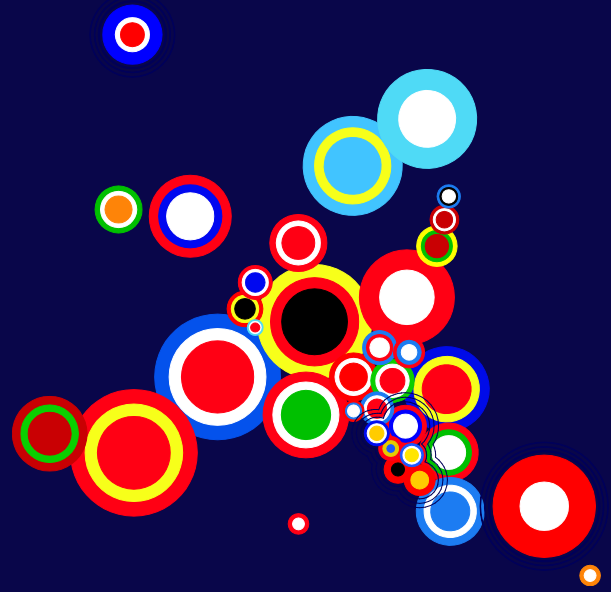




INSTRUMENT FOR PRE-ACCESSION ASSISTANCE (IPA II)
2014-2020

SERBIA

Youth Employability and Active Inclusion



Action Summary

This Action is structured to contribute to the implementation of employment and social reforms fostering a high-employment economy, namely through increase of youth employment (youth activity, early acquisition of work experience and entrepreneurship practices and activation of social policy and welfare beneficiaries), but also to improve the social inclusion of Roma through further investment in sustainable housing solutions, better access of Roma pupils to the education system and strengthening of national Roma inclusion mechanisms at local level and enforcement of the legislation and regulations for occupational safety and health.

The Action will support realisation, standardisation of “one-stop-shop” service delivery targeting unemployed youth (18-24); implementation of activation mix; enhancement of Roma inclusion especially in housing and education equal opportunities harmonization and capacity building of OSH institutions. Innovative youth tailored services will focus on reach-out to hard-to-reach youth groups, integrate the available formal and non-formal services for employability and employment strictly collaborating with NES. They will focus on developing practice-based skills matching labour market needs and result in entrepreneurship practices, self-employment and increased activation. Activation mix packages will lead to the activation of welfare beneficiaries. Improved housing conditions in sub standardized Roma settlements will constitute the pre-condition to Roma socio-economic empowerment and employment further pursued by the creation of young Roma leaders, educated and empowered. OSH will reduce the rate of on-the-job accidents.

| Action Identification | |
|--|---|
| Programme Title | Annual Action Programme for Serbia (2014) |
| Action Title | Youth Employability and Active Inclusion |
| Action Reference | <i>2014/032-799.07/Serbia/Youth Employability and Active Inclusion</i> |
| Sector Information | |
| ELARG Sectors | <i>Education, employment and Social policies</i> |
| DAC Sector | 16020 |
| Budget | |
| Total cost (VAT excluded) ¹ | 10 600 000 EUR |
| EU contribution | 9 790 000 EUR |
| Management and Implementation | |
| Method of implementation | Indirect management |
| <i>Indirect management:</i> Responsible Unit or National Authority/Implementing Agency | Central Finance and Contracting Unit (CFCU) - Ministry of Finance, Department for Contracting and Financing of EU Funded Projects |
| Implementation responsibilities | For Result 1 –Ministry in charge of employment For Result 2 - Ministry in charge of construction and infrastructure For Result 3 – Ministry in charge of employment |
| Location | |
| Zone benefiting from the action | Republic of Serbia |
| Specific implementation area(s) | |
| Timeline | |
| Deadline for conclusion of the Financing Agreement | 31 December 2015 |
| Contracting deadline | 3 years after the signature of the Financing Agreement |
| End of operational implementation period | 6 years after the signature of the Financing Agreement |

¹ The total action cost should be net of VAT and/or of other taxes. Should this not be the case, clearly indicate the amount of VAT and the reasons why it is considered eligible.

1. RATIONALE

PROBLEM AND STAKEHOLDER ANALYSIS

This Action focuses on the implementation of employment and social reform programme priorities to foster a high-employment economy. This goal is to be achieved mainly by promoting youth employment and mixed activation measures to reverse negative youth and long-term unemployment trends. This Action links active inclusion to youth employment, targeting especially youth and welfare beneficiaries to be activated, thus diminishing their dependency on social/welfare benefits. Furthermore, it harmonises occupational safety and health (OSH) legislation and it improves the social inclusion of Roma in terms of enhancement of housing conditions, state mechanisms for Roma inclusion and scholarship opportunities.

This Action is structured to achieve three objectives:

1. To increase employment through enhancing: youth activity, early acquisition of work experience and entrepreneurship practices and activation of social policy and welfare beneficiaries
2. To improve the social inclusion of Roma through further investment in sustainable housing solutions, better access of Roma pupils to the education system and strengthening of national Roma inclusion mechanisms at local level; and
3. To enforce the implementation of the legislation and regulations for occupational safety and health

Youth employment is of pressing importance registered at roughly 49.7%, almost doubling the 26.1% national average. The multiple and complex factors accounting for youth unemployment and inactivity include: formal education unmatched with market needs, underdeveloped skills, early school leaving, lack of formal contacts with employment services especially in rural areas. In addition to the obvious negative effects of skills mismatch, youth unemployment trends are also attributable to insufficient reach-out of active measures and employment programs that do not effectively target youth groups. Though unemployed youth is a recognized priority for employment services and active programs, their coverage falls short of targets. Some studies² show that half of unemployed youth are registered in the National Employment Service (NES) and only one third seeks employment through NES. NES reports figures showing the drastic decrease of participation to active labour market programs of unemployed youth from 2011 to 2013. This decrease of youth participation in active labour market policies (ALMP) can be linked to the shrinking of NES budget for ALMPs. On the other hand, the correlation between unemployment and youth inactivity growth demonstrates increase in the levels of youth discouragement and disengagement often resulting in the rise of informal economic relationships and prolonged long-term unemployment averaging at four years (15 to 35)³, especially in women. In fact, it was calculated that long-term unemployment is higher for young women than for young men (52 months as opposed to 41 months). In addition, also inactivity rates in young women were registered at 42% compared to the 27% in young men⁴.

To cope with the situation and deliver faster solutions to unemployment rate, policy has focused on (un)employment per se. This led for example to increase public sector employment without addressing job growth and creation in line with more demand-driven approaches. In fact, it is estimated that only approximately 11% of young people choose self-employment options while the vast majority around 79% prefers payroll opportunities.

