



Twinning Project: Review of the National Labour Legislation

(ref. MK/2006/IB/SO/01)



TWINNING FINAL REPORT



**Delegation of the European Commission
M. H. Jasmin 52, Skopje**

TWINNING PROJECT

FINAL REPORT (FR)

Project Title: Review of the National Labour Legislation

Partners:

Beneficiary Country: Ministry of Labour and Social Policy, BC

Member State: Ministry of Labour, Social Affairs and Family of the Slovak Republic and Regional Development Agency Senec - Pezinok, MS

Date: 30.9.2009

Contract Number 06MAC01/11/103

Twinning Contract number: MK 2006/IB/SO/01

Date of submission:

Signature:

Mr Miloslav Hettes, PL MS

Signature:

Mr. Stojan Trajanov, PL BC



Twinning project: Review of the National Labour Legislation
This project is funded by the European Union



List of abbreviations

BC	Beneficiary Country
EAR	European Agency for Reconstruction
EC	European Commission
ECD	Delegation of the European Commission in Skopje
ESA	Employment Service Agency
EU	European Union
FR	Final Report
GPC	Guide for Public Communication developed and approved by the MOLSP
ILO	International Labour Organisation
LATE	Law on Agencies for Temporary Employment
LEICU	Law on Employment and Insurance in Case of Unemployment
LEO	Law on Equal Opportunities
LEPD	Law on Employment of People with Disabilities
LLR	Law on Labour Relations
MOLSAF	Ministry of Labour, Social Affairs and Family of the Slovak Republic, MS
MOLSP	Ministry of Labour and Social Policy, BC
MOTC	Ministry of Transport and Communications, BC
MS	Member State
OSH	Occupational Safety and Health at work
PL	Project leader
QR	Quarterly Report
RDA	Regional Development Agency Senec-Pezinok, BSGR – mandated body
RTA	Resident Twinning Adviser
SC	Steering Committee
SEA	Secretariat for European Affairs
SLI	State Labour Inspectorate
SP	Social partners
SPIC	Strategy for Public Information and Communication in the process of accession of MK in the EU 2007 – 2010
STE	Short term expert, MS
TNA	Training needs analysis
ToC	Table of Concordance
TWP	Twinning project
WG	Working Group





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SECTION 1: PROJECT DATA

Twinning Contract Number	<i>06MAC01/11/103</i>
Project Title:	<i>Review of the national Labour Legislation</i>
Twinning Partners (MS and BC)	Ministry of Labour and Social Policy, BC Ministry of Labour, Social Affairs and Family of the Slovak Republic and Regional Development Agency Senec – Pezinok, MS
Period covered by the report:	12.5.2008 – 30.9.2009 project implementation period (12 th May 2008 – day of signing the twinning covenant)
Duration of the project:	16 months (project implementation period) + 2 months (18 months legal period)
Reporter:	Ms Luba Pavlova, Resident Twinning Adviser

This Final Report is available in English and Macedonian languages.





SECTION 2: PROJECT EXECUTIVE SUMMARY

The Twinning Project **MK/2006/IB/SO/01** assisted the beneficiary country in improving the capacity of the country in reinforcing its labour market and aligning the national labour legislation, rules and procedures in the areas of *labour law*, *anti-discrimination and equal treatment* and *health and safety at work* with the EU legal provisions (chapter 19) in order to be better prepared for the accession to the EU.

The Twinning Project has also provided complex assistance to the MOLSP and social partners' representatives and other relevant stakeholders to ensure institutional capacity in fulfilling the planning, regulation, reporting and information requirements arising from the European social legal provisions in the three above-mentioned areas.

In the course of the Twinning Project the Macedonian Ministry of Labour and Social Policy has been supported by a Member State, i.e. the Ministry of Labour, Social Affairs and Family of the Slovak Republic and Regional Development Agency Senec-Pezinok, Bratislava Region inter alia in:

- ✓ Improving the MOLSP capacity linked to the EU labour legislation
- ✓ Providing assessment and review of the country's five key legal acts: Law on Labour Relations, Law on employment and insurance in case of unemployment, Law on agencies for temporary employment, Law on employment of people with disabilities and Law on equal opportunities
- ✓ Recommendations for the necessary revisions to be carried out in order to secure compliance with the EU legislation and best practices
- ✓ Guidance for setting priorities for *acquis* transposition
- ✓ Training on EU legislation (ToC) conducted and based upon the dissemination of EU best practices for the MOLSP staff and relevant stakeholders involved in the ToC elaboration and support to the elaboration of first versions of the ToC for the directives included into the twinning covenant
- ✓ Administrative guidance and recommendations for improving the institutional model
- ✓ Training in the commonly identified areas: labour law, anti-discrimination and OSH while taking into consideration the EU best practices and effective models
- ✓ Elaboration of the MOLSP's Global Communication Strategy aiming at EU accession in the social area
- ✓ Organising information and promotion events on the legislative changes and conditions for their implementation, preparing necessary promotion materials.

All the activities undertaken since the project started, on 12th May 2008, have pursued the main objective to be achieved according to the terms of the twinning covenant, which is ensuring the preparedness of the beneficiary country for fulfilling the requirements and obligations arising from the *acquis* (chapter 19).

All implemented activities have been addressed to officials from all the institutions/organizations involved in the implementation in order to achieve the objectives and expected results and pave the way for project sustainability.





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The representatives involved in the project implementation came from: MOLSP, relevant line ministries (Ministry of Economy, Ministry of Justice, Ministry of Finance, and Ministry of Transport and Communications), SEA and Agency for Air Traffic, SLI, ESA, social partners' organisations/associations.

The project has accomplished all five components in compliance with the time schedule; the concrete results and outcomes are detailed described in the chapters below. The main results and outcomes were presented during the two main events: Expert Forum held on 10th April 2009 in Skopje and Ohrid Conference held on 17.-18. June 2009.

The Twinning Project Office was fully operational during the whole duration of the entire project on the following address:

Ministry of Labour and Social Policy
Labour Department, 6 floor
Dame Gruev 14
1000 Skopje

The present twinning provided the MOLSP and all involved parties (including the social partners) with wide know-how, complex documentation and information materials and concrete recent accession experience and knowledge of Slovakia accession in the social area in order to explain the complexity of the social acquis and improve the BC capacities.



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SECTION 3: PROJECT CONTENT

This Final Report covers all the activities and results achieved during the project implementation period, i.e. 12.5.2008 – 30.9.2009.

BACKGROUND INFORMATION

Situation in the area prior to project implementation and gaps identification

In June 2005, the European Council reaffirmed its commitment to implement the Thessaloniki Agenda, noting that each country's progress towards European integration depends on its efforts to comply with the Copenhagen criteria and the conditionality of the Stabilization and Association Process (SAP). This process, as enhanced by the Thessaloniki agenda, has proved an effective policy framework for EU action in the Western Balkans. The European Council decided in December 2005 to grant the Beneficiary Country (BC) the status of a **candidate country**.

The process towards membership requires that the BC fulfils a complex set of obligations including the alignment of its legislation in the social area with the corresponding chapter No.19 of the *acquis communautaire*. The social field is one of the most important areas in this respect. Legislation on social issues and employment has an important role in public understanding and in the EU strategy. Protection of employees, their safety and health at work support free movement of the labour force.

Apart from the *necessity of issuing a new legislation* it is equally important *to create corresponding conditions for the implementation of legal requirements and enforce the law in practice*. Therefore, the BC shall provide for both:

- a) Harmonization of legislation and,
- b) Building up of administrative capacity that will provide for implementation support.

The proposed solutions on law harmonization have to be based on relevant EU regulations and the International Labour Organization (ILO) Conventions. The Member States experiences have shown that adoption of particular directives and other legal rules in authentic wording does not lead to a good public understanding and fulfilment in practice. ***Harmonisation process requires combination of respecting national conditions and legal traditions and wording of legal rules, and genuine adoption of the sense of all EU requirements, rules and tools. For that purpose, a comparative analysis of particular provisions of the present BC legislation with the provisions of Community Directives needed to be done.***

Strengthening of the labour administration and its executive bodies and institutions is essential for the successful implementation of related EU Directives. This is to be achieved by using EU best





practices while examining good and also bad experiences of the transition countries, and taking into consideration the national traditions of the country. As a first step, best practices should be used in areas of the Development of the National Employment Policy, the Occupational Safety and Health Strategy, the Social Protection Strategy, etc. The primary role in this process should be led by the Ministry of Labour and Social Policy (hereinafter MOLSP).

More specifically, the *acquis* in the social field includes in the medium term the achievement of minimum standards in the areas of labour law, equality, health and safety at work and anti-discrimination.

The BC national legislation in the social area, notably the Law on Labour Relations of 2005, covers a number of basic principles laid down by the EU *acquis*, in particular as regards the working time and information of workers on individual employment conditions. ***Currently, there are no provisions ensuring appropriate protection of workers in the case of insolvency of their employer.*** Also, other important issues to be addressed are: ***fixed-term work, health and safety related to fixed-term work and temporary employment, posting of workers, and workers' involvement, in particular their information and consultation, protection of young people at work, principles of equal treatment and anti-discrimination laid down in the relevant EU directives.***

Legislation on labour law and health and safety at work needs to be amended in a number of areas and ***inspection capacity will have to be substantially strengthened. Legislation on equal opportunities between men and women also needs to be further developed.***

One of the main problems of the beneficiary country is the high level of unemployment estimated at 35.8 % according to Labour Force Survey for the first quarter of 2007. Youth unemployment is very high (65.5%) and the share of long-term unemployed on the total unemployment has been over 80% during the entire transition¹.

In order to deal with this important problem, the MOLSP, with the support of the CARDS Employment Policy II project, has developed:

- National Employment Strategy for 2010 which contains the medium employment strategies and comprises the main labour market challenges for the period up to 2010 from the aspect of macroeconomic and microeconomic policies, employment and labour market policies and social policies in the context of the revised Lisbon Strategy

and

- National Action Plan for Employment 2006-2008 which aims at contributing to the implementation of the National Employment Strategy and contains the main labour market challenges and planned and foreseen programmes, projects and activities which will facilitate reaching the Employment Strategy targets.

These two strategic documents are directly aiming at addressing skill mismatch and an increased level of education can contribute to the improvement of the labour force employability in the country. However, the real problem is a weak labour demand coupled by an inflexible labour legislative setting.

¹ Data relate to the period before the project start.





Improvement of the overall business climate will be crucial for attracting foreign as well as local investment, which will result in new jobs.

The European Commission has provided support in order to address the above problems through the CARDS Programme. In particular the CARDS Employment policy I and II projects provided support to the Ministry of Labour and Social Policy for further development of its employment policies. As part of the tasks committed to the technical assistance, under CARDS Employment Policy II, the contractor carried out a revision of the existing legislative framework for the employment policies. As a result of this work, three studies were produced with analysis on:

- Law on Labour Relations;
- Law on Employment and Unemployment Insurance;
- Law for Agencies Providing Temporary Employment for Carrying out Temporary Jobs.

These studies have shown that 7 EU directives are not transposed at all and 12 others have been only partially transposed.

The MOLSP is the main state authority responsible for the integration process in the social field and ensuring that the national labour law is fully in compliance with the *acquis communautaire* – chapter 19.

The MOLSP Labour Department's responsibilities include labour legislation, labour relations and collective agreements and involvement in collective agreements for public sector and in negotiations about the national minimum wage. The State Inspection Department is articulated in two Units dealing with Labour relations and Labour protection and is responsible to check the compliance with the employment and labour legislation from the enterprises. In the perspective of the EU integration, a Unit for International cooperation has been established. The Head of European Integration department has been assigned as national coordinator for the HRD component (component 4) for the IPA programme.

Project objective and purpose

The *overall objective* is to support the improvement of capacity of the beneficiary country in reinforcing the labour market and preparing for the accession to the European Union. In this respect the *project purpose* is directly dealing with the improvement of the capacity of the Ministry of Labour and Social Policy in revising and enforcing the country's labour legislation, in line with the EU legislation and best practices, as appropriate.

The twinning project is a set of practical actions, reports and working meetings. All these elements aim at achieving the project main objective. The main line of the project is taking advantage from the experience of the Slovak Republic in the field of labour and employment legislation in order to develop and strengthen the capacity of the MOLSP, to help in reviewing the overall labour legislation areas under Chapter 19 of the EU *Acquis Communautaire* with the scope of preparing the ground for further intervention from EC within the accession process and to help in reviewing and amending the country legislation on employment issues for which there is no EU legislation.





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The entire Twinning Project is divided into 5 components

Component 0: Project Management

Component 1: Improving the MOLSP's staff capacity on issues linked with the EU labour legislation and transposition of relevant EU directives

Component 2: Assessment and reviews of country legislation on labour, employment and unemployment-related insurance

Component 3: Recommendations for necessary implementing legislation and administrative guidance in respective fields (design of the institutional model)

Component 4: Training Programme

Component 5: Information/Communication

Project Mandatory Results

The following mandatory results will be accomplished during the project implementation:

- The staff capacity at MOLSP is improved on issues linked with EU Labour legislation and all relevant EU directives transposed
- Tables of Concordance for all relevant directives and laws are prepared
- Assessment and reviews of the national legislation on labour, employment and unemployment related insurance against the EU legislation is carried out
- Recommendations for further changes in the national legislation and their priorities are provided
- Recommendations for the necessary implementing legislation, administrative guidance and institutional models are provided
- The MOLSP staff capacity is improved on issues covered by the project
- The capacity of the MOLSP is improved in the negotiation with the main stakeholders: social partners, civil society, etc on the new legislation proposals
- Awareness on the adopted legislation and conditions for their implementation is improved through appropriate information campaigns
- Ensured suitable management, feedback and evaluation of results.



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IMPLEMENTATION PROCESS

Policy Developments

✓ *First Quarter*

On 1st June 2008 early elections took place in the BC. The results of the elections led to negotiations between the winning parties with the purpose to build up a new country's coalition. The negotiations held between the political parties led to the creation of a new Government thus to some changes of high-level (ministerial) state representatives. As a consequence of the elections a new Minister of Labour and Social Policy Mr Xhelal Bajrami took the terms of office at the end of July 2008.

This fact, however, has not had an implication on the implementation of the twinning project. The planned activities were run according to the established time schedule.

✓ *Second Quarter*

In August 2008 the Law on labour relations (LLR) was amended and passed the Parliament approval. The new amendments provoked the social partners dissatisfaction thus of the trade unions arguing that the amendments to the law covering the labour relations were done without consultation and cooperation with the social partners. Since that time some other changes were on the way to be introduced. As the twinning team was informed, the Government took an obligation to introduce by the end of 2008 amendments which should lead to transposition of the EU law in the area that concerns certain aspects of the organisation of working time (linked to the Dir. 2003/88/EC). In this respect the MS experts were invited in October to a meeting with the MOLSP representatives to give their preliminary opinions on the amendments of selected articles.

On the 5th November 2008, the Commission staff working document "The 2008 Progress Report accompanying the Communication from the Commission to the European Parliament and the Council Enlargement Strategy and Main Challenges 2008-2009 (COM(2008)674) was published. This report outlined the relations between the country and the Union and provided for analyses of the situation in relation to the political criteria for membership. The Report put focus on the economic criteria for EU membership and reviewed the country's capacity to assume the obligations of the membership, i.e. the *acquis* expressed in the Treaties, the secondary legislation, and the policies of the European Union.

For the purposes of the twinning project the most important findings are those included in the *Chapter 19: Social policy and employment*. **Among these findings the most important shortages underlined in the report are: little progress made in the area of labour law; the legislation still does not effectively regulate all forms of employment. Administrative capacity to ensure proper implementation and enforcement of the labour law is still weak; the same applies to the administrative capacity to ensure proper implementation of the legal provisions in the area of occupational health and safety at work.** The unemployment rate is very high compared with the EU averages. The work of the Employment Service Agency is still geared too closely to administering





unemployment and the health insurance of the registered unemployed. **Only little progress has been made in the area of anti-discrimination. The draft framework law on anti-discrimination has not yet been enacted thus the existing legislation is still not fully in compliance with the *acquis*. Administrative capacity in this area also shows weaknesses.** The limited statistics available do not allow different types of discrimination to be monitored as required by the *acquis*.

These findings were important for the planning and implementing the next twinning steps and twinning activities. Especially because precise checks on the elaborated ToC for each directive included in the twinning work plan and review and analysis of the selected legal provisions of the BC were the next activities of the common twinning team.

✓ *Third Quarter*

The latest developments covered by the third quarter related to the changes in the Law on labour relations introduced in December 2008. These changes related to the so-called “brutto plata” (Gross Wage). However, they did not affect the twinning content and overall work.

In January 2009 (21.-23.1.2009) the 5th meeting of the Sub-committee on “Innovation, Information Society and Social Policy” was held in Skopje. Several important issues in the area of social policy were discussed at the meeting including twinning development as regards the elaboration of the Tables of Concordance for single directives (ToCs) included into the twinning work plan. As informed during the Sub-Committee meeting, commentaries of the Slovak experts on the first ToCs’ draft elaborated by the Macedonian side were provided to the colleagues from the MOLSP. Based on the comments and additional consultative meetings (face-to-face) between the twinning parties the ToCs supposed to be prepared by the BC. The European Commission underlined that it is important to transpose the EU legal provisions related to the health and safety at work and ensure its practical implementation. According to the Sub-committee’s minutes, the MOLSP via SEA had to send the mentioned ToCs to the EC by 31st March 2009.

In order to clarify some questions in relation to the NPAA, the twinning team contacted SEA for further explanation. Based on the SEA’s feedback, it was clear that all directives included into the twinning work plan are integral part of the NPAA, i.e. they are **priority for transposition of the *acquis***. According to the outcomes of the twinning component 1, gaps shall be identified, proposals for its closing shall be suggested and priorities for transposition shall be set up.

✓ *Fourth Quarter*

The latest developments covered by the fourth quarter related to the presidential and municipal elections organised in March 2009. The elections were held in a peaceful environment. The country had elected a new President and mayors; locally elected councils were constituted and started working.

All these changes did not affect the twinning content and overall work of the common twinning team. In this respect, it is possible to point out that no changes occurred at the MOLSP and all planned twinning activities were implemented in line with the commonly agreed twinning schedule.

The EC recommendations expressed at the 5th meeting of the Sub-committee on “Innovation, Information Society and Social Policy” held in Skopje in 21.-23.1.2009 were taken into account while





working on the twinning tasks in relation to the labour law issues, OSH and to certain aspects – antidiscrimination and equal treatment. The MS twinning experts were made known about these recommendations and open problems and they put effort on precise explanation of the problematic topics and support for developing law adjustments/changes.

Several problematic issues (e.g. antidiscrimination, equal opportunities, OSH, labour relations, etc.) were explained and discussed concisely and in great detail in order all involved twinningers to fully understand the **complexity of the problems and needs for changes in the current legislation** thus of **ensuring transposition of relevant directives. Focus was put on the importance to build up the capacity by the BC representatives and to sustain knowledge, skills and achieved results.**

The MOLSP sent the first version of the ToCs elaborated by the MOLSP representatives to SEA to be forwarded to the EC by the end-March 2009.

Project Developments

Project Components

- ✓ Component 0: Project Management
- ✓ Component 1: Improving the MOLSP's staff capacity on issues linked with the EU labour legislation and transposition of relevant EU Directives
- ✓ Component 2: Assessment and reviews of country legislation on labour, employment and unemployment-related insurance
- ✓ Component 3: Recommendations for necessary implementing legislation and administrative guidance in respective fields (design of the institutional model)
- ✓ Component 4: Training Programme
- ✓ Component 5: Information/Communication

Each component includes several activities which are interconnected and provide for overall logic in relation to the implementation process thus to the achievement of the project main objective and expected results.

The FR covers the entire project implementation from 12th May 2008 – 30th September 2009. At the moment of submission of the FR draft version on 14th September 2009², the following activities have been implemented:

Project Activities

² There are no planned activities in the period 14.-30.9.09 apart from logistical and organisations issues to be resolved in relation to the project finalisation, e.g. completion of all documentation for transfer to MS, closing project bank account, departure of the RTA and similar.





COMPONENT 0: Project management and visibility

COMPONENT 0 IS ACCOMPLISHED.

Activity 0.1.

Title of the activity: Familiarisation of RTA with the context and setting up the working groups – this activity was accomplished during the first quarter of the project implementation.

Activity 0.2

Title of the activity: Project management including Steering Committee meetings

Project Steering Committee

The twinning SC was established exclusively for the purpose of the implementation of the objectives of the EU Twinning Project “Review of the National Labour Legislation”. The SC overseen the project and monitored its implementation, progress and achievements. It ensured close cooperation between the relevant ministries, institutions, social partners’ organisations and other relevant actors taking into account the complexity of the Project and ensuring transparency. The SC considered and approved QRs also providing for recommendations and direction. The SC was chaired by the MOLSP and involved representatives of all key stakeholders including the social partners’ organisations and relevant line ministries. The SC approved its “Proceedings for the EU Twinning Project Steering Committee” on its first meeting held on 9.9.2008 in Skopje.

Date/SC meeting	Decision taken
9.9.2008	Approval of the SC Proceedings Endorsing the 1QR Planning the next quarter
5.12.2008	Approval of the SC minutes 1SC meeting Endorsing the 2QR Planning the next quarter
13.3.2009	Approval of the SC minutes 2SC meeting Endorsing the 3QR
26.6.2009	Approval of the SC minutes 3SC meeting Endorsing the 4QR Planning the next quarter, setting up the date for the Final Conference and last SC meeting
14.9.2009	Approval of the SC minutes 4SC meeting Final Report to be endorsed Project sustainability and follow up





State of implementation: the activity is accomplished.

