



REPUBLIC OF CROATIA

CROATIAN EMPLOYMENT SERVICE

Programme: IPA IV component

Partner Country: Croatia

Area of Cooperation: Human resources development

STANDARD TWINNING LIGHT PROJECT FICHE

Development of Social Networks within CES services

Project budget: 240.000,00 €

STANDARD TWINNING LIGHT PROJECT FICHE

1. Basic Information

- 1.1 Programme: Instrument for Pre-Accession Assistance, Operational Programme for Human Resources Development 2007-2013
- 1.2 Twinning Number: HR/2012/BI/SO/01 TWL
- 1.3 Title: Development of Social Networks within CES services
- 1.4 Sector: Human resources development
- 1.5 Beneficiary country: Republic of Croatia

2. Objectives

- 2.1 Overall Objective(s):
To improve the quality, effectiveness and efficiency of the Croatian Employment Service in delivering services to clients.
- 2.2 Project purpose:
Development of existing social networks within CES and their integration in CES services in order to enhance capacities in communication towards clients.
- 2.3 Contribution to Accession Partnership/ Stabilisation and Association Agreement/ Programme of the Government of the Republic of Croatia for the Adoption and Implementation of the Acquis Communautaire

Accession Partnership

The objectives of the Twinning light project follow the priorities of the **Accession Partnership (AP)**¹ with Croatia for the period since 2008 onwards. Therefore, the Twinning light project objectives aim, as it is laid down in *Chapter 19: Social policy and employment*, to:

“- Further align with the acquis and strengthen the related administrative and enforcement structures, including the labour inspectorates, in association with social partners;
- Implement effectively the Joint Memorandum on Social Inclusion of the Republic of Croatia (JIM)² and the Joint Assessment of the Employment Policy Priorities of the Republic of Croatia (JAP)³”

Stabilization and Association Agreement⁴

¹ <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2008:042:0051:0062:EN:PDF>

² [http://www.delhrv.ec.europa.eu/images/article/File/Microsoft%20Word%20-%20JIM-en_032007\(1\).pdf](http://www.delhrv.ec.europa.eu/images/article/File/Microsoft%20Word%20-%20JIM-en_032007(1).pdf)

³ <http://ec.europa.eu/social/BlobServlet?docId=1910&langId=en>

⁴ <http://ec.europa.eu/world/agreements/downloadFile.do?fullText=yes&treatyTransId=584>

The Twinning light project is also in line with the overall objectives of the Stabilization and Association Agreement, as regards the field of movement of workers.

This Twinning light project is also in line with objectives and priorities of the following documents: Program of the Government of the Republic of Croatia for the Adoption and Implementation of Acquis Communautaire

Programme of the Government of the Republic of Croatia for the adoption and implementation of the *acquis* for 2012⁵ states the following need for further development:

“Strengthening administrative capacity needs to continue in all subchapters, as this was not completed by the end of 2011 due to limited fiscal resources and the partial ban on new recruitment. In the coming period, Croatia will continue its activities in the implementation of the Joint Inclusion Memorandum through the adopted National Plan for Social Inclusion 2011 – 2012, and in the implementation of the Joint Assessment of Employment Policy Priorities through the National Employment Promotion Plan 2011 – 2012, the results of which will continue to be reported annually.”

Croatia 2011 Progress Report⁶ and Monitoring Report on Croatia's accession preparations⁷

Croatia 2011 Progress Report in article 4.19 Chapter 19: *Social policy and employment*, it stipulates:

„Some progress has been made in the area of **employment policy**. A National Employment Promotion Plan 2011–2012⁸ has been adopted. The follow-up to the Joint Assessment of Employment Policy Priorities (JAP) is largely satisfactory. The mismatch between demand and supply and skills forecasting is being addressed. However, the Economic Recovery Programme has so far had only limited effects in making the labour market more dynamic and in overcoming its structural weaknesses, including actions to address high long-term unemployment and youth unemployment, which have increased substantially (*See also Economic criteria*).“

This Twinning light project will contribute to lessening of the structural weaknesses stated in abovementioned document through provision of easily accessible and up-to-date CES information point.

Also, as stated in article 4.10 Chapter 10: *Information society and media*, the Twinning light project is in line with efforts undertaken towards Information Society:

“Croatia has now reached a broadband penetration rate of 25.52% (18% in fixed, mainly ADSL, and 7.5% in mobile), which compares well with the EU average. While companies of all categories are well connected, especially those with mobile broadband, households are still slightly below the EU average. The incumbent retains a strong position, which is shown for instance by its 79% of the broadband market revenues“.

The CES needs further development and upgrade when come to the accessibility of the services as stated in the Comprehensive Monitoring Report on Croatia, under *Other acquis chapters*:

“In the filed of social policy and employment, further efforts are required in particular to complete legal alignment in the filed of equal opportunities, address the structural weaknesses on the labour market, better target social welfare, and to strengthen the administrative capacity.”