Insufficient entrepreneurial learning, lack of programs building entrepreneurship experience and business practice further discourage young people from entering in enterprising ventures. Combined research and analysis of labour market and competitiveness show that there is a lack of small businesses in Serbia capable to scale and become profitable and realize their job-generating

2 Regional Research Promotion Programme, University of Belgrade, Faculty of Philosophy, 2012

3 Arandarenko, 2011

4 Young people are present. The study on social biographies of young people in Serbia, the Institute of Sociology and Social Research, University of Belgrade, Faculty of Philosophy, 2012

potentials. Thus, it is recommended to channel resources towards practice-based trainings (i.e. apprenticeships, traineeships and internship) and self-employment⁵.

The barriers to active inclusion of the most vulnerable individuals are multiple and complex, including: lack of coordinated and integrated activation mechanisms and capacities at the national and local levels; insufficient collaboration/harmonisation of data and approaches between social protection and employment services; ineffective coordination of cross-sector services hinders the potential of combining the benefit of these services to boost impact; incoherent targeting of beneficiaries by social protection, resulting also in ineffective coverage and mistargeting of relevant vulnerable groups. These systemic challenges continue to negatively affect the activity rates of the population, maintaining welfare beneficiaries dependent on social benefits. The long-term and multiple form of exclusion to which the Roma population is still exposed, renders Roma individuals at very high risk of passing on their vulnerability and remaining stuck in their status of social exclusion. Thus, tackling active inclusion of Roma requires first significant improvements in terms of ensuring access to social and health care benefits, securing durable solutions to the informal settlements across the country and compliance with international standards. The Progress Report on Serbia 2013 also directly refers to the need of substantially improving the living conditions of Roma, including through support for sustainable housing solutions. One of the most urgent emergencies is the situation of Roma children, overrepresented in the state care system and at higher risk of living in poverty, of leaving school early, of being victims of domestic violence and of being placed into care. This is particularly the case for those children living in Roma settlements.

Social inclusion is addressed through objectives aiming at connecting more effectively cross-sector resources, combining benefits of sector policy to enhance activity rates and the status of most-at-risk Roma groups. Active inclusion will significantly contribute to establish coordinated and integrated mechanisms and concrete models providing both social protection resources and employment incentives. The activation of Roma groups will entail first securing preconditions in social protection focusing on: improvement of housing conditions in Roma settlements, strengthening of local level mechanisms and scholarships for high-school pupils.

The Occupational health and security system will be improved, harmonised with the EU *Acquis* and implemented in order to ensure protection of health and safety for workers at work.

RELEVANCE WITH THE IPA II STRATEGY PAPER AND OTHER KEY REFERENCES

The Action is fully in line with Indicative Strategy Paper 2014-2020 for Serbia (Strategy Paper) approach to build capacity for inter-institutional cooperation so that more integrated policies, including employment and social reform programmes, can be developed and implemented in this area. Therefore, this Action addresses the Strategy Paper results on inclusive growth - through enhancing employment and social reform programmes (ESRP) and on social inclusion - by strengthening the position of vulnerable groups, especially women, children and Roma.. Also this action addresses priorities identified in the latest Annual Progress Report for Serbia 2013 related to: youth employment-prioritised in the National Employment Action Plan 2014; necessary improvements in the social protection system, in the promotion of social services and initiatives to advance inclusion of Roma and in the implementation of occupational health and safety.

At the same time, this Action also addresses CSP priorities related to supporting the implementation of the national employment strategy 2011-2020 by increasing the reach-out and introducing better tailored and targeted programs to the needs of youth groups - that are not yet positively affected by ALMP and employment policies and remain unemployable and unemployed. This Action is also in line with national priorities states in the CSP and related to active inclusion especially in terms of designing and implementing durable solutions in informal settlements requiring reforms in the welfare system and improvements of Roma living conditions, departing from housing. The Action is also coherent with the South East Europe 2020 Strategy – Jobs and Prosperity in a European Perspective, in particular with the development pillars related to Smart and inclusive growth. In fact,

5 Mogućnost ostvarivanja Garancije omladini za zapošljavanje, CDS, 2013

the focus is on developing skills, creating employment and increasing participation in the labour market. The proposed Action is also aligned with EU Youth Guarantee Programme, namely with following recommendations and principles:

1. Building up partnership-based approaches,
2. Supportive measures for labour market integration,
3. Early intervention and activation,
4. Assessment and continuous improvement,
5. Use of (pre-accession) Union funds.

SECTOR APPROACH ASSESSMENT

Strategic Framework

The Human Resources and Social Development (HRSD) sector encompasses employment, labour market issues, education, social inclusion, social welfare, health and youth. Overall, the HRSD sector counts 25 strategies, including cross-sector ones. The sector key and updated strategies indicating how Serbia will proceed towards the achievement of common goals of the EU and setting core priorities are the National Employment Strategy 2011-2020 and Strategy for Development of Education in Serbia by 2020. The sectors' targets identified in the ICSP for IPA support are narrower than the national priorities in the sector National Priorities for International Assistance 2014-2017 with 2020 Projections (NAD), so IPA support will cover parts of the strategies directly related to EU (enlargement) priorities (as is the case of youth employment, content of this Action). In order to strengthen the sector-approach, the need to streamline the extensive strategic framework has been identified and already resulted in concrete efforts. Overall, the thematic spread of the HRSD development is too broad for a single strategy in the sector. However, overlapping strategies demonstrate the necessity to systematise the synergies within the sector. Therefore, the Employment and Social Reform Programme (ESRP), will be adopted by the Government to act as an overarching strategy for the sector as a whole.

Sector Lead Institution and Capacity

The number of entities active in the HRSD sector makes the institutional setting of the sector very complex and widespread. Although there is no HRSD lead institution per se, depending on the topic and in the case of specific task, relevant Ministry and/or institution takes the role of lead institution. The lead institution in the context of this Action Document is the Ministry in charge of employment.

The Ministry in cooperation with other ministries encompasses the subsectors covered by corresponding EU legislation on public administration reform: Chapter 2: Freedom of movement of workers; Chapter 19: Social policy & employment, Chapter 22: Regional policy & the coordination of structural instruments, Chapter 26: Education and Culture and Chapter 28: Consumer & health protection. In relation to international assistance (including EU funds), the Ministry takes overall management responsibility for the planning, programming, implementation and monitoring of assistance funded sector priorities and measures and for coordinating the inputs of sector institutions in this regard.