- Project management during the reporting period was ensured in compliance with the planning and twinning manual rules.
- Face-to-face regular meetings with MOLSP's and other relevant stakeholders (social partners, SLI representatives, SEA, line ministries, etc.) held during the workshops, forum, conferences, etc. in order to check on the understanding of the issues, provide/receive feedback and ensure proper implementation
- Regular consultative meetings of MS experts and BC twinning partners held
- Meetings with the Minister of Labour and Social Policy Mr Xhelal Bajrami and with the Chief of the Cabinet, as well as with the Deputy Minister and the State Secretary were held, too, in order to discuss the main problematic issues and find reasonable solutions
- Addendums No 1 and No 2 and Side Letters 1-7 prepared and approved by ECD
- Regular meetings with the BC PL Mr Stojan Trajanov, RTA-Counterpart, Ms Mirjanka Aleksevaska, MS PL Mr Miloslav Hettes and RTA Ms Luba Pavlovova were held in Skopje, support from the ECD-Task Manager Mr Nafi Saracini provided according to the needs of the twinning team
- RTA Ms Luba Pavlovova and MS project manager Mr Vladimir Bujalka had regular communication regarding project management.
- Draft Proceedings for SC approved during the first SC meeting; all planned SC meetings held in compliance with the planned schedule and twinning rules (in total five SC meetings including the meeting on 14.9.2009)
- The QRs discussed and agreed by the SC members; minutes of the SC meetings approved by the SC members.
- Regular contact with the back up office in the MS ensured on daily basis
- RTA regularly reported to the MS PL, BC PL and ECD
- Project official bank account (in DEN and EUR) was opened in Pro Credit bank in Skopje in line with the new rule of the National Bank of the beneficiary country.

Personnel involved:

Mr Xhelal Bajrami, Minister of Labour and Social Policy, BC
Mr Spiro Ristovski, Deputy Minister, MOLSP
Mr Dusko Minovski, State Secretary, MOLSP
Mr Miloslav Hettes, MOLSAF, MS PL
Mr Stojan Trajanov, MOLSP, BC PL
Ms Luba Pavlovova, RTA
Ms Mirjanka Aleksevaska, MOLSP, RTA-Counterpart
Mr Emil Krstanovski, Junior Assistant, MOLSP
Mr Aco Janevski, State Counsellor for EU integration, MOLSP
Mr Agim Shakiri, State Labour Inspection
Mr Zoran Apostolski, State Labour Inspection
Ms Jovana Trenchevska, Counsellor in Equal opportunities department, MOLSP
Ms Olivera Peneva, Junior Associate EU integration Department, MOLSP
Ms Zaklina Velickovska, Head of Unit of Public Relations, MOLSP
Ms Vesna Petkovic, Head of Department for European Integration, MOLSP
Mr Darko Docinski, Head of Unit for NPAA and EU accession, MOLSP





Ms Finka Serafimova, Head of Sector for Integration, SEA
Ms Azra Misini, Sector for Economic and Social Integration, Unit for Economic and Social Cohesion, Transport, Environment and Energy, Responsible for the Chapter 19 Coordination, SEA
Ms Evgenija Serafimovska Kirkovski, SEA
Mr Vladimir Bujalka, MOLSAF, MS-project manager
Ms Lubica Gajdosova, MOLSAF, component leader 1
Mr Vojtech Tkac, MOLSAF, component leader 2 and 3
Ms Maria Nadazdyova, MS, RDA - component leader 4
Mr Ivan Majer, MS, RDA - STE
Ms Elena Palikova, MOLSAF – STE
Mr Igor Tomes, MS, RDA - STE
Ms Dashurije Selimi – RTA Assistant
Other representatives of MOLSP, MOTC and SLI involved in the work of the single working groups negotiations.

COMPONENT 1: Improving the MOLSP's staff capacity on issues linked with the EU labour legislation and transposition of relevant EU directives

COMPONENT 1 IS ACCOMPLISHED.

Activity 1.1

Title of the activity: Introduction into techniques and alternatives of approximation of law - Tables of concordance

State of implementation: the activity is accomplished.

- 2-day interactive workshop for the relevant staff of the MOLSP and other members of the all three thematic WGs was prepared in a complex manner providing members of the thematic working groups with a concise project overview thus to ensure their full understanding of the project content and logic. The workshop was run on 25th and 26th August 2008 in Skopje. Complete set of documentation was delivered to the participants.

Personnel involved in the preparation:

Ms Lubica Gajdosova, MOLSAF

Mr Vojtech Tkac, MOLSAF

Ms Maria Nadazdyova, RDA-STE

Ms Elena Palikova, MOLSAF-STE

Ms Luba Pavlovova, RTA

Mr Stojan Trajanov, BC PL, MOLSP

Ms Mirjanka Aleksevaska, Head of Labour Department, RTA Counterpart, MOLSP

Ms Dashurije Selimi – RTA Assistant

Members of the three working groups as invited (participants list is included into the project archive and documentation).

Involvement in the activity: members of the three thematic WGs, STEs, RTA, RTA Assistant





Activity 1.2.

Title of the activity: Presentation of the EU labour *acquis*, its justification and architecture

State of implementation: the activity is accomplished.

- Three established thematic working groups invited to the workshop
- Presentation of the EU labour *acquis*, its justification and architecture including detailed explanation done for all members of the WGs
- All materials and presentations of the MS experts prepared, printed out and delivered to the participants
- Thematic workshop completed (27.8.08)

Personnel involved in the preparation:

Ms Lubica Gajdosova, MOLSAF

Mr Vojtech Tkac, MOLSAF

Ms Maria Nadazdyova, RDA-STE

Ms Elena Palikova, MOLSAF -STE

Ms Luba Pavlovova, RTA

Mr Stojan Trajanov, MOLSP, BC PL

Ms Mirjanka Aleksevaska, Head of Labour Department, RTA Counterpart, MOLSP

Ms Dashurije Selimi – RTA Assistant

Involvement in the activity: members of the three thematic WGs, STEs, RTA, RTA Assistant.

Activity 1.2.1.

Title of the activity: Presentation and analytical description of respective EU Directives falling under subheading Working Conditions, Information and Consultation of Workers

State of implementation: the activity is accomplished.

- All planned thematic workshops were prepared and held in compliance with the twinning work plan; details are provided in the Annex 3.

Personnel involved in the preparation:

Ms Lubica Gajdosova, MOLSAF

Mr Vojtech Tkac, MOLSAF

Mr Igor Tomes, RDA-STE

Ms Elena Palikova, MOLSAF

Ms Luba Pavlovova, RTA

Mr Ivan Majer, RDA-STE

Mr Stojan Trajanov, BC PL, MOLSP

Ms Mirjanka Aleksevaska, Head of Labour Department, RTA Counterpart, MOLSP

Ms Dashurije Selimi – RTA Assistant

Involvement in the activity: representatives from the MOLSP, social partners, members of thematic WGs.

Activity 1.2.2.

Title of the activity: Presentation and analytical description of respective EU Directives falling under subheading Antidiscrimination and Equal Treatment





State of implementation: the activity is accomplished.

- Workshop for 1.2.2 was prepared and held for the members of the WG2 on presentation and analytical description of respective EU Directives falling under subheading Antidiscrimination and Equal Treatment – all directives on 22.-25.9.2008 in Skopje, Info Centre of ECD, 4 days; further details are provided in the Annex 3.

Personnel involved in the preparation:

Ms Lubica Gajdosova, MOLSAF

Ms Maria Nadazdyova, RDA-STE

Ms Luba Pavlovova, RTA

Ms Mirjanka Aleksevaska, Head of Labour Department, RTA Counterpart, MOLSP

Ms Dashurije Selimi – RTA Assistant

Involvement in the activity: members of the thematic WG2.

Activity 1.2.3.

Title of the activity: Presentation and analytical description of respective EU Directives falling under subheading Health and Safety at Work

State of implementation: the activity is accomplished.

- Thematic workshop was prepared and held on 10.-12.9.08; all presentations for the workshop regarding 7 directives included in twinning work delivered to the participants of the thematic WG3; further details are provided in the Annex 3.

Personnel involved in the preparation:

Ms Lubica Gajdosova, MOLSAF

Ms Elena Palikova, MOLSAF

Mr Ivan Majer, RDA-STE

Ms Luba Pavlovova, RTA

Ms Mirjanka Aleksevaska, Head of Labour Department, RTA Counterpart, MOLSP

Ms Dashurije Selimi – RTA Assistant

Involvement in the activity: all members of the thematic WG3.

Activity 1.3.

Title of the activity: Elaboration of tables of concordance (ToC) for respective directives based on MS guidance and concluding recommendations on law harmonization

State of implementation: the activity is accomplished.

This activity started in parallel with 1.2, i.e. after workshops running; the members of the WGs started independent work on the elaboration of the ToCs; support was provided by the MS experts based on the members' needs.

Activity 1.3.1.

Title of the activity: Support provision facilitating elaboration of ToC for Directives on

Working Conditions and Information and Consultation of Workers

State of implementation: the activity is accomplished.





- In the first week of February (2.-6.2.2009) the provisional versions of all ToCs which had been delivered by the end December 2008 were commented by the MS experts, the comments were sent in agreed format, translated from English into Macedonian and based on this a 5-day meetings were held to discuss the gaps, review the ToCs and provide the path for its accomplishment.
- Commentaries on the first version of the elaborated ToCs prepared by the MS experts, sent to the RTA, translated into MAK and forwarded to the Macedonian colleagues.
- Electronic form of all sent commentaries in relation to the directives covered by the chapter “Working Conditions, Information and Consultation of Workers” is archived.
- Meeting with the representatives of the Ministry of Transport and Communications was held on 5.2.2009 in order to clarify the competencies regarding directives: Directive 2000/79/EC (competencies of the Agency for Aviation), Directive 2005/47/EC and Directive 1999/63/EC (competencies of the Ministry of Transport and Communications).

The plan was accomplished.

Personnel involved in the preparation:

Ms Lubica Gajdosova, MOLSAF

Mr Vojtech Tkac, MS, MOLSAF

Ms Elena Palikova, MS, MOLSAF

Ms Luba Pavlovova, RTA

Mr Stojan Trajanov, MOLSP, BC PL

Ms Mirjanka Aleksevaska, Head of Labour Department, RTA Counterpart, MOLSP

Ms Olivera Peneva, MOLSP

Mr Lubomir Popovski, MOTC

Mr Darko Blazevski, MOTC

Ms Dashurije Selimi – RTA Assistant

Members of the WG1

Involvement in the activity: members of the WG1 except social partners who did not show up and did not express interest to work or help with the elaboration of the first versions of the ToCs, STEs, RTA, RTA Assistant.

Activity 1.3.2.

Title of the activity: Support provision facilitating elaboration of ToC for Directives on Antidiscrimination and Equal of Treatment

State of implementation: the activity is accomplished.

- This activity was accomplished: on 18.-20.2.2009 and 9.-11.3.2009; in total 6 days, further details are provided in Annex3.
- Commentaries on the first version of the elaborated ToCs done by the MS experts, sent to the RTA, translated into MAK and forwarded to the Macedonian colleagues.
- Electronic forms of all sent commentaries in relation to the directives covered by the chapter “Antidiscrimination and Equal Treatment” are archived.

The plan was accomplished in line with the twinning work plan, however, the MOLSP should still finalise the ToC for Dir. 2006/54/EC and deliver to SEA and EC.

Personnel involved in the preparation:

Ms Lubica Gajdosova, MOLSAF

Ms Maria Nadazdyova, RDA-STE

Ms Luba Pavlovova, RTA

Mr Stojan Trajanov, MOLSP, PL BC





Ms Jovana Trencavska, MOLSP
Ms Mirdita Saliu, MOLSP
Ms Zaklina Atanasovska, MOLSP
Ms Dashurije Selimi – RTA Assistant
Involvement in the activity: members of the WG2 representing the MOLSP.

Activity 1.3.3.

Title of the activity: Support provision facilitating elaboration of ToC for Directives on Health and Safety at Work

State of implementation: the activity is accomplished.

- This activity was accomplished in line with the twinning tasks and plan.
- Commentaries on the first version of the elaborated ToCs were elaborated and delivered by the MS experts, sent to the RTA, translated into Macedonian and forwarded to the Macedonian colleagues – WG3.

The consultative meetings on the first draft of ToCs will take place from 16th to 20th February 2009.

The plan was accomplished, however, the MOLSP should still finalise the remaining ToC for Dir. 92/85/EEC.

Personnel involved in the preparation:

Mr Stojan Trajanov, MOLSP, BC PL
Ms Elena Palikova, MOLSAF
Mr Ivan Majer, MS, RDA SP
Ms Luba Pavlovova, RTA
Mr Aco Janevski, MOLSP
Mr Zoran Apostolski, SLI
Mr Agim Shakiri, SLI
Mr Mirko Grkoski, (social partner)
Mr Jovan Nikolovski, (social partner)
Members of the WG3
Ms Dashurije Selimi – RTA Assistant

Involvement in the activity: members of the WG2 representing the MOLSP.

Activity 1.4.

Title of the activity: Setting up priorities for *acquis* transposition plan based on recommendations

State of implementation: the activity is accomplished.

- This activity was accomplished in line with the twinning tasks and plan (8.-9.4.09 – preparation of the forum; 10.4.2009 – Expert Forum held in Skopje); further details are provided in Annex3.
- Presentations and comments of MS experts were delivered in time to the participants and are archived

The plan was accomplished.

Personnel involved in the preparation:

Mr Stojan Trajanov, PL BC, MOLSP
Ms Mirjanka Aleksevaska, RTA-Counterpart, MOLSP





Ms Luba Pavlova, RTA
Mr Igor Tomes, RDA-STE
Ms Elena Palikova, MOLSAF
Mr Ivan Majer, RDA-STE
Ms Lubica Gajdosova, MOLSAF
Mr Vojtech Tkac, MOLSAF
Mr Aco Janevski, MOLSP
Ms Jovana Trencavska, MOLSP
Ms Mirjanka Aleksevskva, MOLSP
Involvement in the activity: members of the WGs including social partners, SLI.

COMPONENT 2: Assessment and reviews of country legislation on labour, employment and unemployment-related insurance

COMPONENT 2 IS ACCOMPLISHED.

Activity 2.1.

Title of the activity: Assessment of the current provisions of national Law on Labour Relations (LLR)

State of implementation: the activity is accomplished.

- This activity was accomplished in line with the twinning tasks and plan in March 2009
- Assessment of the LRL (including recommendations) was prepared by the MS experts, consulted, translated into Macedonian and presented to the BC colleagues

The plan was accomplished.

Personnel involved in the preparation:

Mr Stojan Trajanov, PL BC, MOLSP
Mr Igor Tomes, RDA-STE
Ms Luba Pavlova, RTA
Mr Ivan Majer, RDA-STE
Mr Vojtech Tkac, MOLSAF
Ms Mirjanka Aleksevskva, RTA-Counterpart, MOLSP
Other representatives of the MOLSP and SLI

Activity 2.2.

Title of the activity: Review of the current provisions of national Law on Employment and Insurance in Case of Unemployment (LEICU)

State of implementation: the activity is accomplished.

- This activity was accomplished in line with the twinning tasks and plan in April 2009 apart from two day consultative meetings held on 25.-26.5.2009; further details are provided in the Annex3





- Assessment of the LEICU (including recommendations) was prepared by the MS experts, consulted, translated into Macedonian and presented to the BC colleagues

The plan was accomplished.

Personnel involved in the preparation:

Mr Stojan Trajanov, PL BC, MOLSP

Ms Luba Pavlovova, RTA

Mr Igor Tomes, RDA-STE

Ms Elena Palikova, MOLSAF

Mr Vojtech Tkac, MOLSAF

MOLSP representatives

Activity 2.3.

Title of the activity: Review of the current provisions of national Law on Agencies for Temporary Employment (LATE)

State of implementation: the activity is accomplished.

- This activity was accomplished in line with the twinning tasks and plan in April 2009; further details are provided in the Annex3
- Assessment of the LATE (including recommendations) was prepared by the MS experts, consulted, translated into Macedonian and presented to the BC colleagues

The plan was accomplished.

Personnel involved in the preparation:

Mr Stojan Trajanov, PL BC, MOLSP

Ms Luba Pavlovova, RTA

Mr Ivan Majer, RDA-STE

Mr Vojtech Tkac, MOLSAF

Mr Jozef Vrazel, RDA-STE

MOLSP representatives and representatives of the MK association of temporary agencies

Activity 2.4.

Title of the activity: Review of the current provisions of national Law on Employment of People with Disabilities (LEPD)

State of implementation: the activity is accomplished.

- This activity was accomplished in line with the twinning tasks and plan in April 2009; further details are provided in the Annex3
- Assessment of the LEPD (including recommendations) was prepared by the MS experts, consulted, translated into Macedonian and presented to the BC colleagues

The plan was accomplished.

Personnel involved in the preparation:

Mr Stojan Trajanov, PL BC, MOLSP

Ms Luba Pavlovova, RTA

Ms Elena Palikova, MOLSAF

Ms Lubica Gajdosova, MOLSAF

Ms Dashurije Selimi, RTA Assistant

MOLSP representatives





Activity 2.5.

Title of the activity: Review of the current provisions of national Law on Equal Opportunities (LEO)

State of implementation: the activity is accomplished.

- This activity was accomplished in line with the twinning tasks and planning in end-April 2009; further details are provided in the Annex3
- Assessment of the LEO (including recommendations) was prepared by the MS experts, consulted, translated into Macedonian and presented to the BC colleagues

The plan was accomplished.

Personnel involved in the preparation:

Mr Stojan Trajanov, PL BC, MOLSP

Ms Luba Pavlova, RTA

Ms Elena Palikova, MOLSAF

Ms Lubica Gajdosova, MOLSAF

Ms Jovana Trencavska, MOLSP

Ms Dashurije Selimi, RTA Assistant

MOLSP representatives dealing with the LEO and its implementation

Activity 2.6.

Title of the activity: Elaboration of findings and recommendations for further interventions and their joint presentation together with the activity 3.3.

State of implementation: the activity is accomplished.

- This activity was accomplished in the second week of June (2-day conference was held on 17.-18.6.2009 in Ohrid on presentation of findings, priorities for Acquis and recommendations towards the institutional model – jointly with activity 3.3.
- Presentation of recommendations and findings for further interventions was done in cooperation with all twinning partners; all documentation is archived.

The plan was accomplished.

Personnel involved in the preparation:

Mr Stojan Trajanov, PL BC, MOLSP

Ms Luba Pavlova, RTA

Ms Elena Palikova, MOLSAF – in relation to act. 3.1

Ms Lubica Gajdosova, MOLSAF

Mr Igor Tomes, RDA-STE

Mr Vojtech Tkac, MOLSAF

Mr Ivan Majer, RDA-STE

Ms Maria Nadazdyova, RDA-STE

Ms Dashurije Selimi, RTA Assistant

MOLSP representatives, social partner representatives, SLI representatives involved in the project implementation

COMPONENT 3: Recommendations for necessary implementing legislation and administrative guidance in respective fields (design of the institutional





model)

COMPONENT 3 IS ACCOMPLISHED.

Activity 3.1.

Title of the activity: Analysis of the existing implementing legislation and administrative guidance in the field of employment and insurance in the case of unemployment

State of implementation: the activity is accomplished.

- This activity was accomplished in June 2009; further details are provided in the Annex3
- Analysis prepared and submitted in line with the planned time schedule

The plan was accomplished.

Personnel involved in the preparation:

Mr Stojan Trajanov, PL BC, MOLSP

Ms Luba Pavlovova, RTA

Mr Igor Tomes, RDA-STE

Mr Vojtech Tkac, MOLSAF

Ms Elena Palikova, MOLSAF

Ms Lubica Gajdosova, MOLSAF

Ms Dashurije Selimi, RTA Assistant

MOLSP representatives

Activity 3.2.

Title of the activity: Analysis of the existing implementing legislation and administrative guidance in the field of Labour Inspection

State of implementation: the activity is accomplished.

- This activity was accomplished by May 2009; further details are provided in the Annex 3
- Analysis prepared and submitted in line with the planned time schedule

Personnel involved in the preparation:

Mr Stojan Trajanov, PL BC, MOLSP

Mr Goran Jovanovski, Director, SLI

Mr Agim Sakiri, SLI

Mr Zoran Apostolski, SLI

Ms Luba Pavlovova, RTA

Ms Elena Palikova, MOLSAF

Mr Ivan Majer, RDA-STE

Ms Dashurije Selimi, RTA Assistant

MOLSP and SLI representatives

Activity 3.3.





Title of the activity: Elaboration of recommendations for effective institutional model in respective fields and their presentation together with activity 2.6

State of implementation: the activity is accomplished.

- This activity was accomplished in May 2009.
- Recommendations prepared and discussed, documentation archived.

The plan was accomplished.

Personnel involved in the preparation:

Mr Stojan Trajanov, PL BC, MOLSP

Ms Mirjanka Aleksevaska, RTA-Counterpart, MOLSP

Ms Luba Pavlovova, RTA

Mr Igor Tomes, RDA-STE

Mr Vojtech Tkac, MOLSAF

Mr Jozef Vrazel, RDA-STE

Mr Ivan Majer, RDA-STE

Ms Lubica Gajdosova, MOLSAF

MOLSP representatives

COMPONENT 4: Training programme

COMPONENT 4 IS ACCOMPLISHED.

Activity 4.1.

Title of the activity: Training needs analysis

State of implementation: Activity was accomplished.

- regular contacts were established with the twinning team and relevant stakeholders by the MS experts responsible for the activity; questionnaire prepared, distributed and assessed, TNA prepared based on the feedback of beneficiary
- consultations between twinning partners held in order to clarify training needs and prepare tailor-made training programme based on the beneficiary's identified needs

This activity was accomplished at the beginning of June 2009

Personnel involved in the preparation:

Mr Stojan Trajanov, PL BC, MOLSP

Ms Mirjanka Aleksevaska, RTA-Counterpart, MOLSP

Ms Luba Pavlovova, RTA

Ms Maria Nadazdyova, RDA-STE

Mr Ivan Majer, RDA-STE

MOLSP, SLI and social partners representatives

Activity 4.2.

Title of the activity: Training on issues covered by the Project





State of implementation: Activity was accomplished.

- training programme designed and communicated to the twinning, consulted and fine-tuned based on the target groups feedback
- training sessions held on 29.- 30.6.2009 - training for the WG2 and WG3, on 1.7.2009 feedback on the outcomes; on 6.-10.7.2009 (6.7.09 – preparation, 8.-9.7.09 training for WG1 and 10.7.09 – feedback on the outcomes)

Personnel involved in the preparation:

Mr Stojan Trajanov, PL BC, MOLSP
Ms Mirjanka Aleksevaska, RTA-Contrepart, MOLSP
Ms Luba Pavlovova, RTA
Mr Ivan Majer, RDA-STE
Mr Igor Tomes, RDA-STE
Mr Vojtech Tkac, MOLSAF
Ms Lubica Gajdosova, MOLSAF
Under the supervision of Ms Maria Nadazdyova, RDA-STE

COMPONENT 5: Information/Communication

COMPONENT 5 IS ACCOMPLISHED.

