



Study about Employment Service and the labor market needs

(the gap in expectations ... the capacities for employment are directly proportional to the absorptive capacity of the economy in the region of Posavina ...)

Project "Posavina Lifelong Learning" Funded by the European Union



BRCKO, March 2015

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The document is the product of a team of experts of the consortium "Terra Firma Consulting" doo and "Interquality" Ltd. who, under the project "Posavina Lifelong Learning" made subject analysis.



The views expressed herein are solely those of the author and in any case cannot be considered to represent the views of the European Union..

The project "Posavina Lifelong Learning" is a project funded by the European Commission and implemented through the Employment Bureau of the Brcko District of Bosnia and Herzegovina.

In essence, this project should contribute to increasing competitiveness in the labor market in the micro-region of Posavina and adoption practices of lifelong learning and education.

With this study we try to present the issues related to lifelong learning, and to propose concrete steps to remove the barriers to implementation of the program in practice.

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ACRONYMS

APZ	Active labor market policies
ARZ	Agency for Labor and Employment of Bosnia and Herzegovina
BiH	Bosnia and Herzegovina
BDBiH	Brcko District of Bosnia and Herzegovina
BDP	Gross domestic product
BHAS	BH Agency for Statistics
DEP	Directorate for Economic Planning
EU	The European Union
EK	European Commission
FZZS	Federal Statistical Office
FZZZ	Federal Bureau of Employment
FBiH	Federation BiH
IPZ	Individual Plan for Employment
JSZ	Public employment services
MOR	International Labour Organization
OCD	Civil society organizations
PK	Posavina Canton
RS	Republic of Srpska
RZZS	Republic Statistical Office
TR	The labor market
ZZZ BDBiH	Employment Bureau of the Brcko District of Bosnia and Herzegovina
ZZZRS	Employment Agency of the Republic of Srpska

1. EXECUTIVE SUMMARY

Region of Posavina, although traditionally a compact unit with a lot of common denominators in terms of economy, resources and population structure, is a perfect example for the observation of certain factors such as administrative barriers and their impact on the capacity for employment. This research led to the alarming data that, although it appears that the Posavina region shared the fate of the rest of Bosnia and Herzegovina in terms of the overall situation, economic and social trends, it can be argued that in relation to the potential that it has, lack of progress in this area is all the more serious, but also noticeable because of demand in the labor market is almost non existing.

This statement requires that, in the coming months, based on good practice in EU member states should actively work to improve the situation in terms of increased capacity for employment both in the Brcko District of BiH and in the Posavina Canton but also in the observed municipalities of the Republic of Srpska ,Samac municipality ,Pelagicevo and Donji Zabar.

Under this is mainly the case: improving the organizational environment of the institution and employment services and cooperation with the authorities in order to make policies aimed at the labor market, redefining and decisively presenting role, importance and new courses of action the public employment services (in further text: JZS), strategic planning to ensure the necessary financial resources needed for capacity building, human resource reorganization within JSZ, modernize work processes, better provision of diversified services to customers, strengthening the function analysis of demand on the labor market and increase market share.

In addition, it is necessary to urgently restart advisory functions and introduce continuous planning and implementation of training the unemployed as well as employees of JSZ, strengthen dialogue and concretization of the proposal of the social partners in terms of innovation, introduce monitoring and evaluation of active employment policy (in further text: APZ) and the main business processes using measurable indicators and diversify types of service customers are especially targeted measures will include marginalize groups and especially young people who are not employed and out of the system of education or training.

This document was prepared under the project "Posavina Lifelong Learning" which was funded by the EU and managed to gather actors who, for the first time, had the opportunity to formally meet and discuss common problems in the region. Administrative barriers have created certain introversion for formal actors and local communities, and as the largest contribution to the project just awakened a desire for further cooperation as well as the knowledge that is in the region of Posavina must move decisively to strengthen the capacity of JSZ.

Taking into account the situation in which the BiH economy is, and difficult socio-economic situation and the lack of progress in nearly all segments of society, the so-called. Copenhagen criteria ¹ seem like a utopia when the preliminary results of the Labour Force Survey for 2014.², the unemployment rate in BiH was 27.5% that is one of the alarming 62.7% young

¹ http://ec.europa.eu/enlargement/policy/glossary/terms/accession-criteria_en.htm

² <http://www.bhas.ba/saopstenja/LFS%202014%20Preliminarni%20bos.pdf>

ages 15-24. „Agreement for growth and employment“³, as a new opportunity, if truthfully is supported by the political actors, will certainly make a significant step forward but it is on the micro-locations, such as the region of Posavina, where it is necessary to create sufficient support for the necessary and indispensable activities that will be suited to specific needs within the region.

Agents of change can only be factors "from the outside", but change must occur first in the perception of the role, power, and ultimately, the responsibility of all who are directly or indirectly concerned this matter. This implies the formal or informal actors which inevitably citizens must recognize the need for their active role in achieving a higher degree of social cohesion, which is an element of the Employment.

In the region of Posavina, it is evident that the situation in the labor market is difficult and that there is a widespread need to intensify activities focused on everything that affects the labor market, growth and employment and in particular the capacity building JSZ. Defeatism can no longer be a paradigm that will survive in the area of Posavina region because there are resources but also examples of good practice that have occurred both in BiH and abroad. Therefore, we can freely point out that following the initial findings are confirmed:

- ✓ Legal Framework and competencies are sufficient to achieve real progress in terms of capacity building for employment because of the region Posavina acts JSZ which are services of particular public interest, act as an independent administrative organizations, cooperate with the ministries of labor in RS and PK⁴ and the Government of the BD BiH, where supervision is carried out in accordance with the law, and the social partners are involved in the oversight role, through the governing boards
- ✓ The legal framework provides a sound basis for continuous improvement in line with the best practices of EU countries
- ✓ JSZ in the region of Posavina yet have to modernize work processes, especially regarding a reorganization where, following the example of good practice from the EU, gradually increase the percentage of employees who work directly with clients at the desired 65%⁵
- ✓ The services provided to clients and employers and the unemployed are not on satisfactory level and must be diversified especially through reactivation advisory role, the introduction of regular collection of information from clients, ensuring the continuity of good practices established through "CISO" and "Job club" and computerization and modernization of work processes
- ✓ With adequate targeted interventions and by shifting the focus of the monitoring process to track measurable indicators of outcomes can be achieved with a lot of short-term local resources and in particular a higher level of coverage of certain categories of persons harder to employ.

