sisak as a central regional development and research institution.</p> <p>Composing a programme proposal for the most important study areas which stimulate the development of the SMC and meet its economic needs. Composing an analysis and creating possibilities for the establishment of private higher education institutions.</p> <p>Stimulating and organising interregional and international student exchange. Informing on what has been achieved and promoting further programmes on county level. Monitoring and evaluating the realisation and impact of the measure.</p>			
Target groups	<ul style="list-style-type: none"> ▪ Scientific institutions, juveniles, citizens of SMC 			
Eligible applicants	<ul style="list-style-type: none"> ▪ County, local self-government units, the private and civil sectors 			
Framework financial plan 1)	Sources of financing (estimation)			
	EU	National/local level	Other	Total
2011-2013	€	€	€	€
Monitoring and evaluation	Indicators and data / sources of information			
Level of intervention	Indicators		Data / sources of information	
Output (monitoring)	<ul style="list-style-type: none"> ▪ 		<ul style="list-style-type: none"> ▪ 	
Result (monitoring)	<ul style="list-style-type: none"> ▪ Increased level of information on the possibilities of higher education on county level. ▪ Increased number of newly established study programmes. ▪ Increased human potentials in the number of employees with university degree in the county. ▪ Training plan implemented (held seminars, conferences and training workshops on the possibilities ▪ of lifelong advancement in the field of higher education, in accordance with programmes ▪ of the Ministry of Science, Education and Sports of the 		<ul style="list-style-type: none"> ▪ Authorisations by the Ministry of Science, Education and Sports of the RoC for work of higher education institutions in the SMC; ▪ Study programmes for education in the fields of IT, ecology, agriculture, tourism in the SMC; ▪ Published results of research works performed at the Faculty of Metallurgy in Sisak; ▪ Statistics and reports on participants in the programmes of educational institutions in the SMC; ▪ Signed contracts with beneficiaries of county incentives and scholarships 	

	<p>RoC and European educational programmes).</p> <ul style="list-style-type: none"> ▪ Increased number of projects approved by national and EU programmes ▪ Continuous professional qualification and training. 	<p>for programmes at higher education institutions in the SMC and outside of the RoC;</p> <ul style="list-style-type: none"> ▪ List of participants at workshops, seminars and conferences on the possibilities and needs for lifelong advancement based on MSES and European educational programmes;
Influence (evaluation)	<ul style="list-style-type: none"> ▪ Raised quality and development of higher education and raised degree of competitiveness in the SMC 	<ul style="list-style-type: none"> ▪

Strategic goal	5. Competitive labour market			
Measure 1.5	Support to programmes of acquiring work experience during education in the form of practical lessons, volunteering, mentoring and other forms of practical work.			
Description of measure	Providing logistic support for young people accessing the labour market and enabling the sustainability of young people at the labour market			
Activities	Development of incentive measures for first employment, stimulating employers for recruiting persons without experience, requalification courses, lectures, additional training of young people.			
Target groups	Unemployed young people, young people without work experience, marginalised groups of young people, young people			
Eligible applicants	CES, regional self-government, development agencies, organisations, SMC, SIMORA - Development Agency of the SMC			
Framework financial plan 1)	Sources of financing (estimation)			
	EU	National/local level	Other	Total
2011-2013	€ 350,000	€ 50,000	€ 25,000	€ 425,000
Monitoring and evaluation	Indicators and data / sources of information			
Level of intervention	Indicators		Data / sources of information	
Output (monitoring)	<ul style="list-style-type: none"> ▪ 3 incentive measures ▪ 4 trainings ▪ 5 workshops ▪ 4 radio shows ▪ 1 TV show ▪ 1000 flyers 		<ul style="list-style-type: none"> ▪ elaborated brochures ▪ signature lists ▪ media recordings ▪ photographs 	

	<ul style="list-style-type: none"> ▪ forum / round table 	
Result (monitoring)	<ul style="list-style-type: none"> ▪ 50 young people participated in the activities ▪ 10 employers participated in the activities 	<ul style="list-style-type: none"> ▪ records
Influence (evaluation)	<ul style="list-style-type: none"> ▪ higher employability rate for young people 	<ul style="list-style-type: none"> ▪ statistical data

Strategic goal	6. Competitive labour market
Measure 1.6	Promotion and support to the adult education system
Description of measure	<p>Contributing to the strengthening of consciousness of the need for one's own educational development</p> <p>for the purpose of easier inclusion in all life and work flows.</p> <p>Raising the quality of citizen education through development of programmes of literacy and communication in the mother tongue, as well as foreign language learning and informational literacy.</p> <p>Contributing to the strengthening of existing and creation of new institutions for acquiring education, learning foreign languages and ICT</p>
Activities	<p>Providing the conditions and staff for an as large as possible number of optional foreign language and ICT classes in primary and secondary schools.</p> <p>Encouraging and aiding in the establishment of educational institutions in these fields, especially in local self-government units distant from larger cities.</p> <p>Stimulating programmes for literacy, foreign language learning and ICT at polytechnics, and making them available to the broader public in other ways.</p> <p>Stimulating foreign language learning programmes in international student exchange.</p> <p>Informing on what has been achieved and promoting further programmes on county level</p> <p>Monitoring and evaluating the realisation and impacts of the measure.</p>
Target groups	<ul style="list-style-type: none"> ▪ Adult citizens, children and young people.
Eligible applicants	<ul style="list-style-type: none"> ▪ County, local self-government units, the private and civil sectors
Framework	Sources of financing (estimation)

