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**Acceding to the EU:
Lessons Learnt in Slovakia as Guidelines for
Employment and Social Policy Makers in Serbia**

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Executive summary

Once the status of EU candidate country, expected in 2011, is granted, the Serbian state administration will have to fulfill obligations arising from this status. These are: alignment of national legislation with the *Acquis Communautaire*, preparations for participation in the Open Method of Coordination and utilization of EU financial assistance with a view to preparation for Structural Funds. The improvement of employment and social policy coordination in Serbia is focused upon in this policy paper as one of the important problems, or rather, challenges in the forthcoming phase of Serbia's European integration. The key objective of this analysis is to formulate concrete recommendations with the aim of solving this problem based on solutions implemented in Slovakia. Based on this problem analysis, and with a view to the above-mentioned obligations, certain weaknesses were identified in coordination between and within the actors which define and implement employment and social policy in Serbia, including the Ministry of Economy and Regional Development and the Ministry of Labour and Social Policy, but also regarding the roles of institutions in charge of horizontal public policy coordination, such as the Ministry of Foreign Affairs. Most of the identified shortcomings involve the absence of information exchange and consultation. Relevant options are now being discussed to improve existing, or establish new, coordination mechanisms. Finally, the policy paper provides concrete recommendations for the improvement of horizontal and vertical coordination in the respective phases of Serbian employment and social policy cycles in the context of European integration.

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Acceding to the EU:

Lessons Learnt in Slovakia as Guidelines for Employment and Social Policy Makers in Serbia

"Integration starts at home, not in Brussels."

Ján Figel', Slovakia's Former Chief
Negotiator with the EU

1. Introduction

What is the common denominator for two states, one of which, according to certain senior international officials until recently had neither the „brains“ nor „culture“ to accede to the EU, and another that was described as a „black hole of Europe“ more than a decade ago (Malová & Haugthon, 2006)? In addition to geographic, political, economic, cultural, linguistic and numerous other links and similarities¹, Serbia and Slovakia share a similar peculiarity on the road to European Union membership - a sudden shift from an authoritarian political environment to unambiguous Euro-enthusiasm both in the ruling structures and the wider public². However, while it took Slovakia only six years, since the fall of Mečiar in 1998, to accede to the EU by taking long strides, Serbia continues towards the same objective in small steps, ten years after Milošević³.

The aforementioned parallels between the European paths of the two countries allow us to assume that Slovakia's six years of strenuous effort and express preparation for EU membership after the fall of the retrograde regime⁴ present a potential to accelerate Serbian progress towards the EU. Therefore, this assumption will be the grounds for our

¹ Slovakia experienced numerous changes after the change of government: foreign investors came and price liberalisation took place, but there was a fall in employment at the same time; long-term unemployment still remains Slovakia's biggest problem (personal interview with Michal Páleník, Director of Employment Institute, Bratislava, May 25, 2010). Serbia experienced similar changes during the transition period.

² The highest percentage of civic support ever in a referendum on EU accession was recorded in Slovakia in 2003 -92.7 %; 65% of Serbian citizens support EU accession, according to a public opinion poll conducted in December 2009. For more information see the website of the Serbian European Integration Office of the Government of the Republic of Serbia at: <http://www.seio.gov.rs>

³ At the very end of the year in which Slovakia became the 16th member of the Eurozone (2009), Serbian President Boris Tadić submitted an application for EU candidate status to Swedish Prime Minister Fredrik Reinfeldt.

⁴ „Even under Mečiar there were some structures established [...] but there was no real political work behind the process. We really had to remake the whole system and start from zero, to work hard to get invited to start negotiations and then to work through chapter by chapter,“ Ján Figel', Slovakia's Chief Negotiator with the EU, who later became its first European Commissioner, said last year.

analysis of the specific problem, or rather, challenge, which is focused upon in this policy paper: improvement of employment and social policy coordination in the context of Serbia's EU integration⁵. The key objective of this analysis is to formulate concrete recommendations with the aim of solving this problem based on solutions implemented in Slovakia that led to the achievement of some exceptional results⁶.

The following pages will first define some basic terms and the methodology of this policy paper's preparation. Afterwards, an overview of countries' obligations in the EU accession process in the areas of employment and social policy shall be presented⁷. The problem will then be discussed from the point of view of the above-mentioned obligations, and relevant public policy options for resolution thereof will be assessed. Finally, recommendations will propose concrete solutions to the problem under analysis. At this stage, readers may find it useful to acquaint themselves with the Serbian government EU affairs coordination scheme provided in Appendix A, and that of the Slovak Government in Appendix B.