³ <http://europa.ba/News.aspx?newsid=7261&lang=BS>

⁴ Brcko District has not created within the Department of the Government of the BD, which would be the equivalent entity and cantonal ministries of labor ,and ZZZBD BiH works directly with the Government

⁵ PES Business Models Study 2014 at: <http://ec.europa.eu/social/main.jsp?catId=1100&langId=en>

- ✓ Through dialogue with the social partners, should identify areas where local resources can adequately intervene and identify priority interventions that require "external" help since there is comprehensive reform that will have an impact on the JSZ in the region and the economy and thus the labor market and to initiate the necessary contacts with actors who can be helpful, such as the EU or international organizations in BiH actively working on these issues
- ✓ Coordination with the relevant stakeholders, especially policy makers is not strong enough and should be strengthened, intensified and receives continuous character to create a climate for the presentation, download and upgrade best practices
- ✓ Work with schools and OCD should also be continued in order to have an impact on young people, which can be achieved through closer cooperation with educational institutions and OCD, through the organization of regular meetings, information days, job fairs, piloting projects, etc..
- ✓ The fear of the introduction of monitoring and evaluation of public policies and programs and of measures designed to encourage employment but also important business processes need to be overcome on the model of good practice of the JSZ in EU countries, ie it is necessary to issue the instruction on regular monitoring and evaluation of outcomes using quantitative and qualitative indicators
- ✓ Social dialogue should result in concrete demands and proposals of the social partners in order to reach their fulfillment and concrete and measurable progress. Coordination mechanisms such as social and economic councils and representatives of the social partners in the governing bodies of JSZ should be used in order to intensify cooperation achieved through the synergistic effect of all the measures and programs that are created and are focused on economic growth and employment. Missing SEV or in case of inactivity of the same, consultation may be conducted at the level and between institutions.
- ✓ JSZ role should be to promote a more active and the need to overcome the one-sided observation, and the focus needs to be placed on causal link acts and omissions of all formal and informal actors and which directly or indirectly have a negative or insufficient impact on the labor market, highlighting the best practices and the possible courses of action
- ✓ The reform process, savings, fiscal consolidation and austerity measures should release funds that would focus on growth and employment, as planned economic reforms for 2015 in which the BD BIH and PK should be involved to the extent, to which it is possible, to be able to enrich the range of services they provide in particular for the unemployed at risk of social exclusion and youth and based on good practices of the EU countries which eg. only for youth programs allocate up to 0,22% BDP-a.

1. METHODOLOGY NOTES AND LIMITATIONS

Taking into account the specificity of the observed matter and the complexity of issues related to employment, roles of the JSZ and conditions in the labor market, which is a direct consequence of the problematic transition, the economic crisis but also falling behind in BiH in implementing the necessary reforms, This study was designed to capitalize on the effects of pre-made analysis and from a fresh point of view through the prism of narrowly defined regions with specific characteristics, analyzes the functions and capacities of JSZ in region

Posavina and their compliance with labor market needs. This primarily refers to the analysis made during the implementation of projects supported by the European Union and other donors, as well as analysis and reporting of both domestic and international institutions involved in this matter.

Available data, already available in the analysis, but initially confirm the initial hypothesis that without intervention in economic growth, capacity for employment will continue to stagnate and that there is a gap in anticipation of the role and possibilities JSZ. It is the reverse of the picture, or the perception of that JSZ carry out employment and lacking the knowledge that economic growth and progress is precisely the most important prerequisite in terms of employment where the role of JSZ is that the most appropriate and most effective adapt their work to, through better service clients effectively respond to the demand for labor.

Through a participatory approach effort was made to support any statement of the evidence and the data collected and provided by the stakeholders, partners and participants in the project, whether they are the direct beneficiaries, actors who are interviewed or are in any other way gave their analysis of the situation.

Thus, methodologically, this descriptive study is based and focuses on:

- Use of available qualitative and quantitative data and previous analyzes
 - Direct contacts with the representatives of JSZ and other actors
- The contribution of the participants in the project and the results of surveys that did a partner in this project
- Maximizing the effects of interventions through the avoidance of duplication and repetition in order to give a new dimension and value for further processing
 - Giving specific recommendations by the consultants on how to proceed in order to strengthen the capacity of employment in the region of Posavina, taking into account all administrative obstacles and the specifics of the region

This approach has certain limitations in the availability of disaggregated data for the different micro-entities in particular when it comes to the boundary of the municipalities of RS covered by this project. It was originally planned to study to be completed in late November 2014 and were evaluated available data for 2013 but due to the dynamics of the project and the needs of the full respect of the participatory approach, the deadline is prolonged which required that those who worked on the preparation of this document, make an extra effort, and again looked at the new available data and information, in order to document ultimately painted the actual situation, in real time.

Finally, the very circumstances in Bosnia are such that the observation conditions and through direct contact with target groups to micro-sites, there is a confirmation of the complexity of the situation in terms of employment where many factors, which are outside the jurisdiction of the JSZ, are the key causes of the condition to be analyzed. The action of individual institutions and the scope of certain interventions is limited, especially when, in a certain way, it is noticeable lack of awareness of complementary relevant stakeholders and decision makers the correlation between certain factors and cause-effect relationship of the lack of cooperation and synergies and the futility of unilateral action, in certain sectors. Although unpopular to point out, through direct contacts in sight is the conclusion that in the peripheral

parts BiH, where is the region of Posavina located, we must recognize a certain degree of alienation and poor information flow, both within the region itself, but also to the region and outside of it. The lack of cooperation on the projects makes more difficult situation. All this creates a very problematic image of sleepy and lethargic environment, where in the absence of significant interventions in the sectors of interest, the situation in the region of Posavina will not go significantly for the better, even if it goes better in other parts of the country.

The paradigm of observation, especially of decision makers and policy makers, is the key problem and throughout this document are imposed as intangible barriers identified as essential and therefore much more serious problem than those that have been identified and are being addressed or are easier to solve the such as eg. low capacities of the JSZ in Posavina region. For this reason, it was decided to incorporate this into analysis and identify concrete actions to remove this barrier that devalues the efforts being made, and calls into question the appropriateness and effectiveness of public funds aimed at employment and growth. Overview of the situation in these micro-locations, where they meet the components of BiH and the Entities and BD, confirmed that barriers arising primarily through the lack of adequate cooperation and coordination as well as awareness of the scope of interventions that are necessary especially when it comes to strengthening the capacity of JSZ.

Great emphasis is placed on the interpretation of the results of surveys that included a representative number of respondents, to support the findings that, among other things, related to the gap in expectations about the role of the institution and employment services as well as training needs as they see them primarily by the clients of JSZ.

1. LEGAL FRAMEWORK

When it comes to the employment sector, legal and institutional framework reflects the legal and administrative organization of the way of Bosnia and Herzegovina where the legislation and its application is divided into several levels, where each level of government has a specific function.

The whole system further complicates the asymmetry in the division of powers, as in the Republic of Srpska (hereinafter: RS) Recruitment is centralized, while in the Federation of Bosnia and Herzegovina (hereinafter: FBiH) present is division between the central, state, government, and ten (10) cantons that have special competence in the field of labor and employment, among which there is also a significant disparity in terms of legislative activity in this area. If to compare with practices in EU countries, it could be said that, with minor deviations, RS is a system similar to the system in France, while in FBiH it is similar to the system Poland. Brcko District of Bosnia and Herzegovina (hereinafter referred to as BD), as a separate unit of local self-government in Bosnia and Herzegovina, in accordance with the Statute of BD ⁶, also has full jurisdiction in this area. Throughout this structure of labor administration should not forget the municipal offices which are organizationally part of ten (10) Cantonal Employment Services called bureaus, as well as six (6) branches of the

⁶ <http://www.skupstinabd.ba/statut/h/Statut%20Brcko%20distrikta%20BiH%20-%20precisceni%20tekst%202-10%20H.pdf>

Employment Service of the Republic of Serbian (hereinafter ZZZRS) that provide relatively good the territorial coverage of the municipal offices.