Activity 5.1.

Title of the activity: Design of the global communication strategy for the duration of the Twinning project (Ministry web portal) and dissemination results

State of implementation: Activity was accomplished.

- Global CS/CAP was finalised and authorised in MAK and is available in electronic form on the project multimedia CD.

This Strategy provides the MOLSP with a basic strategic document which can be annually updated and used not only during the project implementation but also once the twinning is completed. The Strategy is elaborated in compliance with the national “Strategy for Public Information and Communication in the process of accession of MK in the EU 2007 – 2010 (SPIC)³”, as well as the GPC⁴ already developed by the MOLSP. A Communication Action Plan (CAP) was also elaborated in compliance with the Strategy and in line with the twinning project activities. It is an integral part of the Strategy.

- published articles on the MOLSP website

Personnel involved:

Mr Stojan Trajanov, PL BC, MOLSP

³ SPIC was prepared and published by SEA, MK Govt. and provides for overall communication framework towards accession at national level. It is applicable for all state authorities.

⁴ GPC = Guide for Public Communication developed and approved by the MOLSP





Mrs Luba Pavlovova, RTA

Ms Zaklina Velickovska, Head of Unit of Public Relations, MOLSP

Ms Mirjanka Aleksevaska, Head of Labour Department, RTA Counterpart, MOLSP

Ms Vesna Petkovic, Head of Department for European Integration, MOLSP

Mr Darko Docinski, Head of Unit for NPAA and EU accession negotiations, MOLSP

Mr Emil Krstanovski, Junior Assistant, Labour Department, MOLSP

Mr Ivan Majer, RDA-STE

In external consultation with SEA:

Ms Finka Serafimova, Head of Sector for Integration, SEA

Ms Azra Misini, Sector for Economic and Social Integration, Unit for Economic and Social Cohesion, SEA

Ms Dashurije Selimi – RTA Assistant

Consultation ensured also with the EAR (till September 2008, later with the ECD)

Activity 5.2.

Title of the activity: Design, printing and diffusion of promotion materials and documents for training, workshops and events

State of implementation: Activity was accomplished.

Articles and other relevant information on the project implementation and progress were published during the implementing period on the MOLSP website, on social partners webs, as well as on the Slovak websites (see samples in the Annex3 below)

Additional promotion materials – complex multimedia CD which will be aiming at good practice will be prepared in July '09 and disseminated during the final conference.

All project documentation including presentations of experts, etc., will be available on project CD Rom for the project final conference.

Personnel involved:

Mrs Luba Pavlovova, RTA

Ms Zaklina Velickovska, Head of Unit of Public Relations, MOLSP

Ms Mirjanka Aleksevaska, Head of Labour Department, RTA Counterpart, MOLSP

Mr Vladimir Bujalka, MOLSAF

In consultation with:

Mr Ivan Majer, RDA-STE

Ms Lubica Gajdosova, MOLSAF

Mr Vojtech Tkac, MOLSAF

Ms Maria Nadazdyova, RDA-STE

And with EAR and consequently with ECD – approval of design and visibility rules

Activity 5.3.

Title of the activity: Kick-off meeting – Opening Conference

State of implementation: Activity was accomplished.

- the Opening Conference (kick off meeting) was held on 9.9.2008 in Skopje
- the project was smoothly officially launched and wide media coverage was secured
- visibility materials were ready and disseminated to all participants

Personnel involved in the preparation and implementation:

Mr Stojan Trajanov, PL BC, MOLSP,





Ms Luba Pavlovska, RTA

Ms Mirjanka Aleksevska, Head of Labour Department, RTA Counterpart, MOLSP

Mr Miloslav Hettes, MS PL, MOLSAF

Ms Zaklina Velickovska, Head of Unit of Public Relations, MOLSP

Ms Vesna Petkovic, Head of Department for European Integration, MOLSP

Mr Darko Docinski, Head of Unit for NPAA and EU accession negotiations, MOLSP

Mr Emil Krstanovski, Junior Assistant, Labour Department, MOLSP

Mr Ivan Majer, RDA-STE

In consultation with:

Ms Lubica Gajdosova, MOLSAF

Mr Vojtech Tkac, MOLSAF

Ms Maria Nadazdyova, RDA-STE

Participants – MOLSP, members of the WGs, social partners, representatives from relevant ministries, EAR/ECD, media

Activity 5.4

Title of the activity: Closing conference including press-conference

State of implementation: Activity was accomplished.

- the activity took place on 14th September 2009 in Skopje
- the project was smoothly officially launched and wide media coverage was secured-visibility materials were ready and disseminated to all participants

Personnel involved in the preparation and implementation:

Mr Stojan Trajanov, PL BC MOLSP

Mr Miloslav Hettes, MS PL, MOLSAF

Ms Luba Pavlovska, RTA

Ms Mirjanka Aleksevska, Head of Labour Department, RTA Counterpart, MOLSP

Ms Zaklina Velickovska, Head of Unit of Public Relations, MOLSP

Ms Vesna Petkovic, Head of Department for European Integration, MOLSP

Mr Darko Docinski, Head of Unit for NPAA and EU accession negotiations, MOLSP

Mr Ivan Majer, RDA-STE

In consultation with:

Ms Lubica Gajdosova, MOLSAF

Mr Vojtech Tkac, MOLSAF

Mr Igor Tomes, RDA-STE

Ms Maria Nadazdyova, RDA-STE

Participants – MOLSP, members of the WGs, social partners, representatives from relevant ministries, ECD, media

ACHIEVEMENT OF MANDATORY RESULTS

The works on twinning project implementation continued during the reporting period in compliance with the planning and obligations arising from the twinning work plan commonly agreed by the twinning parties





These works were focused on the direct implementation of activities under all five project components.

Benchmarks, intermediate results and mandatory results:

Under Component 0:

Benchmarks

- SC meetings held
- Reporting done
- Financial reporting done

Intermediate results

- The planned five Steering Committee meetings were held in compliance with the agreed time schedule.
- All reports were prepared in due time, communicated for commenting to the SC members, adjusted accordingly with the comments and submitted to the members for approval
- All reports were approved including the final report
- Communication and cooperation with the members of the SC and thematic WGs were ensured by the RTA, PL BC and RTA-Counterpart, BC; questions and/or requests for providing specific information and documentation were satisfied and delivered by both parties – BC a MS colleagues based on the real needs of the twinning.
- Daily communication and collaboration with the MOLSP staff, Slovak colleagues and other Macedonian stakeholders was ensured by the RTA, PL BC, RTA-Counterpart, RTA-Assistant, PL MS and leaders of the working groups; communication with the SEA was in place.

Mandatory results

- Sound project management ensured including suitable time management
- Feedback from/to involved parties ensured and taken as a ground for project implementation and development
- Evaluation of the results achieved through direct communication with the twinning parties, questionnaire and consultation for ensuring good and timely feedback

Under Component 1:

Benchmarks

- Capacity building training on EU Labour legislation, including related ECJ judgments, delivered to the staff of the MOLSP (Sectors for Labour and International Cooperation, State





Twinning Project: Review of the National Labour Legislation



(ref. MK/2006/IB/SO/01)

- Labour Inspectorate, Unit for Policy Analysis, Planning, Evaluation and Coordination), social partners and relevant line ministries
- Training on EU legislation (ToC) conducted and based upon the dissemination of EU best practices for the MOLSP (based on the recent Slovak experience, as well as experience from the Czech Republic and other EU MS) staff and relevant stakeholders involved in the ToC elaboration
 - Table of Concordance for all relevant directives prepared
 - Priorities for *acquis* transposition prepared

Intermediate results

- Capacity building tailor-made training and support on EU Labour legislation delivered to the staff of the MOLSP and to all members of the established three thematic working groups under component 1, all actions were completed as planned
- Training, support and advice/guidance on EU legislation (ToC) conducted and based upon the dissemination of EU best practices for the MOLSP staff and relevant stakeholders involved in the ToCs elaboration was provided according to the needs of the BC; new Directives adopted during the project implementation have also been incorporated (new amended and codified texts) and explained.
- In total 20 Tables of Concordance for the relevant directives were prepared by the MOLSP and forwarded to EC in Brussels; these tables were elaborated with the support of the MS experts; some of the MS experts' advices were taken into account, some are still under consideration of the BC colleagues (antidiscrimination and equal opportunities, protection of pregnant women, provisions for parental leave - distinct from maternity leave, insolvency of the employers and protection of employees in a case of insolvency, transfer of undertakings, etc.)
- Priorities for *acquis* transposition were consulted with the MS experts, concrete recommendations were forwarded to the Macedonian colleagues but the final decision/s is/are to be taken by the Macedonian side at Ministry and Government levels. One day Expert Forum planned under activity 1.4 was held in Skopje with the presence of all relevant stakeholders in order not only to provide complex feedback on the outcomes/findings regarding gaps in the country legislation and needs for filling in the gaps in order to secure transposition of the EU directives but also to discuss the priorities for the transposition process. The most "hot" issues relate to the amendments of the MK Law on labour relations and Law on equal opportunities.
- Activities planned under all sub-components of the component 1 were accomplished.
- Information face-to-face meetings with MOLSP staff and key stakeholders held, on-line support from the MS experts was secured during the entire implementation period
- Regular communication with twinning partners and members of the three working groups was in place
- Additional consultative meetings aiming at further clarifications and explanation of problematic and open issues were organised upon request/s of the Macedonian colleagues in order to provide the BC with all necessary knowledge and expertise.

Mandatory results



Twinning project: Review of the National Labour Legislation
This project is funded by the European Union



- The capacity of the MOLSP and key stakeholders who were regularly involved in the organised twinning actions is improved on issues which are linked with EU labour legislation (chapter 19)
- Concrete proposals for transposition of the EU directives were prepared by the MS experts in close cooperation with the BC counterparts and the final decision is to be taken by the MK side as it requires political willingness for adoptions of the proposed changes and amendments.
- 20 Tables of Concordance (first version) for the relevant directives and laws were prepared and forwarded to EC in Brussels by end-March 09.

Under Component 2:

Benchmarks

- Assistance was delivered to the MOLSP staff in reviewing the legislation and drafting the amendments to the:
 - o Law on Labour Relations
 - o Law on employment and insurance in case of unemployment
 - o Law on agencies for temporary employment
 - o Law on employment of people with disabilities and,
 - o Law on equal opportunities
- Assessment and revisions carried out against the EU legislation and best practices

Intermediate results

- Assistance delivered to the MOLSP staff in reviewing the legislation and drafting legal amendments, best EU practices taken into consideration
- Assessment of all five pieces of law prepared: tables that contain the current provisions of the above-mentioned laws and the necessary comments and proposals of the Slovak experts for amendments and fine-tuning of the said laws were elaborated, complete reports on the assessment of the laws provisions were elaborated, too, translated and forwarded to the Macedonian colleagues. In this respect, assessment and revisions carried out against the EU legislation and best practices were provided in line with the planned twinning tasks
- The plan for the implementation of the works under component 2 including all sub-components/activities, i.e. 2.1, 2.2., 2.3, 2.4 and 2.5 was implemented
- Findings and recommendations for further interventions prepared, communicated, consulted and agreed
- Joint presentation of findings and recommendations for act. 2.6, together with the outcomes of act. 3.3 done (2-day conference was held on 17.-18.6.09 in Ohrid)
- Necessary translations of the Laws, adjustments, reports, recommendations, etc were done according to the needs of the twinning parties
- All consultative face-to-face meetings in Skopje with the representatives of the MOLSP and other relevant stakeholders involved in the twinning process were organised; problematic issues discussed and common agreements found. Decisions for intervention in the above-mentioned laws shall be taken at political level – Ministry and Government.





Mandatory results

- Assessment and reviews of the national legislation on: the Law on Labour Relations; Law on employment and insurance in case of unemployment; the Law on agencies for temporary employment; Law on employment of people with disabilities and Law on equal opportunities were carried out. In total, all 5 laws have been reviewed, issues for improving the country legislation were discussed; reports were prepared by the MS experts.
- Recommendations for further changes in the national legislation and their priorities provided by MS experts; however, it is necessary the BC to take decision at political level and speed up the process of harmonising the national law with the acquis

Under Component 3

Benchmarks

- Elaborated recommendations for the necessary implementing legislation, administrative guidance and institutional models

Intermediate results

- Analysis and recommendations for the necessary implementing legislation prepared; presentations of MS experts prepared and presented at Ohrid conference on 17.-18.6.09. The structure of elaboration of the analysis of the laws included in the twinning covenant was agreed commonly.
- Consultations and administrative guidance provided on the issues on employment and insurance in the case of unemployment and OSH (SLI); institutional models discussed and recommendations provided; discussions and consultative meetings with the MOLSP staff held.

Mandatory results

- Recommendations for the necessary implementing legislation, administrative guidance and institutional models provided; reports on analysis and recommendations archived.

Under Component 4

Benchmarks

- Training needs analysis elaborated
- Training programme developed upon the EU best practices
- Training materials prepared
- Training sessions performed





Intermediate results

- Training needs analysis prepared based on the mapping the needs of the BC in relation to problematic and outstanding issues
- Training sessions prepared and held at the end-June and July 2009 for the members of the WGs

Mandatory results

- The MOLSP staff capacity is improved on issues related to the Law on labour relations, antidiscrimination, OSH
- The capacity of the MOLSP is improved in the negotiation with the main stakeholders, e.g. social partners, civil society, etc on the new legislation proposals, however, it is necessary to sustain the dialogue at constructive level in order to find the best solutions for the BC

Under Component 5:

Benchmarks

- Information events are organised through various media on the adopted legislation and conditions for their implementation
- Global communication strategy ready
- Relevant promotion materials designed, printed and diffused, articles published, media coverage secured

Intermediate results

- Global CS/CAP finalised and authorised and available in English and Macedonia (authorisation of the Macedonian language done in line with the rule of MOLSP) on project CD
- Dissemination of information secured during the organised project events: consultative sessions, workshops and conferences held during the entire project duration. All EU visibility rules maintained.
- Articles and other relevant information on the project development and progress were published on-line on the websites of the MOLSP, social partners and Slovak relevant websites.
- Project leaflet, project fact sheet and folder prepared and disseminated among those participating in the events
- Project CD with all information and documentation ready

Mandatory results





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- Awareness on the adopted legislation and conditions for their implementation is improved through appropriate information campaigns: awareness on the works towards the acquis transposition and amendments to the current country laws done within the consultative meetings with the MOLSP, SLI, conferences, workshops, etc. The Global CS aiming at MOLSP EU-accession finalised and available on CD; articles and information on the project development and progress published and disseminated.



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SECTION 4: PROJECT TIMING

Adherence to the project time schedule

WORK PLAN - ARTICLE 5

PROJECT PLANNED SCHEDULE ACCORDING TO THE WORK PLAN

Project Months (June08-Sept09)	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
	Year 2008							Year 2009								
	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept
Component 0																
Activity 0.1	x	x	x ⁵													
Activity 0.2 (SC)	x	x	x	x ⁶	x	x	x ⁷	x	x	x ⁸	x	x	x ⁹	x	x	x ¹⁰
Component 1																
Activity 1.1¹¹	x	x	x													
Activity 1.2¹²	x	x	x	x	x	x										
Activity 1.2.1¹³	WG x	WG1 x	WG1 x	WG1 x	WG1 x	WG1 x										
Activity 1.2.2¹⁴		WG2		WG2 x												
Activity 1.2.3¹⁵		WG3		WG3 x												
Activity 1.3																
Activity 1.3.1¹⁶					WG1 x	WG1 x	WG1 x	WG1 x	WG1 x							
Activity 1.3.2¹⁷					WG2 x	WG2 x	WG2 x	WG2 x	WG2 x	WG2 x						
Activity 1.3.3¹⁸					WG3	WG3	WG3	WG3	WG3							

⁵ This activity is accomplished.

⁶ 1SC meeting held on 9th September 2008.

⁷ 2SC meeting held on 5th December 2008

⁸ 3SC meeting held on 13th March 2009

⁹ 4SC meeting held on 26th June 2009

¹⁰ 5SC meeting held on 14th September 2009

¹¹ Activity is accomplished

¹² Activity is accomplished

¹³ Activity is accomplished

¹⁴ Activity is accomplished

¹⁵ Activity is accomplished

¹⁶ Activity is accomplished

¹⁷ Activity is accomplished





					X	X	X	X	X							
Activity 1.4 ¹⁹											WG1, 2,3 X					
Months (June08-Sept09)	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9
Component 2																
Activity 2.1 ²⁰						X	X	X	X	X						
Activity 2.2 ²¹						X	X	X	X	X	X	X				
Activity 2.3 ²²						X	X	X	X	X						
Activity 2.4 ²³						X	X	X	X	X						
Activity 2.5 ²⁴						X	X	X	X	X						
Activity 2.6 ²⁵ (Ohrid Conference)											X	X	17- 18.6. 09			
Component 3²⁶																
Activity 3.1 ²⁷										X	X	X	X	X		
Activity 3.2 ²⁸										X	X	X	X			
Activity 3.3 ²⁹											X	X	X			
Months (June08-Sept09)	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9
Component 4³⁰																
Activity 4.1			X									X	X			
Activity 4.2												X	X	X		
Component 5																
Activity 5.1 ³¹	X	X	X	X	X											
Activity 5.2 ³²		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

¹⁸ Activity is accomplished

¹⁹ Activity 1.4 is accomplished

²⁰ Activity 2.1 is accomplished

²¹ Activity 2.2 is accomplished

²² Activity 2.3 is accomplished

²³ Activity 2.4 is accomplished

²⁴ Activity 2.5 is accomplished

²⁵ Activity 2.6 is accomplished; on 15.-19.6.2009 final works on 2.6 together with the outcomes of the component 3; a two-day conference was organised on 17.-18.6.2009 in Ohrid

²⁶ This component is accomplished

²⁷ This sub-component is accomplished

²⁸ This sub-component is accomplished

²⁹ This sub-component is accomplished in June, Ohrid Conference, 17.-18.6.2009

³⁰ This component is accomplished by mid-July 2009

³¹ Activity is accomplished

³² Activity is accomplished





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Activity 5.3 ³³				x														
Activity 5.4 ³⁴																		x ³⁵

THERE ARE NO ACTIVITIES WITH A DELAY EXCEEDING 3 MONTHS!



Activity/action planned



Activity/action performed



Activity/action delayed by more than 3 months

³³ Activity is accomplished

³⁴ This activity is accomplished on 14th September 2009

³⁵ Final Conference on 14th September 2009



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SECTION 5: ASSESSMENT OF LONG-TERM IMPACT, PROJECT SUSTAINABILITY AND FOLLOW UP ACTIONS

The implementation of European labour legislation (all three areas – labour law, anti-discrimination and OSH) is a *long-standing process asking for commitment and professionalism*. While some amendments into the national legislation will have to be ensured in the upcoming months, the twinning project has shown that a lot of tasks will arise for the Macedonian administration in order to fully meet the obligations arising from the transposition.

It is necessary to point out that the project contains a complex of difficult issues to be further tackled by the MOLSP, e.g. insolvency of the employers and protection of employees in a case of insolvency, transfer of undertakings, anti-discrimination, provisions for parental leave – making clear distinction from maternity leave, OSH, etc, for which a political decision is needed. However, the timing and the limited budget planned in the twinning fiche were very tight and required very good communication and division of tasks among all involved twinningers. The BC twinningers have received complex training and volume of documentation containing all necessary explanations and information in order to further build up capacity – personal of all those involved in the implementation, as well as country capacity in the social area. In this respect, it is necessary all stakeholders (MOLSP, social partners, respective line ministries) to increase the level of commitment and engagement in transposition process while, at the same time, improve communication and cooperation among themselves.

The twenty ToCs were prepared and sent to the EC although it is clear that some of the ToCs have to be revised and improved. The twinning project considers the first version of ToCs as a first step for further improvements and the personnel involved in this process shall keep working to improve the knowledge and skills. The laws included into the twinning covenant were reviewed, problems were discussed in detail and recommendations prepared by the MS experts. Communication and collaboration as regards the finalisation of the ToCs was established with other state bodies, i.e. the Agency for Civil Aviation and Ministry of Transport and Communications and is to be maintained regularly; the necessary standpoints and relevant ToC were prepared.

The cooperation with the MOLSP remained good and effective; however, it is necessary to take political decision on the transposition time schedule towards the directives included into the twinning covenant.

However, the end of this Twinning Project will not mark the end of the implementation process: e.g. the adoption of the necessary amendments in the national law especially those related to the LLR will be the start for more questions and challenges. Nevertheless, this twinning project has marked the beginning of a broad understanding within the state administration and social partners' representatives of labour legislation, the must of capacity building, mutual cooperation and consensus finding. As the cooperation and communication between the twinningers (MS and BC staff) has been efficient, fruitful and based on personal confidence throughout the entire project, future cooperation, also on an informal and bilateral level, will contribute in helping to find appropriate solutions for the outstanding problems and challenges. The personal contacts which have arisen through this twinning project will also help to face future modifications in legal transposition in a pro-active and targeted way.





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The MOLSP will guarantee the sustainability and provide the necessary human resources for the completion of the transposition process. This twinning project has paved the path to gradually building up the MOLSP twinning capacity and this fact is very important for the MOLSP's preparedness for planning, preparation and implementation of next twinning projects.

It is very likely that specific bilateral follow-up projects will follow in the nearer future. In the time of submitting the FR, one of potential projects planned under the SlovakAid bilateral cooperation was prepared and consequently submitted at the beginning of May 2009 and approved in August 2009. The project will be focused on EU-accession including some of the acquis legal provisions relevant for SME, strengthening the SME in the country, increasing the employability and self-employment, improving the business climate and employment situation in the country. The project will start in the end of 2009/beginning 2010. The outcomes of the twinning project are going to be widely presented and discussed in Ohrid and Skopje during the final events of another SlovakAid project in October 2009.