financial plan 1)	EU	National/local level	Other	Total
2011-2013	€	€	€	€
Monitoring and evaluation	Indicators and data / sources of information			
Level of intervention	Indicators		Data / sources of information	
Output (monitoring)	▪		▪	
Result (monitoring)	<ul style="list-style-type: none"> • Provided conditions and staff for an increasing number of optional programmes. • Increased level of knowledge and information on the availability and the possibilities of participating in • literacy, foreign language learning and ICT programmes. • Founding new institutions for the fields of foreign language learning and ICT. • Training plan implemented (seminars, conferences and training workshops on programmes • of the Ministry of Science, Education and Sports of the RoC and European educational programmes). 		<ul style="list-style-type: none"> • Reports on the presentations held; • Lists of participants of presentations held; • Reports by institutions which are providers of retraining programme services; • Reports on implemented vocational school programmes; • Lists of participants at seminars, conferences and training workshops on programmes by the MSES of the RoC; • Promotional materials; • Reports on and list of participants at training workshops held; 	
Influence (evaluation)	▪ Increased competitiveness of the SMC		▪	

Strategic goal	7. Competitive labour market
Measure 1.7	Promotion and support to entrepreneurship through all levels of education
Description of measure	Stimulating development and strengthening the existing enterprise spirit and self-employment with socially responsible business.
Activities	Promoting entrepreneurship and self-employment. Elaborating measures for stimulating self-employment. Training of enterprise skills. Training on socially responsible business. Presentation of successful self-employment practice and examples of good practice. Media campaigns.
Target groups	<ul style="list-style-type: none"> ▪ unemployed, long-term unemployed, vulnerable groups at the labour market, young people, employers, employed persons, organisations

Eligible applicants	<ul style="list-style-type: none"> ▪ CES, organisations, development agencies, regional self-government, employers, Croatian Chamber of Economy - County Chamber Sisak, Chamber of Crafts of the SMC 			
Framework financial plan 1)	Sources of financing (estimation)			
	EU	National/local level	Other	Total
2011-2013	€ 150,000	€ 15,000	€ 10,000	€ 175,000
Monitoring and evaluation	Indicators and data / sources of information			
Level of intervention	Indicators		Data / sources of information	
Output (monitoring)	<ul style="list-style-type: none"> ▪ Workshop of entrepreneurship ▪ Round table / forum ▪ Handbook of entrepreneurship ▪ Virtual learning programme ▪ 4 contact shows ▪ 1 TV show ▪ 1000 flyers 		<ul style="list-style-type: none"> ▪ signature lists ▪ photographs ▪ printed handbook, flyers ▪ Recording of radio shows ▪ Recording of the TV broadcast ▪ Workshop created ▪ Self-learning programme created 	
Result (monitoring)	<ul style="list-style-type: none"> ▪ 50 people participated in the activities ▪ Higher development of enterprise skills of the target groups 		<ul style="list-style-type: none"> ▪ Number of self-employed persons ▪ Number of trained persons 	
Influence (evaluation)	<ul style="list-style-type: none"> ▪ More competitive economy 		<ul style="list-style-type: none"> ▪ Information from leader/applicant 	

Strategic goal	8. Competitive labour market
Measure 1.8	Building a scholarship system on local and county levels
Description of measure	Raising awareness of new programmes, adult education, lifelong learning for the purpose of attracting potential programme participants
Activities	<p>Promoting educational institutions at the Job fair. "Open doors" at the Lifelong Learning Days. Internet portal of SMC educational institutions. Holding presentations for larger employers on the necessity for connecting and investing in the education sector. Holding workshops on forms of investment - providing scholarships, purchase of equipment, practice, connecting for research purposes.</p>
Target groups	<ul style="list-style-type: none"> ▪ Entrepreneurs ▪ County ▪ Public institutions, government organisations
Eligible applicants	<ul style="list-style-type: none"> ▪ Public Open Universities, secondary schools, polytechnics, faculties, Croatian Chamber of Economy - County Chamber Sisak,

	Chamber of Crafts of the SMC			
Framework financial plan 1)	Sources of financing (estimation)			
	EU	National/local level	Other	Total
2011-2013	€ 100,000.00	€ 10,000.00	€ 5,000.00	€ 115,000.00
Monitoring and evaluation	Indicators and data / sources of information			
Level of intervention	Indicators		Data / sources of information	
Output (monitoring)	<ul style="list-style-type: none"> ▪ Promoting a minimum of 10 educational institutions at the Jobs Fair. ▪ Organising open doors days for at least 15 educational institutions in the county. ▪ Established internet portal of educational institutions. ▪ Held presentations for minimum 50 employers 		<ul style="list-style-type: none"> ▪ Signature lists ▪ Presentations 	
Result (monitoring)	<ul style="list-style-type: none"> ▪ Networking of employers and educational institutions (minimum 4 institutions) ▪ Investments of the economic sector increased by 15% compared to the initial situation 		<ul style="list-style-type: none"> ▪ Employer surveys ▪ Information from educational institutions 	
Influence (evaluation)	<ul style="list-style-type: none"> ▪ Better equipment of educational institutions ▪ Labour force educated in accordance with employer needs ▪ More scholarships for students 		<ul style="list-style-type: none"> ▪ Surveys ▪ Information from schools 	