Almost all the questions of labor relations and employment fall within the jurisdiction of the Entities (and cantons and BD), while state institutions have a coordinating role. Law on Ministries and other administrative bodies of Bosnia and Herzegovina⁷ are determined by the Ministry of Civil Affairs in the field of labor and employment⁸, and the Law on Agency for Labour and Employment BiH (hereinafter: ARZ)⁹ stipulates the jurisdiction of the agency as an independent administrative organization which are confined to the coordination of activities with entity institutions of employment in respect of projects relating to the employment sector, as well as monitoring compliance with international obligations including reporting the relevant international institutions. The Agency for Labour and Employment BiH¹⁰ (in further text: ARZ) also propose to the Council of Ministers of the long-term, medium-term and annual plans of the guidelines of labor market policies and active employment measures in BiH.¹¹

All other issues related to work and employment falls within the jurisdiction of the entities and BD. In FBiH, labor issues fall under the jurisdiction of the Federal Ministry of Labour and Social Policy¹² that is according to the Law on Federal Ministries and other bodies of the federal administration¹³ responsible for carrying out administrative, professional and other activities that are, among other things related to labor and employment policy, labor Osnos, safety at work and other work in this field. Employment issues are regulated by the Law Mediation in Employment and Social Security of unemployed person's¹⁴ which established a Federal Employment Agency¹⁵ (hereinafter FZZZ). With this law employment issues are shared among the central federal government and the ten cantonal administrations.

The organization was established by the Statute of FZZZ¹⁶ that is approved by the Government of FBiH. The law stipulates that the authorities making FZZZ are Director and Board of Directors, which has 11 members. This management structure of the FZZZ is appointed and dismissed by the Government of FBiH. FZZZ also has an advisory commission which to the Steering Committee provides recommendations and advice on the policies and programs of employment. FZZZ is competent to propose measures to promote employment, ensure the implementation of established policies, coordinates the work of the cantonal agencies in implementing employment policies, leads summary records, monitor the implementation of international obligations and other activities in accordance with the law.

⁷ "Official Gazette BiH" No.: 5/03, 42/03, 26/04, 42/04, 45/06, 88/07, 35/09, 59/09 i 103/09

⁸ In Article 15 of the Act is determined by the jurisdiction of the Ministry of Civil Affairs, including in the area of labor and employment as carrying out activities and tasks... relating to the determination of basic principles of coordination of activities, harmonization of plans of the Entity authorities and defining a strategy at the international level "

⁹ "Official Gazette BiH" No: 21/03 i 43/09

¹⁰ http://www.arz.gov.ba/default.aspx?langTag=bs-BA&template_id=151&pageIndex=1

¹¹ More on Agency: <http://www.arz.gov.ba/agencija/default.aspx?id=461&langTag=bs-BA>

¹² <http://www.fmrsp.gov.ba/s/index.php>

¹³ <http://www.fbihvlada.gov.ba/bosanski/sastav%20vlade/zakon%20o%20ministarstvima.php>

¹⁴ "Official Gazzete FBiH", No: 41/01 i 22/05.

¹⁵ <http://www.fzzz.ba/>

¹⁶ Available at: <http://www.fzzz.ba/statistika/pdf/2006/maj06.pdf>

The cantons also have competence in the field of labor and employment, and may establish and regulate public services. Thus each canton has its responsible ministries of labor and consequently ten (10) Cantonal Employment Services. Organization of the employment services are determined by the statute in compliance with the government of the canton. Cantonal offices are responsible for finding service, collecting and providing data to the Federal Institute, cooperation with educational institutions, implementation of training programs and retraining of the unemployed, establishing the rights of the unemployed and other activities in accordance with the law. With the existence of relevant ministries and departments in each of the cantons legal and institutional system of the employment sector in the Federation has practically multiplied, and as the most important issue in their work raises the question of vertical and horizontal coordination of activities with respect to the present disparities and differences among the cantons in terms of economy, labor market and employment opportunities of very cantonal JSZ.

The central authority in the field of employment in the RS Ministry of Labor and Veterans protection RS¹⁷ which is responsible for carrying out administrative and other professional activities, among other things related to labor-legal relations, employment, labor, international conventions and other issues.

The legal act regulating employment issues in the RS is Law on Mediation in Employment and Unemployment.¹⁸ This Law establishes the Employment bureau as an independent administrative organization that performs the appropriate public authorities, as well as organizational, professional and other activities in the field of employment in RS. Management structure ZZZRS makes executive board composed of five members and director, and the organizational structure of the Institute consists of a central office, six branches and 58 employment offices. It also defines the jurisdiction ZZZRS of which the most important is the mediation in employment, public information about employment opportunities and requirements, advising on the choice of occupation, vocational training and preparation for employment, implementation of programs and measures of active employment policy and the performance of organizational, professional, administrative and other tasks related to the rights of the unemployed on unemployment benefits, vocational training, health care and other rights.¹⁹

In BD, jobs employment are regulated by the Law on Employment and Unemployment rights²⁰ by which was established the Employment Bureau of the Brcko District of Bosnia and Herzegovina (hereinafter: ZZZ BDBiH) as a public service of interest to BD. ZZZ BDBiH is responsible for mediation in employment, information on the possibilities and conditions of employment, career guidance and counseling on career choice, organization of professional training, training and preparation for employment, implementation of programs and measures of active employment policy, the issuance of work permits for foreigners in accordance with law and other regulations, the performance of organizational, professional, administrative and

¹⁷ <http://www.vladars.net/sr-SP-Cyrl/Vlada/Ministarstva/mpb/Pages/default.aspx>

¹⁸ "Official Gazzete RS" No. 30/10.

¹⁹ More about Agency RS on: http://www.zzzrs.net/index.php/o_nama/nadleznost_zavoda1/

²⁰ „Official Gazzete BD BiH”, No:33/04, 19/07, 25/08

other activities related to the rights of the unemployed. Administrative organisation ZZZ BDBiH is the director and the executive board. Director is appointed by the executive board following the procedure of open competition; while members of the Board are appointed by the mayor on the basis of the binding recommendations of the Committee conducted a public competition. The executive board consists of two civil servants from the body BDBiH, and one representative of the unemployed, employers' associations and trade unions.²¹

The situation with the strategic documents relating to employment also reflects administrative fragmentation and lack of coordination between different levels of government. At the state level is adopted a strategic document entitled "Strategy for Employment in Bosnia and Herzegovina 2010.-2014."²² which raises certain strategic objectives in terms of reducing unemployment, as well as some structural measures which should improve the business environment, strengthen social dialogue, povećati efikasnost aktivnih politika zapošljavanja i druge mjere. Given the division of authority in BiH, the implementation of all these measures is the task of the competent body of the entity, so that the strategic orientations of the national strategy should be incorporated into the entity strategies and action plans. Given that the strategy expired, the process is the creation of a new strategy for employment for the period 2015.-2020. Other important documents are indirectly "Strategy for the Development of Vocational Education and Training in BiH for the period 2007.-2013., Strategic directions of education in Bosnia and Herzegovina with an Implementation Plan 2008.-2015."²³ and "The strategy of learning about entrepreneurship in BiH for the period 2013.-2015."²⁴.

In FBiH, However, a strategic document was adopted in October 2008. Entitled "Employment Strategy of the Federation of Bosnia and Herzegovina for the period 2009-2013"²⁵ and that during the period of its implementation does not comply with the state strategy. FBiH instead of making a new document of this type issued documents entitled "Strategic Directions of career orientation in the FBiH"²⁶ and "The strategy of strengthening the function of mediating the public employment services in the FBiH"²⁷ which replace the previous. Both documents provide for important steps to increase capacity for employment by promoting lifelong learning and the introduction of measures aimed at establishing appropriate ways of organizing work of employment services, where the emphasis on is career orientation, posredovanje, contact with both the unemployed and the employers and active work to increase knowledge and skills of the unemployed to be more active to engage in job search.