The **workload** of the Ministry in charge of employment will be substantial. The Ministry will be in charge of management of contracts in the context of HRSD. Having in mind procedures necessary for management (tendering, evaluation, contracting and implementation) of different types of contracts estimated highest impact on existing staff and capacities in the Ministry in charge of employment is envisaged for 2014, 2015 and 2016. It shall be emphasised that the analysis indicate that the Ministry in charge of employment will have sufficient capacities to perform management tasks, concerning tendering, contracting and monitoring of IPA 2012 and 2013 funds, in 2014, 2015 and 2016.

Sector and donor coordination

The Sector Working Group (SWG) for HRSD is responsible to coordinate activities related to programming of EU funds and other international assistance, to propose relevant measures and activities. The Group is formally established by NIPAC's Decision. The composition, functioning, management and organization of all SWGs is regulated by the Rules of Procedures for Sector

Working Groups for Programming of IPA funds and other development assistance. The mechanism of SWG has two dominant functions:

1) To provide transparency and wide participation of relevant partners and stakeholders through all stages of IPA II programming process. The secretariat for SWGs is provided by the Serbian European Integration Office (SEIO) as a NIPAC TS/BCPME (Body responsible for coordination of programming, monitoring and evaluation), which is responsible for organizing and managing this mechanism.

2) Effective and efficient aid coordination which is led by a ‘task force’ composed of the lead national institution, the lead donor and NIPAC TS/BCPME.

In order to enable more inclusive and transparent dialogue, consultation and communication with all relevant stakeholders sectors, SEIO established Sectorial Civil Society Organisations (SECOs), a consultation mechanism with the Civil Society Organisation (CSOs). Members of SECO are participating at the SWG meetings and takes part in consultation processes for analysing sector priority goals, measures and operations for financing from EU funds and international assistance. SECO and SWG are part of the consultative process that leads to the elaboration of SPD and ADs.

Sector budget and medium term perspective

Responsibility of the budget beneficiaries for appropriate planning is also introduced, in line with the amount of expenditures for the funding of the participation of the Republic of Serbia in the implementation of the EU financial assistance when the EU financial aid funds are given to the Republic of Serbia to manage them, in line with the international agreement between the Republic of Serbia and the EU. Budget beneficiaries are responsible for the appropriate planning of the expenditure amount which will be funded by the EU financial aid. The Fiscal Strategy for 2014 with projections until 2015 and 2016 indicates as a goal for the coming period the development of the strategic planning and coordination with public policies and their link with the Programme budgeting.

LESSONS LEARNED AND LINK TO PREVIOUS FINANCIAL ASSISTANCE

EU Programmes

Several evaluations pointed out the importance of Serbia’s participation in the EU programmes. For example, the Evaluation of Participation of the Republic of Serbia in the EU Programmes in the Period from 2007-2012 (2013), commissioned by the SEIO, emphasized that the experience of Serbia showed that participation in EU Programmes was an extremely important feature of a successful pre-accession strategy. Additionally, the Evaluation of the Sector of Human Resources Development Implemented and Financed by IPA Programme, EU Programmes and other Donors in the Republic of Serbia (2013), commissioned by the EU Delegation to the Republic of Serbia, noted that the reforms in the HRD area have been also supported by EU programmes i.e. Tempus, Erasmus Mundus, Youth in Action, PROGRESS and FP 7 which contributed an amount of approximately € 91.98 million to the 380 projects involving Serbian partner organisations in the period 2007-2011.

Therefore, the Action will strive to build upon the lessons learnt from the implementation of relevant EU programmes-financed projects. In particular, this refers to the projects supported by the Programme for Employment and Social Solidarity PROGRESS 2007-2013, such as *“Towards Increased Employment through Mutual Learning, with the Focus on Youth and other Vulnerable Groups”*, implemented by the Ministry of Labour, Employment, Veterans and Social Affairs. Furthermore, the Action’s activities will take into account lessons learnt in the implementation of the Tempus programme-financed project *“Fostering students’ entrepreneurship and open innovation in university – industry collaboration”*, implemented by an international consortium led by the University of Novi Sad. Close coordination should be secured between futures Erasmus+ projects in Serbia dealing with youth employment and employability issues and the Action’s relevant activities, notably in relation to fostering entrepreneurial mind-sets and skills and new social enterprise creation.

Youth Employment

This Action is fully in line with ERASMUS +, the new single integrated EU programme, covering all education, training and youth (including sport) in a holistic manner, seeking to achieve greater systemic impact and bringing seven existing programmes into a single coherent framework. This

Programme also implies a new approach, as an answer to the changing landscape across the Europe, caused by deep economic crisis and high youth unemployment. Like in Serbia, vacancies exist, but skills gaps and low employability of youth are the major problem. It directly responds to Result 1 of the Action, which envisages establishment of the local partnerships focusing on skills development and linking education with labour market needs. Symmetries with ERASMUS + specific objective are clear in building skills and competence of young people – especially hard-to-reach youth – in order to raise their employability, employment and social inclusion Like in ERASMUS +, AD Youth Employment is promoting more opportunities for VET and Higher Education (HE) students to increase their employability through different traineeships (even abroad), fostering quality improvement and strong emphasis on cross-sector and local strategic partnerships that will boost new innovative approaches, actions and services to enhance youth employability and entrepreneurship. Structured and long term cooperation among all relevant stakeholders (NES, youth offices, private enterprises, social partners, local/regional authorities, NGOs) will build bridges and provide sharing of knowledge and information between different services and providers that will enhance and facilitate better access of young people towards labour market

The Action will continue efforts of the Millennium Development Goals-funded project “Youth, Employment and Migration – YEM” which established delivering of integrated services for disadvantaged youth and focusing their employment, education, as well as activities in the area of social and youth policies. A Youth Employment Fund was established within the NES budget with the aim to improve reach out and more coordinated actions of NES branch offices and Centres for Social Work. Furthermore, it will be based on lessons learned under the Twinning project IPA 2011 – preparation of Serbian institutions for the EU Employment strategy, which includes also strengthening local institutions and their capacity to deal with youth unemployment at the local level. Also, these activities are complemented with IPA 2011 "Evidence-based Employment Policy Creation" project which was focusing on more efficient monitoring and evaluation of employment measures, including those targeting youth.

The Action builds on the GIZ implemented project **Professional orientation in Serbia**. The main objective of the project is to build a functional professional orientation programme within school (primary schools) and out of the school system (local youth offices). Besides the program on PO and CG nationally implemented in all primary schools and local youth offices and services that were defined and derived from the experience and capacities of actors and need of beneficiaries, the Action shall additionally benefit and make use of the structure and mechanisms developed within the Professional orientation programme and in particular a) **local teams for professional orientation (local TiPO)** exists in 31 municipalities and towns as local structure and mechanism for identification of needs and matching resources of local actors in the field of career guidance b) **information system of professional orientation (POIS)** –on-line portal enabling all services and stakeholders (primary, secondary schools, local youth offices, companies, individuals) in career the guidance field to be registered and exchange services rendered, but also to monitor service implementation) c) **Club 500+** - socially responsible companies offering real encounters and hands on experience with youth, at the primary school level and young people.