Strategic goal	2 Equal possibilities and social inclusion
Measure 2.1	Support and promotion of systematic employment of women and strengthening of gender equality.
Description of measure	Strengthening the self-esteem and competence of women under market conditions, in order to be included in the labour market
Activities	<p>Elaborating and composing stimulation measures for the systematic employment of women and strengthening gender equality.</p> <p>Elaborating and holding training workshops for employers in the public and private sectors</p> <p>Elaborating and implementing programmes of motivating, strengthening and training women in accordance with labour market needs.</p> <p>Organising public forums, media campaigns, presentations, elaborating promotional materials...</p>

Target groups	<ul style="list-style-type: none"> Women on the labour market, employers in the public and private sectors 			
Eligible applicants	<ul style="list-style-type: none"> CES, LPE, NGOs, SMC. 			
Framework financial plan 1)	Sources of financing (estimation)			
	EU	National/local level	Other	Total
2011-2013	€ 120,000.00	€ 25,000.00	€ 10000.00	€ 155000.00
Monitoring and evaluation	Indicators and data / sources of information			
Level of intervention	Indicators		Data / sources of information	
Output (monitoring)	<ul style="list-style-type: none"> 300 brochures 1500 flyers 5 trainings 5 motivational workshops 5 media announcements 		<ul style="list-style-type: none"> Issued promotional materials Elaborated brochures Signature lists Media recordings Photographs 	
Result (monitoring)	<ul style="list-style-type: none"> 80 women participated in the activities Increased employability and motivation of the target group 		<ul style="list-style-type: none"> records 	
Influence (evaluation)	<ul style="list-style-type: none"> increased employability rate of women 		<ul style="list-style-type: none"> statistical records 	

Strategic goal	2 Equal possibilities and social inclusion
Measure 2.1	Strengthening the system of support to unemployed persons with disabilities
Description of measure	Contributing to increasing the self-esteem level and competences of unemployed persons with disabilities at the labour market and training of employers in the private and public sectors, as well as stimulating development
Activities	<p>Motivating and training the target group (unemployed persons with disabilities)</p> <p>Stimulation measures and training of employers in the public and private sectors</p> <p>Stimulating the development of the civil society - founding organisations of people with disabilities</p> <p>Forums, media campaigns, presentations, promotional materials etc.</p>
Target groups	<ul style="list-style-type: none"> Unemployed persons with disabilities
Eligible applicants	<ul style="list-style-type: none"> Organisations, CES, public sector, local self-government units, Croatian Chamber of Economy - County Chamber Sisak, Chamber of Crafts of the SMC, Development Agencies

Framework financial plan 1)	Sources of financing (estimation)			
	EU	National/local level	Other	Total
2011-2013	€ 75,000	€ 15,000	€ 5,000	€ 95,000
Monitoring and evaluation	Indicators and data / sources of information			
Level of intervention	Indicators		Data / sources of information	
Output (monitoring)	<ul style="list-style-type: none"> ▪ Creating stimulation measures ▪ Held 5 motivational workshops ▪ Held 5 trainings for persons with disabilities for the purpose of increasing their employability ▪ Printed 500 brochures ▪ Printed 1000 flyers ▪ 5 media announcements 		<ul style="list-style-type: none"> ▪ Created brochures and flyers ▪ Signature lists ▪ Media recordings ▪ Photographs 	
Result (monitoring)	<ul style="list-style-type: none"> ▪ Adopted 3 stimulation measures for the employment of unemployed persons with disabilities ▪ 50 persons with disabilities included in the activities ▪ Increased employability and motivation of the target group 		<ul style="list-style-type: none"> ▪ Records 	
Influence (evaluation)	<ul style="list-style-type: none"> ▪ Increased employability rate of the target group 		<ul style="list-style-type: none"> ▪ Statistical records 	

Strategic goal	3 Sustainability of the partnership (Local Partnership for Employment in the SMC)
Measure 3.1	Support to systematic partner labour market research.
Description of measure	<p>A market-oriented economy requires frequent research of the situation and the needs of the labour market. In such an economy, changes are very rapid and demand rapid reactions. As the whole national, and thus also the county economy, is based on market mechanisms, it is necessary to establish, at least on annual basis, which occupations are in demand, i.e. which occupations and skills are scarce.</p> <p>Previous annual research of the labour market provided satisfactory results with the need for further improvement of the methodology and strengthening the partnership between employers, vocational schools and the CES. The results have also shown that there are significant differences between the knowledge and skills demanded by employers and those possessed by unemployed persons.</p>
Activities	<p>Establishing a permanent work group based on partnership principles (employers, schools, CES, Chamber of Crafts of the SMC, Croatian Chamber of Economy - County Chamber Sisak)</p> <p>Regular adjustment and complementation of the existing instruments of labour market research</p> <p>Conducting surveys, data processing and publishing obtained results</p>

	Establishment of a more adequate policy of enrolment in educational programmes			
Target groups	<ul style="list-style-type: none"> ▪ Employers, unemployed persons and persons in the process of training 			
Eligible applicants	<ul style="list-style-type: none"> ▪ CES, vocational schools 			
Framework financial plan 1)	Sources of financing (estimation)			
	EU	National/local level	Other	Total
2011-2013	€ 120,000.00	€ 25,000.00	€ 10,000.00	€ 155,000.00
Monitoring and evaluation	Indicators and data / sources of information			
Level of intervention	Indicators		Data / sources of information	
Output (monitoring)	<ul style="list-style-type: none"> ▪ Regular annual report on the labour market situation in the SMC 		<ul style="list-style-type: none"> ▪ CES ▪ County Office for Economy ▪ Service for Social Activities ▪ Employers 	
Result (monitoring)	<ul style="list-style-type: none"> ▪ Strengthening of partnership ▪ Better information on the regional labour market 		<ul style="list-style-type: none"> ▪ CES ▪ County Office for Economy ▪ Service for Social Activities 	
Influence (evaluation)	<ul style="list-style-type: none"> ▪ Number of occupied work positions ▪ Number of unemployed persons ▪ Change of educational programmes ▪ Overcoming the discord between supply and demand in specific professions on the labour market 		<ul style="list-style-type: none"> ▪ CES ▪ County Office for Economy ▪ Service for Social Activities 	