In the RS is currently in place a medium-term strategic document titled "Employment Strategy of the Republic of Srpska 2011-2015"²⁸ establishing measures and goals that are

²¹ More about ZZZ BDBiH on:

http://www.zzzbrcko.org/index.php?option=com_content&view=article&id=7&Itemid=7&lang=sr

²² http://www.mcp.gov.ba/zakoni_akti/strategije/Archive.aspx?pageIndex=1&langTag=bs-BA

²³ http://www.aposo.gov.ba/hr/files/2012/11/StrateL.ki_pravci_razvoja_obrazovanja_u_Bosni_i_Hercegovin.pdf

²⁴ „Official Gazzete“ no: 31/12; <http://sllist.ba/glasnik/2012/broj31/Broj031.pdf>

²⁵ <http://fmrsp.gov.ba/s/images/stories/Strategija%20zaposljavanja%20FBIH%20Ministarstvo.pdf>

²⁶ http://fzzz.ba/doc/Strateski_pravci_razvoja_karijerne_orijentacije_u_FBiH.pdf

²⁷ http://fzzz.ba/doc/FINALNA_Strategija.pdf

²⁸ <http://www.vladars.net/sr-SP->

[Cyrl/Vlada/Ministarstva/mpb/Documents/prijedlog%20strategija%20zaposljavanja%20republike%20srpske%202011-2015.pdf](http://www.vladars.net/sr-SP-Cyrl/Vlada/Ministarstva/mpb/Documents/prijedlog%20strategija%20zaposljavanja%20republike%20srpske%202011-2015.pdf)

consistent with the European Employment Strategy and that the end of the period, which is scheduled for implementation turns out to be very difficult to achieve primarily because of weak economic activity and the lack of real basis for the successful implementation, of what would require significant economic reforms. Also this document is not fully in line, with the strategy adopted at the state level.

On the other hand in BD only strategic document that deals with employment issues ("Brcko District Development Strategy 2008-2017")²⁹ was adopted before the national strategies and not subsequently changed or adjusted goals and methodology of national strategies or subsequently attempted to prepare and adopt a separate employment strategy.

In addition to strategic documents, institutions and employment services in the FBiH applies a large number of regulations such as the Law on Employment of Foreigners³⁰, The Law on Movement and Stay of Foreigners in the Asylum³¹, The Law on Vocational Rehabilitation, Training and Employment of Disabled Persons³², Regulations on Records in the field of employment³³ as well as certain agreements such as the agreement on exercising the right to financial compensation of unemployed with ZZZRS and ZZZ BDBiH³⁴, Protocol Federal Employment Service and Federal Inspection Administration for the prevention of undeclared work³⁵, , Agreement on cooperation between the Federal Employment Service and employers FBiH Rulebook on implementation of the law on protection of personal data in FZZZ³⁶, Plan for security of personal data in FZZZ³⁷, The memorandum on joint action to remedy and mitigate the damage and the preservation of jobs³⁸ and other provisions as needed in the area of pension and health insurance, social security, veterans and disabled persons, etc., and internal acts of agencies and services.

In the RS, besides the basic rules also apply the Law on Records in the field of labor and health insurance³⁹, The Law on Vocational Rehabilitation, Training and Employment of Disabled Persons⁴⁰, Adult Education Law⁴¹, The Law on Employment of Foreign Nationals⁴²,

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http://www.bdcentral.net/images/stories/Vazni_akti/Strateski_dokumenti/strategija_razvoja_brcko_distrikta_2008-2017-ba.pdf

³⁰ http://fzzz.ba/onama/Zakon_o_zaposljavanju_stranaca_FBiH.pdf

³¹ http://fzzz.ba/onama/zakon_stranciazil.pdf

³² <http://www.fbihvlada.gov.ba/bosanski/zakoni/2010/zakoni/10bos.htm>

³³ <http://fzzz.ba/onama/Pravilnik%20o%20evidencijama.pdf>

³⁴ <http://fzzz.ba/Sporazum.pdf>

³⁵ http://fzzz.ba/onama/Protokol_o_razmjeni_podataka_radi_sprjecavanja_rada_na_crno.pdf

³⁶ http://fzzz.ba/doc/Pravilnik_o_provedbi_Zakon.pdf

³⁷ http://fzzz.ba/doc/Plan_sigurnosti_licnih_podataka.pdf

³⁸ <http://fzzz.ba/doc/Memorandum.pdf>

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http://www.zzzrs.net/images/uploads/dokumenti/Zakon_o_evidencijama_u_oblasti_rada_i_zdravstvenog_osiguranja_4.pdf

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http://www.zzzrs.net/images/uploads/dokumenti/Zakon_o_profesionalnoj_rehabilitaciji_osposobljavanju_i_zaposljavanju_invalida4.pdf

⁴¹ http://www.zzzrs.net/images/uploads/dokumenti/Zakon_o_obrazovanju_odraslih3.pdf

⁴² http://www.zzzrs.net/images/uploads/dokumenti/Zakon_o_zaposljavanju_stranah_drzavljanah3.pdf

Regulations on the use of funds of the Employment in ZZZ RS⁴³, Regulations on active job searching⁴⁴ and other complementary regulations, when appropriate, as well as internal acts.

In BD, the Department of Employment BD applies the Law on Employment of Foreigners in BD BiH⁴⁵ and other regulations, if necessary, as well as a series of internal documents⁴⁶.

Work and operation of private agencies for mediation in employment is governed by primary legislation, but the number of private agencies is limited. In FBiH is in force Regulation on private agencies for employment mediation⁴⁷ while in the RS, in force are regulations on conditions to be met by legal and natural persons engaged in the business of employment mediation⁴⁸. The number of agencies is still small despite the fact that Bosnia and Herzegovina ratified the Convention on private employment agencies MOR-a⁴⁹ since 2010. In the BiH Agency as a "Spectrum"⁵⁰ or portals as www.posao.ba although they have a lot of success, are still not equally and fairly represented in Bosnia and Herzegovina as is the practice in the EU. Due to insufficient regulated framework and the current rigidities of the current system, which is analyzed in the document "The liberalization of the labor market" done by agency "EDA"⁵¹ It is clear why in BiH has a small number of these agencies who, according to ARZ, in 2011 was 23⁵². BD has yet to adopt laws which regulate this area that needs to be improved. It is vital to get the proposed amendment of the relevant regulations in the entities and BD to provide for private providers of mediation and employment support to ensure equal access to public funds and continuously implement public-private partnership, like what is implemented in the Federation through the cooperation of the Federal Ministry of Labour and Social Policy - Project Implementation Unit of socio-economic support, Training and Redeployment (PIU SESER) i FZZZ.⁵³

This indicates that the legal and institutional structure in the employment sector follows the fate of the general fragmentation of the constitutional and legal and territorial-administrative system in BiH requires that, in public policy and legislative solutions in the field of employment and complementary regulations, special attention has to be paid to the harmonization, coordination and harmonization of measures and activities, and implementation of standards arising from international documents, charters, conventions and

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http://www.zzzrs.net/images/uploads/dokumenti/Pravilnik_o_koriszenju_sredstava_Zavoda_za_zapoljavanje.pdf

⁴⁴ http://www.zzzrs.net/images/uploads/dokumenti/Pravilnik_o_aktivnom_traenju_posla.pdf