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SECTION 6: PROJECT VISIBILITY

The twinning partners put specific focus on securing project visibility and wide dissemination of results and outcomes:

- *regular and concise presentation* of the project results, outcomes and overall implementation steps towards other stakeholders and general public, both in the beneficiary country and Slovakia;
- the promotion of project results, their publicity and support provided by the EU. All promotion materials: leaflet, banner, project fact sheet, project head paper, CD, etc. include and maintain the EU visibility rules applicable to the twinning projects
- publishing the necessary and important information on-line and in printed media.

Twinning logo

For the purposes of wide promotion of the twinning instrument in the BC the partners agreed to use the EU twinning logo as background for the published materials and documentation. The logo in its graphic format was used for the banner, leaflet, fact sheet and CD.



Project signature – head paper

The header:

The project signature in the head paper has the name (title) of the project positioned in between Slovakian and Macedonian flags.



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The number of the contract is mentioned, too in order immediately to find information on the project data.

The footer

The signature of the project in the footer is as follows:



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(ref. MK/2006/IB/SO/01)



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Disclaimer

The report's back cover contains the following disclaimer:

“The contents of this report are the sole responsibility of the twinning implementing partners and can in no way be taken to reflect the views of the European Union”

The following main products and outcomes have been achieved in relation to the project visibility, promotion and awareness raising:

- Global CS/CAP finalised and authorised and available in English and Macedonia (authorisation of the Macedonian language done in line with the rule of MOLSP) on project CD

The CS/CAP supports the MOLSP, as well as other relevant institutions subordinated by the MOLSP (e.g. ESA, SLI, etc.), the MOLSP's target groups including the general public in raising awareness on the challenges and opportunities of the EU accession in the social area and the importance of the role of the MOLSP within the overall accession process. A comprehensive CS was developed to help the MOLSP to clarify its position as a main authority towards different public bodies and various target groups in relation to the EU accession in the social area and necessity for transposition of the EU Acquis into the national legal system including direct law enforcement in practical terms. This strategy is based on a systematic, well-planned series of actions, combining different methods, techniques and tools, to achieve positive changes while utilising the available resources within a specific time frame. At the same time the MOLSP's CS contains a well-planned series of actions aimed at achieving the objectives through the use of communication methods, techniques and approaches.

The CS:

- sets up the strategic outline for the MOLSP communication strategy from the short and long-term perspective (first towards the implementation of the TWP with main focus on the valorisation of the results and outcomes. i.e. dissemination and exploitation of these results and, secondly, from a long-term perspective paving the path for effective and in time communication and dissemination of MOLSP's achievements in the integration process to the EU),
- provides for direction and sets up the priorities for effective communication and information of all MOLSP's targets from long-term perspective; the communication action plan represents a document that can be annually updated by the MOLSP's staff according to their needs and requirements giving the MOLSP opportunity to plan carefully and effectively the necessary financial sources for all upcoming communication and information activities,
- is elaborated in compliance with the “Strategy for Public Information and Communication in the process of accession of the country in the EU 2007 – 2010 (SPIC)³⁶”, as well as the GPC already developed by the MOLSP,

³⁶ SPIC was prepared and published by SEA, MK Govt. and provides for overall communication framework towards accession at national level. It is applicable for all state authorities.



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- sets up the general framework for the future steps to be taken by the MOLSP,
- includes the main information and communication activities to be implemented by the end of the TWP in compliance with the twinning work plan.
 - Dissemination of information secured during the organised project events: consultative sessions, workshops and conferences held during the entire project duration. All EU visibility rules maintained
 - Articles and other relevant information on the project development and progress were published on-line on the websites of the MOLSP, social partners and Slovak relevant websites
 - Project leaflet, project fact sheet and folder prepared and disseminated among those participating in the events
 - Project CD with all information and documentation ready
 - Complex photo documentation from the project events

Detailed information on the project visibility events is included into Annex 4 of this report.





SECTION 7: CONCLUSIONS AND RECOMMENDATIONS

In general it can be stated that the expected results and outcomes have been fully achieved, thus the implementation and realisation of the project was successful. The cooperation with the MOLSP was always constructive, fruitful and result-oriented. All achievements are based on the twinning partnership between the Slovak and Macedonian experts. Furthermore, thanks to the close cooperation, personal contacts have been established which will be certainly maintained and deepening to resolve future problems and questions in relation to the labour legislation harmonisation.

It is necessary to underline that no problems regarding the project management and cooperation with the MOLSP colleagues or among the twinning partners occurred during the implementation process. The twinning principles were maintained and step-by-step, the MOLSP staff realised the meaningfulness of the EU twinning instrument. Personnel directly involved in the implementation process gradually built up the necessary capacity and expertise thus to be capable independently to work on the law harmonisation and enforcement, institutional building and sustain the project outcomes. The positive is the fact that the social partners took part in the expert forum and have had a chance to express their concerns or opinions on the recommendations for ensuring closing the existing legal gaps and transposing the *acquis* in the social area. For the majority of the social partners, the project was the first step towards building up their own capacity for twinning and *acquis* transposition. The project opened a space for involvement of all social partners' representatives and understanding the need for changes and/or adjustments of the national laws to ensure compliance with the *acquis*. Nevertheless, it is needed the social partners to increase their involvement in the transposition process, to further continue in building up and strengthening their capacity.

With the intention to further improve the situation in the social area, the following chapter deals with the main recommendations and actions which could follow up to the project accomplishment to ensure that the project results would not be diminished after the twinning shall have ended. The implementation of the following recommendations is essential or at least helpful to achieve sustained success and long-lasting impact.

All detailed recommendations have been prepared by the MS experts, discussed and consequently agreed with the Macedonian counterpart.

The following main recommendations were discussed at the Steering Committee and/or working meetings or workshops with the personnel involved in the project implementation; detailed recommendations regarding particular changes and/or adjustments of the national laws based on identified gaps are included into the experts' reports. These recommendations have been discussed in a great detail during the consultative meetings, workshops, expert forum and Ohrid conference and are at disposal to all involved stakeholders.

Recommendations:

1. The MOLSP to continue in strengthening its capacity in relation to meeting all the obligations arising from the *acquis* transposition into national law system. In this respect it is a must to intensify the works in relation to the transposition of EU Directives. The Labour Department





- capacity has to be strengthened and reinforced by employing at least 5 qualified professionals with preferably legal background who are competent inter alia in languages (English language competence is standard) and well-know the legal terminology.
2. Draw a clear distinction between MOLSP managerial responsibilities and tasks and its routine administrative jobs. The latter should be delegated to lower levels of management. At present, the MOLSP is preoccupied with administrative work lacking time and capacity to sufficiently concentrate on its managerial duties, e.g. policy analysis and prognosis; policy proposals to the government in the field of its competence; development of legislative proposals and issuing secondary legislation within its competence; supervision of lower levels of management and bodies operating within its competence; developing methodology to lead to a unified practice of lower level of management, etc.
 3. For execution of MOLSP daily routine jobs to either create relatively autonomous administrations (agencies) or public self-governing institutions (e.g. public compulsory insurance companies) or transfer these jobs to the existing bodies (ESA, SLI, etc.) and equip them with competencies and accountability.
 4. The international agenda should be clearly divided into EU-coordination, i.e. EU-Agenda to be dealt via the Department of EU Integration and all other international bilateral and multilateral agenda within the competences of the Ministry to be dealt via the Department for International Cooperation. These two Departments, as well as the two established Units for IPA, i.e. Unit for IPA Coordination and Implementation and Unit for IPA Monitoring and Evaluation have to be strengthened by employing qualified professional personnel in compliance with the systematisation planned by the MOLSP for human resources. The employed personnel have to have at least English language competencies.
 5. When deciding on the promulgation of the amendments, which will require certain changes in administrative practices and procedures, it is advisable to give the administration and relevant bodies and institutions enough time to reorganize itself and develop new procedures.
 6. It is advised the first version of ToC to be revised in the light of the new amendments introduced in the national legislation, as well as in the light of changes of EU-Directives. It is recommended to provide sufficient time and appropriate environment for such revision (avoiding overloading by other administrative work, ad hoc tasks, etc that create additional stress and time pressure and do not allow for securing high quality level). It is advised to finalise ToC for Directives 86/613/EEC, 92/85/EEC and 2006/54/EC and deliver these ToC to the EC. The first version of the ToCs was prepared under considerable time pressure not allowing always sufficient room for quality assurance and to take the MS experts comments/recommendations properly into consideration
 7. The Law on Labour Relations is one of the most important pieces of legislation (LLR). The draft text for the adjustments is ready. It is up to the Macedonian side to decide on the phases for amendment of the existing LLR or to consider drafting a new LLR which will include all changes so that the Directives are fully transposed. For the existing LLR, it is suggested to either propose one so-called “EU Amendment” or divide the amendment of the LLR into two phases:





- first phase to deal with amendments regarding social partners representativeness, working time Directive 2003/88/EC and, if possible, issues related to the parental leave,
 - second phase – to introduce all other amendments except the Directive 2008/94/EC on insolvency.
- All above issues need to be based on a clear political decision. The amendment to the LLR should be one of the priorities for the Beneficiary Country.
8. Antidiscrimination issues: it is suggested to be a top priority - despite visible efforts invested by the country into drafting workable national implementing legislation still a lot of additional work and considerable efforts on technical and political level is needed in order to achieve full compatibility with the Directives aiming at antidiscrimination and equal treatment. Current wording of national legislation is not in full conformity with the EU legislation and there are significant shortages and weaknesses provided in details in remarks and recommendations of particular activity reports. Almost none of the articles of both directives, i.e. 2000/43/EC and 2000/78/EC is transposed correctly and sufficiently. Therefore, the present level of transposition of antidiscrimination calls for priority action and the MOLSP should take the necessary steps in order to improve the situation. The Department responsible for Anti-discrimination issues needs to be strengthened and equipped by other professional personnel. It is advisable to take into account the experts' recommendations to consider recasting existing architecture of the country's legislation with regard to the rights, obligations and law enforcement of natural and legal persons arising from the *acquis communautaire* on equal treatment of men and women, as well as to make clear relations between the Law on Labour Relations and the Law on Equal Opportunities.
 9. It is suggested to take into account the findings (weaknesses) detected in the other three pieces of legislation, Law on employment of persons with disabilities, Law on employment and insurance in a case of unemployment and Law on temporary agencies and put effort on amending the laws in order to ensure the EU standards. The Law on Agencies for Temporary Employment should be assessed and adjusted also with regards to the new Directive 2008/104/EC – temporary agency work. In this respect, it is advisable to take into consideration the experts' comments. It is recommended the MOLSP to set up an Action Plan for implementation of experts' recommendations included in their reports, as well as to set up a clear transposition timetable.
 10. The issues related to insolvency of the employer (Dir 2008/94/EC) are very complex, they are touching the whole social sphere and require political decision to be taken about the appropriate model suitable to the country's conditions. Such decision calls for proper institutional design and changes including strengthening the institutional capacity and capacity building (Human Resources). Therefore, it is suggested to elaborate on a separate twinning project fiche. It is advisable a part of the twinning to deal with finding appropriate solution for a complex and effective social model. The social partners should be an integral part of the development process.
 11. It is recommended to clean up the LLR and other pieces of laws included into the twinning covenant thus to avoid duplicity of same or similar legal provisions. Such duplicity can lead to misunderstandings and complications in the amendments.





12. It is also recommended the MOLSP to ensure continuity of all work so that the transposition of directives is ensured in practical terms. In this respect, it is important to pay attention to maintaining the staff (Human Resources) that was involved in the twinning implementation and has build up on expertise thus to ensure smooth and effective continuation of the transposition process in the country.
13. It is recommended to continue with capacity building of the MOLSP and ensure regular training as the training provided for the Macedonian staff cannot be regarded as completed for the purposes of negotiation with the EC. Further training of MOLSP personnel is needed to secure transposition and implementation of EU acquis in the country's legal system. Deepening the cooperation and contacts with the MS, especially with the newly accessed MS is advisable in order to be updated on all changes in the social acquis and be prepared for facing these challenges. The preparation for transposing the modifications of the EU labour legislation is much more difficult for the Beneficiary Country than for a Member State, because MS already have their experts and they follow legislative modifications from the scratch. Candidate countries sometimes do not have connecting factors to these matters and are lacking experts.
14. At present, a new Labour Inspection Law is in preparation; the State Labour Inspectorate Modernization and Qualification Strategy and the its Implementation Plan developed during the World Bank Project No TF 057988 in 2007 were adopted. It is recommended to put focus on some other actions for strengthening the State Labour Inspection. They shall be targeted to the improvement of the advisory system, strengthening social dialog at all levels in relation to OSH issues, preparation of manuals for inspectors describing all processes and SLI procedures, promotion of structured training system, implementation of transparent and equitable evaluation system, setting up an effective communication and IT system, assurance of an independence of labour inspection. It is also vital to adopt an effective SLI structure ensuring public relations, planning and analysis, human resources management, training, information centre, EU OSH Agency's Focal Point and campaigns.
15. It is recommended to intensify the social partners involvement and commitment in the transposition process thus to build up the necessary capacity for the negotiation and EU-accession.
16. The information and communication flow both internal, i.e. inside the MOLSP, as well as towards the external institutions has been partially improved. Nevertheless, further efforts are recommended and needed to ensure effective and transparent communication and collaboration.
17. Taking into consideration all experience while implementing this twinning project, the MS experts suggest the EU twinning instrument to be the basis for capacity building in the country as it opens a wide space for learning and works done directly by the country's state administration (not of their behalf) thus it leads to gradual and sustainable capacity building and brings better and tangible results.
18. It is recommended SEA to ensure the translation of the Treaties into Macedonian language as the primary law and the concise understanding of single articles are the pre-condition for full understanding of the secondary legislation (Directives). The staff of the MOLSP should have at disposal the Macedonian text of the articles which are the basis for Directives understanding





and its transposition. Specific focus should be put on consolidation and unification of the terminology.

SECTION 8: ANNEXES

Annex 1: List of Directives

Annex 2: The Proceedings of the SC

Annex 3: List of workshops and consultative meetings

Annex 4: Project Publicity

Annex 5: Composition of Thematic Working Groups

Annex 6: Minutes Steering Committee Meetings

Annex 7: Steering Committee Members





ANNEX 1 - LIST OF DIRECTIVES





Annex1 LIST OF DIRECTIVES (included the TW Covenant)

ARTICLE 2. ACQUIS COMMUNAUTAIRE - PROJECT FICHE FIELD OF COOPERATION WITH THE EU

The twinning project will be based on the approximation of the BC national law system so that to be fully compatible with the following EU directives:

LABOUR LAW

INFORMATION AND CONSULTATION OF WORKERS

COLLECTIVE REDUNDANCIES

– Council Directive 98/59/EC of 20 July 1998 on the approximation of the laws of the Member States relating to collective redundancies. (*This Directive consolidates Directives 75/129/EEC and 92/56/EEC*)

EUROPEAN WORKS COUNCILS

– Council Directive 2006/109/EC of 20 November 2006 adapting Directive 94/45/EC on the establishment of a European Works Council or a procedure in Community-scale undertakings and Community-scale groups of undertakings for the purposes of informing and consulting employees, by reason of the accession of Bulgaria and Romania

– Council Directive 94/45/EC of 22 September 1994 on the establishment of a European Works Council or a procedure in Community-scale undertakings and Community-scale groups of undertakings for the purposes of informing and consulting employees.

– Council Directive 97/74/EC of 15 December 1977 extending, to the United Kingdom of Great Britain and Northern Ireland, Directive 94/45/EC on the establishment of a European Works Council or a procedure in Community-scale undertakings and Community-scale groups of undertakings for the purposes of informing and consulting employees.

- *Directive 2009/38/EC of the European Parliament and of the Council of 6 May 2009 on the establishment of a European Works Council or a procedure in Community-scale undertakings and Community-scale groups of undertakings for the purposes of informing and consulting employees (Recast) (Text with EEA relevance). This Directive was added to the original work plan.*

EUROPEAN COMPANY STATUTE

– Council Directive 2001/86/EC of 8 October 2001 supplementing the Statute for a European company with regard to the involvement of employees.

EUROPEAN CO-OPERATIVE SOCIETY

– Council Directive 2003/72/EC of 22 July 2003 supplementing the Statute for a European Cooperative Society with regard to the involvement of employees.

INFORMATION AND CONSULTATION OF EMPLOYEES

– Directive 2002/14/EC of the European Parliament and of the Council of 11 March 2002 establishing a general framework for informing and consulting employees in the European Community.





TRANSFER OF UNDERTAKINGS

- Council Directive 2001/23/EC of 12 March 2001 on the approximation of the laws of the Member States relating to the safeguarding of employees' rights in the event of transfers of undertakings, businesses or parts of undertakings or businesses. (This Directive consolidates Directives 77/187/EC and 98/50/EC).

WORKING CONDITIONS

EMPLOYER INSOLVENCY

- Council Directive of 20 October 1980 on the approximation of the laws of the Member States relating to the protection of employees in the event of the insolvency of their employer (80/987/EEC).
- Directive 2002/74/EC of the European Parliament and of the Council of 23 September 2002 amending Council Directive 80/987/EEC on the approximation of the laws of the Member States relating to the protection of employees in the event of the insolvency of their employer.
- *Directive 2008/94/EC of the European Parliament and of the Council of 22 October 2008 on the protection of employees in the event of the insolvency of their employer (Codified version) (Text with EEA relevance). This Directive was added to the original work plan.*

FIXED TERM WORK

- Council Directive 1999/70/EC of 28 June 1999 concerning the Framework Agreement on fixed-term work concluded by ETUC, UNICE and CEEP.

HEALTH AND SAFETY IN FIXED TERM AND TEMPORARY EMPLOYMENT

- Council Directive of 25 June 1991 supplementing the measures to encourage improvements in the safety and health at work of workers with a fixed-duration employment relationship or a temporary employment relationship (91/383/EEC).

INFORMATION ON INDIVIDUAL EMPLOYMENT CONDITIONS

- Council Directive of 14 October 1991 on an employer's obligation to inform employees of the conditions applicable to the contract or employment relationship (91/533/EEC).

PART TIME WORK

- Council Directive 97/81/EC of 15 December 1997 concerning the Framework Agreement on part-time work concluded by UNICE, CEEP and the ETUC.
- Council Directive 98/23/EC of 7 April 1998 on the extension of Directive 97/81/EC on the Framework Agreement on part-time work concluded by UNICE, CEEP and the ETUC to the United Kingdom of Great Britain and Northern Ireland.

POSTING OF WORKERS

- Directive 96/71/EC of the European Parliament and of the Council of 16 December 1996 concerning the posting of workers in the framework of the provision of services.

WORKING TIME

- Directive 2003/88/EC of the European Parliament and the Council of 4 November 2003 concerning certain aspects of the organisation of working time





- Directive 93/104/EC of 23 November 1993 concerning certain aspects of the organisation of working time.
- Council Directive 1999/63/EC of 21 June 1999 concerning the Agreement on the organisation of working time of seafarers concluded by the European Community Shipowners Association (ECSA) and the Federation of Transport Workers' Unions in the European Union (FST).
- Directive 2000/34/EC of the European Parliament and the Council of 22 June 2000 amending Council Directive 93/104/EC concerning certain aspects of the organisation of working time to cover sectors and activities excluded from that Directive.
- Directive 2000/79/EC of 27 November 2000 concerning the European Agreement on the Organisation of Working Time of Mobile Workers in Civil Aviation concluded by AEA, ETF, ECA, ERA and IACA.

YOUNG PEOPLE AT WORK

- Council Directive 94/33/EC of 22 June 1994 on the protection of young people at work.

TEMPORARY AGENCY WORKERS

- *Directive 2008/104/EC of the European Parliament and of the Council of 19 November 2008 on temporary agency work This Directive was added to the original work plan.*

ANTI-DISCRIMINATION DIRECTIVES

NATIONALITY & SEX

- COUNCIL DIRECTIVE 2000/43/EC of 29 June 2000 implementing the principle of equal treatment between persons irrespective of racial or ethnic origin
- COUNCIL DIRECTIVE 2000/78/EC of 27 November 2000 establishing a general framework for equal treatment in employment and occupation

EQUAL PAY, EQUAL TREATMENT AT THE WORKPLACE, MATERNITY LEAVE, PARENTAL LEAVE

- DIRECTIVE 2006/54/EC OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 5 July 2006 on the implementation of the principle of equal opportunities and equal treatment of men and women in matters of employment and occupation (recast):

- Directive 2002/73/EC of the European Parliament and of the Council of 23 September 2002 amending Council Directive 76/207/EEC on the implementation of the principle of equal treatment for men and women as regards access to employment, vocational training and promotion, and working conditions
- Council Directive 76/207/EEC of 9 February 1976 on the implementation of the principle of equal treatment for men and women as regards access to employment, vocational training and promotion, and working conditions,
- Council Directive 86/378/EEC of 24 July 1986 on the implementation of the principle of equal treatment for men and women in occupational social security schemes have.
- Council Directive 75/117/EEC of 10 February 1975 on the approximation of the laws of the Member States relating to the application of the principle of equal pay for men and women
- Council Directive 97/80/EC of 15 December 1997 on the burden of proof in cases of discrimination based on sex





- Council Directive 96/34/EC of 3 June 1996 on the framework agreement on parental leave concluded by UNICE, CEEP and the ETUC

EQUAL TREATMENT FOR SELF-EMPLOYED AND THEIR ASSISTING SPOUSES,

- Council Directive 86/613/EEC of 11 December 1986 on the application of the principle of equal treatment between men and women engaged in an activity, including agriculture, in a self-employed capacity, and on the protection of self-employed women during pregnancy and motherhood

HEALTH AND SAFETY AT WORK

- Council Directive 89/391/EEC of 12 June 1989 on the introduction of measures to encourage improvements in the safety and health of workers at work (framework directive)
- Council Directive 92/85/EEC of 19 October 1992 on the introduction of measures to encourage improvements in the safety and health at work of pregnant workers and workers who have recently given birth or are breastfeeding (tenth individual Directive within the meaning of Article 16 (1) of Directive 89/391/EEC)
- Council Directive 92/57/EEC of 24 June 1992 on the implementation of minimum safety and health requirements at temporary or mobile construction sites (eighth individual Directive within the meaning of Article 16 (1) of Directive 89/391/EEC) (OJ L 245 of 26.08.1992, p. 6.)
- Council Directive 89/654/EEC concerning the minimum safety and health requirements for the workplace (first individual directive within the meaning of Article 16(1) of Directive 89/391/EEC) (OJ L 393, 30.12.1989)
- Council Directive 89/655/EEC of 30 November 1989 concerning the minimum safety and health requirements for the use of work equipment by workers at work (second individual Directive within the meaning of Article 16 (1) of Directive 89/391/EEC) (OJ L 393, 30.12.1989, p. 13-17) as amended by Directive 95/63/EC and Directive 2001/45/EC
- Council Directive 89/656/EEC concerning the minimum safety and health requirements for the use by workers of personal protective equipment at the workplace (third individual directive within the meaning of Article 16(1) of Directive 89/391/EEC) (OJ L 393, 30.12.1989)
- Council Directive 2005/47/EC of July 2005 on the Agreement between the Community of European Railways (CER) and the European transport Worker' Federation (ETF) on certain aspects of the working conditions of mobile workers engaged in interoperable cross/border services in the railway sector

- *Directive 2007/30/EC of the European Parliament and of the Council of 20 June 2007 amending Council Directive 89/391/EEC, its individual Directives and Council Directives 83/477/EEC, 91/383/EEC, 92/29/EEC and 94/33/EC with a view to simplifying and rationalising the reports on practical implementation (Text with EEA relevance). This Directive was added to the original work plan.*





**ANNEX 2 - The Proceedings For the EU Twinning Project
Steering Committee**





Pursuant to MOLSP and EAR with regard to the establishment of the Steering Committee as a body to monitor and coordinate the implementation of the EU Twinning Project No. MK/2006/IB/SO/01 “Review of the National Labour Legislation”, contract No. 06MAC01/11/103.