Strategic goal	3 Sustainability of the partnership (Local Partnership for Employment in the SMC)
Measure 3.2	Strengthening and advancement of the CES services.
Description of measure	Contributing to the advancement of business processes within the CES as the main leader in mediation during employment of unemployed persons. Because of the large number of unemployed persons and of employers expressing the need for labour force, it is necessary to provide conditions for higher quality work with users of CES services.
Activities	<p>Increasing the number of CES advisers</p> <p>Advancing the technical equipment level (higher quality work equipment)</p> <p>Providing appropriate work space</p> <p>Permanent training of CES employees</p> <p>Furnishing an information corner for unemployed persons (job club)</p>

	Organising work in groups and group counselling for unemployed persons Establishing employer offices in both regional offices Increasing independence in creating and implementing active employment policy measures Founding a career development centre Organising direct meetings of employers with unemployed persons			
Target groups	<ul style="list-style-type: none"> ▪ CES staff ▪ Unemployed persons ▪ Employers 			
Eligible applicants	<ul style="list-style-type: none"> ▪ Central service of the CES, regional offices of the CES 			
Framework financial plan 1)	Sources of financing (estimation)			
	EU	National/local level	Other	Total
2011-2013	€ 120,000.00	€ 25,000.00	€ 10,000.00	€ 155,000.00
Monitoring and evaluation	Indicators and data / sources of information			
Level of intervention	Indicators		Data / sources of information	
Output (monitoring)	<ul style="list-style-type: none"> ▪ Held 30 workshops for unemployed persons ▪ 30 new job clubs ▪ 30 new employer clubs ▪ 5 new career development centres ▪ Annual report on the work of the CES 		<ul style="list-style-type: none"> ▪ CES, CES Statistical Office (various statistical data) 	
Result (monitoring)	<ul style="list-style-type: none"> ▪ Increasing the number of included participants in workshops for unemployed persons ▪ Increasing the number of job club users ▪ Increasing the number of employer office users 		<ul style="list-style-type: none"> ▪ CES, CES Statistical Office (various statistical data) 	
Influence (evaluation)	<ul style="list-style-type: none"> ▪ Improved system of providing services to users ▪ Growth in employment ▪ Reduction of the unemployment rate 		<ul style="list-style-type: none"> ▪ CES, CES Statistical Office (various statistical data) 	

Strategic goal	3 Sustainability of the partnership (Local Partnership for Employment in the SMC)
Measure 3.3	Strengthening the labour market approach in the professional guidance system.
Description of measure	Advancing the system of secondary and higher education, so that the person arriving at the labour market can meet all the challenges they are to face.

	Contributing to the development of awareness of the importance of lifelong education and the active role in the process of acquiring knowledge			
Activities	<ol style="list-style-type: none"> 1. Performing a research on needs of employers 2. Performing a research on the education levels of young unemployed persons (aged up to 30) 3. Adapting additional education to employer needs 4. Linking employer needs to the knowledge and skills of young unemployed persons 			
Target groups	<ul style="list-style-type: none"> ▪ Young unemployed persons (aged up to 30) 			
Eligible applicants	<ul style="list-style-type: none"> ▪ Public Open Universities, Chamber of Crafts of the SMC, Croatian Chamber of Economy - County Chamber Sisak, employers, secondary schools, SMC, civil sector 			
Framework financial plan 1)	Sources of financing (estimation)			
	EU	National/local level	Other	Total
2011-2013	€ 120,000.00	€ 25,000.00	€ 10,000.00	€ 155,000.00
Monitoring and evaluation	Indicators and data / sources of information			
Level of intervention	Indicators		Data / sources of information	
Output (monitoring)	<ul style="list-style-type: none"> ▪ Performed research on employer needs ▪ Performed research on education of young people ▪ Elaborated guidelines on the adjustment of the education system for young people to economy needs ▪ Developed programmes of additional qualification of young people in accordance with employer needs ▪ Developed 2 <i>on-the-job training systems</i>, which are in application 		<ul style="list-style-type: none"> ▪ Surveys ▪ Signature lists 	
Result (monitoring)	<ul style="list-style-type: none"> ▪ Minimum 300 employers participated in the research ▪ Minimum 5000 young people participated in the research ▪ Minimum 150 young persons participated in the <i>on-the-job training</i> 		<ul style="list-style-type: none"> ▪ Surveys ▪ Signature lists 	
Influence (evaluation)	<ul style="list-style-type: none"> ▪ Increased employment of young people by 7% ▪ Higher inclusion of companies in the training of young people ▪ Created competitive educational programmes for young people 		<ul style="list-style-type: none"> ▪ CES records ▪ Signature lists ▪ Employer surveys 	