⁴⁵ „Official Gazette BD BiH“ No: 15/09, 19/09 i 20/10; <http://skupstinabd.ba/ba/zakoni/ba/zakon-o-zapoljavanju-stranaca.html>

⁴⁶ List of internal documents ZZZ BDBiH on:

http://www.zzzbrcko.org/index.php?option=com_content&view=article&id=4&Itemid=4&lang=sr

⁴⁷ <http://www.fbihvlada.gov.ba/bosanski/zakoni/2009/uredbe/14.htm>

⁴⁸ „Official Gazette“ RS No. 93/10

⁴⁹ http://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_INSTRUMENT_ID:312326

⁵⁰ <http://www.agencijaspektar.com/>

⁵¹ <http://www.edabl.org/Uploads/admin/Javno-privatnim%20partnerstvom%20i%20promjenama%20zakonskog%20okvira%20do%20novog%20zapo%C5%A1ljavanja.pdf>

⁵² <http://fzzz.ba/vijesti/sarajevo-agencija-za-rad-i-zapoljavanje-bih-organizirala-strunu-konferenciju-qjavno-privatno-partnerstvo-u-oblasti-zapoljavanja>

⁵³ http://fzzz.ba/Javni_poziv_privatne_agencije.pdf

agreements, but also the inevitable introduction of monitoring and assessing the results and impact of public policies. Further strengthening of cooperation and coordination, as well as the implementation of best practices to maximize the efficiency of public spending, in the situation of the ailing economy and the extremely limited resources.

Finally, necessary and proposed changes of legislation in the field of employment and labor that would relieve JSZ and liberalized legislative in the area of work as well as planned interventions to build capacity and better organization of work of the institution and the service should be done in close coordination of all relevant actors for what surely there is room. This measure should be followed as a first step as soon as possible, but without primarily economic reforms and reforms in the education sector, even with strengthened capacities JSZ, will not be followed by a significant improvement in terms of employment. For this reason, all of the reforms outlined in the document "National Program of economic reforms for 2015"⁵⁴ which was conducted in cooperation with the EU, adopted by the Council of Ministers⁵⁵, should be the guiding principle for further action by all competent, because the implementation of the same would be significant contribution to growth and employment BiH, and to all activities, interventions and funding which are targeted at increasing the capacity of the institution and employment services have a far-reaching effect due to other reforms multiplied positive impact on all sectors including the employment sector what should be revealed in the report on the progress of Bosnia and Herzegovina, which was in 2014.⁵⁶, as well as previous years, a worrying.

2. JURISDICTION

a. Responsibilities of the Federal Employment Bureau

FZZZ was established in accordance with the Law on Mediation in Employment and Social Security of Unemployed Persons of Federation BiH⁵⁷. Area of mediation services is organizationally structured in accordance with the division of powers in the Federation so that next to FZZZ at the cantonal level work ten (10) cantonal offices in accordance with the law, the division of competences between the two levels is clear, therefore, the jurisdiction of the cantonal services Posavina Canton, specifically will be shown in the following text. Relationship between FZZZ and cantonal services is such that the service can independently operate except in those matters which are the competence of the Federation of Bosnia and Herzegovina.

Competencies of FZZZ are:

„a) monitors and proposes measures to promote employment and social security for the unemployed;

⁵⁴ http://www.dep.gov.ba/default.aspx?langTag=bs-BA&template_id=139&pageIndex=1

⁵⁵ http://vijeceministara.gov.ba/saopstenja/sjednica/saopstenja_sa_sjednica/default.aspx?id=18668&langTag=hr-HR

⁵⁶ http://ec.europa.eu/enlargement/pdf/key_documents/2014/20141008-bosnia-and-herzegovina-progress-report_en.pdf

⁵⁷ "Official Gazette F BiH" No 41/01

- b) monitors and ensures the implementation of policies and measures in the field of labor and employment in the territory of the Federation and shall notify the competent authorities of the Federation;
- c) manages assets for insurance financial security during unemployment, in accordance with this Law;
- d) To monitor, harmonize and coordinate the work of employment services in implementation of determined policy and measures in the field of employment and social security of unemployed persons within the jurisdiction of the Federation;
- e) monitor and propose measures to improve the employment of disabled persons and their professional rehabilitation and ensuring fulfillment of the conditions for their employment in cooperation with the employment services;
- f) provides assistance in conducting programs of vocational guidance, training and retraining for the unemployed and their re-employment in their respective positions;
- g) integrates and manages summary records in the field of labor and employment of interest for the Federation and propose measures and necessary resources for the development and functioning of a unified information system in this areas;
- h) monitors the implementation of international treaties and agreements in the field of labor and employment related to the Federation;
- i) represents the employment services in relations with the authorities and services of Bosnia and Herzegovina, the Federation and the Republic of Srpska;
- j) approve the hiring of foreign citizens and stateless persons on the proposal of the employment service, in accordance with the Law on Employment of Foreigners ("Official Gazette of BiH", number 8/99);
- k) monitor and take measures to create conditions for the return of citizens of the Federation with temporary work abroad and their work engagement;
- l) performs other tasks stipulated by law, the statute and regulations of the Federal Bureau and the conventions and recommendations of the MOR relating to labor, employment and social policy;
- m) submit to the Parliament of the Federation of Bosnia and Herzegovina annual report on work and
- n) submit a unified annual financial plans of the Federal Bureau of Employment Services and the Federal ministry responsible for labor affairs (hereinafter: the Federal Ministry), in accordance with the budgets of the Federation of Bosnia and Herzegovina ... ".

In practice this means that FZZZ manages assets for insurance of financial security during unemployment, which includes the possibility of co-financing in the event that cantonal services do not have sufficient funds to ensure financial and social security for the unemployed, co-financing of the Fund for vocational rehabilitation, training and employment of persons with disabilities in the amount of 10%, creating, implementing active policies and employment measures, the financing of projects with other organizations and institutions, capacity building and training of human resources in FZZZ and cantonal services, participation in the development of strategic documents, labor market research, managing projects financed from EU and other means, information, establishment and management of a single information system and cooperation with domestic and international institutions and organizations.

b. Responsibilities of Employment Services of Posavina Canton

In accordance with Article 8 of the Law on Mediation in Employment and Social Security of unemployed persons, cantonal service Posavina Canton was founded by Canton⁵⁸ and it is responsible for the following:

- ♣ mediation in employment;
- ♣ collecting and disseminating data on the unemployed Federal Institute;
- ♣ information on employment opportunities;
- ♣ cooperation with educational institutions in order to align educational programs with staffing needs of employers;
- ♣ implementation of programs of vocational guidance, training and retraining of the unemployed and their re-employment in their respective positions;
- ♣ determining the rights of persons in case of unemployment;
- ♣ issuing of work permits to foreigners and stateless persons;
- ♣ the adoption and implementation of measures for faster employment of certain categories of unemployed persons whose employment is difficult:
- ♣ to organize the collection, exchange and dissemination of data on employed persons who seek a change of employment, as well as other information that may be important to perform basic activities of employment services;
- ♣ that periodically makes labor market evaluations according to instructions by the Federal Office in order to obtain data and information on trends in the labor market;
- ♣ other activities

Service for employment of Posavina Canton most activities performs independently or in close cooperation with FZZZ and covers the municipalities of Orasje, Domaljevac- Samac and Odzak.

c. Responsibilities of the Employment Service of the Republic of Srpska

ZZZRS is a public institution, as a legal entity and own all the rights and obligations established pursuant to the Law on Mediation in Employment and Unemployment⁵⁹. Organizationally structured in accordance with the Statute⁶⁰. Within the ZZZRS operates 58 branch offices to ensure the territorial coverage, and all the responsibilities and activities of the institution to perform equally, in all branches by territorial and functional principle.