⁵ http://www.mvep.hr/custompages/static/hrv/files/Programme_of_the_Government_of_the_Republic_of_Croatia_for_the_adoption_and_implementation_of_the_acquis_for_2012.pdf

⁶ http://ec.europa.eu/enlargement/pdf/key_documents/2011/package/hr_rapport_2011_en.pdf

⁷ http://ec.europa.eu/enlargement/pdf/key_documents/2012/package/hr_rapport_2012_en.pdf
http://ec.europa.eu/commission_2010-2014/fule/docs/news/20130326_report_final.pdf

⁸ www.ljudskipotencijali.hr/korisni-dokumenti.html?download=77

This Twinning light project will contribute to the stated objectives in a way that it will strengthen administrative capacity and empower CES in better service provision by easing and accelerating communication with clients. Well-established social networks are significant in relation to Croatia's EU accession, especially taking in mind free movement of workers principle. It is expected that number of queries and questions will significantly raise and social networks can facilitate this situation by providing relevant information to the wide range of CES clients.

3. Description

3.1 Background and justification

Croatian Employment Service is the key institution on the Croatian labour market responsible for provision of information and specialised services to the unemployed persons and employers, as well as pupils, students and people who work but want to change job. One of the most important CES task is balancing the total labour supply and demand aimed at increasing employment by effective mediation between jobseekers and employers. Job mediation within CES is a professional procedure by means of which a counsellor assists an unemployed person (job seeker) to find a job matching his/her knowledge and skills. Job mediation also involves assistance to employers: the CES advisers help employers find adequate profiles of persons to meet the requirements of their reported vacancies. As a part of job mediation process CES is also in charge of implementation of Active Labour Market Policy Measures whose general purpose is to include unemployed persons on the labour market and diminution of job-losing risk for persons that are employed but with lack of skills needed for job retention. Active labour market measures are crucial step in the labour force activation because they have huge impact on promotion and enhancing employability by supporting financially and administrative employers in recruiting special target groups such as youth, women, persons with disabilities.

CES also provides job mediation services for other countries to Croatian citizens. In order to provide quality job mediation services for foreign employers, in the year 2008 standardised international job mediation business processes were developed.

During the last recession period Croatia saw the considerable increase of number of unemployed persons that brought additional burden to the CES staff in providing everyday services to clients. According to the latest data from May 2013, there were 333.249 registered unemployed persons and the unemployment rate in April 2013 was 20.9% (CES Monthly Bulletin)⁹.

Customer-orientated approach (which includes face-to-face communication and telephone service) is proving inadequate when faced with increased number of unemployed persons. Alternative communication channels, principally the Internet, should serve as a means to both disburden CES counsellors and increase accessibility of relevant information, thus improving overall performance of CES in mediation at the labour market.

Existing CES website¹⁰ is relevant source of vast spectrum of information, covering majority of CES activities and giving its clients pertinent view into supply and demand dynamics in Croatian labour market. However, CES online presence should be increased to generate higher network visibility and enhance information admission. Social networks and microblogging services will be useful tools in accomplishing this objective.

⁹ Data available at: <http://www.hzz.hr/default.aspx?id=4163>

¹⁰ <http://www.hzz.hr/>

As of late, social networks are becoming significant aspect of every serious communication strategy, both in commercial and public sectors. We are witnessing significant changes in the whole customer services industry where different social networks have grown into viable alternatives to those more traditional communication channels. As such, they should be taken into consideration when designing alternative communication channels in the field of employment services as well. Social networks deployed can range from highly specialized LinkedIn (a business-related social networking site) to widely accepted Facebook and microblogging tools such as Twitter and Google+. CES has already recognized the significance of social networking sites; in December 2011 CES LinkedIn profile was launched as a first step towards establishment of multiple social networking sites within CES services. After LinkedIn, in June 2012 Facebook and Twitter accounts were established within CES. Profile on LinkedIn is particularly important when considering business-related orientation of that social network while Facebook and Twitter are useful in reaching wide range of CES target groups. By further development of existing social networks CES can expand its regular activities taking into mind that Facebook can be useful tool in marketing campaigns, promotions and enhancement of transparency of CES activities in general while Twitter can be used efficiently in advertising job offers. During the integration of social networks into the CES regular activities and business processes, good practices of EU member states should be considered – notably Sweden, United Kingdom, Ireland, Netherland and Latvia who have already put social networking sites in good use concerning labour market issues.

One notable aspect of social networking sites is that they are directly addressing to one of the population groups most afflicted with recent crisis – youth. For example, there are 1,370,000 users of Facebook in Croatia (according to Facebook statistics), 62% of them are young persons between 18 and 34 age range (18 – 24 = 35%, 25 – 34 = 27%).

Hitherto, microblogging services and social networking sites provided by public employment agencies in EU member states are showing high frequency of visits, enquiries and answers. Social networks can also provide direct communication between job-seekers and potential employers as well as enhancing transparency of CES conducted activities. Good practices of countries already using social networking sites as tools in labour market are showing big potential in international employment dynamics.

Implementation and widening the range of activities provided through the social networking sites needs to be accompanied by broad marketing activities advertising new model of communication to the general audience.

Further modernisation of the CES, improvement of both CES services and infrastructure (which includes integration of social networks), would have a significant impact on better and more structured provision of information and provision of higher quality services to targeted groups of clients. Before establishment of above mentioned social networks, CES provided information and responses to the clients' queries exclusively through the direct contact to client, via info phone or visit to the employment or employers advisers in the regional Office. Established social networks opened new possibilities for faster responding in clients' demands and broader information sharing. So far, CES recorded 196 followers on the LinkedIn site, 3251 users liked statuses published on the CES Facebook page and 373 followers on the Twitter profile (161 tweet published). But, established networks are still in process of development and there is space for improvement in a way that more activities could be done through the internet communication. CES has developed document The Croatian Employment Service on Social Networks: Strategy of performance and management of profiles of the CES on Social Networks that defines main ways to act on social networks and provides policy proposal of using social networks for CES employees but mentioned document is just a base and further elaboration of possibilities of development is needed.