The Steering Committee for monitoring and coordination of the EU Twinning Project “Review of the National Labour Legislation” at the session held on 9th September 2008 approved

**The Proceedings
for
The EU Twinning Project Steering Committee**

I. GENERAL PROVISIONS

Article 1

Under these Proceedings the organization and the working procedures of the EU Twinning Project Steering Committee (hereinafter SC) are regulated.

Article 2

The SC is composed of a Chairperson and 22 members and 4 observers, one representative from the European Agency for Reconstruction, one representative from the Delegation of the European Commission, one representative from the EU Project on Technical Assistance to Support of Employment Policy II (Employment Policy III) and one representative from ZELS.

Article 3

The Minister of Labour and Social Policy is the Chairperson of the SC.

In case the Chairperson is unable to preside over the sessions of the SC, he or she appoints an Acting Chairperson.

Members of the SC holding a right to vote are management officials representing the following institutions: four representatives from the Ministry of Labour and Social Policy; one representative from the Government Secretariat for European Affairs, one representative from the Ministry of Finance, one representative from the Ministry of Justice, one representative from the Ministry of Economy, one representative from the Employment Service Agency, one representative from the Union of Independent Autonomous Trade Unions, one representative from the Confederation of Trade Union Organisations, one representative from the Confederation of the Free Trade Unions, one representative from the Federation of Trade Unions, one representative from the Organisation of Employers, one representative from the Confederation of Employers, one representative from the Association of the Employers from Traffic and Communications, one representative from the National Federation of Temporary Employment Agencies.





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(ref. MK/2006/IB/SO/01)



Members of the SC shall nominate an alternate who would attend the SC meetings only when originally appointed members will announce their absence.

The proceedings of the SC also involve other experts in charge of implementing the Project.

On need basis, the Chairperson of the SC may invite other relevant organizations, institutions and experts to take part in the proceedings of the SC and provide their input concerning the Project implementation. Such invitees have no voting right in the SC.

Article 4

The Chairperson of the SC manages the work of the SC, appoints and presides over the session of the SC, coordinates the objectives of the Project and ensures their accomplishment, and performs other duties.

Article 5

The project team acts as the secretariat of the SC.

The project team (secretariat) prepares the sessions of the SC, takes part in the work of the SC, maintains the filing system and performs other duties entrusted to team by the Chairperson of the SC.

Article 6

The working sessions are the operational mechanisms of the SC.

The sessions are convoked on a need basis but at least once in three months.

II. ROLES AND RESPONSIBILITIES OF THE MEMBERS OF THE STEERING COMMITTEE

Article 7

The members of the SC are obliged to attend the sessions of the SC.

In case a member is unable to attend the working sessions, his or her designated substitute holding a right to vote shall attend the session.

Article 8

The members of the SC have the right to propose appointment of a session or to propose the agenda or a part of the agenda of the session.

Article 9

The members of the SC have the right to raise issues relating to the implementation of the Project and to seek information from the Contractor relating to the proceedings of the SC.



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Article 10

The members of the SC are especially obliged to:

- Be prepared for the sessions of the SC;
- Present their opinion and the position of the institution they represent in relation to the issues discussed;
- Inform the competent authorities of the institution they represent about the activities of the SC and the conclusions made at its sessions;
- Ensure the implementation of the conclusions reached at the sessions.

III. PREPARATION FOR AND APPOINTMENT OF THE SESSIONS OF THE STEERING COMMITTEE

Article 11

The sessions of the SC are convoked by the Chairperson.

The sessions are convoked through a letter of invitation specifying the venue and time of the session along the draft agenda.

Enclosed with the invitation letter is the discussion material proposed to review at the sessions, as well as the minutes from the previous session of the SC, at least 5 days before the beginning of the session.

IV. SESSIONS OF THE STEERING COMMITTEE

Article 12

The SC makes decisions concerning the issues from its scope of work provided that the session is attended by more than half of the SC official members.

Decisions are made with the majority of votes out of the present members of the SC holding a right to vote. In case where majority of votes could not be achieved the vote of the Chairperson prevails.

The Contracting Authority as funder of the project reserves the right to inform the SC about maybe not being able to approve endorsed decisions made by the SC, were such decisions may be in conflict with the mandate of the Contracting Authority.

Article 13

The Chairperson opens the session and proposes the agenda.

Any member of the SC may propose amendments of the agenda for which elaboration is required.

Article 14





At the beginning of each new session the minutes from the previous session are approved.

Unless decided otherwise, there is a discussion to open on each issue of the proposed agenda.

V. SCOPE OF WORK OF THE STEERING COMMITTEE

Article 15

The SC is established exclusively for the purpose of the implementation of the objectives of the EU Twinning Project Review of the National Labour Legislation.

The SC oversees the Project and monitors its implementation.

The SC ensures close cooperation between relevant ministries, institutions, social partner organisations and other relevant actors taking into account the complexity of the Project and ensuring transparency.

Article 16

The implementer of the project has the obligation to submit to the SC quarterly and final reports, and by exemption, on request of the Chairperson, to submit also monthly reports.

Article 17

The SC takes into account the fact that all programmes from the European Agency for Reconstruction have to be in compliance with the following regulation:

Council Regulation (EC) No 2667/2000 of 5 December 2000 on the European Agency for Reconstruction, and Council Regulation (EC) No. 2415/2001 of 10 December 2001, and at same time respecting the positive regulations of the beneficiary country.

VI. MINUTES

Article 18

Minutes are taken during the sessions of the SC.

The Minutes comprises in particular the following: appointment of the meeting; venue and time of the meeting; attending members and other participants; absent members; information on the approval of the minutes from the previous session; agenda for the meeting; working dynamics of the meeting; mechanism for making decisions and other information.

The approved minutes are signed by the Chairperson of the meeting.





ANNEX 3 – List of Workshops and Consultative Meetings





Workshop /consultative meeting No./WG	Title of the workshop/consultative meetings	Dates
1. WG1,2,3	Project overview – its content and logic, twinning philosophy and planning single steps Introduction into techniques and alternatives of approximation of law - Tables of concordance – all WGs	25.-26.8.2008 (2 days)
2. WG1,2,3 WG1	Presentation of the EU labour <i>acquis</i> , its justification and architecture Presentation and analytical description of respective EU Directives falling under subheading Working Conditions, Information and Consultation of Workers: Directives 98/59/EC on collective redundancies and 96/71/EC on posting of workers – WG1	27.-29.8.2008 (3 days)
3. WG3	Presentation and analytical description of respective EU Directives falling under subheading Health and Safety at Work – WG3 – all directives falling under this heading	10.-12.9.2008 (3 days)
4. WG2	Presentation and analytical description of respective EU Directives falling under subheading Antidiscrimination and Equal Treatment	22.-25.9.2008 (4 days)
5. WG1	Presentation and analytical description of respective EU Directives falling under subheading Working Conditions, Information and Consultation of Workers: Directive 2002/14/EC of the European Parliament and of the Council of 11 March 2002 establishing a general framework for informing and consulting employees in the European Community, directives on employer insolvency 2002/74/EC and 80/987/EEC	20.-22.10.2008 (3 days)
6. WG1	Presentation and analytical description of respective EU Directives falling under subheading Working Conditions, Information and Consultation of Workers: 9 directives	27.-30.10.2008 (4 days)
7. WG1	Presentation and analytical description of respective EU Directives falling under subheading Working Conditions, Information and Consultation of Workers: 5 directives	4.-7.11.2008 (3 days)
8. WG1	Presentation and analytical description of respective EU Directives falling under subheading Working Conditions, Information and Consultation of Workers: - Council Directive 1999/70/EC of 28 June 1999 concerning the Framework Agreement on fixed-term work concluded by ETUC, UNICE and CEEP. - Council Directive of 25 June 1991 supplementing the measures to encourage improvements in the safety and health	18.-21.11.2008 of which 3 day workshop and 1 day group consultative meeting





	<p>at work of workers with a fixed-duration employment relationship or a temporary employment relationship (91/383/EEC).</p> <ul style="list-style-type: none"> - Council Directive of 14 October 1991 on an employer's obligation to inform employees of the conditions applicable to the contract or employment relationship (91/533/EEC). - Council Directive 94/33/EC of 22 June 1994 on the protection of young people at work. <p>Consultative meeting with the MOLSP representatives on questions concerning directives and elaboration of the ToC</p>	
9. WG1	Support provision facilitating elaboration of ToC for Directives on Working Conditions and Information and Consultation of Workers – direct consultative meetings (workshops) with the members of the WG1 based on the sent commentaries by MS experts.	2.-6.2.2009 (5 days)
10. WG3	Support provision facilitating elaboration of ToC for Directives on Health and Safety at Work	16.-20.2.2009 (5 days)
11. WG2	Support provision facilitating elaboration of ToC for Directives on Antidiscrimination and Equal of Treatment	18.-20.2.2009 (3 days)
12. WG1,2,3	Assessment of the current provisions of national Law on Labour Relations	23.-26.2.2009 (4 days)
13. WG1	Support provision facilitating elaboration of ToC in WG1 for Directives on Working Conditions and Information and Consultation of Workers	27.2.2009 (1 day)
WG2	Support provision facilitating elaboration of ToC for Directives on Antidiscrimination and Equal of Treatment	9.-11.3.2009 (3 days)
14. WG1,2,3	Assessment of the current provisions of national Law on Labour Relations	2.-5.3.2009 (4 days)
15. WG2	Support provision facilitating elaboration of ToC in WG2 for Directives on Antidiscrimination and Equal treatment	9.-11.3.2009 (3 days)
16. WG1,2,3	Review of the current provisions of national Law on Employment and Insurance in Case of Unemployment	9.-13.3.2009 (5 days)
17. WG1,2,3	Assessment of the current provisions of national Law on Labour Relations	10.-13.3.2009 (4 days)
18. WG1	Review of the current provisions of national Law on Agencies for Temporary Employment	30.-31.3.2009 – 1.-3.4.2009 (5 days)
19. WG1	Support provision facilitating elaboration of ToC in WG1 for Directives on Working Conditions and Information and Consultation of Workers	6.4.2009 (1 day)
20. WG3	Support provision facilitating elaboration of ToC in WG3 for Directives on Health and Safety at Work	7.4.2009 (1 day)





21. WG1	Review of the current provisions of national Law on Employment and Insurance in Case of Unemployment	7.4.2009 (1 day)
22. WG2	Review of the current provisions of national Law on Equal Opportunities	7.4.2009 (1 day)
23. WG1,2,3	Setting up priorities for <i>acquis</i> transposition plan based on recommendations, Expert Forum on 10.4.2009	8.-10.4.2009 (3 days)
24. WG1	Review of the current provisions of national Law on Employment and Insurance in Case of Unemployment	8.-10.4.2009 (3 days)
25. WG1,2	Review of the current provisions of national Law on Employment and Insurance in Case of Unemployment	13.-14.4.2009 (2 days)
26. WG2	Review of the current provisions of national Law on Equal Opportunities	15.4.2009 (1 day)
27. WG1	Review of the current provisions of national Law on Agencies for Temporary Employment	13.-17.4.2009 (5 days)
28. WG2	Review of the current provisions of national Law on Equal Opportunities	20.-21.4.2009 (2 days)
29. WG1,2,3	Review of the current provisions of national Law on Employment of People with Disabilities	22.-24.4.2009 (3 days)
30. WG1	Analysis of the existing implementing legislation and administrative guidance in the field of employment and insurance in the case of unemployment	4.-8.5.2009 (5 days)
31. WG3	Analysis of the existing implementing legislation and administrative guidance in the field of Labour Inspection	11.-15.5.2009 (5 days)
32. WG1,2,3	Elaboration of recommendations for effective institutional model in respective fields and their presentation together with activity 2.6	18.-22.5.2009 (5 days)
33. WG1	Review of the current provisions of national Law on Employment and Insurance in Case of Unemployment	25.-26.5.2009 (2 days)
34. WG1,2,3	Elaboration of recommendations for effective institutional model in respective fields and their presentation together with activity 2.6	27.-29.5.2009 (3 days)
35. WG1,2,3	Training needs analysis	8.-10.6.2009 (3 days)
36. WG1	Analysis of the existing implementing legislation and administrative guidance in the field of employment and insurance in the case of unemployment	15.-19.6.2009 (5 days)
37. WG1,2,3	Elaboration of findings and recommendations for further interventions and their joint presentation together with the activity 3.3. – Ohrid Conference (17.-18.6.2009)	15.-19.6.2009 (5 days)
38. WG2,3	Training sessions – 2-day training and 1 day feedback/evaluation	29.-30.6.-1.7.2009 (3 days)
39.	Training sessions – 1 day preparation, 2-day training and 2	6.-10.7.2009





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	day consultations based on beneficiary request	(5 days)
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ANNEX 4 - Project Publicity





Annex 3 – Project publicity

Public Relations – media coverage of the Opening Conference Twinning 9.9.08

Websites:

1.) <http://www.mtsp.gov.mk/>

Конференција 9.9.2009

Преглед на медиуми кои информираа за конференцијата за твининг проектот/ Review of Media which informed on the Opening Conference – twinning project

- МТВ-национална ТВ/national TV
- Сител-национална ТВ/ national TV
- ТВ Ера-ТВ на албански јазик/Albanian language
- ТВ Алсат-ТВ на албански и македонски/ Albanian and Macedonian language
- ТВ А2-сателитски канал/satellite channel
- МРА-македонско национално радио/Macedonian National Radio
- МИА-македонска информативна агенција/ Macedonian press agency
- Нетпрес-информативна агенција/ press agency
- Кирилица-информативна агенција/ press agency
- Берзник-специјализирано списание/specialised

Македонија-Словачка: „Планирање на иднината заедно,, Твининг проект „Преглед на националното трудово законодавство“

Денес, Република Македонија и Словачка ја „Планираат иднината заедно,, односно се одржува воведната конференција на Твининг проектот „Преглед на националното трудово законодавство,, .

Имено, Словачка на Македонија преку твининг проектот кој се базира на функционално партнерство помеѓу земјата членка и земјата кандидат, ќе и помага во градењето на новата социјална архитектура која е услов за влез во европското семејство. Преку овој проект треба да се транспонираат 39 директиви од социјалната сфера, да се подобри капацитетот на МТСП во ревидирањето и примената на трудовото законодавство на земјата во согласност со законодавството и најдобрите практики на ЕУ. Проектот финансиски е поддржан од ЕУ која обезбеди пола милион евра, а истиот ќе го раководи Европската агенција за реконструкција во партнерство со ресорните министерства на Република Словачка и Република Македонија.





Конференцијата ја отвори министерот за труд и социјална политика, г-дин Џељал Бајрами и заменик министерот за труд, социјални работи и семејство од Словачка, г-дин Владислав Борик. Во името на Европската агенција за реконструкција се обрати програм менаџерот, г-ѓа Јута Булинг, а во името на Агенцијата за регионален развој, заменик претседавачот, г-дин Бистрик Холи.

Република Македонија својата иднина ја гледа заедно со сите останати земји членки на Европската унија, односно заедно со нашиот партнер во овој проект Словачка. Целта на проектот е да даде поддршка за подобрување на капацитетот на нашата земја за јакнење на пазарот на трудот како дел од севкупните активности во процесот на подготовка за прием во ЕУ, рече министерот за труд и социјална политика Џељал Бајрами во поздравниот говор.

Заменик министерот за труд, социјални работи и семејство на Словачката Република Владислав Борик истакна дека актуелната социјална ситуација во Македонија е слична на ситуацијата во која се наоѓаше Словачка пред неколку години.

-Словачките искуства и знаењето од претпристапниот процес се многу свежи и не радува што можеме да ви ги пренесеме. Верувам дека овој проект ќе биде успешен, ќе ги постигне бараните резултати и ќе доведе до продлабочување на нашата соработка, рече Борик.

Програм менаџерот во ЕАР Јута Булинг рече дека твиниг проектот претставува можност за покажување на капацитетите на Министерството за труд и социјална политика и за приближување на македонското законодавство кон европското.

-Сакам да ве охрабрам да ја прифатите предноста од пренесувањето на искуството од Словачка во нејзиното приближување кон ЕУ, кое Словачка со задоволство сака да ви го пренесе, им порача Булинг на учесниците на конференцијата.

Во продолжение, интегрално Ви го пренесуваме говорот на министерот за труд и социјална политика, Џељал Бајрами.

2.) <http://www.mia.com.mk/default.aspx?mId=36&IId=1>

МИА - Македонска Информативна Агенција - МАКЕДОНИЈА - ТРУД И СОЦИЈАЛА





МАКЕДОНИЈА - ТРУД И СОЦИЈАЛА

Словачка и пренесува искуства на Македонија за креирање европска социјална политика

Скопје, 9 септември (МИА) - Словачка преку твининг проектот „Преглед на националното трудово законодавство“, чија воведна конференција се одржа денеска во Скопје, ќе и помага на Македонија во градењето на новата социјална архитектура, услов за влез во европското семејство.

Преку твининг проектот, кој се базира на функционално партнерство меѓу земјата членка и земјата - кандидат, треба да се спроведат 39 директиви од социјалната сфера и да се подобри капацитетот на Министерството за труд и социјална политика во ревидирањето и примената на трудовото законодавство на Македонија во согласност со законодавството и најдобрите практики на ЕУ.

Проектот финансиски е поддржан од ЕУ која обезбеди половина милион евра за негова реализација, а со него ќе раководи Европската агенција за реконструкција (ЕАР) во партнерство со ресорните министерства на Словачка и на Македонија. Тој треба да биде реализиран во наредните 15 месеци.

- Република Македонија својата иднина ја гледа заедно со сите останати земји членки на Европската унија, односно заедно со нашиот партнер во овој проект Словачка. Целта на проектот е да даде поддршка за подобрување на капацитетот на нашата земја за јакнење на пазарот на трудот како дел од севкупните активности во процесот на подготовка за прием во ЕУ, рече министерот за труд и социјална политика Џељаљ Бајрами во поздравниот говор на отворањето на конференцијата.

Тој посочи дека поконкретна цел на проектот е да се подобри капацитетот на Министерството за преглед на трудовото законодавство на Република Македонија во согласност со законодавството на ЕУ и со користење на нејзините најдобри практики.

- Имплементацијата на овој проект не само што ќе ни помогне за забрзување на процесот на усогласување на нашето законодавство со законодавството на ЕУ, туку ќе помогне и во натамошниот развој и унапредувањето на социјалната област, рече министерот Бајрами, нагласувајќи дека усогласувањето на нашето законодавство од областа на трудот е од голема важност и е врвен приоритет.

Словачка, како што истакна, го помина овој пат заради што имаме можност да ги споделиме словачките искуства од претпристапниот процес и да не ги направиме нивните грешки.

Заменик министерот за труд, социјални работи и семејство на Словачката Република Владислав Борик истакна дека актуелната социјална ситуација во Македонија е слична на ситуацијата во која се наоѓаше Словачка пред неколку години.

- Словачките искуства и знаењето од претпристапниот процес се многу свежи и не радува што можеме да ви ги пренесеме. Верувам дека овој проект ќе биде успешен, ќе ги постигне бараните резултати и ќе доведе до продлабочување на нашата соработка, рече Борик.

Тој истакна дека со имплементација на проектот се отвора можност заедно да се планира иднината во социјалната област во Македонија и оти преземањето на правните прописи од ЕУ во социјалната сфера на националното законодавство се важен услов за пристапување кон ЕУ.

- Социјалната сфера била, е и ќе биде секогаш будно следена не само од експертите на Европската комисија, туку и од страна на целото општество бидејќи се однесува на сите граѓани без оглед на возраста или нивниот социјален статус, рече Борик, посочувајќи дека градењето на новата социјална архитектура во Македонија е придонес кон градење на проширена Европа.





Програм менаџерот во ЕАР Јута Булинг рече дека твининг проектот претставува можност за покажување на капацитетите на Министерството за труд и социјална политика и за приближување на македонското законодавство кон европското.

- Сакам да ве охрабрам да ја прифатите предноста од пренесувањето на искуството од Словачка во нејзиното приближување кон ЕУ, кое Словачка со задоволство сака да ви го пренесе, им порача



Булинг на учесниците на конференцијата. [вј/са/14:46](#)

Словачка ќе и помага на Македонија за креирање на европска социјална политика

Скопје, 9 септември (МИА) - Министерот за труд и социјална политика Џељал Бајрами и заменик министерот за труд, социјални работи и семејство од Словачка Владислав Борик ќе се обратат на воведната конференција на Твининг проектот „Преглед на националното трудово законодавство“, што ќе се одржи денеска во Скопје.

Преку твининг проектот кој се базира на функционално партнерство помеѓу земјата членка и земјата - кандидат, Словачка ќе и помага на Македонија, во градењето на новата социјална архитектура, услов за влез во европското семејство.