2. Defining terms and methodology

In order to equip our readers with the tools necessary to understand the content of this paper, we shall clarify several terms that are going to be used in the following pages, directly or indirectly:

- **Public policy** is a policy defined and implemented by the executive (Ben-Gera, 2009).
- **Horizontal public policy coordination** is the „need to ensure that the various organizations [...] charged with delivering public policy work together and produce neither 'redundancy' nor gaps in services" (Peters, 1998)⁸.
- **Policy cycle** is a model consisting of six phases of public policy development: problem definition, constructing policy alternatives, choice of solution, policy design, policy implementation and monitoring and evaluation (Young & Quinn, 2002).

⁵ The priorities set by the European Commission within the European Partnership with Serbia for 2006 and 2008 best indicate the existence of this problem: "Strengthen capacity of the public administration (inter-ministerial coordination)" and "Strengthen the European integration structures".

⁶ Such as initiating and concluding negotiations with the EC within only 32 months - the shortest duration of association negotiations of the ten countries that acceded in 2004.

⁷ As part of the membership criteria, i.e. the so called Copenhagen (1993) and Madrid criteria (1995).

⁸ We shall consequently apply this definition to the vertical coordination of public policies which implies joint and coherent work of all the units within an organisation with public authority.

- **Les Metcalfe-scale of inter-ministerial policy coordination** presents a systematic method of identifying inter-governmental coordination weakness and also points to ways they can be solved⁹ (Metcalfe, 1994).

In drafting this public policy paper we have used primary and secondary sources: interviews with state officials, civil servants and independent experts in Serbia and Slovakia and an available bibliography in Serbian, English and Slovak. It is noteworthy that the analysis focuses on the work only of several state agencies of Serbia and Slovakia within very specific processes directly linked with EU membership obligations. The reasons for this restriction are: (1) complexity of the problem¹⁰ and (2) limitations with regard to the length of the policy paper.

3. Countries' obligations in the EU accession process

Aligning their regulations and coordinating policies with EU mechanisms in the area of employment and social policy, countries in the process of EU accession demonstrate their commitment to embracing the so called *European Social Model*¹¹. Acceding countries' obligations mostly stem from a contractual relationship with the Union –association agreements¹², which prescribe (directly or indirectly) the following obligations in the area of employment and social policy:

⁹ The scale consists of nine steps (from independent to joint actions): independent decision making, information exchange, consultations, avoiding divergences, seeking consensus, arbitration of differences, setting parameters, establishing government priorities, overall governmental strategy.

¹⁰ The impact of imminent challenges in the process of European integration on all the stakeholders in Serbia is difficult to assess. For citizens, the political conditions in this process continue to be more prominent than the problems we are analysing. Nevertheless, there might come a time when citizens will be directly affected by the results of poor coordination in state administration if, for instance, the Serbian workforce is granted temporarily restricted movement on the labour markets of Member States following Serbia's accession to the EU *inter alia* due to poorly managed negotiations in the „Freedom of Movement for Workers „chapter.

¹¹ In 1994, the European Commission defined the European Social Model as joint values including democracy and individual rights, free collective bargaining, the market economy, equality of opportunity for all and social welfare and solidarity. This has at times been disputed in expert literature (Sapir, 2005) or its success questioned; some authors even view it as „too expensive for maintenance“ (Dinan, 2009). Furthermore, in Slovakia, criticism has been directed at the very process of European integration which, according to some, represents primarily an exercise in building a market in which the European social dimension is defeated by economic priorities defined by monetary union (Kusá, 2005).

¹² In the case of Slovakia (and other Central and Eastern European countries), this was the so-called Europe Agreement signed in October 1993; in the case of Serbia (and other countries of the Western Balkans), this contract is the Stabilisation and Association Agreement that represents an improved Europe Agreement as it contains new chapters and more areas of cooperation (Mišćević, 2009.).