Strategic goal	3 Strengthening the system of collecting project ideas and projects ready for financing from national and international funds.			
Measure 3.4	Strengthening the system of project ideas and projects ready for financing from national and international funds.			
Description of measure	Contributing to increasing the preparation of potential applicants for the preparation of projects, who shall apply for obtaining funds from national and EU pre-accession funds. Contributing to better knowledge of potential applicants on the possibilities offered by EU pre-accession funds.			
Activities	9) Specifying the topics of project ideas, as well as projects and their target groups 10) Creating projects with the expert help of consultants from the Local Partnership for Employment in the SMC project (within the LPE 3 project) 11) Implementing projects			
Target groups	<ul style="list-style-type: none"> ▪ Employers, unemployed persons, civil sector 			
Eligible applicants	<ul style="list-style-type: none"> ▪ CES, Local Partnership for Employment in the SMC, SMC development agencies 			
Framework financial plan 1)	Sources of financing (estimation)			
	EU	National/local level	Other	Total
2011-2013	€ 120,000.00	€ 25,000.00	€ 10,000.00	€ 155,000.00
Monitoring and evaluation	Indicators and data / sources of information			
Level of intervention	Indicators		Data / sources of information	
Output (monitoring)	<ul style="list-style-type: none"> ▪ 		<ul style="list-style-type: none"> ▪ CES ▪ SMC ▪ Development Agencies 	
Result (monitoring)	<ul style="list-style-type: none"> ▪ Prepared report on prepared projects (report elaborated within the Local Partnership for Employment in the SMC project) 		<ul style="list-style-type: none"> ▪ 	
Influence (evaluation)	<ul style="list-style-type: none"> ▪ 		<ul style="list-style-type: none"> ▪ 	

MONITORING AND REPORTING

It is necessary to establish a system of monitoring and reporting, in order to follow the implementation progress of the Human Resources Development Strategy. A system established in this manner has the purpose of ensuring present and future effectiveness of management and implementation.

Monitoring is the systematic collection of data with the aim of presenting the project and/or progress of the project to the managing structure, the donors and other shareholders. Operative monitoring refers to information collected on the level of a specific project in the course of its implementation. Programme monitoring, similarly to strategic monitoring, refers to collecting monitoring reports during a period usually linked to the length of the period covered by the whole strategy.

Reporting refers to occasional information on data collected by means of the monitoring process and presented to important interested actors/donors and shareholders.

There is still no formally adopted operative monitoring for LPE in Croatian legislation: LPE has no special formalised function in monitoring the implementation process, nor has the obligation of reporting been defined yet.

However, LPE members are aware of the need for establishing a monitoring system, as in the opposite case, the regular information flow would most probably not function, while possible consequences arising from the results of monitoring would remain unclear and incomprehensible for all persons in specific fields of activity.

The objectives of establishing a monitoring system are:

- Enabling a permanent analysis of the HRD Strategy and functioning of the characteristics of the regional and local labour markets
- Enabling the process of strengthening, learning and redirecting future activities of all LPE members, in order to achieve, by using the slower and more pragmatic approach, common control of the implementation of the HRD Strategy by all LPE partners.

The data and information to arise from the monitoring and evaluation system shall have an important and crucial role for local and regional authorities with respect to the adjustment of

the types of activities which might be implemented. The data found in the HRD Strategy are to be collected and updated on a yearly basis.

A developed system of monitoring and evaluation shall be adopted by the Labour Market Council until the end of 2011 as a special document. The monitoring and evaluation system needs to contain the following:

- Defined indicators for each measure listed in the Strategy, as well as general indicators for priorities
- Elaborated monitoring system (monitoring methods), including the deadlines
- Applying the same data collection mechanism which was applied in the elaboration of the strategy

With the aim of monitoring and evaluating the HRD Strategy, a body will be founded by the Labour Market Council, the Committee for Monitoring and Evaluation of the HRD Strategy. This body will have the task of performing the evaluation of the Strategy and, based on this, composing a report on the progress achieved during the implementation of the Strategy with respect to its immediate goals, and, if possible, along with quantified indicators of results and influences. Based on this report, amendments shall be created to the Work Plans for each year.

IMPLEMENTATION, INSTITUTIONAL FRAMEWORK

The leading principles, on which the institutional framework set for the implementation of the HRDS is established, have been founded by the participative approach, which was also used as the inspiration for founding the LPE for the SMC, i.e.:

- progressive integration with existing institutional mechanisms, with the aim of achieving integrated planning and coordination, and avoiding duplication;

and

- „four-partitivity“: a) regional and local government, b) economy and trade unions, c) main statutory agencies on the labour market and Development Agencies, d) the community and civil society (NGOs etc.) are represented in LPEs and should play the role of important drivers for positive movements on the local labour market.

The LPE members are aware that the quality of cooperation between members in the spirit of finding solutions by means of consensus is an important precondition for success.

The establishment of the LPE takes efforts to integrate as many groups with activities reflected on the labour market as possible. However, in order to undisturbedly implement the Human Resources Development Strategy in the SMC, it is necessary to regulate the relations between partners and define the main roles occupied by each of the agreed bodies during the implementation.