Furthermore the **GIZ project Technical vocational education** is developing the cooperative model of education as an innovative practice for Serbia at the secondary school level. The Action proposes promotion of practice based learning in the non-formal education therefore, the lessons learned and experience may be used as a role model for non-formal education as well.

In addition, worth mentioning as relevant is an ongoing SDC funded Project, implemented by SIPRU and MESTD, currently in pilot phase. It is planned that this Project ends at the end of September 2016 and shall serve as a pilot phase for 2+2 life cycle Project (2016-2020), also funded by SDC. Results of the first/pilot phase shall be complementary and supportive for IPA II in particular with regard preparations of grant scheme for youth employment.

Based on experience in project implementation, local youth offices (LYO) capacities are weak and built on a changeable and voluntary structure. Their capacities need further to be supported and strengthened in order to be able to absorb grants scheme planned under the Action. LYOs have developed the basic Career Guidance services that concern peer career informing i.e. career info

corner is established in 120 LYOs within the GIZ project Professional orientation. This service has good potential for an initiation of referral service capacity which needs to be fully functional in all LYOs under the Action.

In the referral function of LYOs there is a need to support further their capacities on outreach, networking and partnership with local stakeholders, needs analysis of youth and mapping of service, design of services against needs and outsourcing. Furthermore, the system of career guidance needs to be established at the secondary school level. These areas are considered for continuation of support by the German bilateral ODA, implemented by GIZ, which should precede the grant scheme, therefore cooperation with the team is required.

Active Inclusion

There is a wealth of best-practices and lessons learned from the EU in relation to active inclusion and strengthening and improving the position of vulnerable groups by implementing coordinated and integrated services from the social protection and welfare and employment systems. However, the integration of activation and social protection is defined differently according to the context, the priority needs of final beneficiaries and institutions. One of the key elements to take into consideration is the level of inter-agency cooperation and coordination that defines the scope of interventions and systemic challenges. According to the UN publication “*Good Practices in Providing Integrated Employment and Social Services in Central and Eastern Europe*” one of the most important solutions to the holistic problems of disadvantaged groups consists in going beyond partnership and into the more complex and demanding area of service integration. This entails abandoning the “silo” approach (everyone working solely within its own confined area of responsibility) and the fragmented administration of national and local services. For many European countries it has meant the establishment of multi-agency teams at national, regional and local levels, working under an integrated management structure, with shared budgets, programmes and objectives – a whole system approach, with a single key worker/Case Manager who has responsibility for coordinating the different agencies and professionals involved.

Serbia is laying the ground to coordinate and integrate services through the sector approach. Best-practices exchange can be promoted through study-visits and research during implementation in order to strengthen the capacities and implementation modalities of active inclusion mix packages.

Roma inclusion

The design of the Action is taking account of relevant donor assistance evaluations, such as of EUD evaluation of the HRD sector (2013), according to which cost-effectiveness and impact cannot be assessed with sufficient level of accuracy in case the bases for evaluation of projects are not established from their design phase and if reporting against set indicators is not done properly. It was also noted that too often large ODA investments, such as the one in Roma inclusion, cannot be given due credit for its positive results because of lack of proper evaluation frameworks based on adequate indicators i.e. relevant, feasible, with baselines, targets and benchmarks, easy to collect and report. Therefore, indicators of the Action will closely follow relevant Strategy Paper and national strategies’ indicators (including NAD indicators).

As regards thematic intervention areas, bilateral donors’ strategies from 2014 and beyond have been taken into account. Therefore, employment-related interventions will be postponed for IPA 2015 and beyond, after initial evaluations of assessed donor actions in this field are obtained. Furthermore, it is expected that a donor coordination mechanism on Roma inclusion projects will be established in 2014 under the coordination of the Office for Human and Minority Rights and the Serbian European Integration Office. This mechanism will also provide inputs for further programming of Roma inclusion-related assistance in the coming years.

Occupational Health and Safety

Serbia has been making progress in terms of harmonisation and alignment of OSH and the key institutions Labour Inspectorate and Directorate for Health and Safety can benefit from the lessons learned and best practices developed in neighbouring countries. Study visits will be rendered possible

through Twinning in order to further build institutional capacities for the implementation of the legislature.2. Intervention Logic

LOGICAL FRAMEWORK MATRIX

| OVERALL OBJECTIVE | OBJECTIVELY VERIFIABLE INDICATORS | SOURCES OF VERIFICATION | |
|---|--|--|---|
| To foster a high-employment economy cohesion through the implementation of Employment and Social Reform Programmes (ESRP) priorities | <ul style="list-style-type: none"> • Employment rate (EU 2020 targets) –overall • Activity rate (EU 2020 targets) • NEET rate | Serbian Statistical Office; Progress Reports, EUROSTAT; LFS | |
| SPECIFIC OBJECTIVE | OBJECTIVELY VERIFIABLE INDICATORS | SOURCES OF VERIFICATION | ASSUMPTIONS |
| 1. To increase employment especially of youth through enhancing: youth activity, early acquisition of work experience and entrepreneurship practices and activation of social policy and welfare beneficiaries | <ul style="list-style-type: none"> • Youth employment and activity rate increased • Activity rate (NSP) increased attributable to this Action | Evidence-based data from NES; Ministry in charge of Youth; Serbian Statistical Office; Progress reports and other relevant institutions; LFS; GIS | <ul style="list-style-type: none"> • Implementation of AP for Employment strategy of the Government supports the participation in decentralized actions for youth employment diversified services • Government of Serbia will remain committed to European integration and enhancement of social inclusion, notably of Roma • National Council for the Improvement of the Position of Roma will remain functional • LSG supportive during the implementation of the Action for active inclusion, employment and formalization of Roma settlements |
| 2. To improve the social inclusion of Roma through further investment in sustainable housing solutions, better access of Roma pupils to the education system and strengthening of national Roma inclusion mechanisms at local level | <ul style="list-style-type: none"> • Number of informal Roma settlements (with over 100 people) legalised and provided with access to water and electricity • 60% of Roma pupils will have reached the average academic achievement of students of the educational institution | | |
| 3. To enforce the implementation of the legislation and regulations for occupational safety and health (OSH) | <ul style="list-style-type: none"> • Number of on-the-job accidents decreased | | |
| RESULTS | OBJECTIVELY VERIFIABLE INDICATORS | SOURCES OF VERIFICATION | ASSUMPTIONS |
| Result 1 Innovative, integrated youth tailored services focusing on entrepreneurial skills development and active inclusion models and packages established and operational through local partnerships | <ul style="list-style-type: none"> • Number of innovative youth tailored services established • Increase in the % of youth willing to engage in entrepreneurship against the baseline • Increase in the rate of active job seekers against the baseline and attributable to this Action • Increase in the reach-out to and activation rate of NEET | Evidence-based data from NES and relevant institutions; quantitative and qualitative reports by relevant institutions, youth tailored services, local youth offices etc. | <ul style="list-style-type: none"> • Collaboration of institutions involved • Active participation of public, private and CS stakeholders at the local level • Timely preparation of contracts' documentation • Identification and removal of potential challenges in the joint implementation of contracts |
| Result 2 Socio-economic conditions of Roma enhanced through: 100 sub standardized Roma settlements improved, capacities of state mechanisms for Roma inclusion at local level raised and scholarships implemented for secondary education Roma students | <ul style="list-style-type: none"> • Number of permanent housing solutions realized attributed to this Action • Number of scholarships awarded through this Action • Increase in rate of Roma students graduating from secondary education • At least 60% of targeted students from vulnerable groups, among which many are Roma, will have reached the average academic achievement of students of the secondary educational institution (Institute for Education Quality and Evaluation) | | |
| Result 3 OSH legislation harmonized and capacities primarily of the Directorate for Safety and Health and the Labour Inspectorate built at all appropriate level | <ul style="list-style-type: none"> • Legislation on occupational safety and health aligned with the <i>Acquis</i> and effectively implemented | | |
| ACTIVITIES | MEANS | OVERALL COST | ASSUMPTIONS |