3.2 Linked activities:

1. “Strengthening Labour Market Strategies in Croatia and Service Delivery in the Croatian Employment Service”

In the period 2003-2004, the UK Government funded the project “Strengthening Labour Market Strategies in Croatia and Service Delivery in the Croatian Employment Service”. It consisted of two components: 1) Strengthening of the Social Policy Framework for the development of Croatia’s National Employment Action Plan that would be in accordance with the European Employment Strategy; 2) Development and implementation of training and skills development programme for the Croatian Employment Service staff. Within the second component of the project main change agents were trained as trainers to promote the new CES philosophy, train personnel in business processes, point to infrastructural, organisational and other deficiencies in the functioning of the system. By further enhancing labour market related information provision, the Twinning light project “Development of social networks within CES services” will adhere to the efforts undertaken within the project “Strengthening Labour Market Strategies in Croatia and Service Delivery in the Croatian Employment Service”. In the framework of the project, the National Employment Action Plan 2005-2008 was drafted based on the European Employment Strategy principles. It was adopted by the Croatian Government on 2nd December 2004.

2. CARDS 2003 - “Decentralisation and Reorganisation of the CES” (Service)

This project, implemented in the period from April 2006 to October 2007 through Service Contract, was assisting the management of the CES in planning and implementing those changes that are required in order to improve the performance of their organization. The main results of this project were raising awareness on strategic issues affecting the organization and decentralization of the CES, and developing organizational and performance standards for the CES as well as improving effectiveness and efficiency of the CES service delivery. In the scope of this project, a feasibility study on establishment of the national centre for training and development with a certified programme was developed.

The Twinning light project “Development of Social Networks within CES Services” is in line with the main results of the project “Decentralisation and Reorganisation of the CES” as planned trainings will be conducted on both central and regional level.

3. Project “Youth in the Labour Market”

Project “Youth in the Labour Market” is one of the several projects which Croatian Employment Service implemented through Service Contract within IPA 2007-2009 Human Resources Development Programme.

The project was implemented in 8 counties. The project has started on January 2010 and it lasted for 18 months. Target groups were youth unemployed (age group 15-24), local labour market stakeholders and CES counsellors.

The overall objective of the project was to reduce youth unemployment at the regional level.

The purpose of the project was to promote and foster employment of youth at the regional level (following partnership approach) through development and implementation of active labour market policy.

The project activities were divided into 2 components: Component 1 – *Local stakeholders developing/improving their knowledge and skills on youth employments issues and proposing appropriate actions to tackle problems of youth in the labour market* and Component 2 – *Improving CES capacities to deliver better tailored and more targeted services to unemployed youth at the regional level.*

In the range of new services proposed by the project “Youth in the Labour Market”, the job-seeking clubs stand out. Job clubs are intensive 3-weeks trainings of job-seeking skills in premises equipped with personal computers. Development of social networks within CES web services will enhance contents offered by job-seeking clubs and facilitate information provision, especially given the fact that youth is one of the population groups most afflicted with recent crisis but also the population group that comprises the majority of Croatia’s social networks users.

4. Project “CES Services to Clients: Improving Lifelong Career Guidance and ICT Support”

The project “CES Services for clients: Improving Lifelong Career Guidance (LLCG) and ICT support” is one of several projects the Croatian Employment Service is implementing within Component IV of Instrument for Pre-Accession Assistance (IPA) “Human Resources Development”. The project consists of two components: service contract (started in June 2011 and will finish in July 2013) and supply contract (the contracts for 4 lots were signed in the March 2013). The geographical area to be covered by the project will be the whole of Croatia. The overall objective of the project is to support the development of the capacity of Croatia’s public institutions and relevant non-government partners in the field of employment. The purposes of the project are as follows: 1. - to create an improved CES ICT system based on the model of data integration and exchange with labour market stakeholders in order to facilitate better provision of service to CES clients; 2. - to support development of lifelong career guidance system, which services will be available to Croatian citizens, based on their needs in education and occupation selection, in accordance with EU employment policy and EU best practices.

The service component of the project, which is entering the final phase of implementation, consists of five components related to the development of ICT system and lifelong career guidance under which 7 Centres for information and counselling on careers will be established. The newly established Centres and their activities can be promoted and advertised through the existing social networks and the target audience is similar on both projects.

Within the supply component of the project, information equipment, that is servers, storage, communication, equipment, system software, software package for system control and management, multimedia and communication equipment, office furniture and equipment, will be procured and installed. The new and improved CES ICT system will also facilitate improved background for the establishment of social networking sites. On the other hand, social networking sites and microblogging services which will be integrated within CES ICT system can be considered improvement and upgrade of mentioned system in their own right.