Therefore, the partners of the LPE SMC have regulated their relationships and established the implementation tasks in advance. Based on the signed Contract and further agreements, the following bodies shall play a role in the implementation:

BODY	ROLE IN THE IMPLEMENTATION
<u>CES</u>	Leading partner. The CES representative is also the chairperson of the LPE of the SMC and chairperson of the Managing Committee, responsible for organising meetings. This institution will be in charge for preparing projects applied for financing on behalf of the LPE. The representative of the SMC is the deputy chairperson of the LPE of the SMC.
<u>Managing Committee</u>	<p>Operative body of the LPE. This body has seven members, and the following tasks in the implementation: analysis of the situation and trends on the local and regional labour markets,</p> <p>elaboration and development of the Human Resources Development Strategy and the Action Plan,</p> <p>establishment of thematic work groups in accordance with activities of the HRDS and the AP; approval and monitoring of their work plan implementation,</p> <p>monitoring and evaluation of the implementation progress of the HRDS and AP,</p> <p>providing conditions for the operation of the LPE,</p> <p>monitoring and evaluation of the overall LPE work,</p> <p>promotion for the acceptance of LPE strategic documents by the Economic and Social Council (ESC), Partner Councils, the County Assembly and other relevant bodies,</p> <p>starting initiatives for the development and preparation of new projects,</p> <p>presentation of LPEs on the local and national levels.</p>
LPE Assembly,	Roof body of the LPE. All LPE members form the Assembly which adopts the HRDS. The LPE of the SMC currently consists of 19 members, i.e. institutions. In the implementation of the HRDS, this body shall adopt progress reports

	proposed by the LPE Executive Committee, and approve activities of information reporting and publishing.
Thematic Work Groups	The Executive Committee can found Work Groups. By means of its decisions, the Executive Committee defines the composition, the scope of activity and the competences of each Work Group. The Work Groups discuss open questions and provide opinions and proposals on significant questions from their scope of activity to the Managing Committee. In the LPE of the SMC, the following TWG have been founded: Employment, Education and Economy.
Technical Secretariat	The LPE Secretariat performs all organisational and administrative-technical tasks for the needs of LPE bodies. The tasks of the LPE Secretariat are performed by one of the partners, who provides the personnel, material and financial conditions necessary for this purpose. The Secretariat is responsible to the LPE Managing Committee and Assembly. The LPE Secretariat is managed by the LPE secretary, responsible for its operation, appointed by the partner who has taken over the Secretariat tasks. The tasks of the Technical Secretariat of the SMC are performed by the SMC Development Agency SI-MO-RA.

The Institutional framework for the implementation of the HRDS shall be active in three fields:

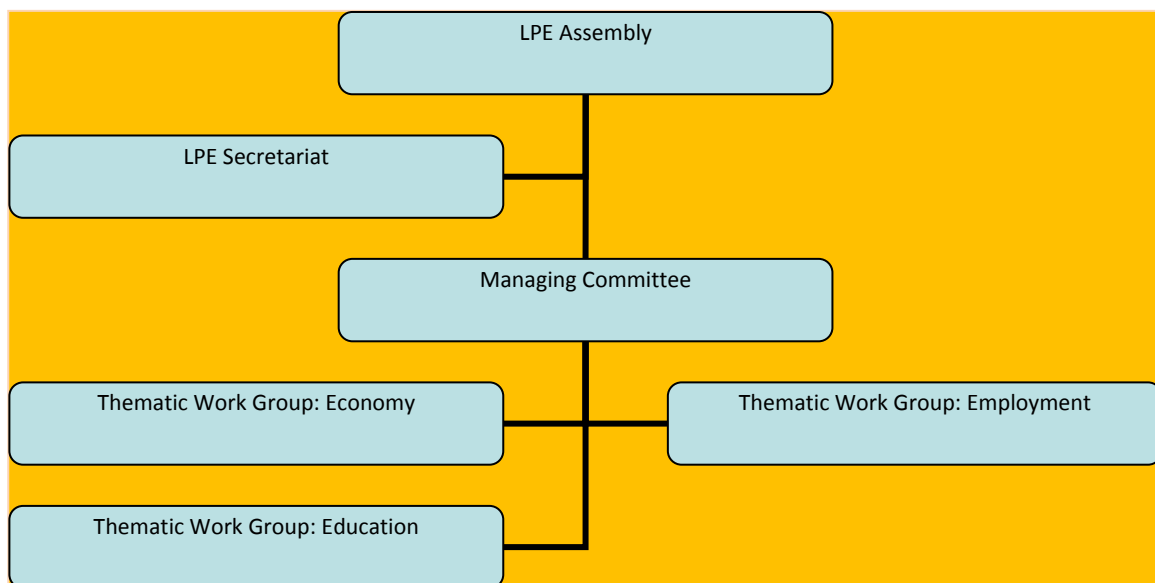
- the field of politics: the direct participation of representatives of political decision makers in the LPE presiding authorities shall strengthen the advisory role of the LPE. The adopted LPE Ordinance assigns to the chairperson and their deputies the responsibility for the complete coordination and monitoring of the LPE. The relations with the County Partner Council and the County Economic and Social Council are also realised via the LPE representatives in the CPC/CESC and vice versa, thus strengthening the influence of the LPE on important employment and labour market problems;

- operative field: the role of the LPE Technical Secretariat is of extreme importance in order to alleviate the daily functioning of the LPE activities. The role of the County Development Agency SI-MO-RA, which is an actor in the Technical Secretariat, is also of great importance, as professionals and experienced operatives employed by this organisation should be a catalyst and support on the operative level in the preparation of project applications, spreading information on financing possibilities, database maintenance etc.

- field of a large number of shareholders: the largest number of interest groups are represented in LPE Thematic Work Groups, ranging from representatives of target communities or users on one hand, and service providers on the other hand. The roles of shareholders shall differ at the various stages of implementation. The number of partnerships and levels of agreements on participation shall probably also be changed and developed. A large number of other external shareholders, who will have a role in the implementation of projects and activities, has also been identified, in order to balance spatial and sectoral demands. The institutional organisation of the LPE should operate within existing structures, thus providing strategic strengthening of capacities where necessary, as well as supporting and influencing the extraction of the maximum potential of the local government and its partners. A lot of attention has been given to the mobilisation of shareholders, because of the central role they are to play in the implementation of the HRDS.