| | | | |
|--|--|---|---|
| <p>1. Activities to achieve result 1:</p> <ol style="list-style-type: none"> 1.1. Preliminary needs assessment for training and capacity building at local level institutions/organizations of the public and private sector 1.2. Design of training programs to be delivered to local applicants/potential grantees (proper management and administration of grants and social inclusion mix packages) 1.3. Delivery of training to local institutions and organizations 1.4. Development of indicators to measure the impact of the Action in terms of youth employment 1.5. Development of criteria for youth-tailored integrated services and for active inclusion models and packages 1.6. Drafting of Guidelines for applicants based on the criteria and desired outcomes 1.7. GS implementation (launching call for proposals, managing and monitoring) | <ul style="list-style-type: none"> • Activities to Result 1 Service contract Grant Scheme | <p>Total budget of the Action - 10 600 000 EUR IPA budget – 9 790 000 EUR</p> | <p>Ministries and other involved state and local institutions have adequate capacities to implement the contracts</p> |
| <p>2. Activities to result 2:</p> <ol style="list-style-type: none"> 2.1. Needs assessment of 100 selected sub standardised settlements 2.2. Preparation of urban plans and technical specification needed for implementation of sustainable housing and/or infrastructural improvements models. 2.3. Design of criteria and desired outcomes from the implementation of support in capacity building of state mechanisms for social inclusion 2.4. Needs assessment for training and capacity building of state mechanisms for social inclusion 2.5. Design of training programs for target groups 2.6. Delivery of trainings to local institutions/organizations 2.7. Establishment of monitoring and evaluation system 2.8. Setting of criteria for scholarship award 2.9. Opening and management of the call for scholarships awards 2.10. Selection of scholarship candidates 2.11. Delivery of the award | <ul style="list-style-type: none"> • Activities to Result 2 Service Contract Direct Grant | | |
| <p>3. Activities to Result 3:</p> <ol style="list-style-type: none"> 3.1. Needs assessment and analysis of present organizational structure, capacities and procedures of OSH in Serbia 3.2. Harmonization of the legislation content 3.3. Organization of trainings, workshops and study visits of relevant institutions 3.4. Planning and realization of Twinning activities for institutional capacity building 3.5. Assessment of the needs of institutional capacities for proper implementation of the legislation 3.6. Design of training program 3.7. Implementation of education/training to all relevant institutions | <ul style="list-style-type: none"> • Activities to Result 3 Twinning | | |

ADDITIONAL DESCRIPTION

This Action focuses on three key objectives related to: employment and active inclusion; social inclusion especially of Roma and Occupational Health and Safety. Accordingly, the Action is structured into three results that target: 1. Unemployed and hard-to-reach youth including NEET⁶; 2. Roma especially in informal settlements with an emphasis on women and children; 3. employees that will benefit from on-the-job safety measures.

The Action addresses key challenges in youth employment and active inclusion, taking into consideration achievements and lessons learned from relevant institutions, public and private actors, the CS sector and international organisations. It also tackles priorities in Roma inclusion responding to urgent needs in terms of housing, school attendance and drop-out and strengthening of state mechanisms for social inclusion. These have been identified by implementing actors and institutions as necessary to complement the implementation of running programmes for the improvement of socio-economic conditions of Roma. This Action improves the harmonisation and implementation of occupational safety and health (OSH).

There is overall consensus on cross-cutting and cross-sector interventions that will constitute the common approach throughout the Action: 1) strengthen coordination between relevant institutions, decentralised management and multi-stakeholder cooperation; 2) integrate existing services maximizing impact; 3) enhance training and education programmes based on practical skills; 4) foster entrepreneurial practices.

This Action is structured into three sub-actions or components to respond to the three objectives and three results set for youth employment and active inclusion; Roma inclusion and occupational health and safety.

Youth Employment and Active Inclusion

This component's objective is to: increase employment especially of youth through enhancing: youth activity, early acquisition of work experience and entrepreneurship practices and activation of social policy and welfare beneficiaries

The result of this component consists in: Innovative, integrated youth tailored services focusing on entrepreneurial skills development and active inclusion models and packages established and operational through local initiatives and local partnerships.

- **Innovative youth tailored (one-stop-shop) services**

Complementing services to unemployed youth provided by National Employment Services and other relevant institutions and service providers, focusing on practice-based programs involving private sector actors and on the development of entrepreneurial attitude and practices. NES main mandates consist in mediating between the demand and supply on the labour market and in career guidance. In relation to youth specifically, IPA 2013 supports NES in further strengthening vocational guidance and career counselling; training in response to labour market needs; outreach caravans. NEAP 2014 foresees the measure "Self-employment subventions". Among other outcomes, this Action will create entrepreneurial skills and overall wider demand among youth for self-employment subventions provided by NES.

Concrete priorities of the Action include the design and support of more tailored approaches that enable the creation of new jobs, the acquisition of competences to meet the demand and the recognised role of young people as active citizens. In this respect, focus will be geared on the development of self-employment opportunities, entrepreneurship mentorship and practice-based programmes to be matched with well-established public employment services.