- 1) **Alignment of national legislation with the *Acquis Communautaire*¹³:** Acceding countries must implement a national programme for the adoption of the *Acquis Communautaire* (NPAA) after being given candidate status.
- 2) **Preparation for Open Method of Coordination – OMC¹⁴ participation** (social cooperation): Countries in the accession process need to adopt two documents jointly with the Commission after being given candidate status: the Joint Memorandum on Social Inclusion and the Joint Assessment Paper on Employment.
- 3) **Utilization of EU financial assistance as preparation for Structural Funds¹⁵:** Acceding countries are obliged to use financial assistance in order to align their national legislation with the *Acquis Communautaire* and prepare themselves for utilization of Structural Funds. In this sense, they are allowed to use two components of the EU Instrument for Pre-Accession Assistance (IPA)¹⁶, and after being granted candidate status they become eligible for the „Human Resources Development“ IPA component as preparation for the European Social Fund.

¹³ In principle, employment and social policy are in the regime of so called shared competences between the EU and Member States, characterised by a combination of alignment of regulations and coordination of national policies. The basis of regulation of these sectors by the EU is contained in the Founding Treaties and has been expanding over time with primary and secondary sources of law. In this, the level of competences varies depending on the sub-sector; it ranges from exclusive competence with respect to occupational safety and health, through shared competence with respect to working conditions and to social protection and social inclusion for which harmonisation of regulations is not made, but instead the Open Method of Coordination (OMC) is always applied. OMC intensified mutual cooperation and best practices transfer which was interpreted by some authors as a „compromise between the logic of integration and simple collaboration“ (Vuković, 2009).

¹⁴ With respect to social policy, OMC is limited to social protection and social inclusion. The key mechanism includes development of bi-annual national action plans (NAPs) and reports of NAP implementation. The key aspect of this process is fulfilment of minimum standards against commonly agreed statistical indicators on poverty and social exclusion, so-called Laeken indicators. On the other hand, the Open Method of Coordination in the area of employment is implemented within the framework of the European Employment Strategy. Member States voluntarily agree to achieve common standards and objectives as defined in the Employment Guidelines.

¹⁵ Further to development of policies and monitoring implementation thereof, a whole set of instruments to complement the mentioned activities in the area of social policy and employment has been created at EU level. The most important financial instrument is the European Social Fund established in 1957. As one of the Structural Funds, it aims to increase employment in Member States and development of more inclusive labour markets.

¹⁶ First component – „Transition Assistance and Institution Building“ and second component – „Cross-Border Cooperation“.

4. Public policy coordination challenges in Serbia and lessons learnt in Slovakia

4.1. Background

With the aim of fulfilling obligation number 1 – Alignment of national legislation with the *Acquis Communautaire* - The Republic of Serbia has decided to adopt NPAA in advance of gaining EU candidate status. The National Programme for the Integration of Serbia with the EU (NPI) was adopted in October 2008, and revised in October 2009. The most senior coordination authority for the EU integration process at Government level is the Coordinating Body for EU Accession, established in October 2007. It is chaired by the Deputy Prime Minister for EU Integration. It is supported by an Expert Group consisting of 35 sub-groups in charge of coordinating alignment of national legislation with the Acquis as part of preparations for accession negotiations.

With the aim of fulfilling obligation number 2 – Preparation for Open Method of Coordination (OMC) participation - The Republic of Serbia started preparations for OMC participation in the area of social protection and social inclusion¹⁷ and the OMC in the area of employment¹⁸ mostly by participating in the EC's „Progress 2007-2013“ Programme for Employment and Social Solidarity¹⁹ Furthermore, Serbia's representative is involved in the network of independent experts for social protection and social inclusion set up by the EC as a body to assist advancement of the OMC²⁰.

With the aim of fulfilling obligation number 3 – Utilization of EU financial assistance as preparation for Structural Funds - the Republic of Serbia was very successful in its use of the „Transition Assistance and Institution Building“ IPA component in the area of employment and social policy²¹, preparations for use of the „Human Resources

¹⁷ The Social Inclusion and Poverty Reduction Unit at the Cabinet of the Deputy Prime Minister for European Integration initiated the establishment of the Government Working Group for Social Inclusion in April 2010 tasked with preparing the first national social inclusion report and the text of the Joint Memorandum on Social Inclusion with the European Commission.

¹⁸ The MERD has, within the framework of IPA 2011, developed a proposal for a Twinning project (approved by the Commission) that will prepare the institutions for the European Employment Strategy.

¹⁹ The Republic of Serbia joined „Progress“ in October 2007, before all the other candidate and potential candidate states for EU membership. Within this programme, the Commission approved four projects to Serbian institutions and organisations (with a total value of almost one million Euros), dealing with social inclusion and anti-discrimination (personal interview with Dragana Radovanović, Senior Adviser, Department for International Cooperation, European Integration and Project Management, Ministry of Labour and Social Policy, Government of Serbia, 19 May, 2010).