However, the opening of more vertical and horizontal links, by means of which information and sources are channelled according to clearly defined and articulated needs and possibilities, shall create added value.

LPE members are naturally aware that building capacities as a process of (i) advancing skills, (ii) improving procedures and (iii) organisational strengthening, shall take place in the next life cycle of the LPE by means of obtaining resources (human, financial, network, scientific, systematic and cultural), and integrating them in a way which shall cause a change in the behaviour of individuals, and finally a more effective functioning of partner institutions and organisations.



ENCLOSURES:

Enclosure 1 - Base of project ideas from the field of HRD

Enclosure 2 - Statute of the LPE of the SMC

Enclosure 3 - Contract on founding the Local Partnership for Employment of the Sisak-Moslavina County

The European Union is made up of 27 Member States who have decided to gradually link their know-how, resources and destinies. Together, during a period of enlargement of 50 years, they have built a zone of stability, democracy and sustainable development whilst maintaining cultural diversity, tolerance and individual freedoms. The European Union is committed to sharing its achievements and its values with countries and peoples beyond its borders.



**This project is financed by the European Union.
A project implemented by Gesellschaft für
Versicherungswissenschaft und -gestaltung e.V. (GVG)**

STATUTE

of the Local Partnership for
Employment of the

SISAK-MOSLAVINA COUNTY

Sisak, 21 January 2011

The Local Partnership for Employment (hereinafter: LPE) of the Sisak-Moslavina County was founded by means of the Partnership Agreement. The founders of the LPE, at the Assembly held on 21 January 2011, adopted the

STATUTE

**of the Local Partnership for Employment
of the**

SISAK-MOSLAVINA COUNTY

I PURPOSE AND OBJECTIVES OF THE LPE

1

The LPE is a tool for ensuring the participation of shareholders in the process of planning, implementing and advocacy of the human resources development policy, thus contributing to the creation, development, programming and monitoring of documents from the named field on the level of programmes and projects of the Sisak-Moslavina County.

II STRUCTURE AND MEMBERSHIP OF THE LPE

2

In order to fulfil the purpose and objectives of the LPE, the following partners participate in its work:

The membership duration is unlimited, and it begins from the day of signing the LPE Partnership Contract.

Each partner may cancel the Partnership Contract at any time and without stating the reason.

3

The membership in the LPE can be temporary.

A temporary member – partner is an organisation which joins the LPE for a limited time related to a specific field or question from the LPE scope of activity.

III TASKS AND MODE OF WORK OF THE LPE

4

THE TASKS OF THE LPE are:

- recognising ideas, problems and dynamics in all economic sectors, and all other questions concerning employment policy,
- defining and developing a coordinated Human Resources Development Strategy and Action Plan,
- counselling on human resources development in the county, connecting to the Economic and Social Council, Partner Council and all other interested shareholders,
- usage of all available sources in favour of an integrated strategy and action plan accepted by all members, based on the needs of the Sisak-Moslavina County and consolidated by means of a formal obligation – the LPE,
- advancement of the coordination of employment-related measures, with the aim of developing a Human Resources Development Strategy and Action Plan on the level of the Sisak-Moslavina County, as a part and element for stimulating the development strategy,
- initiating own projects on the level of the Sisak-Moslavina County and organising their implementation in accordance with the development strategy, along with the usage of all legally approved financing sources,
- ensuring the participation of all interested shareholders in the process of planning and implementation of the human resources development policy,
- presentation and promotion of the LPE on the local and national levels.

5

MODE OF WORK OF THE LPE:

In the organisation and implementation of activities, the LPE shall apply the work principles of partnership and transparency, on both the internal and external levels.

6

MUTUAL RELATIONS

- The basic work principles of the LPE are the principle of partnership and cooperation and transparency within the LPE, towards third parties and the public.
- The partnership in the LPE is voluntary.
- Each partner provides the necessary conditions related to their participation in the LPE.

7

THE RIGHTS AND OBLIGATIONS OF THE PARTNERS ARE:

- active and responsible participation in LPE activities in accordance with one's possibilities,
- participation in the development, implementation, promotion, advocacy and evaluation of the Human Resources Development Strategy and Action Plan for the Sisak-Moslavina County
- participating in the organisation, preparation and elaboration of project proposals under specific Calls for the usage of funds from EU, national and local programmes,
- ensuring the functioning of the LPE by means of personal contribution (meeting locations, catering, technical equipment etc.),
- development and nurturing of an associate and partnership climate.

8

AVOIDING CONFLICTS OF INTERESTS

The LPE applies the *rule of incapacity* with the aim of avoiding conflicts of interests among its members.

Every partner has the right and obligation to warn from a possible conflict of interests between an LPE member and their representative, immediately upon realising the circumstances which are the reason of a possible conflict of interests.

The Managing Committee decides on the existence of a conflict of interests.

In the case of existence of a conflict of interests, the representative of the partner where the conflict of interests exists has no right to participate in the discussion and decide on the relevant topic.

V BODIES OF THE LOCAL PARTNERSHIP FOR EMPLOYMENT

9

The Local Partnership for Employment on the level of the Sisak-Moslavina County shall act through the following bodies:

- **Assembly**
- **Managing Committee**
- **Chairperson**
- **Thematic Work Groups**
- **Secretariat.**

Assembly of the Local Partnership for Employment

10

The Assembly consists of all partners, signatories of the Contract on establishing the Local Partnership for Employment.