5. Project “Croatian Employment Service Labour Market Training Centre”

The project “Croatian Employment Service Labour Market Training Centre” was implemented within IPA 2007-2009 Component I Assistance in transition and institution building. The duration of the project based on service contract was 22 months, implementation started in October 2010 ended in August 2012. Overall objective of the project was to strengthen the capacities of the Croatian Employment Service and other labour market institutions/organisations to develop a more effective and efficient labour market in Croatia. Purpose was to support the establishment of a training, staff and organisational development system (Croatian Employment Service Labour Market Training Centre) in the field of labour market policy for relevant CES staff and other key labour market actors. Target groups of the project were Croatian Employment Service, relevant ministries, state agencies, public sector institutions, social partners, civil society organisations and enterprises providing human resource development services. Within the project, 40 trainers from the CES and 10 trainers from other institutions/organisations involved in labour market issues (LM) were trained in the following programmes: (a) Trainers skills programme; (b) Training of trainers in basic

orientation training for all CES staff; (c) Training of trainers in client oriented business processes in CES (core business processes); (d) Training of trainers in non-client oriented business processes (supporting business processes); (e) Training of trainers in labour market related knowledge and skills. Furthermore, aforementioned trainers delivered 18 pilot trainings for 203 CES employees and employees of other institutions/organisations involved in labour market issues.

The Twinning light project “Development of social networks within CES services” is adhering to overall objective of the “Croatian Employment Service Labour Market Training Centre” project by further modernising CES services and infrastructure thus strengthening the capacities of the Croatian Employment Service.

6. Twinning light project “EURES services to employers” (Twinning number HR/2008/IB/SO/03TL)

The main aim of this Twinning light project was to improve CES activities, services and business processes targeted at foreign and national employers interested in EURES network and recruitment on the European level through the analysis of existing services and drafting recommendations for improvement. Also, capacities of the CES counsellors were strengthened throughout the trainings regarding EURES network and job placements on EU level. This project was funded under IPA 2008 programme and was implemented from August 2012 till February 2013.

Both Twinning light projects are oriented on the further development of the existing CES services and broadening of regular scope of work. This Twinning light project will continue to develop goals set up by the previous Twinning light project through the provision of quality and up to date information regarding Croatia's joining EURES network and possibilities that will be available for interested employers.

7. Project “New approaches of CES in delivering services to clients”

This project is financed under IPA component IV “Operational programme for human resources development 2007-2013” and will be implemented through Service Contract. The project is currently in the procurement procedure. The main aim of the project is to improve CES capacities in delivering services to clients. As the existing CES services are insufficient in addressing needs of various target groups of clients, the overall objective of this service contract based project is to improve the quality, effectiveness and efficiency of Croatian Employment Service in delivering services to clients. The purpose of this upcoming project is to enhance capacities of CES in the field of mediation and preparation for employment. This project is in direct relation to this Twinning light project specially regarding activities related to improving existing services to employers (who are one of the target groups of the existing social networks) and upgrading ICT system to enable e-counselling, which will be tackled through This Twinning light project also.

3.3 Results:

Result 1. *Services within existing CES social networking sites analysed and frame for future improved management of social networks set up*

Result 2. *CES employees at central and regional level empowered in management of social networks and communication through social networks*

Result 3. *Public campaign with the purpose of promoting development of social networking sites and microblogging within CES services implemented*

3.4 Activities:

Activities related to Result 1:

Activity 1.1. *Conducting detailed analysis of services currently being provided within existing CES social networking sites*

In the scope of this activity, a comprehensive analysis of existing CES activities and services provided through existing social networks (Facebook, Twitter and LinkedIn) needs to be done in order to define to which extent social networks are currently used. The analysis need to determine which possibilities are already utilized and has to show direction for further development. The analysis will be based on the detailed examination of all activities previously made on above mentioned social networks and will include analysis of use of social networks in Republic of Croatia in order to show current but also predicted trends in social networking. The existing Strategy of appearance and management of social networking sites within CES, document that was elaborated as orientation for establishment of CES social networks, needs to be included in the analysis. The analysis has to determine so far CES appearance on established social networks and evaluate accomplished goals set out by above mentioned Strategy. Furthermore, CES IT system, as technological environment for social networks will also have to be analysed.

Activity 1.2. *Drafting recommendations on future development of CES business processes and activities supported by social networks and microblogging services*

On a basis of the analysis and a series of interviews and meetings with representatives of the relevant business processes in CES recommendations on future direction of development of the social networks within CES will be developed. Recommendations will show what was achieved through previous work and what is needed to upgrade services provision. Drafted recommendations will use existing document. The Croatian Employment Service on Social Networks: Strategy of performance and management of profiles of the CES on Social Networks as a starting point but will widen and advance so far done. Social networks are tool that is rapidly changing and new opportunities are continually emerging so the key of efficient social networks management lies in adequate predictions on future trends. Recommendation will define CES policy in social networks development on short and long term level as well as the strategy of appearance of the CES on social networks. Recommendations will generate both content and technical solutions (possibilities of development regarding CES IT system) for future organization and management of the existing social networks. Recommendations will also include one or two reviews of good practices of EU member states already using social networks as alternative channels for information exchange in labour market. This document will be translated in Croatian language.

Activity 1.3. Drafting guidelines for operational managing of social networks for CES employees

All social networks, especially the ones most used – Facebook and Twitter, are excellent tools for communication with wide range of users and CES clients. Still, online communication is quite different from usual business correspondence or face-to-face conversations. This means that communication via social networks has its own rules and manners of behaviour. Considering the fact that social networks are still new tool in CES services provision and that not many persons is familiar with it, a general guidelines on operational management of social networks will serve as a handbook for persons involved in maintenance of social networks content. Through this activity, the changes introduced in existing documents (above mentioned Strategy) by widening current scope of work and the impact they will have on day-to-day social networks service provision will be presented and elaborated in details. The document will be finalised after the training conduction in order to emphasize suggestions and ideas that may come up. The document will be translated in Croatian language. The CES will be responsible for printing at least 50 copies of the final version of the Guidelines.