²⁰ Personal interview with Ljiljana Pejin, Economics Institute, Belgrade, 18 May, 2010.

²¹ For instance, the EC gave approval to the MLSP for the „Social Inclusion“ project within IPA 2008, while it gave approval to the MERD for the „Preparation of Serbian Labour Market Institutions for the European Employment Strategy“ project within IPA 2011.

Development“ IPA Component²², preparations for decentralised EU funds management system²³ and participation in the „Progress“ programme.

4.2. Alignment with the Acquis Communautaire

In this area, the following specific problems and relevant policy options as solutions thereof were identified:

1) **Weak coordination between and within the Ministry of Labour and Social Policy (MLSP) and the Ministry of Economy and Regional Development (MERD):**

The 2008 EC Annual Report states that „*coordination between the two Ministries responsible for employment and social policy remains to be further improved*“. Slovak experience proves labour legislation and employment is among the priority areas in the process of EU accession²⁴ and that activities in these domains must be aligned mutually since many labour regulations affect employment and *vice versa*²⁵. Consultation mechanisms between MLSP and MERD are already in place through several Expert Group Sub-Groups. However, this mechanism is not sufficient to resolve the challenge as Sub-Group meetings involve numerous other state administration agencies and furthermore are not frequent enough²⁶. Bearing this in mind, regular consultations must be established between the MLSP and MERD on issues relevant to European integration in the area of labour regulations and employment²⁷.

2) **Weak coordination within the MLSP:** The information „flow“ within the MLSP concerning the obligations and activities related to the process of European integration is

²² The European Commission (DG Employment, Social Affairs and Equal Opportunities) assessed the preparations undertaken to date for this component very positively. Development of the Strategic Coherence Framework (joint document for the „Regional Development“ and „Human Resources Development“ components) is ongoing as is the development of the Operational Programme for the „Human Resources Development“ component (personal interview with Ognjen Mirić, Coordinator for EU Funds, Office of the Serbian Deputy Prime Minister for European Integration, 5 July, 2010) the implementation of which will start once Serbia is granted candidate country status.

²³ The Government adopted the Strategy and Action Plan for introducing a decentralized system of EU funds management in April 2008. According to relevant documents, Serbia is expected to accredit its system by the end of 2012.

²⁴ Personal interview with Emília Kršíková, State Secretary, Ministry of Labour, Social Affairs and Family, Slovak Government, 25 May, 2010.

²⁵ During the process of EU accession, the Slovak Government did not face difficulties related to horizontal coordination of social and employment policy since both areas were within the competence of the Ministry of Labour, Social Affairs and Family.

²⁶ For example, the MLSP chairs the Sub-Group for Social Policy that has met three times since its foundation in December 2007 (personal interview with Dragana Radovanović, 19 May, 2010).

²⁷ For instance, a need was identified to coordinate the preparation of answers to the EC Questionnaire in early 2010. According to some opinions, an expert group should be engaged in order to ensure quality response and work on quality harmonization (personal interview with Ljiljana Lučić, State Secretary, Ministry of Labour and Social Policy, Government of Serbia, 19 May, 2010).

not satisfactory; for instance, the representatives of the MLSP Department for International Cooperation, European Integration and Project Management are not involved in the Ministry staff meetings chaired by the minister and state secretaries, contributing to an absence of two-way communication between the main EU affairs unit and the decision-making center - the Minister's Cabinet²⁸. A solution lies in the practice employed by the Slovak Ministry of Labour, Social Affairs and Family whereby the representatives of European Integration and Approximation of Law Department were involved in staff meetings²⁹.

3) Weak role of the Ministry of Foreign Affairs (MFA): The MFA is represented neither in the Sub-Group for Social Policy³⁰, nor in the Sub-Group for Employment and the Sub-Group for Freedom of Movement for Workers³¹, but only in the Expert Group. Slovakia's experience³² highlights the key role of the MFA in accession negotiations with the EC³³. Therefore, appropriate steps must be taken towards a more active role of the MFA in the area of social policy and employment in the EU integration process in order to adequately prepare for negotiations with the Commission and fulfill other obligations upon obtaining candidate status.