Преку овој проект треба да се спроведат 39 директиви од социјалната сфера, да се подобри капацитетот на Министерството во ревидирањето и примената на трудовото законодавство на земјата во согласност со законодавството и најдобрите практики на ЕУ.

Проектот финансиски е поддржан од ЕУ која обезбеди половина милион евра за негова реализација, а со него ќе раководи Европската агенција за реконструкција во партнерство со ресорните министерства на Словачка и на Македонија. **ев/дма/8:29**

3.) <http://www.vlada.mk/?q=book/export/html/919>

Новости | ВЛАДА НА РЕПУБЛИКА МАКЕДОНИЈА

Словачка преку **твининг** проектот „Преглед на националното трудово

Словачка и пренесува искуства на Македонија за креирање европска социјална политика

Скопје, 9 септември

Словачка преку твининг проектот „Преглед на националното трудово законодавство“, чија воведна конференција се одржа денеска во Скопје, ќе и помага на Македонија во градењето на новата социјална архитектура, услов за влез во европското семејство.





Преку твининг проектот, кој се базира на функционално партнерство меѓу земјата членка и земјата - кандидат, треба да се спроведат 39 директиви од социјалната сфера и да се подобри капацитетот на Министерството за труд и социјална политика во ревидирањето и примената на трудовото законодавство на Македонија во согласност со законодавството и најдобрите практики на ЕУ.

Проектот финансиски е поддржан од ЕУ која обезбеди половина милион евра за негова реализација, а со него ќе раководи Европската агенција за реконструкција (ЕАР) во партнерство со ресорните министерства на Словачка и на Македонија. Тој треба да биде реализиран во наредните 15 месеци.

- Република Македонија својата иднина ја гледа заедно со сите останати земји членки на Европската унија, односно заедно со нашиот партнер во овој проект Словачка. Целта на проектот е да даде поддршка за подобрување на капацитетот на нашата земја за јакнење на пазарот на трудот како дел од севкупните активности во процесот на подготовка за прием во ЕУ, рече министерот за труд и социјална политика Џељал Бајрами во поздравниот говор на отворањето на конференцијата.

Тој посочи дека поконкретна цел на проектот е да се подобри капацитетот на Министерството за преглед на трудовото законодавство на Република Македонија во согласност со законодавството на ЕУ и со користење на нејзините најдобри практики.

- Имплементацијата на овој проект не само што ќе ни помогне за забрзување на процесот на усогласување на нашето законодавство со законодавството на ЕУ, туку ќе помогне и во натамошниот развој и унапредувањето на социјалната област, рече министерот Бајрами, нагласувајќи дека усогласувањето на нашето законодавство од областа на трудот е од голема важност и е врвен приоритет.

Словачка, како што истакна, го помина овој пат заради што имаме можност да ги споделиме словачките искуства од претпристапниот процес и да не ги направиме нивните грешки. Заменик министерот за труд, социјални работи и семејство на Словачката Република Владислав Борик истакна дека актуелната социјална ситуација во Македонија е слична на ситуацијата во која се наоѓаше Словачка пред неколку години.

- Словачките искуства и знаењето од претпристапниот процес се многу свежи и не радува што можеме да ви ги пренесеме. Верувам дека овој проект ќе биде успешен, ќе ги постигне бараните резултати и ќе доведе до продлабочување на нашата соработка, рече Борик.

Тој истакна дека со имплементација на проектот се отвора можност заедно да се планира иднината во социјалната област во Македонија и оти преземањето на правните прописи од ЕУ во социјалната сфера на националното законодавство се важен услов за пристапување кон ЕУ.

- Социјалната сфера била, е и ќе биде секогаш будно следена не само од експертите на Европската комисија, туку и од страна на целото општество бидејќи се однесува на сите граѓани без оглед на возраста или нивниот социјален статус, рече Борик, посочувајќи дека градењето на новата социјална архитектура во Македонија е придонес кон градење на проширена Европа. Програм менаџерот во ЕАР Јута Булинг рече дека твининг проектот претставува можност за покажување на капацитетите на Министерството за труд и социјална политика и за приближување на македонското законодавство кон европското.

- Сакам да ве охрабрам да ја прифатите предноста од пренесувањето на искуството од Словачка во нејзиното приближување кон ЕУ, кое Словачка со задоволство сака да ви го пренесе, им порача Булинг на учесниците на конференцијата.





4.) MIA – news online - Slovakia assists Macedonia in creating European social policy

Skopje, September 9 (MIA) - Via the twinning programme 'Review of the National Labor Legislation', Slovakia will assist Macedonia in building the new social architecture - a prerequisite for joining the European family.

Within the programme, based on functional partnership between the member and candidate country, 39 directives are to be introduced for building the capacity of Labor & Social Policy Ministry for revising the application of labour legislation of Macedonia in line with the EU standards and best practices.

The European Union granted a half million Euro in support of the programme that is to be managed by the European Agency for Reconstruction (EAR) and partners - Slovakian, Macedonian Ministries of Labour and Social Policy. The programme should be completed in 15 months.

- The programme aims to build the capacity of our country in improving the labor market as part of overall preparations for joining the EU, Labor Minister Xhelal Bajrami said Tuesday at the introductory conference.

The twinning programme offers opportunity for bringing Macedonia's legislation closer to the European one, EAR Project Manager Juta Bulling said.

I would like to encourage you to embrace Slovakia's willingness to share its experience on the road to the EU membership, Bulling said. /lk/fd/15:36

5.) CONFEDERATION OF EMPLOYERS, MK

http://www.cerm.com.mk/e-news/vesnik1_ang.pdf

The Confederation of employers of the Republic of Macedonia is a member of the working groups in the TWINNING PROJECT-overview of the National labour legislation. The Ministry of labour and social policy of the Republic of Macedonia works on the implementation of the Twinning project Overview of the National labour legislation. Managed by the European agency for reconstruction, and financed by the European Union. The objective of the project is to give the support for improving the capacities in strengthening the labour market and preparation of the country for the European Union membership. In this context, the main objective of the project activities is to improve the knowledge of revision the MLSP and strengthening the labour legislation in accordance with the legislation and the best EU practices.

The project itself contents 5 components and each of them includes a complex collection of activities, with common efforts of all involved twinning partners.

Component 0 -project management

Component 1-Improvement the capacity of the staff of the MLSP for issues related to EU labour legislation and transpositions of the relevant EU directives

Component 2-Estimation and overviews of the country labour legislation, employment and insurance in case of unemployment

Component 3-Recommendations for necessary implementation of the legislation and administrative consultation at the given areas





Component 4-Training programme

Component 5-Information/Communication

The official start of the TWINNING PROJECT will be from **25 to 29 of August**, at the Club of emissaries. The first workshop will be for the component 1.



D:\Back up 28.1.2009\Dokuments\MACEDONIA TWINNING PROJECT\PR_Clanky o projekte, publicita\24hod_sk - V Macedónsku odovzdávame skúsenosti z predvstupového procesu.mht

V Macedónsku odovzdávame skúsenosti z predvstupového procesu

Slovensko odovzdáva v Macedónsku svoje skúsenosti z predvstupového procesu do Európskej únie a z projektov, ktoré nám pomohli so znižovaním nezamestnanosti. Agentúru SITA o tom informovala riaditeľka ...

BRATISLAVA 24. júna (WEBNOVINY) - Slovensko odovzdáva v Macedónsku svoje skúsenosti z predvstupového procesu do Európskej únie a z projektov, ktoré nám pomohli so znižovaním nezamestnanosti. Agentúru SITA o tom informovala riaditeľka Regionálnej rozvojovej agentúry Senec-Pezinok Ľuba Pavlovová. Ako spresnila, v súčasnosti je v Macedónsku vyše 35-percentná nezamestnanosť a medzi mladými ľuďmi je ešte vyššia. "Naše skúsenosti z transformácie sú podobné tým, ktorými prechádzajú v súčasnosti krajiny bývalej Juhoslávie a je evidentné, že pomoc slovenských expertov, bude prínosom," zdôraznila Pavlovová. Zlepšiť túto situáciu by mal pomôcť twinningový projekt financovaný Európskou úniou s názvom Prehľad národnej legislatívy práce, ktorý realizuje slovenské ministerstvo práce, sociálnych vecí a rodiny v spolupráci s Bratislavským samosprávnym krajom a Regionálnou rozvojovou agentúrou Senec-Pezinok. Ako vysvetlila Pavlovová, cieľom tohto projektu je odovzdať Macedóncom skúsenosti z tvorby potrebnej legislatívy. Regionálna rozvojová agentúra zároveň koordinuje v Macedónsku druhý projekt, ktorý nadväzuje na spomínaný twinningový projekt. Jeho názov je Podpora pre regionálny a miestny trh práce a financuje ho Slovenská agentúra pre medzinárodnú rozvojovú spoluprácu. Tento projekt realizujú v dvoch regiónoch - v hlavnom meste Skopje a v meste Ohrid. Jeho cieľom je pomôcť dostať do praxe legislatívu, ktorú treba prijať v súvislosti s prípravou na vstup do únie a so znižovaním nezamestnanosti. V rámci neho okrem iného vyškolia odborníkov na vypracovávanie metodológie tvorby plánov zamestnanosti ako aj odborníkov, ktorí budú schopní vypracovávať analýzy potrieb a tvorbu zásobníkov projektov. Dôležité je zapojiť do celého procesu samosprávu, súkromný sektor a mimovládne organizácie, dodala. Zdroj: SITA

Samples of published articles

1. Article on MOLSP website:

Заврши првата компонента на Твининг проектот – Преглед на Националното трудово законодавство



Twinning project: Review of the National Labour Legislation
This project is funded by the European Union



Twinning Project: Review of the National Labour Legislation



(ref. MK/2006/IB/SO/01)

На 10 април 2009 година, во просториите на Стопанска комора во Скопје, се одржа Експертски форум каде што учествуваа експертите од Словачката Република и членовите на сите три тематски работни групи:

РГ1 - Услови за работа, информирање и консултација на работниците;

РГ2 – Еднаков третман и антидискриминација; и

РГ3 – Здравје и безбедност при работа.

На форумот се дискутираше за наодите и празнините кои се идентификувани додека се работеше на табелите за усогласување (ТЗУ) и заеднички се направи план за транспонирање на *acquis* врз основа на препораките од колегите од Словачката Република.



Тема на дискусија беше финализирањето на активностите планирани под Компонента 1– “Подобрување на капацитетот на персоналот на МТСП за прашања поврзани со трудовото законодавство на ЕУ и транспозиција на релевантните директиви на ЕУ”.

Како заклучок од форумот произлезе дека треба да се преземат чекори за подготвување на текст за нов Закон за заштита на вработените во случај на несолвентност на работодавачот, како и транспозиција на сите директиви од областа на антидискриминација и еднаков третман. Друг предизвик е подобрувањето на капацитетот на трудовата инспекција за спроведувањето на законите во пракса и за таа цел ќе биде потребно да се обучуваат инструктори од таа област.

Zdroj/Source: <http://www.mtsp.gov.mk/?ItemID=EFF3954ED8967C4E978E76F05E02CA02>

2. Posúdenie vnútroštátneho pracovného zákonodarstva bývalej juhoslovanskej republiky Macedónsko. - Ukončená prvá fáza projektu. Publikované/published: 16.4.2009



Twinning project: Review of the National Labour Legislation
This project is funded by the European Union



Bratislavský samosprávny kraj - Microsoft Internet Explorer

http://www.bratislavskykraj.sk/docDetail.aspx?docid=10015706&doctype=ART

BRATISLAVSKÝ SAMOSPRÁVNÝ KRAJ

KRAJ BEZ HRANÍC...

Posúdenie vnútroštátneho pracovného zákonodarstva

Ukončená prvá fáza twinningového projektu

RRA Senec - Pezinok spolu s Ministerstvom práce, sociálnych vecí a rodiny SR realizujú twinningový projekt **Posúdenie vnútroštátneho pracovného zákonodarstva bývalej juhoslovanskej republiky Macedónsko**. Twinningový projekt má stanovený veľmi ambiciózný cieľ - transpozíciu približne 30 smerníc v sociálnej oblasti. V rámci projektu je potrebné stanoviť si priority pre transpozíciu, pracovať na príprave celkového inštitucionálneho modelu tak, aby bol funkčný, dostatočne efektívny a bol presne „ušíť“ na podmienky a situáciu Macedónska. Prevzatie právnych predpisov Európskej únie - „acquis communautaire“ v sociálnej oblasti do národného systému a celková aproximácia práva krajiny je dôležitou podmienkou pre úspešný vstup Macedónska do Európskej únie. Od júna 2008 slovenskí a macedónski experti spoločne pracujú na úspešnej implementácii projektu.

Dňa 10. apríla 2009 bolo v priestoroch Obchodnej komory Macedónska organizované **Expertné fórum** za účasti slovenských expertov a macedónskych kolegov z Ministerstva práce a sociálnej politiky, sociálnych partnerov a kolegov z ďalších verejných inštitúcií krajiny v rámci troch pracovných skupín: „Pracovné podmienky, informovanie a konzultácie pracovníkov“; „Rovnaké zaobchádzanie a antidiskriminácia“ a „Bezpečnosť a ochrana zdravia pri práci (BOZP)“. Expertné diskusné fórum ukončilo prvú fázu twinningového projektu a malo za cieľ určiť priority plánu vychádzajúceho z odporúčaní o prevzatí „acquis communautaire“ v oblasti práce a zamestnanosti z pohľadu dosiahnutia strednodobých cieľov trhu práce - *zvýšenie dynamiky, flexibility, tvorby pracovných miest, legálnosti zamestnávania a zníženia nadmernej úrovne*

1€ = 30,1260 Sk

Eurokalkulačka

suma:

na € na Sk

<http://www.bratislavskykraj.sk/docDetail.aspx?docid=10015706&doctype=ART>





<http://www.isrra.sk/index.php?Doc=518>

Skopje, 13.4.2009

Ukončená prvá fáza twinningového projektu Slovensko – Macedónsko „Posúdenie vnútroštátneho pracovného zákonodarstva“

RRA Senec-Pezinok spolu s Ministerstvom práce, sociálnych vecí a rodiny realizuje twinningový projekt „Posúdenie vnútroštátneho pracovného zákonodarstva“ Macedónska. Twinningový projekt má stanovené veľmi ambiciózne ciele – okolo 30 smerníc by malo byť transponovaných v sociálnej oblasti. Potrebné je stanoviť si priority pre transpozíciu, pracovať na príprave celkového inštitucionálneho modelu tak, aby bol funkčný, dostatočne efektívny a bol presne „ušíty“ na podmienky a situáciu Macedónska. Prevzatie právnych predpisov Európskej únie – „acquis communautaire“ v sociálnej oblasti do národného systému a celková aproximácia práva krajiny je dôležitou podmienkou pre úspešný vstup Macedónska do Európskej únie. Od júna 2008 slovenskí a macedónski experti spoločne pracujú na úspešnej implementácii projektu.





Dňa 10 apríla 2009 bolo v priestoroch Obchodnej komory Macedónska organizované Expertné Forum za účasti slovenských expertov a macedónskych kolegov z Ministerstva práce a sociálnej politiky, sociálnych partnerov a kolegov z ďalších verejných inštitúcií krajiny z troch pracovných skupín: „Pracovné podmienky, informovanie a konzultácie pracovníkov“; „Rovnaké zaobchádzanie a antidiskriminácia“ a „Bezpečnosť a ochrana zdravia pri práci“. Expertné diskusné fórum ukončilo prvú fázu twinningového projektu a malo za cieľ určiť priority plánu vychádzajúceho z odporúčaní o prevzatí *acquis* v oblasti práce a zamestnanosti z pohľadu dosiahnutia strednodobých cieľov trhu práce - *zvýšenie dynamiky, flexibility, tvorby pracovných miest, legálnosti zamestnávania a zníženia nadmernej úrovne nezamestnanosti* a príbuzných opatrení. Experti prezentovali dohodnuté závery pracovných skupín a jednotlivé priority. Tieto otázky majú byť ďalej analyzované a prediskutované z rôznych uhlov pohľadu, vychádzajúc pri tom z možnosti tak ekonomiky ako aj spoločnosti a z pohľadu rozsiahlejších dlhodobých cieľov predchádzajúcich vstupu do EÚ. Celkom 20 tzv. tabuliek zhody (Tables of Concordance) pre jednotlivé smernice bolo vypracovaných a zaslaných prostredníctvom Sekretariátu pre európske záležitosti do Európskej komisie v Bruseli. Zabezpečenie plnej transpozície pre oblasť antidiskriminácie a rovnakého zaobchádzania, príprava samostatného zákona o nesolventnosti zamestnávateľov a ochrane zamestnancov, ako aj špeciálna odborná príprava pre inšpektorov práce s cieľom zabezpečenia implementácie práva v oblasti BOZP majú byť top priority pre krajinu a príslušné inštitúcie.

Web site: <D:\Back up 28.1.2009\Dokuments\MACEDONIA TWINNING PROJECT\PR Clanky o projekte, publicita\Internet na DENNE sk.mht>



V Macedónsku odovzdávame skúsenosti z predvstupového procesu

25.6. 06:16: ...samosprávu, súkromný sektor a mimovládne organizácie, dodala. Dokumenty k projektom budú v blízkej budúcnosti zverejnené na INTERNETOVEJ stránke www.rellmas.com. SITA...
24hod.sk

Website: <D:\Back up 28.1.2009\Dokuments\MACEDONIA TWINNING PROJECT\PR Clanky o projekte, publicita\Národná Obroda - V Macedónsku odovzdávame skúsenosti z predvstupového procesu.mht>

Source: Newspaper: Narodná obroda

Website: http://www.rrasenec-pezinok.sk/LinkClick.aspx?link=subory%2fTlacove_spravy%2fTlacove_Spravy_RRA%2fTwinning_tla%C4%8Dov%C3%A1+spr%C3%A1va_13_4_2009.pdf&tabid=263&mid=642





Twinning Project: Review of the National Labour Legislation

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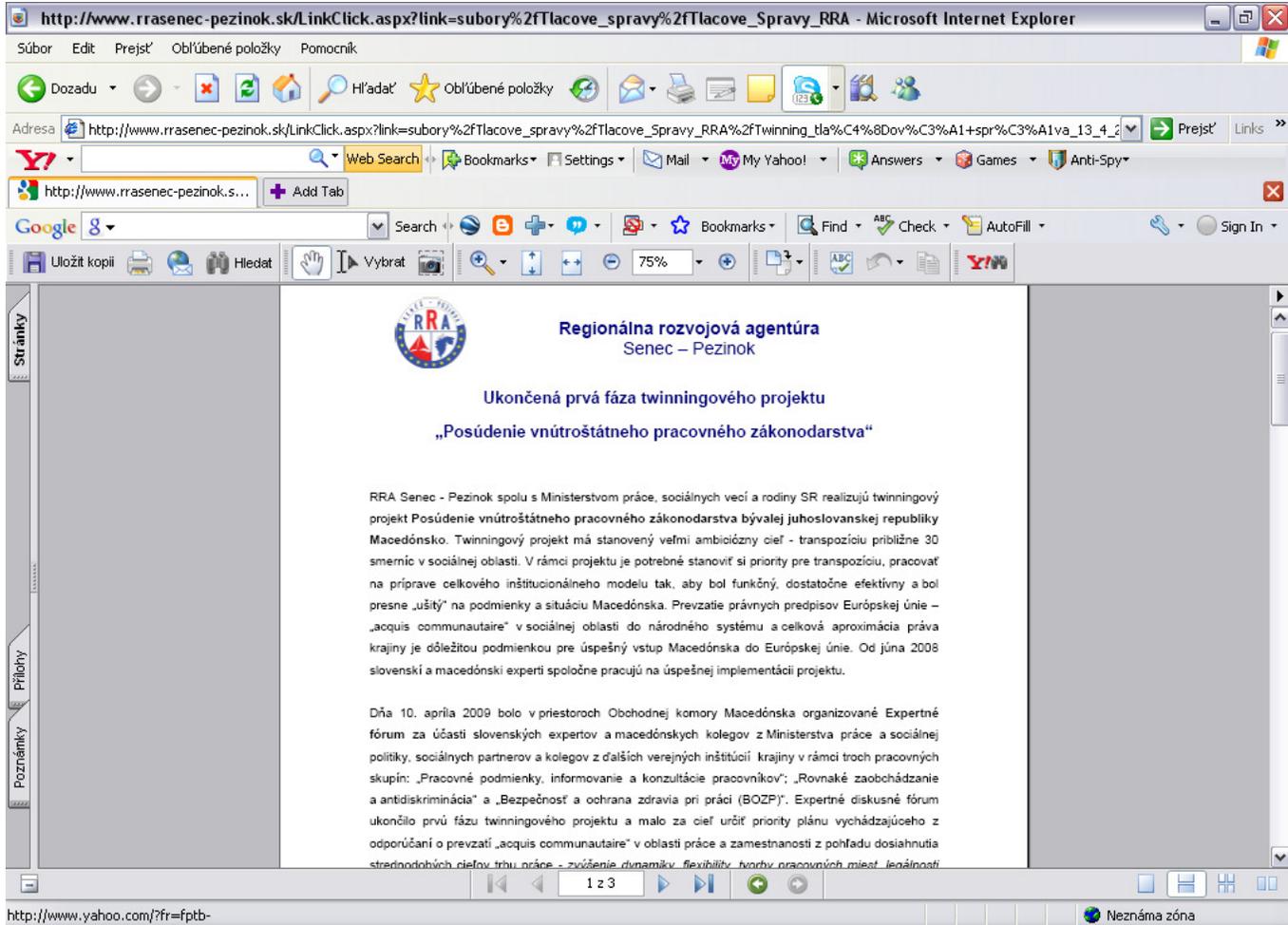


Photo documentation of project activities is part of the files included in the project CD.