In Article 9 the Statute lists the following activities:

- ♣ Mediation in employment:
- ♣ Public information about available opportunities and conditions of employment:

⁵⁸ In Article 8 of the Law on Mediation, inter alia, states that the cantons are responsible for the establishment, operation, dissolution and other issues relating to the operation of employment services while in Article 24 states that the professional orientation of the unemployed and other people in the choice of professions, vocational training and retraining of unemployed employees whose work is no longer needed, fostering job creation and taking other incentives, and business services employment, and shall be regulated by cantonal regulations.

⁵⁹ „Official Gazette RS“, No: 30/10; 102/12

⁶⁰ Statute of the ZZZRS :http://www.zzzrs.net/images/uploads/dokumenti/Statut_Zavoda_za_zapoljavanje.pdf

- ♣ Consultation on the choice of profession (career guidance)
- ♣ Professional training and preparation for employment
- ♣ The implementation of programs and measures of active employment policy
- ♣ Performance of organizational, administrative, professional and other activities in accordance with the law
- ♣ Record-keeping and publication of data in accordance with the law
- ♣ Participation in projects financed by donor funds
- ♣ The holder of the information system

According to the Statute FRIS, Doboj branch covers a total of nine (9) municipalities of which are observed in the region of Posavina Samac municipality, Pelagićevo and Donji Zabar. In accordance with the statute, in the municipality of Samac has been formed the Bureau, which collects data for the municipality Pelagićevo servicing and the municipality of Donji Zabar.

d. Responsibilities of Employment Bureau of the Brcko District of BiH

Employment Bureau of Brcko District is a public service of interest to the District, as a legal entity established by the Brcko District in accordance with the Law on Employment and Unemployment.⁶¹

The competencies and activities of the Bureau include the following:

- ♣ mediation in employment,
- ♣ informing about possibilities and conditions of employment,
- ♣ vocational guidance and counseling on career choice,
- ♣ organization of professional training, training and preparation for employment, the implementation of programs and measures of active employment policy.
- ♣ exercise of the rights of the unemployed,
- ♣ issuing work permits for foreigners in accordance with law and other regulations,
- ♣ perform organizational, administrative and other professional tasks related to the exercise of the rights of the unemployed,
- ♣ right to benefits based on unemployment and additional payment
- ♣ other tasks stipulated by the law and regulations of the Bureau

By comparative analysis of legally entrusted competence, in each of the JSZ to operate in the region of Posavina, it can be concluded that there are no significant discrepancies. Cantonal employment Posavina Canton, the employment office in the municipality of Samac or branch office of the RS - Doboj and Employment Bureau of Brcko District BD are equal in terms of competence and client servicing.

The differences that exist are specifics that relate primarily to the availability of funds for financing measures of active employment policies, their creation (ZZZRS is centralized) and

⁶¹ „Službeni glasnik” Brčko distrikta BiH br.: 33/04

the economy itself in the observed micro units. Finally, with regard to jurisdiction, there are no obstacles to further strengthen the functions, specially advisory and cooperation and coordination within the administrative units in the region of Posavina, both horizontally and vertically.

Between themselves (JSZ) there is considerable scope for strengthening cooperation on projects aimed at strengthening the functions of service delivery, observation of labor market trends, communication to decision makers particularly those focused on the development of economy, education and the labor market and the continuation of cooperation in projects financed by international institutions and organizations.

3. CAPACITY

It has already been stated that with regard to jurisdiction in the region of Posavina operate ZZZRS, with the branch in Doboj, which covers the edge of the municipality of RS treatment project including this document, ZZZ BDBiH and employment offices Posavina Canton but is present, indirectly and FZZZ through co-financing provision of material and social security for the unemployed and the creation, financing and implementation of active policy of Employment in the FBiH and therefore in the PC.

In terms of capacity, among other, the following features are observed:

- Competencies and organization
- Financing
- Human Resources
- Services to customers, records, market share and efficiency
- Cooperation with partners
- Programs and projects to boost employment
- Computerization

No significant differences in terms of jurisdiction, since each observed micro-units of the region Posavina is treated by said of formal actors in almost identical fashion, which indicates the statement that is sufficient for a range of power uniform action in the region in terms of legal and material security of unemployed persons, and activities related to employment mediation. In doing so, mainly the set of core competencies that can be grouped as follows:

1. General and administrative: include keeping records of unemployed, payment of contributions for unemployment insurance, work permits for foreigners, the issuance of other certificates and other documents;
2. Passive measures on the labor market: shall mean providing material and social security of unemployed persons, in accordance with the law and refers primarily to enable the realization of the right to compensation upon termination of employment, the right to health insurance and the right to the Pension / Disability insurance and the subsequent acquisition of insurance for service/work;
3. Active labor market measures: information, counseling, career guidance and general education of the unemployed in order to improve competitiveness in the

labor market and training the unemployed for a known employer, encourage employment and self-employment, retraining, etc..

5.1. Competencies and organization

As for the organization and structure of the JSZ, it is similar. As an independent administrative unit, the PES in the region of Posavina has enough autonomy in the operation. Cooperation with the competent ministries has regularly but in terms of financing situation in the PK could be better. Cooperation in the BD and PK on policy making needs to be significantly improved where a more active role of the PES and the social dialogue is required in the presence of water and these actors. The social partners (trade unions and employers) are involved in the management structure through a management committee, provided for in the statutes JSZ. Deviations in functioning as a result of certain reforms undertaken are noticeable like differences in the RS, which has changed the internal organization in order to strengthen the consultative function, while the ZZZ BDBiH is organized in two sectors there are still almost no advisory function and organization of service in PK is extremely problematic. Territorial coverage is provided.

It is necessary, at the outset of this section, to emphasize that observed specificums and capacity problems in the roots do not draw from the jurisdiction of the spectrum, than they are the result of other factors such as sources of funding or lack a sufficient degree of incorporation of the disparities in the planned measures APZ and delay in reforms. An example of this is centralized planning within ZZZRS where measures of active employment policy, in the same way, under the same conditions, are available to everyone in RS, which without sufficient appreciation of regional disparity, sometimes manifest lack of interest of employers for certain programs encouraging employment in municipalities that are less developed. Same can be said about the need to respect the disparity applies to FZZZ.

5.2. Financing

In the PK is present the problem of a financial nature which is reflected in the lack of financial opportunities to create their own programs and measures to implement APZ. In terms of active policy measures implemented FZZZ, the role of the Service is solely to assist in the implementation of standard measures to support employment and the labor market can not offer measures that would be tailored to the local needs. FZZZ also co-financed the material and social security of the unemployed when the need arises in the PK or when the JSZ does not have enough funds and ask for help, which is almost continually, year after year. This setting of competence and organization is an extremely important for observation because of lack of funding has significant repercussions on the mode of operation and therefore affects the perception of the role or the actual capacity of JSZ to PK.

Since ZZZRS centralized finance of all functions, there is no deviation in terms of financial stability and branch offices as well as salaries of passive and active measures and other costs are funded income ZZZRS and dedicated grants the RS budget. In Posavina Canton, the situation is quite different where the employment offices financed by contributions or other than earmarked grants FZZZ, has no financial support from the budget of the Posavina Canton is extremely limited in regard of creating programs and measures. BD operation financed

through direct income and other own revenue but for the implementation of active employment policy largely relies on financial support from the budget of the BD.