4.3. Open Method of Coordination participation

In this area, the following specific problems and relevant policy options as solutions thereof were identified:

1) Weak coordination between the MLSP and MERD: Even though several MLSP and MERD and independent experts took part – as of July 2010 – in peer reviews within the OMC for Social Protection and Social Inclusion³⁴ and in mutual learning activities organised in Member States within the OMC for Employment³⁵, there is room for improvement of preparations for fully-fledged involvement of Serbia in OMC - primarily with respect to strengthened cooperation of the MLSP and MERD in participation in

²⁸ Personal interview with Dragana Radovanović, 19 May, 2010.

²⁹ Personal interview with L'ubica Gajdošová, Director of European Integration and Approximation of Law Department from 1999-2004, Ministry of Labour, Social Affairs and Family, Slovak Government, 25 May, 2010.

³⁰ Personal interview with Dragana Radovanović, 19 May, 2010.

³¹ Personal interview with Silvija Gajin, Head of IPA Unit – HRD, Employment Department, Ministry of Economy and Regional Development, Government of Serbia, 18 May, 2010.

³² Personal interview with L'ubica Gajdošová, 25 May, 2010.

³³ Slovak Chief Negotiator with the European Commission was Ján Figel', the then State Secretary for European integration at the Ministry of Foreign Affairs. The Chief Negotiator's Department coordinated the work of all working groups during the negotiations.

³⁴ Personal interview with Dragana Radovanović, 19 May, 2010.

³⁵ Personal interview with Silvija Gajin, 18 May, 2010.

„Progress“³⁶. The two ministries have not prepared a single joint project to date³⁷ while the MERD has yet to submit a single project proposal³⁸.

2) Weak coordination between the MLSP and the Republic Statistical Office:

Closer cooperation between RSO and MLSP is called for with a view to Serbia's involvement in the OMC for Social Protection and Social Inclusion. There are two reasons for this: firstly, the 2007 EC Annual Report states that "social statistics and analyses remain weak" and the 2008 European partnership with Serbia states it is a priority to "Accelerate the development of social statistics"; secondly, the experience of Slovakia³⁹ and other EU members has proved the enormous significance of close cooperation between the statistical offices and ministries for social affairs in the introduction of EU indicators for monitoring involvement in the OMC (EU SILC)⁴⁰. It is therefore necessary to improve coordination between the MLSP and RSO from current information exchange to consultation.

4.4. Utilization of EU financial assistance

In this area, the following specific problems and relevant policy options as solutions thereof were identified:

1) Weak utilization of the „Transition Assistance and Institution Building“

IPA component: With respect to MLSP needs, two problems persist in EC annual reports: weak implementation of labour regulation and high number of injuries at work. These problems cannot realistically be solved by increasing the number of labour inspectors due to pressures to reduce state administration⁴¹. One feasible option would be to launch a Twinning project on alignment with the Acquis and implementation of labour legislation and occupational safety and health regulations. This would additionally

³⁶ The key objective of „Progress“ is the implementation of „Social Agenda 2005-2010“, the main strategic document of the EU in the area of social policy. The „Progress“ programme aims to strengthen the implementation of EU social policy through mutual learning, evidence-based policy development and awareness-raising. For more information, see: <http://ec.europa.eu/social/main.jsp?catId=327>.

³⁷ There are many areas where the MLSP and MERD can establish cooperation with regard to the preparation of a joint project, such as corporate social responsibility or social entrepreneurship which is an example of a new concept that was subject to good inter-ministerial collaboration (personal interview with Ljiljana Lučić, 19 May, 2010.).

³⁸ Personal interview with Silvija Gajin, 18 May, 2010.

³⁹ Personal interview with Jarmila Velčická, Adviser, Statistical Office of Slovakia, 26 May, 2010.

⁴⁰ Statistical offices of Member States are in charge of monitoring and evaluation of participation in the OMC against the relevant indicators (e.g. on the basis of EU SILC), while the ministries for social issues delegate a national representative into the Indicators Sub-Group at the EC Social Protection Committee, that draws up the list of common and country-specific indicators for monitoring and evaluation of participation in the OMC.