Each partner has one vote.

11

The Assembly of the Local Partnership for Employment:

- approves the Statute and amendments to the LPE Statute,
- prepares and adopts the annual work plan and annual reports on the LPE work and progress,
- prepares and adopts strategic documents, such as the Human Resources Development Strategy and Action Plan, as well as other documents necessary for the operation of the LPE.

12

The Assembly operates at meetings, which are public.

The Assembly meetings are:

- regular meetings, held at least twice a year
- meetings held upon request of minimum 1/5 of the Assembly members.

13

The LPE Assembly meetings are called together by the LPE chairperson and in case of their absence by the LPE secretary.

The invitation for the Assembly meeting, with the proposal of the agenda, is delivered to the partners two weeks before the meeting is to take place.

A partner whose appointed representative is unable to attend the LPE meeting is obliged to appoint a deputy.

The Assembly decides by means of a public vote by a majority of attendants of the meeting, unless deciding on specific questions has been defined in a different manner by this Statute. In the case of an even number of votes “for” and “against” the proposed decision, the chairperson’s vote shall decide.

14

Other persons, whose participation may contribute to the work of the Assembly, may also attend the Assembly meeting based on a reasoned proposal by each of the partners, decided on by the LPE Managing Committee. Persons from the previous paragraph have no right of decision.

Managing Committee of the LPE

15

The Managing Committee is the executive body of the LPE.

At a special meeting, each group of partners: local employers, trade union headquarters, educational institutions and non-government organisations choose one member and one substitute for the Managing Committee, by means of a secret vote. Each of the other

partners appoints one member of the LPE Managing Committee, while the Sisak-Moslavina County, on behalf of its Offices, appoints two members.

The LPE Managing Committee of the Sisak-Moslavina County has seven partner-members, who choose a president among themselves for the period of one year.

The president of the Managing Committee is the chairperson of the LPE.

16

The tasks of the LPE Managing Committee are:

- analysis of the situation and trends on the local and regional labour markets,
- elaboration and development of the Human Resources Development Strategy and Action Plan,
- establishment of Thematic Work Groups in accordance with activities from the Human Resources Development Strategy and Action Plan; approval and monitoring of the implementation of their work plan,
- monitoring and assessment of the implementation progress of the Human Resources Development Strategy and Action Plan,
- providing conditions for the operation of the LPE,
- monitoring and evaluation of the overall LPE work,
- promotion of the acceptance of LPE strategic documents by the Economic and Social Council (ESC), Partner Councils, County Assembly and other relevant bodies,
- starting initiatives for the development and preparation of new projects,
- presentation of the LPE on the local and national levels.

17

The Managing Committee operates at meetings called together and presided over by the LPE chairperson.

Meetings of the Managing Committee are held:

- regularly on a quarterly basis
- upon necessity
- upon request of minimum 1/5 of the LPE Managing Committee members.

The invitation for the meeting with the proposed agenda and accompanying documentation is delivered to the Managing Committee members at least one week before the meeting is to take place.

Provisions of this Statute related to the work of the Assembly also apply to the work of the Managing Committee.

Chairperson of the LPE

18

The chairperson of the LPE represents and manages the work of the LPE.

In case of absence or inability by the chairperson, they are substituted by the LPE secretary.

Thematic Work Groups of the LPE

19

Thematic Work Groups are operative bodies of the LPE, joined upon necessity by all LPE partners.

By means of the decision on establishing a Thematic Work Group, the Managing Committee specifies the purpose of establishment and the tasks, appoints members and specifies the period for which the respective Thematic Work Group is being founded.

Thematic Work Groups can be permanent and occasional.

The work of the Thematic Work Groups is managed by the work group manager, appointed by the Managing Committee.

Provisions of this Statute related to the work of the Assembly also apply to the work of the thematic work groups.

Secretariat of the LPE

20

The LPE Secretariat performs all organisational and administrative-technical tasks for the needs of LPE bodies. The tasks of the LPE Secretariat are performed by one of the partners, who provides the personnel, material and financial conditions necessary for this purpose. The Secretariat is responsible to the LPE Managing Committee and Assembly. The LPE Secretariat is managed by the LPE secretary, responsible for its operation and appointed by the partner who has taken over the Secretariat tasks.

21

Minutes are composed at meetings of LPE bodies.

The LPE Secretariat is responsible for minutes of the meetings.

The minutes have the character of the document which confirms the work and form of work of a respective body and contains the necessary information on: the work of the bodies at the meeting, information on present and absent members, the presence of other parties, the agenda, the decisions and conclusions which have been reached, how many members voted for a specific proposal of a decision or conclusion, how many voted against and how many abstained from voting, as well as the time and location of the meeting.

The LPE Secretariat is obliged to deliver a proposal of the minutes to all members of the body within maximum five days from the day of the meeting.

Members of the body have the right to submit remarks to the proposal of the protocol within five days from the day they received the proposal of the minutes.

After the adjustment of possible remarks within five more days, the minutes are signed by the meeting chairperson and the record-keeper, who submits the final minutes to all LPE members.

VI Confidentiality of information

22

The LPE partners are obliged to keep confidential information they became acquainted with during their membership at the LPE of the Sisak-Moslavina County as a trade secret.

VII Final provisions

23

The Assembly of the LPE of the Sisak-Moslavina County is authorised for the interpretation of this Statute.

24

This Statute enters into force on the day of its adoption.

Sisak, 21 January 2011