Activities related to Result 2:

Activity 2.1. Conducting training needs analysis, preparing training programme and training materials

Following training needs analysis, which will determine level of awareness and knowledge of CES employees about social networks and microblogging, training programme will be developed. Training programme will include, among others, drafted guidelines for operational managing of social networks with description of specificities of each established network. Training programme will aim at CES employees working on information provision, counselling and public relations on the central and regional level. Supporting training materials will be prepared and translated in Croatian language.

Activity 2.2. Conducting the trainings and preparing training evaluation report

Two three-day trainings will be based on the main topics such as dissemination of information to clients through alternative communication channels, such as social networks and microblogging services and labour market mediation. Trainings will be conducted in the form of workshop with programmed instruction and computer-assisted instruction - they will be practically oriented and will include at least the following topics: presentation of good practices on the European level, technical use of social networking sites and microblogging services, dissemination of relevant knowledge and information on business processes that will be covered by social networks, manners of online communication, handling negative and inappropriate post. Also, an electronic version of the draft of the guidelines for operational managing of social networks for CES employees will be introduced to the participants in order to familiarize them with the concept and to gather relevant comments and suggestions. Trainings will also focus on presentation of previously determined code of conduct aimed at specific conditions of informing clients and labour market information exchange via alternative communication channels such as social networks. Two workshops will be held in two different cities/regional centres, in the minimum duration of 3 days. The workshops will be held for at least 50 participants in total, 6 persons from the Central Office and 44 persons from the Regional Offices (2 per each Regional Office). Training evaluation report will be prepared on the basis of evaluation forms filled in by participants at the end of the training sessions, so as to determine the successfulness of the trainings conducted and the benefits gained by the involved CES staff.

Activity 2.3. Developing a role of on-line community manager

The CES as institution has to have unique strategy of appearance on social networks and therefore unified way of organizational development. For effective overall management of the CES social networks a development of the role of online community manager, i.e. the person working towards building, growing and managing community around CES' labour market information has to be developed. Drafted document will define role, duties and responsibilities of the person performing this duty.

Activities related to Result 3:

Activity 3.1. Drafting promotional plan

In order to make CES appearance on social networks more visible and to promote new services that will be available for CES clients on social networks, integrated promotional plan will be elaborated. The promotional plan will focus on promotion of social networking sites incorporated in the CES services as transparent, easily accessible and up-to-date CES information channel. The promotional plan will form step that need to be undertaken in order to present the established, improved and integrated CES social networking sites to the key stakeholders, CES clients and specific target groups. Within this activity, constancy of the system of social network will be tackled meaning that all previous CES social networks related promotional activities will be taken into account while preparing plan for future actions. In order to enhance all CES target groups, in collaboration with the Public Relations Division, specific activities for each target groups will be elaborated. Within the project "CES Services for Clients: Improving Lifelong Career Guidance and ICT Support" 7 Centres for Information and Counselling on Careers were established. Promotional plan will include some suggestions and proposals of promotional activities to be performed in Career Centres.

Activity 3.2. Organizing at least 5 promotional events in a form of presentations in the CES premises for CES employees and most relevant stakeholders

Smaller promotional events will be organized with intention to familiarize CES employees (Application Development and IT Support Department, Project Implementation Department, Department for Public Relations and International Cooperation, Employment Mediation Department) and stakeholders who usually participate in CES activities (Ministry of Labour and Pension System, Ministry of Social Policy and Youth, Croatian Chamber of Economy, Croatian Employers Association, Croatian Chamber of Trades and Crafts) with established social networking sites. These promotional events will be organized in a form of presentations followed by the open discussions with emphasis on the developed and improved services available for users via social networks and will actuate participants on introduced changes. These events will be organized in Central Office and 4 Regional Offices (Zagreb, Split, Rijeka, Osijek) for at least 20 participants per event.

Activity 3.3 Designing promotional brochure

The aim of this activity is to design a proposition of brief promotional brochure directed at CES clients with included all relevant information on established social networks and services available to clients on social networks. The brochure needs to be translated in Croatian language. The CES will print 50 copies of the brochure in English language and at least 250 copies of the Croatian version of the brochure.

Activity 3.4. Organizing a presentation of developed and improved social networks within CES in a form of conference

Promotional conference will be organized, where CES social networking sites and activities and results achieved through the Twinning light project will be presented and promoted among

representatives of ministries, employers' associations, relevant chambers, trade unions, etc. The aim of this activity is to introduce objectives accomplished through the development of social networking sites and to present improved CES service provision to CES employees, stakeholders, employers and CES clients. It is also an opportunity to present new trends in social networking and examples of good practice from Europe. The conference will be held for approximately 60 participants. Due to the short implementation period, this event can be organized as a part of the Final meeting.