⁴¹ The number of systematized posts at the Labour Inspectorate was reduced from 324 to 285, while the number of labour inspectors was reduced from 301 to 263 through changes to the Rulebook on Systematization of Posts in the first half of 2010.

improve vertical coordination within the MLSP. Furthermore, lack of administrative capacities has been noted in the MERD's Employment Sector with respect to coordination of work of the Sub-Group for Freedom of Movement for Workers, as confirmed in the EC Annual Report⁴². This Sub-Group is within the competence of one civil servant⁴³. In view of the above, a realistic solution to this problem would be to build capacities of the Employment Sector for coordination of work of the Sub-Group for Freedom of Movement for Workers via the launch of a Twinning project within the framework of this IPA component. But engagement of new civil servants is not a viable solution as there is no spare capacity in the Sector⁴⁴.

2) Challenges in preparing for the implementation of measures within the „Human Resources Development“ IPA component: Because an issue related to the method of implementation of measures and projects from the „Social Inclusion“ priority axis arose⁴⁵ during the development of the „Human Resources Development“ Operational Programme i.e. the body that would be in charge of the afore-mentioned activities, the Ministry of Labour and Social Policy should review the possibility of establishing intermediary bodies to perform this task.⁴⁶ Although Slovakia's preparations for the European Social Fund (ESF) were often a target of EC criticism⁴⁷, a potential solution may be identified based on analysis of the positive and negative experiences of the Slovak Social Development Fund⁴⁸ tasked with collection, evaluation and selection of project proposals to be supported with ESF funds⁴⁹.

⁴² The 2009 Annual Report of the EC states that the administrative capacities of MERD, which is in charge of movement of workers, „remain limited“.

⁴³ Personal interview with Ljiljana Džuver, Assistant Minister, Employment Department, Ministry of Economy and Regional Development, 18 May, 2010.

⁴⁴ All 16 posts have been filled as systematized by the current rulebook on systematization of posts (personal interview with Ljiljana Džuver, 18 May, 2010).

⁴⁵ Personal interview with Biserka Terzić, Adviser, Department for International Cooperation, European Integration and Project Management, Ministry of Labour and Social Policy, Government of Serbia, 19 May, 2010.

⁴⁶ In this respect, unified solutions at EU level do not exist.

⁴⁷ The 2003 Report on Preparedness of Slovakia for membership states that establishment of administrative structures for ESF funds management has been „deferred“ while it requires „constant attention“.

⁴⁸ The Government established the Social Development Fund in 2004 as a special agency in order to ensure fast and flexible distribution of resources to those in need. However, the Fund encountered significant problems from its outset with regard to the timely disbursement of funds to final beneficiaries (Beblavý, 2008.).

⁴⁹ Personal interview with Eva Schmidtová, Director General of the Social Development Fund, Slovak Government, 25 May, 2010.

5. Conclusion and recommendations

Horizontal and vertical coordination of employment and social policy in Serbia in the context of European integration have certain weaknesses. Established coordination mechanisms are not used enough; moreover, there is a lack of activity towards the establishment of new mechanisms. Several recommendations aimed at removing these weaknesses have been formulated based on analysis of Slovakia's relevant experiences.

1) Alignment with the Acquis Communautaire

Recommendations for the Ministry of Labour and Social Policy:

- Initiate regular monthly meetings about the coordination of European affairs with the Ministry of Economy and Regional Development at the level of assistant minister of labour and assistant minister of employment.
- Involve the head, and if necessary, other staff of the Department for International Cooperation, European Integration and Project Management in staff meetings held by the minister and state secretaries

Recommendation for the Ministry of Foreign Affairs:

- Appoint a focal person for social policy and employment issues within the Directorate-General for the EU who would also be a member of the Social Policy Sub-Group, Employment Sub-Group and the Sub-Group for Freedom of Movement for Workers

2) Participation in the Open Method of Coordination

Recommendation for the Ministry of Labour and Social Policy:

- Initiate regular bi-monthly meetings with the Ministry of Economy and Regional Development – Sector for Employment – at the level of state secretary for general issues (MLSP) and the assistant minister (MERD) on the implementation of the "Progress" programme in Serbia

Recommendation for the Republic Statistical Office:

- Include a representative of the Ministry of Labour and Social Policy in the Statistics Sub-Group

3) Utilization of EU financial assistance

Recommendations for the Ministry of Labour and Social Policy:

- Initiate the preparation of a Twinning project in the IPA 2012 programming cycle for capacity building at the Labour Inspectorate, Occupational Safety and Health at Work Directorate and the Sector for Labour for alignment with the Acquis and implementation of labour and occupational safety and health at work legislation
- Analyze the possibility of establishing an intermediary body for the implementation of measures and projects from the "Social Inclusion" priority axis within the „Human

Resources Development" Operational Programme of the fourth IPA component, with respect to the Slovak Social Development Fund.