- **Active inclusion packages mix**

In Serbia, the social welfare system needs to be reformed in order for active inclusion to be further developed and realized establishing sustainable cooperation mechanisms that would include both

⁶ not-in-employment, education and training

support to the hard-to-employ and mobilization of community resources to create new work opportunities. Active inclusion measures combine cash benefits, employment/activation of the clients and high-quality integrated social care services. In line with the goal of active inclusion, *to improve the legislation governing the activation of financial social assistance recipients*, which should be the first step towards integrated services for the poorest, both in the area of employment/work and in the interest of returning youth to education and further training or retraining.

Technical Assistance

The TA will ensure more coherent and efficient targeting and reaching-out to beneficiaries, achieving two major desired outcomes: support to grant beneficiaries, beneficiary institution and contracting authority in project management, implementation, reporting, as well as EU procurement and visibility rules, and definition of active inclusion and youth employment mix mechanisms on national and local level. The TA will manage implementation of the grants scheme foreseen. It will support the MoLEVSA and MoYS in implementing and monitoring the grant scheme.

Grant Scheme

The Grant Scheme will be divided in two lots: youth employment and active inclusion. The Grant Scheme activities will result in the establishment and implementation of innovative, integrated youth tailored services focusing on entrepreneurial skills development and in the realisation of active inclusion models and packages. Local partnerships comprised of public, private and CSO sectors will be encouraged in order to deliver the expected outcomes and outputs to be defined in the Guidelines for Applicants.

- **Youth employment**

Innovative and integrated youth-tailored services based on strengthening and linking existing resources and services, will increase access to cross-sector information for youth, focus on the acquisition of practical skills fitting more effectively labour market needs and foster entrepreneurship practices. Young people (18-24) most disadvantaged in terms of negative trends in employment, inactivity rates and not sufficiently benefitting from available employment services will be directly targeted. In particular, the not-in-employment, education and training (“NEET”) making up for 23.2%⁷ will be primarily addressed. In addition, school-leavers and other hard to-reach groups (for example, young women, rural areas residents, Roma etc.) will be targeted for (self)employment and increased access to the labour market. Cross-cutting coordination of information and referrals on/to available services for youth across different fields (employment, education/training, social protection, health, youth resources etc.) will be practiced, departing from collaboration with NES. Further collaboration will be established with institutions at the local, regional and national levels (schools, local health-care centres, centres of social work, youth offices, civil society and private-sector stakeholders).

In order to improve youth employability and facilitate (self)employment, these youth-centred services will: unify information and knowledge about all existing services for youth; realise tailored approaches through standardised case-management and support; enable mentorships through either outsourcing (private sector), or adoption of in-house competence; strengthen links with private sector and maintain open collaboration and coordination. The services will focus on fostering entrepreneurial mind-sets, and start-up support and seed-funds and increasing awareness on the perspectives of self-employment. Services will include: *Skills development*-Practice-based and innovative programmes, matching employers’ skill requirements and actively involving the private sector (for example: apprenticeships, internships, fellowships); *Entrepreneurial practice*-Entrepreneurial culture and competences through support to self-employment and start-ups. (business support services; access to seed funding through re-granting); *Education and labour market linkages*-career guidelines and professional orientation, lifelong learning; *Hard-to-employ and disadvantaged groups*- targeting youth without qualifications and low skilled, Roma, youth with disabilities, youth from residential institutions, young women from disadvantaged contexts.

- **Active inclusion packages**

⁷ LFS October 2013

Active inclusion packages will be further developed, adapted and individualised through the Grant Scheme, enabling implementation through local partnerships. Cross-sector stakeholders from the public (LSG/Local Youth Offices, CSW, NES branches, etc.), private and CS sectors (service providers) will pilot community-based innovations in the implementation of individualised activation packages aimed at the reinforcement of social inclusion of long-term unemployed social care and assistance beneficiaries by supporting their access to the labour market.

Roma Inclusion

The objective of this component is to: improve the social inclusion of Roma through further investment in sustainable housing solutions, better access of Roma pupils to the education system and strengthening of national Roma inclusion mechanisms at the local level.

This component will result in socio-economic conditions of Roma enhanced through: 100 sub standardised Roma settlements improved, capacities of state mechanisms for Roma inclusion at local level raised and scholarships implemented for secondary education Roma students

These results will be achieved through Service Contract and Direct Grant.

Technical Assistance

It will serve a double purpose: prepare technical documentation for infrastructural improvements in sub standardized Roma settlements and strengthen the capacities of state mechanisms for Roma inclusion.

Direct Grant

It will be awarded to the ministry in charge of Education, Science and Technological Development for a scholarship programme for Roma secondary school pupils.

Occupational Safety and Health

The objective of this component is to: enforce the implementation of the legislation and regulations for occupational safety and health (OSH). This will result in OSH legislation harmonized and capacities primarily of the Directorate for Safety and Health and the Labour Inspectorate built. The former will be achieved through Twinning.

Twinning

It will provide further harmonization of OSH and capacity building especially of the Directorate for Health and Safety and the Labour Inspectorate and other relevant institutions.

4. IMPLEMENTATION ARRANGEMENTS

ROLES AND RESPONSIBILITIES

This Action Document under IPA II assistance was prepared and will be implemented and managed in accordance with provision of respective legislation, implementing and operating agreements and procedures.

In the context of the institutional framework for the sector Human Resources and Social Development, the following institutions have been responsible for programming, implementation, monitoring and evaluation of the interventions foreseen under this actions document Ministry in charge of employment and social policy, the Ministry in charge in Youth, the Ministry in charge of education and Ministry in charge of construction and infrastructure, the Ministry in charge of health, the Office for Human and Minority Rights as well as SEIO as a NIPAC TS.

Other bodies and actors such as the CFCU as a Contracting Authority, NAO SO, NF, and EU Delegation have specific roles in the programming and implementation process in line with respective legislation and procedures and depending on the determined modality of implementation (Direct vs. Indirect).

As for the Result 1 the Ministry in charge of employment and social policy is final beneficiary while the local self-governments/local youth offices and other public institutions/organizations, private sector organizations and CSOs etc. are end recipients under Result 1. Besides the Ministry in charge of employment and social policy, the Ministry in charge of Youth will actively participate in

preparatory operations related to procurement and grant contracts foreseen under this result and will also be responsible for overseeing implementation of activities to be developed and realised by local partnerships. The inter-institutional operational agreement between the Ministry in charge of Employment and Social Policy and the Ministry in charge of Youth, defining specific roles and responsibilities during preparation and implementation of the activities under the result, will be signed prior to the commencement of implementation.