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ANNEX 5 – Composition of Thematic Working Groups



*Composition of the thematic working groups**Состав на тематските работни групи***WG1: Working Conditions, Information and Consultation of Workers****РГ1: Услови за работа, информирање и консултација на работници**

	Name	Position	Institution	Contact details
1.	Stojan Trajanov	State Counselor for Labour/ PL	MOLSP	strajanov@mtsp.gov.mk 3106 219
2.	Mirjanka Aleksevaska	Head of Labour Department	MOLSP	maleksevaska@mtsp.gov.mk 3106 248 Faks: 3106 247
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6.	Aleksandra Lichoksa	Assistant Head of Labour Department	MOLSP	alicoska@mtsp.gov.mk 075 402 848
7.	Sejdi Xhemaili	Counsellor in the Labour Department	MoSLP	sxhemaili@mtsp.gov.mk 3106 253 070 298 059
8.	Zlatko Simjanovski	Labour Department	MoSLP	Zlatko_simjanoski@yahoo.com 3106 237
9.	Darko Dochinski	Head of Unit EU integration Department	MOLSP	ddocinski@mtsp.gov.mk 3106 260 070 359 893
10.	Olivera Peneva	Junior Associate EU integration Department	MOLSP	ODimovska@mtsp.gov.mk 3106 246 071 329 164
11.	Azra Misini	Junior Associate For Social Policy	Govt. of Macedonia Secretariat for European Affairs	azra.misini@sep.gov.mk Tel. 3200 131 Fax. 3113 710 ул. Илинденска бб Скопје
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			(УНАСМ)	ул. Васил Ѓоргов бб Барака 2 Скопје
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14.	Drage Jovanovski	Federation of Trade Unions of Macedonia	Social partners/ trade unions (CCM)	ssm_federation@t-home.mk ул. 12-та Ударна бригада бр 2а Скопје 3161 374
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16.	Depa Andonova	Head of Legal Affairs Unit	Agency for Air traffic	depaa@yahoo.com ул. Даме Груев бр 1 Скопје 3228 531
17.	Bojana Ilievska	employee	Ministry of Finance	bojana.ilievska@finance.gov.mk ул. Даме Груев бр 14 Скопје
18.	Aneta Ivanova	employee	Ministry of Justice	Aneta1706@hotmail.com Ул. Димитрие Чуповски бр 9 Скопје 3106 542
19.	Marija Nikolova	Advisor, Sector for Industrial Policy and Investments	Ministry of Economy	Marija.nikolova@economy.gov.mk Ул. Јуриј Гагарин 15 Скопје 3093 498
20.	Ljubomir Popovski	Head of Human Resources Unit	Ministry of Transport and Communications	tanja@mtc.gov.mk 3145 416 Фах: 3226 392 ул. Црвена скопска општина бр 4 Скопје
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24.	Mile Stojanovski	State Counsellor	Labour Inspection	Stojanovski_mile@yahoo.com Бул. Партизански одреди 48а Скопје 3116 110 075 402 888
25.	Katerina		State Statistical	Katerina.palevska@stat.gov.mk

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Palevska	Office	3295 777 071 988744
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- **WG2: Equal Treatment and Anti-discrimination**
- **РГ2: Еднаков третман и антидискриминација**

	Name	Position	Institution	Contact details
1	Elena Grozdanova	State Counsellor for Equall opportunities	MOLSP	egrozdanova@mtsp.gov.mk 3106 469 Tel. 075 311 726
2	Vesna Petkovikj	Head of EU Integration Department	MOLSP	vpetkovic@mtsp.gov.mk 3106 245 Tel. 075 226 334
3	Jovana Trenchevska	Counsellor in Equall opportunities department	MOLSP	jtrencevska@mtsp.gov.mk Tel. 3106 468
4	Emil Krstanovski	Junior Associate Labour department	MOLSP	emilkrstanovski@mtsp.gov.mk Tel. 3106 252 075 621 486
5	Zhaklina Atanasovska	Head Of The Unit For Gender Equality, Equal Opportunities Department	MOLSP	atanasovskaz@yahoo.com Tel. 3106 665 070 525 533
6	Ljubica Karamandi	employee	Ministry of Justice	Ljubica.karamandi@gmail.com Ул. Димитрие Чуповски 9 Скопје Tel. 3106558
7	Azra Misini	Junior Associate for Social Policy	Govt. of Macedonia Secretariat for European Affairs	azra.misini@sep.gov.mk ул. Илинденска бб Скопје Tel. 3200 131 Fax. 3113 710
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9	Divna Zmejkovska	Union of Independent and Autonomous Trade Unions of Macedonia	Social partners – Trade Unions (УНАСМ)	info@unasm.org.mk ул. Васил Ѓоргов бб





				Барака 2 Скопје Tel. 3230 307
10	Sanja Babushkovska	Confederation of Employers of Macedonia	Social partners – employers (KPPM)	contact@cerm.com.mk Поштенски фах 692 Скопје Tel. 2400 926
11	Elena Milevska	Organization of Employers of Macedonia	Social partners – employers (OPM)	orm@t-home.mk milevska13@yahoo.com ул. Dimitrije Cupovski 13 – Скопје Tel. 3215 085
12	Igor Chekarov	National Federation of Agencies for Temporarily Employment	Social partners – employers (НФАПВ)	office@dekra.com.mk ул. Димитар Влахов бб Скопје Tel. 075/462801
13	Orhideja Prosinac	Confederation of Free Trade Unions	Social partners/ trade unions (KCC)	kss@t-home.mk Поштенски фах 79 Скопје Tel. 3295 618

- **WG3: Health and Safety at Work**
- **РГЗ: Здравје и безбедност при работа**

	Name	Position	Institution	Contact details
1	Aco Janevski	State Counsellor for EU integration	MOLSP	ajanevski@mtsp.gov.mk Tel. 075 383806
2	Sejdi Xhemaili	Counsellor in the Labour Department	MOLSP	sxhemaili@mtsp.gov.mk Tel. 3106 253 070 298 059
3	Zlate Stojanovski	State Counselor For labour inspection	Labour Inspection	Бул. Партизански одреди 48а Скопје Tel. 3116 110
4	Agim Shaqiri	Head of department for protection at work	Labour Inspection	agimi@mt.net.mk Бул. Партизански одреди 48а Скопје Tel. 3116 110





				075 462 888
5	Zoran Apostolski		Labour Inspection	Бул. Партизански одреди 48а Скопје Tel. 3116 110
6	Azra Misini	Junior Associate For Social Policy	Govt. of Macedonia Secretariat for European Affairs	azra.misini@sep.gov.mk ул. Илинденска бб Скопје Tel. 3200 131 Fax. 3113 710
7	Inda Savikj	Federation of Trade Unions of Macedonia	Social partners – Trade Unions (CCM)	ssm_federation@mt.net.mk ул. 12-та Ударна бригада бр 2а Скопје Tel. 3161 374
8	Jelena Glogoski	Confederation of Employers of Macedonia	Social partners - employers (KPPM)	contact@cerm.com.mk Поштенски фах 692 Скопје Tel. 2400 926
9	Natasha Stojkovska	Union of Independent and Autonomous Trade Unions of Macedonia	Social partners – Trade Unions (УНАСМ)	info@unasm.org.mk ул. Васил Ѓоргов бб Барака 2 Скопје Tel. 3230 307
10	Elena Milevska	Organization of Employers of Macedonia	social partners/ trade unions (OPM)	orm@t-home.mk milevska13@yahoo.com ул. Dimitrije Cupovski 13 – Скопје Tel. 3215 085
11	Sasho Zafirovski	National Federation of Agencies for Temporarily Employment	Social partners – employers (НФАПВ)	vrabotuvanje@nextlevel.com.mk ул. Димитар Влахов бб Скопје Tel. 070/344244
12	Jovan Nikolovski zeleznice	Confederation of Free Trade Union's Organizations	social partners/ trade unions (KCO)	jovcekisa@gmail.com Ул. Ордан Чопела бр 177 Скопје Tel. 075 344 098





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ANNEX 6 – Minutes Steering Committee Meetings





**MINUTES
FIRST STEERING COMMITTEE MEETING**

Date: 9th September 2008

Venue: Skopski Saem, address: Belasica 2, Room: Diplomatic Hall, Floor 1, at 13:00 h

Time: 13:00 h and **Attendees:** SC Members:

Chair:

Mr Xhelal Bajrami – Minister of Labour and Social Policy

Members:

Mr Dusko Minovski, State Secretary, MOLSP

Mr Stojan Trajanov, BC PL

Mr Miloslav Hettes, MS PL

Ms Luba Pavlovova, RTA

Ms Mirjanka Aleksevaska, RTA-Counterpart

Ms Azra Misini, Junior Associate

Ms Divna Zmejkovska, Union of Independent Autonomous

Mr Marijan Risteski, Confederation of Trade Union Organizations of Macedonia

Mr Vlado Dodevski, Organization of Employers of Macedonia

Mr Mile Boskov, Confederation of Employers of Macedonia

Mr Anton Gavochanov, Association of Employers from Traffic and Communications

Mr Rade Nenadic, National Federation of Temporary Employment Agencies

Ms Maja Maljanovska, Ministry of Justice

Ms Biljana Jovanovska, Employment Service Agency

Representatives of the MS – component leaders

Ms Lubica Gajdosova, Component Leader 1

Mr Vojtech Tkac, Component Leader 2, 3

Ms Maria Nadazyova, Component Leader 4

Mr Vladimír Bujalka, Component Leader 5, MS Project manager

Observers present:

Ms Jutta Bulling, EAR

Mr Nafi Saracini, ECD

Mr Fabien Schaeffer, ECD

Mr Antti Hummasti, TASEP (phase III)

Absent:

Ms Danche Trajanovska, Confederation of Free Trade Unions of Macedonia
Federation of Trade Unions of Macedonia

Ms Nikica Mojsoska Blazhevski, Ministry of Finance

Ms Aleksandra Janjevaska, Ministry of Economy

ZELS

Present: Mrs Dashurije Selimi (DS), RTA Assistant





STE MS experts: Mr Ivan Majer and Mrs Elena Palikova

I. Documents distributed to the members of the Steering Committee (hereinafter SC)

- Invitation to the first SC meeting
- Agenda of the meeting (programme)
- Proceedings for the EU twinning project Steering Committee
- First Quarterly Report
- List of members

II. Agenda (programme)

1. Welcome and Introduction
2. Adoption of the Agenda
3. Adoption of the SC proceedings
4. Presentation of the First Quarterly Report and outlook to the second quarter
5. Discussion and adoption of the First Quarterly Report
6. Any other business
7. Closing

Issues discussed at the meeting:

- 1. Welcome and Introduction** - The first meeting of the SC was opened by the Minister of Labour and Social Policy Mr Xhelal Bajrami who very kindly welcome all members of the SC and expressed his confidence the twinning project to be successful and all members to be supportive for ensuring the implementation of the planned tasks in the social area.

Also the Deputy Minister of Labour, Social Affairs and Family Mr Vladislav Borik addressed the members of the SC on behalf of the Minister of Labour, Social Affairs and Family Ms Viera Tomanova.

- 2. Adoption of the Agenda** - The BC Project leader Mr Stojan Trajanov presented the agenda and asked the participants for any adjustments or amendments. The agenda was approved as it was proposed.

- 3. Adoption of the SC proceedings** – The proposed proceedings for the EU twinning project steering committee were introduced by the PL BC Mr Stojan Trajanov. He explained the role of the project SC and way of its functioning. At the same time, he asked the SC members to comments on the proceedings which were delivered to the SC members in English and Macedonian languages. He also explained the composition of the SC – how the SC was created and who are its members. Mr Stojan Trajanov pointed out that the draft proceedings were already sent for commenting to the EAR prior to the meeting of the SC. No comments were expressed by the SC members and the proceedings were approved by the SC.

- 4. Presentation of the First Quarterly Report** (hereinafter 1QR) and outlook to the second quarter – The 1QR was presented by the MS PL Mr Miloslav Hettes. He explained the structure of the report that is following the recommendations and template for twinning quarterly report. At the same time he underlined the first achievements which were more detailed described in





the report and presented during the opening conference by the RTA Ms Luba Pavlova on a basis of a power point presentation focused on the twinning philosophy, project start, content, mandatory results, pre-conditions, work plan for action, responsibilities of the twinning parties, social partners and first achievements done in the course of the first reporting period, i.e. 12.5.2008 (date of the signature of the twinning contract) to 12.8.2008. Especially Mr Miloslav Hettes put more stress on preliminary results achieved during the first quarter of the project implementation, those of that the:

- Thematic working groups were established
- Project Steering Committee was set up
- Concrete plan for running first activities was prepared
- First two workshops aiming at acquis and ToC are to be held by the end of August 2008
- Communication Strategy of the MOLSP aiming at the overall accession process was prepared and after incorporating the last comments from SEA, Govt. to be finalized and prepare for printing
- Communication Action Plan aiming at TWP is ready
- First internal discussion with MOLSP on training issues is planned to be held
- First wave of promotion materials was prepared and materials were printed in line with the EU visibility rules
- Opening Conference (kick off meeting) was prepared
- Project management since the beginning of the project properly was ensured and the 1QR ready for discussion among partners was elaborated and sent in advance to the SC members

The MS PL Mr Miloslav Hettes explained the next steps to be taken in the course of the next quarter thus of workshops organization under component 1 - Improving the MOLSP's staff capacity on issues linked with the EU labour legislation and transposition of relevant EU directives followed by the elaboration of Table of concordance for the single directives. He also stressed the fact that the MS experts are ready to provide the Macedonian colleagues with all the necessary support in order project to meet the objectives and end with positive and meaningful results (as planned in the twinning work plan).

5. Discussion and adoption of the First Quarterly Report – After the presentation of the 1QR the BC PL Mr Stojan Trajanov opened the discussion on the 1QR and invited members to express any comments. Ms Jutta Bulling underlined the need for the involvement of the social partners as they have to play an important role in the project. It was also said by Ms Mirjanka Aleksevaska, Head of the Labour Department, MOLSP that the QR should be in English and Macedonian languages. This comment was taken into consideration.

6. Any other business – Ms Jutta Bulling pointed out that the EAR will transfer the project files to the Delegation of the European Commission and she would not be anymore responsible for the project. In this respect she expressed her thankfulness to the twinning team for the good cooperation and wished success for the next phases of the project implementation and the achievements of the final results. On behalf of the twinning team Mr Stojan Trajanov thanked to Ms Jutta Bulling for her involvement in the twinning project since its beginning. The next meeting of the SC will be organised in December 2008 following to the completion of the second quarter. Detailed information will be sent later to all members.





- 7. Closing** – The first SC meeting was closed by Mr Stojan Trajanov who also expressed to the SC members the thankfulness on behalf of the twinning team for their involvement.

Done at Skopje, 19th September 2008

MINUTES SECOND STEERING COMMITTEE MEETING

Date: 5th December 2008

Venue: Delegation of the European Commission, address: M.H.Jasmin 52V, Skopje Floor 1, at 11:00 h

Time: from 11:00 - 13:00 h and **Attendees:** SC Members:

Chair:

Mr Dusko Minovski, State Secretary, MOLSP

(the State Secretary substituted the Minister of Labour and Social Policy Mr Xhelal Bajrami who apologised for other work reasons)

Members:

Mr Stojan Trajanov, BC PL

Mr Miloslav Hettes, MS PL

Ms Luba Pavlovova, RTA

Ms Mirjanka Aleksevaska, RTA-Counterpart

Ms Azra Misini, Junior Associate

Ms Divna Zmejkovska, Union of Independent Autonomous

Mr Marijan Risteski, Confederation of Trade Union Organizations of Macedonia

Mr Vlado Dodevski, Organization of Employers of Macedonia

Mr Mile Boskov, Confederation of Employers of Macedonia

Mr Anton Gavochanov, Association of Employers from Traffic and Communications

Mr Rade Nenadic, National Federation of Temporary Employment Agencies

Ms Maja Maljanovska, Ministry of Justice

Ms Biljana Jovanovska, Employment Service Agency to check her name and correct

Observers present:

Mr Nafi Saracini, ECD

Absent:

Ms Danche Trajanovska, Confederation of Free Trade Unions of Macedonia

Federation of Trade Unions of Macedonia

Ms Nikica Mojsoska Blazhevski, Ministry of Finance

Ms Aleksandra Janjevska, Ministry of Economy

ZELS

Present: Mrs Dashurije Selimi (DS), RTA Assistant





Documents distributed to the members of the Steering Committee (hereinafter only SC)

- Invitation to the 2SC meeting
- Agenda of the 2SC meeting
- Second Quarterly Report (2QR)
- Minutes of the 2SC meeting

Agenda (programme)

1. Welcome by the SC Chair
2. Adoption of the Agenda
3. Adoption of the minutes of the first SC meeting of 9th September 2008
4. 2nd Quarterly Report presentation – by MS PL Mr Miloslav Hettes
5. Plan for the next quarter – by RTA Mrs Luba Pavlovova
6. Discussion on and adoption of the 2nd QR
7. Any other businesses
8. Closing

Issues discussed at the meeting:

1. Welcome and Introduction

The second SC meeting was opened by the State Secretary of the MOLSP Mr Dusko Minovski who welcomed the SC members and pointed out that this project is important for the MOLSP as regards the transposition of the acquis in the social area.

2. Adoption of the Agenda

The State Secretary of the MOLSP Mr Dusko Minovski presented the agenda and asked the participants whether they have any adjustments or amendments to it. No comments were expressed by the SC members. The agenda was approved as proposed.

3. Adoption of the minutes of the first SC meeting of 9th September 2008

The State Secretary of the MOLSP Mr Dusko Minovski presented the minutes of the 1SC meeting held on 9th September 2008 in Skopje. He asked the SC members to express their eventual comments and requests for further adjustments (if any) of the minutes. None of the SC members had comments and the minutes of the 1SC meeting were approved.

4. 2nd Quarterly Report presentation – by MS PL Mr Miloslav Hettes

The MS PL Mr Miloslav Hettes presented into details the content of the 2SC that was sent in advance to the SC members according to the approved SC proceedings. He devoted special attention to the Report single parts especially to the implemented activities and recommendations. The content of the discussed issues is included below in point 6. The project continued in line with the approved twinning work plan, there were some slight shifts in the timing but not having influence on the overall works. The management of the project is properly secured and cooperation among twinners is good and productive.

5. Plan for the next quarter – by RTA Mrs Luba Pavlovova

The RTA Ms Luba Pavlovova explained in detail all steps that were taken within the project implementation and will be run during the next quarter in harmony with the works already implemented. She emphasised the need to finalise the works on the first draft of the TOCs (table/s of concordance) and deliver these ToCs by end December 2008 so that the Slovak colleagues can work on





commentaries on single ToCs and send it back to the MOLSP colleagues in due time, as well as to all members of the three working groups, i.e. before coming back to Skopje for face-to-face consultative meetings and its final adjustment and finalisation. She underlined that the project in its content is very complex and that the timing is really very tight to cover all works envisaged under all fifth components and therefore it is necessary to work very effectively and be committed to meet the deadlines.

6. Discussion on and adoption of the 2nd QR

After the presentation of the 2QR and the Plan for the next quarter, the Chairman Mr Dusko Minovski opened the discussion on the 2QR and invited members to express their comments.

Issues that were discussed:

- a. BC PL Mr Stojan Trajanov, said that, meantime, more responsibilities are now on the MOLSP and that the Slovak ToCs provided by the Slovak colleagues can be also used for orientation and work on the MAK ToCs. There is a need to have translations of good quality, i.e. using proper and explicit terminology because not all translations are correctly done.
- b. Ms Azra Misini: she informed the SC members that on 22.-23.1.2009 the 5th meeting of the Sub-committee will be held and would be good to present the project progress towards the acquis transposition and outcomes achieved so far. She also proposed to have extra meeting between the twinning team members and SEA to discuss these issues and the preparation for the Sub-committee itself. She also pointed out that all recommendations towards the improvement of the ToCs template are welcome. Regarding the translations of acquis and other relevant documents, Ms Azra Misini underlined that so-called “technical committees” are established and they have to do works on the revision of terminology. As often their members are changed, it is necessary to update the list of members.
- c. The RTA-Counterpart, Ms Mirjanka Aleksevaska pointed out that the 2QR is elaborated in great detail and it would be good to add the list of directives at the end of the report, so that everybody can have this list at disposal in every time.
- d. The MS PL Mr Hettes underlined that it is necessary the social partners to be also present at all project activities in order to build up capacity, too.
- e. Mr Mile Boskov pointed out that it might be useful for the social partners to organise more meetings in order to explain them again the project content.
- f. The RTA-Counterpart, Ms Mirjanka Aleksevaska and RTA Ms Luba Pavlovova explained that the social partners were invited to all activities and have at disposal all project documents.

7. Any other business

The RTA Ms Luba Pavlovova mentioned that the next SC meeting is planned in March and that the exact date for the 3SC meeting will be communicated to the involved parties in due time.

- 8. Closing** – The 2SC meeting was closed by the State Secretary of the MOLSP Mr Dusko Minovski who expressed his gratitude to the SC members for their involvement in the project implementation.

Done at Skopje, 16th December 2008





**MINUTES
THIRD STEERING COMMITTEE MEETING**

Date: 13th of March 2009

Venue: Ministry of Labour and Social Policy, address: Dame Gruev, Skopje Floor 4, **Time:** from 11:00 - 13:00 h and **Attendees:** *SC Members:*

Chair:

Mr Stojan Trajanov, BC PL

Members:

Mr Miloslav Hettes, MS PL

Ms Luba Pavlovova, RTA

Mr. Vojtech Tkac, STE, Leader of Component 2 and 3

Ms Mirjanka Aleksevaska, RTA-Counterpart

Ms Azra Misini, Junior Associate, SEA

Ms Danche Trajanovska, Confederation of Free Trade Unions of Macedonia
Federation of Trade Unions of Macedonia

Ms Divna Zmejkovska, Union of Independent Autonomous

Mr Marijan Risteski, Confederation of Trade Union Organizations of Macedonia

Mr Mile Boskov, Confederation of Employers of Macedonia

Mr Rade Nenadic, National Federation of Temporary Employment Agencies

Ms Maja Maljanovska, Ministry of Justice

Ms Biljana Jovanovska, Employment Service Agency to check her name and correct

Observers present:

Mr Nafi Saracini, ECD

Mr. Antti Hummast, TASEP (phase III)

Absent:

Ms Nikica Mojsoska Blazhevski, Ministry of Finance

Ms Aleksandra Janjevska, Ministry of Economy

Mr Anton Gavochanov, Association of Employers from Traffic and Communications

Mr Vlado Dodevski, Organization of Employers of Macedonia

ZELS

Present: Mrs Dashurije Hasandocaj (DH), RTA Assistant

Documents distributed to the members of the Steering Committee (hereinafter only SC)

- Invitation to the 3SC meeting
- Agenda of the 3SC meeting
- Third Quarterly Report (3QR)





- Minutes of the 2SC meeting

Agenda (programme)

1. Welcome by the SC Chair
2. Adoption of the Agenda
3. Adoption of the minutes of the second SC meeting of 5th December 2008
4. 3rd Quarterly Report presentation – by MS PL Mr Miloslav Hettes
5. Plan for the next quarter – by RTA Mrs Luba Pavlovova
6. Discussion on and adoption of the 3rd QR
7. Any other businesses
8. Closing

Issues discussed at the meeting:

1. Welcome and Introduction

The third SC meeting was opened by the Project Leader of the Twinning Project and State Advisor of the MOLSP, Mr Stojan Trajanov who welcomed the SC members and pointed out the importance of the Twinning Project for the MOLSP as regards the transposition of the acquis in the social area and building up capacity by all those who are involved in the project implementation.