Recommendation for the Ministry of Economy and Regional Development:

- › Initiate the preparation of a Twinning project in the IPA 2012 programming cycle for capacity building at the Sector for Employment for coordination of issues related to freedom of movement for workers

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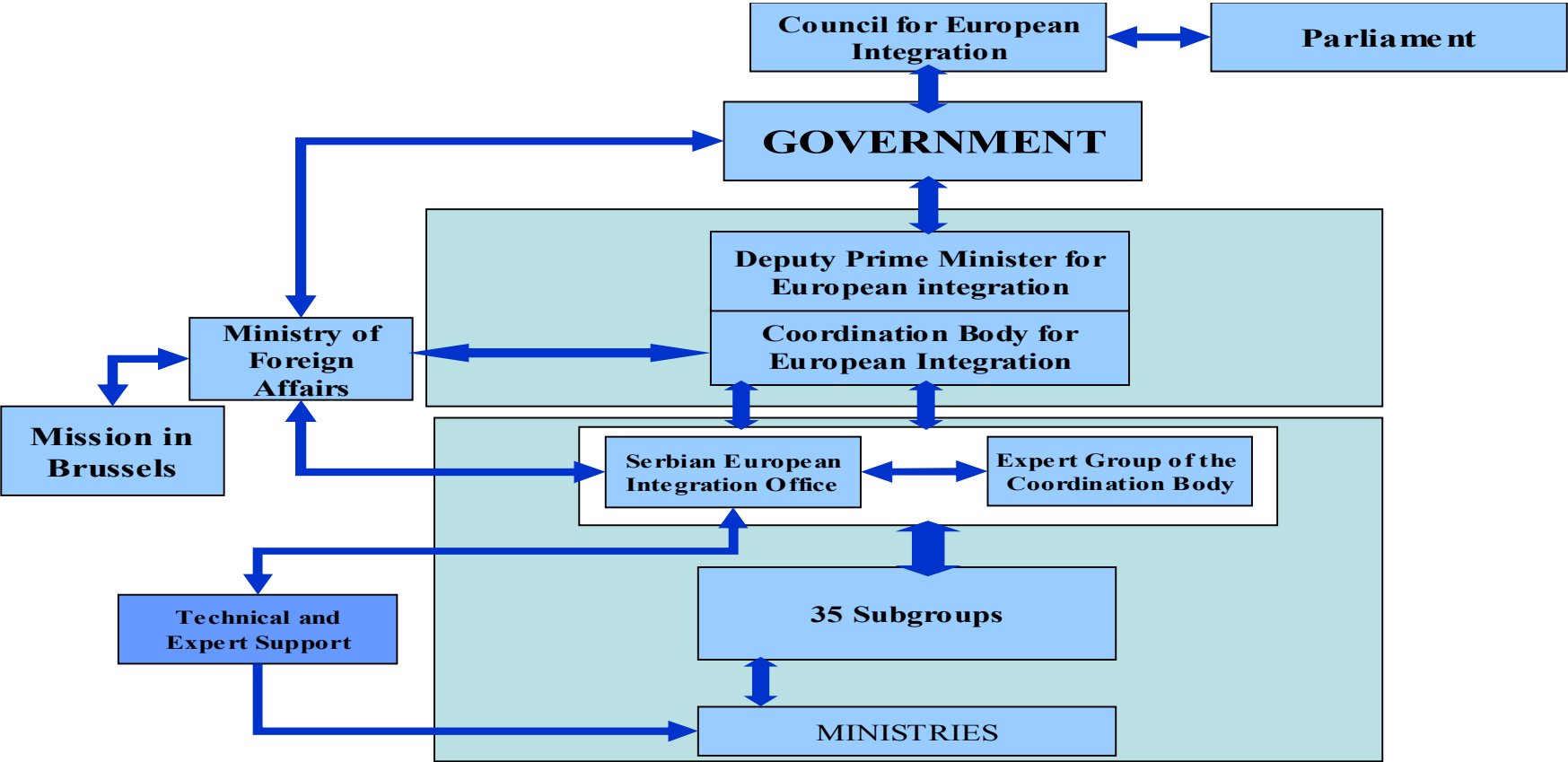
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Appendix A – EU Affairs Coordination at Serbian Government level (2010)



Appendix B – EU Affairs Coordination at Slovakian Government level (2004)