The Ministry in charge of construction and infrastructure and the Ministry in charge of Construction and Infrastructure are final beneficiaries under the Result 2. The end recipients of the support foreseen under this result are: the Ministry in charge of Employment and Social Policy, the Ministry in charge of Education, the Ministry in charge of Health, the Office for Human and Minority Rights- with regards to support to local-level mechanisms for Roma inclusion; the Ministry in charge of construction and infrastructure-with regards to regulatory preparation for infrastructural improvements of housing conditions in sub-standardised Roma settlements. The recipient of the direct grant for the scholarship scheme for Roma secondary school students is the Ministry in charge of Education.

The Ministry in charge of employment and social policy is final beneficiary and end recipient under Result 3.

IMPLEMENTATION METHOD(S) AND TYPE(S) OF FINANCING

This Action Document under IPA II assistance will be implemented through Indirect management mode.

Result 1: Innovative, integrated youth tailored services focusing on entrepreneurial skills development and active inclusion models and packages established and operational through local partnerships

The activities under this result will be implemented through *service contract* and *grant scheme*.

The Ministry in charge of employment and social policy, in cooperation with the Ministry in charge of Youth ,is responsible for the implementation of activities to achieve Result 1.

National co-financing for the Service contract is EUR 100 000, and will be shared by Obligatory public co-financing of the Grant Scheme in the amount of EUR 400 000 will be secured by the central level and will be shared the Ministry in charge of employment and social policy and Ministry in charge of youth.

Result 2: Socio-economic conditions of Roma enhanced through: 100 sub standardized Roma settlements improved, capacities of state mechanisms for Roma inclusion at local level raised and scholarships implemented for secondary education Roma students

The activities under this result will be implemented through *service contract* and *direct grant*.

The Ministry in charge of construction and infrastructure is responsible for the implementation of the activities to achieve the Result 2 that will be realized through the service contract. National co-financing for service contract in the amount of EUR 310 000 will be secured by the Ministry in charge of construction and infrastructure.

The Ministry in charge of education is responsible for the implementation of the activities to achieve the Result 2 which will be realized through the direct grant contract for which no national co-financing is foreseen.

Result 3: OSH legislation harmonized and capacities primarily of the Directorate for Safety and Health and the Labour Inspectorate built

The activities programmed under this result will be implemented through Twinning contract.

The Ministry in charge of employment and social policy is responsible for the implementation of the activities to achieve the Result 3.

There is no national co-financing foreseen for this result.

4. PERFORMANCE MEASUREMENT

METHODOLOGY FOR MONITORING (AND EVALUATION)

Monitoring of the progress in implementation of actions will be done in accordance with the respective rules and procedures for monitoring under direct and indirect management mode. Manuals of procedures include detailed procedure for monitoring on different levels with clear responsibilities and deadlines in the monitoring process.

IPA II monitoring process is organised and led by the NIPAC/ Serbian European Integration Office (SEIO) as a NIPAC TS/BCPME. National IPA Coordinator (NIPAC) is the main interlocutor between the Serbian government and the EC regarding strategic planning, co-ordination of programming, monitoring of implementation, evaluation and reporting of the overall IPA assistance and is responsible for ensuring the linkage of IPA assistance to the EU accession process. NIPAC monitors the process of programming, preparation and implementation as well as the sustainability and effects of actions aiming to improve these processes, timely identification, remediation and alleviation of potential problems and issues in the process of programming and implementation of Action documents.

Through the support of the NIPAC TS/BCPME (SEIO), the NIPAC is responsible to establish the monitoring procedure and roles and responsibilities of the institutions in the programming and monitoring process. Furthermore, with the support of NIPAC TS/BCPME (SEIO), NIPAC is responsible to establish, chair and organise the work of the IPA Monitoring Committee (IPA – MC) and submits to the EC annual and final reports on the overall IPA implementation. In addition, NIPAC establish, chair and organise the work of the IPA Sectorial Monitoring Committees (SMCs), prepare regular monitoring reports for the Government and the EC based on the reports drawn up by the final beneficiaries responsible for implementation, it reports on the formulation and implementation of Action Documents, monitor the fulfilment of preconditions for the initiation of public procurement procedures and organise the process of evaluation of IPA support. The NIPAC prepares regular reports for the IPA Monitoring Committee that includes information on status and progress in implementation of all relevant actions. In addition, NIPAC prepares reports to be examined by the NAP Sector Monitoring Committees. Monitoring process envisages participation of various stakeholders such as EC/EUD, NIPAC/NIPAC TS/BCPME, final beneficiaries, CFCU, NF, AA and other institutions and civil society organisations.

In line with institutional set up in HRSD sector, monitoring and reporting on activities foreseen under this Action document will be organised and performed within the monitoring framework elaborated above and through the structure and roles described under sections 2. Roles and responsibilities and 3. Implementation method and type of financing.

So as to avoid duplication of monitoring systems, the system of NAD indicators and indicators of the relevant national strategies, were used for the preparation of the Action, thus allowing harmonization of PAF with the monitoring provisions defined by the procedures.

INDICATOR MEASUREMENT

| Indicator | Description | Baseline (2012) | Target (2017) | Source of information |
|----------------------|---|---|------------------|--|
| <i>CSP indicator</i> | Employment rate (EU 2020 targets) Employment rate of youth age 18-35, disaggregated by gender, socio-economic status and ethnicity | 24.5% for the age group 15-64 23.1% for the age group 20 to 64 | 13,15% 11.44% | Evidence-based reports, evaluations, analysis by NES, relevant line ministries; EU progress reports; Statistical Office of the Republic of Serbia; LFS |
| | Activity rate (EU 2020 targets) Activity rate of youth, disaggregated by gender | 47.3% for the group 15 and up 610.4% for the group 20 | | Evidence-based reports, evaluations, analysis by NES, relevant line ministries; EU progress reports; Statistical Office of |

| | | | | |
|-------------------------|---|----------------------------|---------------|--|
| | | to 64 | | the Republic of Serbia' LFS |
| <i>Action outcome 1</i> | Activity rate of youth, disaggregated by gender increased attributable to this Action NEET rate decreased | NEET rate 23.2% (LFS 2013) | NEET rate 19% | Statistical Office of the Republic of Serbia; ministry in charge of youth; LFS |
| <i>Action outcome 2</i> | Number of informal Roma settlements (with over 100 people) legalised and provided with access to water and electricity 60% of Roma pupils will have reached the average academic achievement of students of the educational institution | | | Ministry in charge of social policy; institution in charge of human and minority rights; progress report |
| <i>Action outcome 3</i> | Number of on-the-job accidents decreased | | | Progress report; NPAA |
| <i>Action output 1</i> | Number of innovative youth tailored services established Increase in the rate of unemployed youth reached by youth tailored services Increase in the % of youth willing to engage in entrepreneurship against the baseline Increase in the rate of active job seekers against the baseline and attributable to this Action | | | Relevant institutions; annual report of ministries in charge of employment and of youth |
| <i>Action output 2</i> | Number of permanent housing solutions realized attributed to this Action Number of scholarships awarded through this Action Increase in rate of Roma students graduating from secondary education At least 60% of targeted students from vulnerable groups will have reached the average academic achievement of students of the secondary educational institution | | | Institute for Education Quality and Evaluation |
| <i>Action output 3</i> | Legislation aligned with the Acquis and effectively implemented | | | |

The European Commission may carry out a mid-term, a final or an ex-post evaluation for this Action or its components via independent consultants, through a joint mission or via an implementing partner. In case a mid-term or final evaluation is not foreseen, the European Commission may, during implementation, decide to undertake such an evaluation for duly justified reasons either on its own decision or on the initiative of the partner. The evaluations will be carried out as prescribed by the DG NEAR guidelines for evaluations. In addition, the Action might be subject to external monitoring in line with the European Commission rules and procedures set in the Financing Agreement.