Indicative schedule of activities

Date/Duration	Activity	Output	Input (working days)
Month 1 Month 2	Activity 1.1.	Analysis of existing CES services available on social networking sites conducted	MS experts in total of 55 working days
Month 2 Month 3	Activity 1.2.	Recommendations on future development of CES business processes and activities to be supported by the social networks elaborated	MS experts in total of 30 working days
Month 3	Activity 1.3.	Guidelines for operational managing of social networks elaborated	MS experts in total of 10 working days
Month 4	Activity 2.1.	Training needs analysis conducted, training programme and training materials prepared	MS experts in total of 15 working days
Month 4	Activity 2.2.	Trainings for at least 50 participants conducted and training evaluation report prepared	MS experts in total of 15 working days
Month 5	Activity 2.3.	Role of on-line community manager developed	MS experts in total of 15 working days
Month 5	Activity 3.1	Promotional plan elaborated	MS experts in total of 30 working days
Month 5 Month 6	Activity 3.2.	5 promotional events/presentations for CES employees and most relevant stakeholders held	MS experts in total of 20 working days
Month 6	Activity 3.3	Promotional brochure designed	MS experts in total of

			10 working days
Month 6	Activity 3.4.	Conference for presentation of developed social networks within CES organized and held	MS experts in total of 10 working days
TOTAL:			210 working days

Two visibility events will be organized in the course of the implementation of the project; Kick-off meeting at the start of the implementation and the Final meeting at the end of the implementation of the project activities.

3.5 Means/ Input from the MS Partner Administration:

One of the experts may act as the Project leader responsible for general coordination.

3.5.1 Profile and tasks of the Project Leader

Profile of the Project Leader

Requirements:

- University level education or equivalent professional experience of 13 years in the field of labour market
- 6 years of professional experience in public relations
- Proven contractual relation to public administration or mandated body, as defined under Twinning manual 5.4.5
- Experience in project management
- Working level of English language
- Computer literacy

Assets:

- Experience in analysis of PR services
- Experience in managing social networks for public administration bodies
- Experience in institutional capacity building

Tasks of the Project Leader

- Overall responsibility, coordination and direction of the MS TW partner inputs
- Ensuring backstopping and financial management of the project in the MS
- Supervising and coordinating implementation of the project
- Mobilization of the short-term experts
- Project reporting
- Close cooperation with Croatian experts
- Participation in Steering Committee meetings

3.5.2 Profile and tasks of the short-term experts

Profile of the Short-term experts

Requirements:

- University level education or equivalent professional experience of 10 years in the field of labour market
- 4 years of professional experience in the field of labour market
- Experience in coordination of activities related to online service provision (i.e. management of web based job services)
- Experience in provision of trainings
- Proven contractual relation to public administration or mandated body, as defined under Twinning manual 5.4.5
- Computer literacy
- Working level of English language

Assets:

- Experience in the field of public relations

Tasks of the Short-term experts:

- Support to Project Leader in the implementation of all project activities
- Close cooperation with Croatian experts
- Analysis of existing CES activities and services providing within existing CES social networks
- Preparation of report with recommendations for improvement and adaptation of existing CES services to clients in line with specific conditions of sharing information via alternative communication channels such as social networking sites and microblogging services
- Elaboration of code of conduct for Internet-based information exchange and provision of relevant information to clients
- Drafting guidelines for operational managing of social networks for CES employees
- Conducting a training needs analysis and preparing a training materials and programme for relevant CES staff
- Conducting the training for the CES employees
- Developing a role of on-line community manager
- Preparation of promotional plan and brochure
- Organizing a promotional events for presenting social networking sites within CES services to clients
- Organizing conference with intention of presenting project activities and results

Note:

The pool of experts must include at least one expert who in addition to profile requirements has experience in conducting awareness raising activities.

4. Institutional Framework

The beneficiary of this Twinning light project is the Croatian Employment Service (CES), a key player on the Croatian labour market responsible for mediation, preparation for employment, vocational guidance and implementation of Active Labour Market Policy (ALMP) measures. The CES Central Office is located in Zagreb, and in the country there are 22 Regional and 94 Local Offices throughout Croatia. The CES is governed by the Managing Board which includes the Government representatives as well as representatives of the social partners (trade unions and employers' associations).

Within the CES several departments are related to the management of the established social networks and thus will be included in their further development. The IT System Development Department and the ICT Support Department will be most important in the process of development of social networking sites as well as the Department for Public Relations and International Cooperation whose staff will provide professional knowledge and support to the MS experts and will closely cooperate as the most informed and involved in the so far social networking sites management. Also, the Employment Mediation and ALMP Department will be consulted while developing new service available on social networks as the most relevant department in provision of services to the clients, especially to the unemployed persons and employers. As regards provision of information and relevant data sharing via social networks, the Analytics Department as well as the Statistic Department will be included during the Twinning light project.

Following institutions/organizations will be stakeholders in the Twinning light project:

Ministry of Labour and Pension System is responsible for managing and implementing the overall Component IV of the Operational Programme for *Human Resources Development*, in particular, the Directorate for Coordination of Programmes and Projects of the European Union in the field of Labour and Social Security. Ministry of Labour and Pension System will participate in the Twinning light project through meetings and promotional activities, and on the more general level, it will contribute through the creation of the Active Labour Market Policies (ALMP) which are directly related to the provision of services to the unemployed persons.

Ministry of Regional Development and EU funds (MRDEUF) is responsible for planning, conducting and coordination of activities of regional development policy and establishing a comprehensive system of programming, management and funding of regional development. As further development of social networking sites will improve decentralised and more accessible service provision, as is one of the goals of this Ministry, cooperation is needed to accomplish set goals.

Two Steering Committee meetings will be held for the purpose of reviewing the progress made under the Twinning light project as well as to discuss results achieved and/or problems occurred. The first Steering Committee meeting will be held during the third month of project activities implementation in order to discuss and comment the draft start-up report. The second Steering Committee meeting will be organised during the last month of the implementation period of the Action to discuss the draft final report.