For example, data on revenues and expenditures for 2013. even in 2014 show that the financial capacities of the Service for the recruitment of the Posavina Canton extremely limited and difficult to leave room for the implementation of training, retraining and additional training and certainly not to finance their own programs and measures for the implementation of active employment policy⁶².

Total Revenue Service in 2013 was 1,326,812 KM, of which revenues from contributions amounted to 1,006,314 KM, 320,498 KM represents financial support FZZZ while expenses from the implementation of measures providing material and social security of the unemployed, in accordance with the law (financial compensation based on termination of employment, health and Pension / Disability Insurance unemployed) exhausted the amount of 847.893 KM. This leaves a difference of 478 919 KM, which is left to finance the work of the Service and municipal offices and meet other needs such as investment maintenance, advertising, and more. Moreover, in 2014, support FZZZ was only 269,654 which left only 377,442 KM for financing the operation of the service. Although the service, in accordance with the law, is entitled to up to 6% of own revenues directed to the creation of local measures for the implementation of active employment policy, such a scenario will be difficult to reach because of the remaining funds financed the entire operation of the Service. The situation is extremely serious because without financial support FZZZ, survival services would be called into question because of the limited inflow of funds, the poor economic situation, the small number of employees in the canton of which is collected contributions represents direct income services and low wages at the cantonal level. Without increase in base which pays contributions and the number of employees, taking into account the general situation in the canton can not be in the near future expect a significant improvement in this respect because the cantonal budgets are not yet allocated nor in DOP in programmable aid for the employment offices. The savings are not possible without the intervention of the legislative framework and to make changes in terms of the amount of unemployment benefit that would be tied to the salary of the person receiving the benefit and not the average wage, which is for the Posavina Canton considered necessary or to similar interventions contributed to the financial stability and ZZZRS and ZZZ BDBiH because certain funds were "freed" for active measures although, from the social point of view, such a measure is seen as extremely unpopular.

ZZZ BDBiH is in a slightly better financial position bearing in mind that compared to the Posavina Canton, there are more of the employees because the population increased, so therefore the direct revenues somewhat more generous. According to data provided by the ZZZ BD, direct, own revenues in 2013 amounted to 2,813,419 KM, while the total income of 3,593,224 KM, which includes a grant budget of the BD BiH in the amount of 518.000 KM or other income such as other income from property and the like⁶³. Total expenditures in 2013 were realized in the amount of 4,082,729 KM, where the difference of 489,505 KM represents unspent funds from the previous period. With these funds in 2013 were financed 441,994 KM

⁶² Podaci dobijeni od Službe za upošljavanje Posavskog kantona

⁶³ Izvještaj o radu ZZZ BDBiH za 2013. godinu

for salaries and wages, 10.381 KM contributions paid by employers, procurement and contracted services in the amount of 186,340 KM, while the current grants, which includes funding for trainees, gross cash benefits for the unemployed, additional payment , programs, new recruitment and employment of persons older age and the like spent 3,444,014 KM.

If considering the revenue side in 2013, problematic is the fact that only the gross cash benefits amounting to 1,733,855 KM, which accounted for 61.6% of the budget derives a significant portion of the funds, leaving only 1,079,564 KM for financing all other costs as a grant budget of BD in the amount of 518.000 KM puts an important factor in facilitating the implementation of active employment policy. It is important to note that ZZZ BDBiH does not administered by health insurance for the unemployed who are registered as having no longer receiving compensation, for which a grant from the budget of the BD, directly goes, to Health Insurance Fund BD BIH transfer means necessary to ensure these categories, in accordance with the law in the field of health insurance BD. However, no budgetary support, ZZZ BDBiH would not be able to finance measures of active employment policy in this scope and programs for new hires, interns, employment of persons older age and long-term unemployed and the situation would be similar to that of the PC, which can be explained stagnation in employment and wage disparity in the public and private sectors in which generate basic income JSZ or the unfavorable business environment, which results in a high rate of shadow economy, "under the table" and the tendency of employers to report lower earnings compared to the actual order in that way lessen the already high burden on employers that contribute to the reduction of resources available to the ZZZ BDBiH.

5.3. Human resources

In terms of human resources, there are noticeable differences in the number, but also the organization and the possible degree of load. ZZZRS Organization, a branch of Dobož, with the Bureau in Samac serviced all the functions entrusted to it while, thanks to changes in the organization and systematization of jobs in ZZZRS, and increase the number of employees, to strengthen advisory function, in this respect, is significantly better off in relation to employment offices Posavina Canton or ZZZ BDBiH. There is room to improve the access and organization of the reach of all the unemployed, those out of Samac municipality, or in Pelagicevo and Donji Zabar which can be bridged by already used the technique of mobile teams of consultants and organizing continued presence in this area, with a maximum cost savings without increasing the number of staff.

On the other hand, the situation in the PK is a little more complex where the employment offices organisationally structured in such a way that the seat of the Service is in Orasje which belong three (3) municipal bureaus. Bureaus cover Orašje Municipal Domaljevac- Samac and Odzak. Conducting their work and functioning independently in relation to FZZZ. But stay in close cooperation with them. The cantonal service for employment is made of 5 persons working while the other 5 persons is distributed in 3 municipal bureaus. The systematization of jobs predicts to a total of 13 people, and because of vacancies it's currently difficult to make a strict division between those who perform administrative / recordnig jobs to those who work with the unemployed, since the person in charge of the APZ retired and tasks is performed by the secretary. Question of the director of the Office has not been solved and is currently one employee exercises the duties of Informatics and VD Head of the Service for

employment. The institutionalization of good practices "CISO" project is also problematic given that during 2014, "CISO" center led by a person who is at the end of the engagement through the project, worked at a specific time, with the financial support FZZZ, whose work engagement ended to 31.12.2013. and it was not restored at the time of preparation of this document. Upon expiration of the contract with FZZZ a service for employment did not further lengthened contract with the person in charge of "CISO" ⁶⁴. Due to lack of APZ employees and the person in charge of the work in "CISO" or "Club for the job," it can be concluded that the capacity of the Service in terms of active measures, especially work on advising the unemployed significantly weakened and practically non-existent. Given the situation and the need to modernize work processes, it would be necessary to revise the current division of labor that appears to be inherited and territorial conditioned for which there is certainly a good reason but to maximize the effect of engagement of staff in accordance with the new trends of placing emphasis on advisory services, communication, mediation and other services, it is necessary to detail in the analysis of business processes and the skills and competencies of staff and may propose a reorganization.

ZZZ BDBiH which has 15 employees is organized in two sectors and sector for material and legal protection of unemployed with 9 employees and sector of employment mediation with 6 employees. Insight into the scope of work of both sectors indicates a possible overload of staff and restrictions on further strengthening the functions of mediation or the analysis of the labor market. The advisory function is reduced to a minimum, and as in the PK can be said that has not been successfully implemented as good practice introduced through "CISO" and other projects.