5. CROSS-CUTTING ISSUES

ENVIRONMENT AND CLIMATE CHANGE (AND IF RELEVANT DISASTER RESILIENCE)

The effect on the environment will be taken into consideration in the implementation of this Action, where relevant. Additionally, sustainability and environmental protection are taken into account throughout programme management and implementation.

ENGAGEMENT WITH CIVIL SOCIETY (AND IF RELEVANT OTHER NON-STATE STAKEHOLDERS)

Civil society engagement and active citizenship are of substantial importance for this Action as they are crucial dimensions of the well-being of target groups: youth, welfare beneficiaries, the Roma and other vulnerable groups. Civil society has paramount impact on their (un)employment status and on their level of inclusion in society. As such, CSOs are directly addressed and mainstreamed in the approaches, content and implementation methodology of activities in this Action. CSOs will play an active role in the implementation of activities foreseen by this Action. They will be in the position to effectively employ their know-how and resources, mainstreaming non-formal education, reach-out methods and soft-skill building in service delivery as foreseen by this Action in order to create a beneficiary-friendly and mutual-learning environment. In addition, CSOs will concretely contribute to adopt peer-learning and promote volunteering and community building in the work methodology, case-management, advisory and referrals to youth.

The management structure and implementation arrangements for this Action include the SECO mechanism that has the objective to enable a more inclusive and transparent dialogue, consultation and communication with relevant HRSD stakeholders. This mechanism is based on a consultative process with Sectorial Civil Society Organisations (SECOs) and serves as a platform that enables exchange of information and contribution of CSOs in relation to planning development assistance.

EQUAL OPPORTUNITIES AND GENDER MAINSTREAMING

Inequalities in the participation of women in the job market are registered together also with a significant wage gap between men and women. Gender gaps in the job market are registered and, as unemployment generally affects women more than men in all age groups, particularly as regards long-term unemployment. The Action addresses directly the issue of (in)activity of young women in seeking jobs/entering entrepreneurship. Non-formal and peer-learning, holistic approach in overcoming challenges to youth wellbeing and employment, tailoring and case-management will allow young women to find solutions fitting their specific situation. As far as gender equality is concerned, indicators will be identified to reflect the principle of promoting equal opportunities between men and women. The gender equality issue will work in line with the National Strategy for Improved Status of Women and Gender Equality Promotion (2009-2015) which encompasses fields concerning the participation of women in the economic area through the mechanisms to improve women's political position, education, health, the problem of violence against women, and other issues that will contribute to a changed role and position for women in Serbia

MINORITIES AND VULNERABLE GROUPS

The impact of the Action on equality of opportunity is factored into its implementation and discrimination against minorities and other vulnerable and disadvantaged groups is also addressed. Indicators for equal opportunities are identified and incorporated into the performance monitoring of the sector.

This Action promotes and facilitates equal opportunities and the social and employment inclusion of vulnerable and disadvantaged groups. Roma are a priority target group addressed directly in the social inclusion component in order to focus on the specific needs and potentials of Roma individuals and youth. In fact a TA and a direct grant have the aim to enhance the situation of sub standardised Roma settlements – especially in terms of housing – and to enable Roma students' quality education and equal chances. Indicators disaggregated on the basis of declared national belonging/ethnic background will enable the measurement of impact in terms of Roma youth employment, employability and entrepreneurship.

6. SUSTAINABILITY

The Action responds to national urgent priorities stated in national strategic framework and policy (National Employment Strategy 2011-2020). In addition, it builds on the impact of previous actions

and enables continuity and follow-on to achievements reached. In this sense, local institutions (e.g. Centres for Social Work, Local Economic Councils) will be further empowered to implement local action plans for youth employment (prepared under previous IPA support).

The tripartite partnerships between LSGs/local youth offices, CSOs and private sector will further build local capacities maximise on available resources and on ownership of local stakeholders. By helping LSGs to translate their commitment to youth employment into concrete initiatives anchored in local budgets, the sustainability of innovative actions through local partnerships will be ensured.

7. COMMUNICATION AND VISIBILITY

Communication and visibility will be given high importance during the implementation of the Action.

The implementation of the communication activities shall be the responsibility of the beneficiary, and shall be funded from the amounts allocated to the Action.

All necessary measures will be taken to publicise the fact that the Action has received funding from the EU, in line with the Communication and Visibility Manual for EU External Actions.

Visibility and communication actions shall demonstrate how the intervention contributes to the agreed programme objectives and the accession process. Actions shall be aimed at strengthening general public awareness and support of interventions financed and the objectives pursued. The actions shall aim at highlighting to the relevant target audiences the added value and impact of the EU's interventions. Visibility actions should also promote transparency and accountability on the use of funds.

It is the responsibility of the beneficiary to keep the EU Delegation fully informed of the planning and implementation of the specific visibility and communication activities.

The beneficiary shall report on its visibility and communication actions in the report submitted to the IPA monitoring committee and the sectoral monitoring committees.

Integral part of each activity in the Action will be the definition of communication strategy and related visibility activities. These activities will be carried out in order to raise the profile of the activities, increase awareness among various target audiences and ensure successful communication of information about the results that will be accomplished.

All actions will be fully aligned with the EU visibility guidelines “Communication and Visibility Manual for EU External Actions”). Through development of a communication strategy, identification visibility activities will be identified (in order to pull existing resources and create maximum impact when directed to the target groups). Furthermore, the communication strategy will identify target recipients of the information; identify key messages and set up communication approach.

With regards to visibility, the following actions shall be carried out: definition of visual identity standards; preparation of written materials (factsheets, training compendia, manuals, etc.); production of branded material (panels, folders, promotional material); set up of a website; organisation of events (trainings, retreats, workshops, round tables, initial and closing events).