It should be noted that the participation of the Member State Project Leader in Steering Committees meetings has to be combined with expert missions in case the Member State Project Leader is also a short-term expert in the Twinning light project. If the Member State Project Leader is not short-term expert in the Twinning light project then his visits to Croatia, (one visit every three months) as part of his overall task to ensure coordination and political steering of the project, should be organised at the same time as the two Steering Committee meetings of the Twinning light project.

The exact participants of the Steering Committee meetings will be defined during the implementation of the project, but will at least include the following members:

- BC Project Leader
- MS Project Leader
- IA Project Manager
- EUD Task Manager
- MRDEUF Sector Manager

The beneficiary is committed to provide all necessary infrastructure such as office space and desktop computers with internet connection for experts, venue for holding seminars and workshops, and to ensure the necessary local staff/experts inputs.

5. Budget

<i>Title: Development of Social Networks within CES services</i>	IPA Community Contribution	National Co-financing	TOTAL
Twinning Light Contract	85% 204.000 €	15% 36.000 €	240.000 €

The total amounts of the IPA Community Contribution and National Co-financing stipulated in the above table represent the total maximum amounts and therefore, they may be reduced at the level of the Twinning light contract, while the relevant ratio (percentages) should be maintained as fixed.

The co-financing requirement foreseen under IPA will be considered fulfilled according to the provision of the relevant Financing Agreement.

Interpretation costs will be reimbursed from the budget only for the purpose of workshops and seminars, up to 7% of the Contract amount can be used for translation and interpretation purposes.

Provisions for visibility costs and expenditure verification costs should be included in the budget.

6. Implementation Arrangements

6.1 Implementing Agency responsible for tendering, contracting and accounting

Croatian Employment Service
 Service for financing and contracting of EU projects
 Ulica grada Vukovara 70/III
 10000 Zagreb, Croatia
 Ms. Sanja Mesarov, Head of Service for financing and contracting of EU projects
 Phone: + 385 1 612 6215,
 Fax: + 385 1 6401 901
 E-mail: cesdfc@hzz.hr

6.2 Main counterpart in the BC

Director General of the Croatian Employment Service
 Ms. Ankica Paun Jarallah

Croatian Employment Service, Central Office
Radnička cesta 1, 10 000 Zagreb
Phone: +385 1 6126 024,
Fax: + 385 1 6126 038,
E-mail: ankica.paun@hzz.hr

BC Project Leader

Mr. Anđelin Ivić, Head of Application Development and Support Department
Radnička cesta 1, 10 000 Zagreb
Phone: + 385 1 612 6063
Fax: + 385 1 6126 038
Mr. Ilija Rašić, Head of IT and Network Communication Department
Radnička cesta 1, 10 000 Zagreb
Phone: + 385 1 612 6064
Fax: + 385 1 6126 038

6.3 Contracts

It is envisaged that the Project will be implemented through one Twinning Light contract with an indicative amount of 240.000 EUR.

6.4 Reporting

The Start-up Report will cover first two months of the contract and will be submitted during the third month.

The Start-up report should:

- Clearly define the aims and purpose of the aid provided by the project,
- Give detailed description of the content of particular parts of the project,
- Work out in detail the activities carried out and the results achieved,
- Work out in detail all modifications agreed with the beneficiary institution,
- Review difficulties met during the implementation of the project and measures that were undertaken for their removal,
- Provide all findings obtained in the meanwhile and preliminary conclusions, and
- Contain a general plan of activities for the implementation of the remained duration of the project.

The Final Report shall be submitted within three months upon the completion of the project activities and in any case within the legal duration of the project, and it should contain the following:

- Complete review of all activities carried out by MS experts during the implementation of the project,
- Achieved progress concerning each activity,
- Summary of all project results, with particular emphasis on mandatory results,
- Estimation of the project impact compared with the project aims and measures of the achieved progress,
- Identification of all important problems met during the implementation of the contract and solutions that have been applied,
- Lessons drawn from the project, and
- Recommendations for further steps in future projects

The reports must be endorsed and countersigned by the beneficiary, who may make additional comments.

Reports shall be submitted to Croatian Employment Service, the Service for financing and contracting of EU projects within Croatian Employment Service, the Ministry of Regional Development and EU Funds in a form of 3 hard copies and an electronic version. One copy of the Report must be sent at the same moment to the relevant Twinning Team in the Commission Headquarters. . All reports should be written in English.

6.5 Language

The working language is English.

7. Implementation Schedule (indicative)

7.1 Launching of the call for proposals: 2Q 2013

7.2 Start of project activities: 4 Q 2013

7.3 Project completion: 2 Q 2014

7.4 Duration of the execution period (number of months)

9 months; the execution period will end 3 months after the implementation period of the Action (work plan) which will take 6 months.

8. Sustainability

The results of this Twinning light project will improve the CES services towards clients by both providing alternative source of informing and unburdening counsellors by reducing number of client's phone calls and visits to the CES offices. CES conducted activities will get higher transparency which will positively influence overall public image of CES. In a society with ever growing technologically mediated information, alternative communication channels will have positive effect on both CES clients and wider community. Social networking sites are particularly important tool when addressing young population which is strongly afflicted with the recent crisis. Since young population of Croatia comprises majority of Croatia's social networks users, it is expected that introduction of social networks in labour market information exchange would have significant and lasting impact on better and more structured provision of information and services to this target group. Also, with this Twinning light project positive long term effects will be accomplished on areas with limited access to the CES offices by providing employment related information via social networking sites and microblogging.