2. Adoption of the Agenda

The BC PL and State Advisor of the MOLSP, Mr Stojan Trajanov presented the agenda and asked the participants whether they have any adjustments or amendments to it. No comments were expressed by the SC members. The agenda was approved as proposed.

3. Adoption of the minutes of the second SC meeting of 5th December 2008

The BC PL and State Advisor of the MOLSP, Mr Stojan Trajanov presented the minutes of the 2SC meeting held on 5th December 2008 in Skopje. He asked the SC members to express their eventual comments, remarks and requests for further adjustments (if any) of the minutes. None of the SC members had comments and the minutes of the 2SC meeting were approved.

4. 3rd Quarterly Report presentation – by MS PL Mr Miloslav Hettes

The MS PL Mr Miloslav Hettes presented into details the content of the 3SC that was sent in advance to the SC members according to the approved SC proceedings. He devoted special attention to the Report single parts especially to the implemented activities and recommendations. The content of the discussed issues is included below in point 6. The project continued in line with the approved twinning work plan. The management of the project is properly secured and cooperation among twinningers is good.

5. Plan for the next quarter – by RTA Mrs Luba Pavlovova

The RTA Ms Luba Pavlovova explained in detail all steps that were taken within the project implementation and will be run during the next quarter in harmony with the works already implemented. The ToCs (table/s of concordance) were sent to the Slovak experts and they have sent back their comments on the tables. She emphasised the need to finalise the works on ToCs and submit the final version of the ToCs by end of March 2009 to Brussels, i.e. on 22.-23.1.2009 the 5th meeting of the Sub-committee was held in Skopje, and the Ministry of Labour and Social Policy took responsibility to prepare and submit all the ToCs to the EC-DG Employment via SEA. Works on all activities related to Component 2 are in progress and are planned to be accomplished by the end of April and beginning of May 2009. Activities related to Component 3 are to be accomplished by mid and end of May 2009. Activities under Component 4 are planned to be achieved by mid June 2009 and by mid July 2009. The





second wave of promotion materials focused on good practice, under Component 5, will be done in the course of May 2009.

6. Discussion on and adoption of the 3rd QR

After the presentation of the 3QR by MS PL Mr. Miloslav Hettes, the Chairman Mr Stojan Trajanov opened the discussion on the 3QR and invited members to express their comments.

Issues that were discussed:

- a. RTA Ms Luba Pavlova, pointed out the importance of the correct and good translation of ToCs in order to remove misunderstandings and miss leadings. And she also stressed that social partners were not actively involved in the preparation of the ToCs and the necessity of their involvement in the future.
- b. Mr. Marijan Risteski, representative of the Confederation of Trade Union Organizations of Macedonia said that the percentage of 33% of representativeness of the trade unions is still a problem for the trade unions that needs to be resolved
- c. The MS PL Mr Hettes underlined that the issue of representativeness of the trade unions is not a topic of this meeting and that the issue should be addressed to another place, because the Twinning Project is not dealing with the issues of representativeness of the trade unions. He also stressed that both sides – the MOLSP and social partners are interested the country to become an EU member state and that the social dialogue is of high importance in the EU.
- d. The BC PL and State Advisor of the MOLSP, Mr Stojan Trajanov said that the issue of representativeness may be discussed in another meeting with the representatives of the Ministry of Labour and Social Policy.
- e. The representative of the EC Delegation in Skopje, Mr. Nafi Saracini said that the involvement of the social partners in the activities of the Twinning Project should be improved as it should not be stressed as recommendation in the next Quarterly report because it was already in the two previous reports. In this respect some measures are to be taken. Also more project visibility would be good to be secured.
- f. Mr Rade Nenadic asked if the new Directive on Agency of Temporary Employment is going to be included in the works of the Twinning Project. Ms. Pavlova said that they will review the options and will decide if the Directive will be included or not and that the participants will be informed as soon as possible.

7. Any other business

The RTA Ms Luba Pavlova mentioned that the next SC meeting is planned in June and that the exact date for the 4SC meeting will be communicated to the involved parties in due time.

- 8. Closing** – The 3SC meeting was closed by the BC PL and State Advisor of the MOLSP Mr Stojan Trajanov who expressed his gratitude to the SC members for their involvement in the project implementation.

Done at Skopje, 23rd March 2009





**MINUTES
FOURTH STEERING COMMITTEE MEETING**

Date: 26th of June 2009

Venue: Ministry of Labour and Social Policy, 4th floor. Address: Dame Gruev 14, Skopje, **Time:** from 10:00h - 12:00h and **Attendees:** SC Members:

Chairman:

Mr. Dushko Minovski, State Secretary of the Ministry of Labour and Social Policy

Members:

Mr. Miloslav Hettes, MS PL

Ms. Luba Pavlova, RTA

Ms. Mirjanka Aleksevskaja, RTA-Counterpart

Ms. Biljana Griovska, Junior Associate, SEA (substitute member)

Ms. Danche Trajanovska, Confederation of Free Trade Unions of Macedonia
Federation of Trade Unions of Macedonia

Mr. Rade Nenadic, National Federation of Temporary Employment Agencies

Mr. Raim Limani, Employment Service Agency (substitute member)

Ms. Nikica Mojsoska Blazhevski, Ministry of Finance

Ms. Inda Savic, Federation of Trade Unions

Observers present:

Mr Nafi Saracini, Delegation of the European Commission

Absent:

Ms. Maja Maljanovska, Ministry of Justice

Mr. Mile Boskov, Confederation of Employers of Macedonia

Mr. Marijan Risteski, Confederation of Trade Union Organizations of Macedonia
Ms Aleksandra Janjevska, Ministry of Economy

Mr. Anton Gavochanov, Association of Employers from Traffic and Communications

Mr. Vlado Dodevski, Organization of Employers of Macedonia

Present: Ms. Dashurije Hasandocaj, RTA Assistant

Documents distributed to the members of the Steering Committee (hereinafter only SC)

- Invitation to the 4SC meeting
- Agenda of the 4SC meeting
- Fourth Quarterly Report (4QR)
- Minutes of the 3SC meeting

Agenda (programme)

1. Welcome by the SC Chair
2. Adoption of the Agenda
3. Adoption of the minutes of the third SC meeting of 13th of March 2009
4. 4th Quarterly Report presentation – by MS PL Mr Miloslav Hettes
5. Plan for the next quarter – by RTA Mrs Luba Pavlova
6. Discussion on and adoption of the 4th QR
7. Any other businesses





8. Closing

Issues discussed at the meeting:

1. Welcome and Introduction

The fourth SC meeting was opened by the State Secretary of the MOLSP, Mr Dushko Minovski who welcomed the SC members and expressed his gratitude for their contributions during the work and the activities of the Twinning Project.

2. Adoption of the Agenda

The State Secretary of the MOLSP, Mr Dushko Minovski presented the agenda of the fourth SC meeting and asked the participants whether they have any adjustments or amendments to it. No comments were expressed by the SC members. The agenda was approved as proposed.

3. Adoption of the minutes of the third SC meeting of 13th of March 2009

The State Secretary of the MOLSP, Mr Dushko Minovski presented the minutes of the 3SC meeting held on 13th of March 2009 in Skopje. He asked the SC members to express their eventual comments, remarks and requests for further adjustments (if any) of the minutes. None of the SC members had comments and the minutes of the 3SC meeting were approved.

4. 4th Quarterly Report presentation – by MS PL Mr Miloslav Hettes

The MS PL Mr Miloslav Hettes presented into details the content of the 4SC that was sent in advance to the SC members according to the approved SC proceedings. He devoted special attention to the Report single parts especially to the implemented activities and recommendations. The content of the discussed issues is included below in point 6. The project continued in line with the approved twinning work plan. The management of the project is properly secured and cooperation among twidders is good.

5. Plan for the next quarter – by RTA Mrs Luba Pavlova

The RTA Ms Luba Pavlova explained in detail all steps that were taken within the project implementation and will be run during the next quarter in harmony with the works already implemented. She informed the members that all foreseen activities in the Work Plan of the Twinning Project have been successfully completed. The foreseen conference was held in Ohrid was held on 17-18 June 2009 where participated the members of the three Thematic Working Groups of the Twinning Project, MOLSP staff and social partners. Furthermore she said that during July and August the second wave of promotion materials focused on good practice: CD ROM with all elaborated documentation, workshops presentations and training documentation, printing of the Global Communication Strategy will be prepared. She also indicated that the Final Conference of the Twinning Project will be held on 14th of September 2009 in Skopje. At the end she also pointed out the last important issue which is to keep the project results and outcomes of the Twinning Project sustainable.

6. Discussion on and adoption of the 4th QR

After the presentation of the 4QR by MS PL Mr. Miloslav Hettes, the Chairman Mr Dushko Minovski opened the discussion on the 4QR and invited members to express their comments.

Issues that were discussed:

- ✓ RTA Ms. Luba Pavlova pointed out that the capacity of the personnel of the MOLSP should be strengthened and all personnel should be involved equally in the works of the Ministry in order to have successful results and good outcomes. She also pointed out that is necessary MOLSP and social partners to make effort and work in a consensus thus together to work on achieving transposition challenges.
- ✓ Ms. Nikica Mojsoska Blazhevski representative of the Ministry of Finance and social partners' representatives discussed the issues opened by the RTA.





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- ✓ State Secretary Mr Dusko Minovski pointed out that the MOPSL will be working on the capacity building and put effort on the achieving good and sustainable results. In this respect all employees of the MOLSP should be working effectively.

7. Any other business

The RTA Ms Luba Pavlova mentioned that the next SC meeting is planned in September and that the exact date for the 5SC meeting will be communicated to the involved parties in due time. The preliminary date for the Final Conference and last SC meeting is 14th September 2009 and the venue is expected to be the same as for the Opening Conference, i.e. Skopski Saem.

8. Closing – The 4SC meeting was closed by the State Secretary of MOLSP Mr. Dushko Minovski, who expressed his gratitude to the SC members for their involvement and contributions in the project implementation.

Done at Skopje, 30th June 2009



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MINUTES

FIFTH STEERING COMMITTEE MEETING

Date: 14th September 2009

Venue: Skopski Saem, address: Belasica 2, Room: Diplomatic Hall, Floor 1, at 14:00 h

Time: 14:00 h and **Attendees:** SC Members:

Chair:

Mr Dusko Minovski, State Secretary, MoLSP

Members:

Mr Stojan Trajanov, BC PL

Mr Miloslav Hettes, MS PL

Ms Luba Pavlovova, RTA

Ms Mirjanka Aleksevaska, RTA-Counterpart

Ms Azra Misini, Junior Associate

Mr Marijan Risteski, Confederation of Trade Union Organizations of Macedonia

Mr Vlado Dodevski, Organization of Employers of Macedonia

Ms. Inda Savikj, Federation of Trade Unions of Macedonia

Mr Rade Nenadic, National Federation of Temporary Employment Agencies

Mrs Maja Maljanovska, Ministry of Justice

Mrs Biljana Jovanovska, Employment Service Agency

Representatives of the MS – component leaders:

Mrs Luba Gajdosova, Component Leader 1

Mr Vojtech Tkac, Component Leader 2, 3

Mrs Maria Nadazdyova, Component Leader 4

Mr Vladimír Bujalka, Component Leader 5, MS Project manager

Observers present:

Mr Nafi Saracini, EC Delegation

Mr Fabien Schaeffer, EC Delegation

Mr Marianne Todorova EC Delegation

Absent:

Mrs Nikica Mojsoska Blazhevski, Ministry of Finance

Mrs Aleksandra Janjevaska, Ministry of Economy

Mr Anton Gavochanov, Association of Employers from Traffic and Communications Mrs Divna Zmejkovska, Union of Independent Autonomous of Macedonia

Mrs Danche Trajanovska, Confederation of Free Trade Unions of Macedonia





Mr Mile Boskov, Confederation of Employers of Macedonia

Present: Mrs Dashurije Selimi Hasandoçaj, RTA Assistant
STE MS experts: Mr Ivan Majer and Mr Igor Tomes.

I. Documents distributed to the members of the Steering Committee (hereinafter SC)

- Invitation to the fifth SC meeting
- Agenda of the meeting (programme)
- Final Report
- Minutes of the fourth SC meeting

II. Agenda (programme)

9. Welcome by the SC Chair
10. Adoption of the Agenda
11. Adoption of the minutes of the fourth SC meeting of 26th of June 2009
12. Final Report presentation – by PL MS Mr Miloslav Hettes
13. Feedback by RTA Ms Luba Pavlovova
14. Discussion on and adoption of the Final Report
15. Any other businesses
8. Closing

III. Issues discussed at the meeting:

1. Welcome and Introduction

The fifth SC meeting was opened by the State Secretary of the MOLSP Mr Dusko Minovski who welcomed the SC members and pointed out that this meeting is the last meeting for the Steering Committee members since the Twinning Project will end by the end of September 2009.

2. Adoption of the Agenda

The State Secretary of the MOLSP Mr Dusko Minovski presented the agenda of the SC meeting and asked the participants whether they have any adjustments or amendments to it. No comments were expressed by the SC members. The agenda was approved as proposed.

3. Adoption of the minutes of the fourth SC meeting of 26 of June 2009

The State Secretary of the MOLSP Mr Dusko Minovski presented the minutes of the 4SC meeting held on 26 of June 2009 in Skopje. He asked the SC members to express their eventual comments and requests for further adjustments (if any) of the minutes. Inda Savikj, representative of the Federation of Trade Unions, had a remark regarding the minutes of the 4SC meeting where it was stated, most probably technical mistake, the title of the Federation of Trade Unions as Federation of Free Trade Unions and it should be changed into Federation of the Trade Unions. The remark was accepted and the Chairman stated that this technical mistake shall be corrected. No other comments were made by the other SC members and the minutes of the 4SC meeting were approved.





4. Final Report presentation – by MS PL Mr Miloslav Hettes

The MS PL Mr Miloslav Hettes presented into details the content of the Final Report that was sent via e-mail and by post to the SC members according to the approved SC proceedings. He devoted special attention to the Report single parts especially to the implemented activities and recommendations. The content of the discussed issues is included below in point 6. Further Mr Hettes presented the achievement and the recommendations of the Twinning Project and he said that it can be concluded that the expected results and outcomes have been fully achieved, the implementation and the realisation of the project was successful, the cooperation between Twinning partners was always constructive, fruitful and result-oriented, no major problems occurred during the implementation process by adding that the social partners should increase their involvement and commitment in the transposition process. He also stated all the recommendations by the experts already listed in the Final Report and at the end he expressed his appreciation to all involved stakeholders for the cooperative approach to the fulfilment of the tasks of the project objectives.

5. Feedback – by RTA Mrs Luba Pavlovova

The RTA Ms Luba Pavlovova explained in detail all steps that were taken within the project implementation. Further she said that the implementation of the European labour legislation is a long-standing process that needs commitment and professionalism. In addition she said that the Twinning Project has marked the beginning of a broad understanding of the state administration and social partners' representatives the must of capacity building, mutual cooperation and consensus finding. The MoLSP should guarantee the sustainability and should provide necessary human resources for the completion of the transposition process. Furthermore, she said, that this Twinning Project has paved the path to gradually build up the MoLSP twinning capacities which are important for the MoLSP' preparedness for planning, preparing and implementing future twinning projects. At the end she used the opportunity to sincerely express her recognition and appreciation to all involved parties for the successful achievement of all tasks and activities of the Twinning Project. She also informed the members on the financial expenditure of the last quarter and that final closing of all financial expenditure will be done after the payment of all remaining costs.

6. Discussion on and adoption of the Final Report

After the presentation of the Final Report, the Chairman Mr Dusko Minovski opened the discussion on the Final Report and invited members to express their comments.

Issues that were discussed:

- The representative of the Trade Unions Federation, Ms Inda Savikj, said that she would like to mention one more time the necessity for adoption of a new special law on mobbing, since in the country there are very often occurrences of mobbing at the work place by the employers. In addition she said the Trade Unions in the country are obliged to react to these occurrences as there are many employees which are complaining to the Trade Unions Federation on cases dealing with mobbing.
- The representative of the National Federation of the Agencies for Temporary Employment, Mr Rade Nenadikj, asked if the SC members could receive the experts' reports mentioned in the Final Report, since these reports are very important for the SC members. The RTA, Ms Luba Pavlovova, replied that all experts' reports can be found





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(ref. MK/2006/IB/SO/01)

in the multimedia CD prepared by the Twinning Project and distributed to the SC members at the beginning of the meeting.

No other comments were made by the other SC members and the Final Report was adopted by the SC members.

7. Any other business

The RTA Ms Luba Pavlovova mentioned that this is the last meeting of the Steering Committee and that it was a pleasure for her being here in this country and working with all of them by adding that they did not only exchanged experience but they also learned from one another many new useful things and which is more important they have created string friendships which will continue to be developed. Further she said that the experts involved in the project, and her are opened and available for all questions via email.

8. **Closing** – The 5SC meeting was closed by the State Secretary of the MOLSP Mr Dusko Minovski who expressed his gratitude to the SC members for their involvement in the project implementation and he also expressed recognition and appreciation to all experts for their work and commitment and especially he thanked to the RTA, Ms Luba Pavlovova for her commitment, professionalism, friendly approach and assistance delivered during the implementation process of the project.

Done at Skopje, 16 September 2009



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ANNEX 7 – Steering Committee Members





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(ref. MK/2006/IB/SO/01)



Members of the Twinning Project Steering Committee

<i>Nr.</i>	<i>Name</i>	<i>Function</i>	<i>Position in SC</i>	<i>Institution</i>	<i>Contact details</i>
1	Xhelal Bajrami	Minister	Chairman	MoLSP	Secretariat MOLSP
2	Dushko Minovski	State Secretary	Vice Chairman	MoLSP	Secretariat MOLSP
3	Miloslav Hettes	General Director	Member	MoLFSA	hettes@employment.gov.sk
4	Stojan Trajanov	State Advisor	Member	MoLSP	stojanov@mtsp.gov.mk
5	Luba Pavlova	Resident Twinning Advisor	Member	MoLFSA	lpavlova@yahoo.com
6	Mirjanka Aleksevka	Head of Labour Department RTA-Counterpart	Member	MoLSP	maleksevka@mtsp.gov.mk
7	Luba Gajdosova ³⁷	Component Leader 1	Member	MoLFSA	Lubica.Gajdosova@employment.gov.sk
8	Vojtech Tkac	Component Leader 2,3	Member	MoLFSA	Vojtech.Tkac@employment.gov.sk
9	Maria Nadazyova	Component Leader 4	Member	MoLFSA	maria.nadazyova@zozman.sk
10	Vladimír Bujalka	Component Leader 5, MS Project manager	Member	MoLFSA	vladimir.bujalka@employment.gov.sk
11	Azra Misini	Junior Associate	Member	SEA	azra.misini@sep.gov.mk
12	Jutta Bulling ³⁸	Project Manager	Observer	EAR	jutta.bulling@ear.europa.eu
13	Nafi Saracini ³⁹	Project Manager	Observer	DEC, EU	nafi.saracini@ec.europa.eu
14	Antti Hummasti ⁴⁰	Team Leader	Observer	TA SEP (phase III)	antti@sep3.org.mk

³⁷ Because of no financial possibility the component leaders and project manager from Slovakia to be present in each SC meeting, they attended these SCs when they were (at the same time) on mission in the BC

³⁸ Only till EAR was operation, i.e. September 2008

³⁹ After the ECD took over the duties of the EAR

⁴⁰ Only by the time of his presence in the BC, i.e. till the end of TA project/CARDSIII



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15	Danche Trajanovska		Member	Confederation of Free Trade Unions of Macedonia	Danche.trajanovska@elem.com.mk
16	Inda Savic		Member	Federation of Trade Unions of Macedonia	
17	Divna Zmejkovska		Member	Union of Independent Autonomous Trade Unions of Macedonia	info@unasm.org.mk
18	Marijan Risteski	Head of the CTUOM - Sanitary Ecology Inspector	Member	Confederation of Trade Union Organizations of Macedonia	Sindikata@ort.org.mk
19	Vlado Dodevski	Director	Member	Organization of Employers of Macedonia	zapovim@yahoo.com orm@mt.net.mk
20	Mile Boskov	Head of CEM	Member	Confederation of Employers of Macedonia	contact@cerm.com.mk
21	Anton Gavochanov	Head of AETC	Member	Association of Employers from Traffic and Communications	Anton_gavochanov@yahoo.com
22	Rade Nenadic	Head of NFTEA	Member	National Federation of Temporary Employment Agencies	nenadic@partner.com.mk
23	Nikica Mojsoska Blazhevski, PhD	Head of Sector for Macroeconomic Policy	Member	Ministry of Finance	Nikica.Mojsoska@finance.gov.mk
24	Maja Maljanovska	Head of Sector	Member	Ministry of Justice	mmaljanovska@mjustice.gov.mk



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25	Aleksandra Janjevska	Junior Associate, Sector for European Integration	Member	Ministry Economy	of	Aleksandra.janjevska@economy.gov.mk
26	Marija Nikolova	Advisor Sector for Industrial Policy and Investments	Substitute- member	Ministry Economy	of	Marija.nikolova@economy.gov.mk
27	Biljana Jovanovska	Director	Member	Employment Agency		director@zvrn.gov.mk



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Through advice by**

**Ministry of Labour, Social Affairs and Family of the Slovak Republic
And
Regional Development Agency Senec-Pezinok, Bratislava Region**

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