9. Crosscutting issues

The Croatian Employment Service is committed to a policy that opposes discrimination based upon race, colour, gender, disability, religion, national and ethnic origin, sexual orientation or age.

10. Conditionality and sequencing

Not applicable.

ANNEXES TO PROJECT FICHE

1. Logical framework matrix in standard format

Annex 1. Logical framework matrix in standard format

Development of social networks within CES services		IPA 2012-2013	
Croatian Employment Service		Contracting period expires: 3 years following the date of conclusion of the Financing Agreement	Disbursement period expires: 3 years following the end date for contracting
		Total budget: 240.000 €	IPA financing: 204.000 EUR (85%) National co-financing: 36.000 EUR (15%) ¹¹
Overall objective	Objectively Verifiable Indicators	Sources of Verification	
To improve the quality, effectiveness and efficiency of the Croatian Employment Service in delivering services to clients	Social networking sites are used by 50% more than registered in January 2013	CES Statistics	
Project purpose	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Development of existing social networks within CES and their integration in CES services in order to enhance capacities in communication towards clients	Quality services to clients provided through the social networking sites developed	Final Twinning light report	There is a clearly defined CES policy supporting further development of alternative communication channels
Results	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Result 1: Services within existing CES social networking sites analysed and frame for future improved management of social networks set up	Analysis of existing social networks conducted	Final report Twinning light project reports Relevant project documentation Final report	CES provided social networking sites and microblogging services are recognized by CES clients as relevant information channel related to all CES services
	Recommendation on future development of CES business processes and activities to be supported by the social networks elaborated;	Twinning light project reports Relevant project documentation	Recommendations for improvement and adjustment of existing social networking sites are implemented in practice

¹¹ The total amounts of the IPA Community Contribution and National Co-financing stipulated in the above table represent the total maximum amounts and therefore, they may be reduced at the level of the Twinning light contract, while the relevant ratio (percentages) should be maintained as fixed. The co-financing requirement foreseen under IPA will be considered fulfilled according to the provision of the relevant Financing Agreement.

<p>Result 2. CES employees at central and regional level empowered in management of social networks and communication through social networks</p>	<p>Guidelines for operational managing of social networks drafted</p> <p>Training needs analysis conducted, training programme and training materials on management of social networks prepared</p> <p>Trainings conducted and training evaluation report prepared</p> <p>Role of on-line community manager developed</p>	<p>Final report Twinning light project reports Relevant project documentation</p> <p>Final report Twinning light project reports Relevant project documentation</p> <p>Final report Twinning light project reports Relevant project documentation List of participants Training evaluation report</p> <p>Final report Twinning light project reports Relevant project documentation</p>	<p>Guidelines for operational managing of social networks are used and implemented by the CES employees</p>
<p>Result 3. Public campaign with the purpose of promoting development of social networking sites and microblogging within CES services implemented</p>	<p>Promotional plan drafted</p> <p>Promotional events for CES employees and relevant stakeholders organized</p> <p>Promotional materials in the form of a brochure prepared</p> <p>Developed and improved social networks promoted through a conference</p>	<p>Final report Twinning light project reports Relevant project documentation</p> <p>Final report Twinning light project reports Relevant project documentation List of participants</p> <p>Final report Twinning light project reports Relevant project documentation</p> <p>Final report Twinning light project reports Relevant project documentation</p>	<p>CES clients and wider public recognized CES social network as useful tool to obtain information and services</p>

Activities	Means	Specification of costs	Assumptions
<p>Activities related to result 1: Activity 1.1. Conducting detailed analysis of services currently being provided within existing CES social networking sites</p> <p>Activity 1.2. Drafting recommendations on future development of CES business processes and activities supported by social networks and microblogging services</p> <p>Activity 1.3. Drafting guidelines for operational managing of social networks for CES employees</p> <p>Activities related to Result 2: Activity 2.1. Conducting training needs analysis, preparing training programme and training materials</p> <p>Activity 2.2. Conducting the trainings and preparing training evaluation report</p> <p>Activity 2.3. Developing a role of on-line community manager</p> <p>Activities related to Result 3: Activity 3.1. Drafting promotional plan</p> <p>Activity 3.2. Organizing at least 5 promotional events in a form of presentations in the CES premises for CES employees and most relevant stakeholders</p>	<p>Analysis, round table discussions, consultations, preparation of documentation</p> <p>Round table discussions, consultations, preparation of documentation</p> <p>Consultations, meetings, preparation of documentation</p> <p>Consultations, preparation of documentation</p> <p>Workshops</p> <p>Analysis, round table discussions, consultations, preparation of documentation</p> <p>Consultations, preparation of documentation, presentation, conference</p> <p>Presentations</p>	<p>240.000 EUR</p>	<p>Organizational, technical and infrastructural capacities necessary for implementation of the Twinning light project in place.</p> <p>Human resources for the implementation of the Twinning light project in place.</p>

<p>Activity 3.3. Designing promotional brochure</p> <p>Activity 3.4. Organizing a presentation of developed and improved social networks within CES in a form of conference</p>	<p>Consultations, preparation of documentation</p> <p>Presentation, conference</p>		
			<p>Preconditions: N/A</p>