By comparison, optimum number of employees in the service for employment, in the Posavina Canton, ie. 13 officers, employees should behave all legally entrusted competence and serviced around 5,600 unemployed while 15 staff in ZZZ BDBiH performed all legally entrusted competence, without exception, and serviced about 12200 unemployed. This indicates the possible overload ZZZ BDBiH where already 6 of 15 perpetrators deployed on operations in the field of mediation which is about 40% of total employment that justifies the claim that it may be necessary to increase the number of employees in order to enhance customer service and special advisory role modeled on good practice in the EU. According to data collected by the CSO "centers of civilian initiative" (CCI) ⁶⁵ RS situation is already much better because ZZZRS already undertaken activities at the necessary reorganization ⁶⁶. It is evident that about the advisory activity in the region of Posavina, especially in the PK and in BD at the moment, with this organization, the JSY can not talk about.

In the present situation, the general commitment not to increase the number of employees in the public sector, optimization of working processes, but also the impact of computerization is emerging as a key need for the JSZ PK and especially for ZZZ BDBiH and capital investment in the construction of information system in the tradition of processes in the entities and the

⁶⁴ The report on the work of the Employment Posavina Canton for 2013

⁶⁵ <http://www.cci.ba/>

⁶⁶ The quarterly report of the monitoring policy JZS on: <http://www.posaonarodu.ba/files/preview/142/93>

recommendations of analysis that have been done, should be considered as an emergency measure for effective, measurable and timely intervention. Therefore, the information system that is being developed in FZZZ should be as soon as possible in the function while ZZZ BDBiH must in line with available resources calculated, allow the necessary funds for capital investments in the information system, or by the analysis of work processes, uvazavjuci unemployment it may be necessary to plan and at least a few new perpetrators. Also, the Department of employment Posavina Canton, should fill vacancies, systematized and analyzed the distribution of work and duties in order to put the emphasis on mediation in employment and active measures, because at this time, when the advisory function is not carried out, it is not possible realistically assess the extent, the quality not the quantity of services provided with a given number of executors.

Since the ZZZRS made significant progress in the reorganization and strengthening of the capacities and the fact that these efforts are continuing character, observed deviations related to the ZZZ BDBiH Department and the Employment Posavina Canton thereby receive the sign of urgency. Otherwise, the disparity in access to public services in the region of Posavina will be even more noticeable and the position of the unemployed, especially the vulnerable groups, more difficult, which will further diminish the effectiveness of the measures being implemented and devalue the achievements that have in the past created as a result of project implementation such as the "CISO" and "Job clubs".

5.4. Services to customers, records, market share and efficiency

Access to records and disclosure of statistical data enables the statement that, although institutions and services indisputably have extensive data on the unemployed, functional use of these data in terms of the employer and any serious research, even for the purpose of JSZ can be brought into question. Due to data protection are clear limits, but the records do not provide full access to the fluctuations in the labor market and therefore, not only to limit the adequate strategic planning, but I work with the unemployed as well as communication with employers. Adequate example is the inability of the depth analysis of the incidence of "exit" from the register, where it is necessary to introduce the ability to generate reports that provide detailed information on the reasons for removal from the register as such. Non-compliance with legal provisions, out on the basis of employment where ideally indicate whether it is for a fixed or indefinite period or full time out of the workforce on the basis of self-employment, on the basis of participation in programs for the promotion of employment, etc., and other reasons. Adequate example of required records is an example where in the Croatian statistical bulletin JSZ⁶⁷ one can find all the necessary data. The introduction of adequate monitoring of the movement of the unemployed through active employment policy programs, and the demand for workers would significantly contribute to the usability of statistical data for planning purposes. In this way, he could clearly observe the flow of unemployment through programs and measures encouraging employment and self-employment and to evaluate the effectiveness of the intermediary function and perform an upgrade or corrections. This does not mean that the records do not keep detailed than that for the purpose of analyzing the functioning, work and adequate planning necessary to consider expanding the scope of data to

⁶⁷ http://www.hzz.hr/UserDocsImages/stat_bilten_12_2014.pdf

be in compliance with the law can collect and statistically process, so that in a given time period can work and analysis in particular evaluation of the program to boost employment.

Another example is evident in the statement of work ZZZRS for 2013⁶⁸ where it was stated that the mere observation of newly registered total, on an annual basis, useless information and that the only comparison can be made by observing the data on a monthly basis, compared to the same month of the previous year, which was also confirmed the need to introduce and enrichment parameters are entered and generation statistics for the purposes of different types of reports and analyzes. Statistical analysis and interpretation of data represent the basis for the development of high-quality predictions about trends in the labor market, of course, on which interpretation is enriched by the use of data generated by the other, complementary actors. Observation and interpretation of data on trends in the labor market is one of the weaker functions that are common to all in the region of Posavina and in Bosnia and Herzegovina. The best example is noticeable screen-display statistics where there is no analysis of the causes and monitoring trends, making it difficult to move to a proactive approach instead of the current reactive.

The use and interpretation of the data presented is reduced to a *post factum* interpretation of the situation and reviewing the annual work plans institutes and services is evident that the function of observing the labor market should be strengthened for what they need different information and to this end further computerization is necessary to facilitate the work and enable higher market share. Functions for career guidance and professional orientation also rely on the analysis of the labor market and in the region of Posavina there is still much room for improvement and the establishment of a plan of continuous professional consulting, in cooperation with schools.

Actors of employment during the development of labor market analysis, whether it is generated in the same JSZ or is made in collaboration with other stakeholders, should take into account the forecasts of the business initiatives that will be implemented, programs to stimulate the economy, domestic and foreign direct investment to ensure that data are interpreted in a way that will have an impact on demand for certain staff on the basis of which can then be targeted to create measures that will have the most effect.

Cooperation with employers is limited to a direct communication and exchange of information and the receipt, processing and publication of advertisements, employment mediation in accordance with the expressed needs and set criteria, free advertising vacancies, and even pre persons in accordance with the expressed needs, which is rarely, and provide information on opportunities to participate in projects of co-financing of employment in accordance with the available programs. In this respect, there is no significant deviation between the observed actors in the region of Posavina. Although strengthened in recent years, this function is still not at the level of close collaboration with customers, needed for real progress in terms of results. This refers primarily to co-operate, not only meet the needs for employment, but also the removal of the barriers. Current communication is insufficient, and irregular consultations and surveys of employers leave room for assumptions and create

⁶⁸ http://www.zzzrs.net/dokumenti/Izvjestaj_o_radu_2013._god.pdf

measures that are not in accordance with the needs of employers and the labor market on the other hand, as inadequate, they can have real and certainly not a long-term effect on employment, especially “hard to employ” category. The share of the market or the number of ads that through JSZ publication is not possible to estimate but in line with previously presented findings, it can be concluded that the same low and not satisfyingly level. In addition to the aforementioned records that do not offer enough basic data and the lack of indicators resting on the objectives and desired outcomes to observe the effect of active measures are very difficult to create adequate programs even when they would apply the principle of respect for the disparity in specific regions or micro-locations. For this reason noticeable is the lack of innovation. On the other hand, in addition to consulting services, regular communication with the unemployed is also particularly important in order to motivate, to provide them with all the services that come under the active measures but also to those who have passed through the program for encouraging employment upon return on the record, we consulted and their individual plans for job seeking update on the way to reflect newly acquired skills or to refer to the possible need for further treatment through additional counseling and training. Feedbacks from employers are also important especially for planning training. On the other hand, satisfaction of employers' employment services, and services, mainly depends on the quality of personnel who come through the program so communication possible, which would allow continuous monitoring of the unemployed who are going through the programs in order to detect possible further measures to ensure a greater degree of employability. With regard to career counseling and professional orientation but require reliable data on the demand for human resources or the skills and competencies that employers are looking for, the strengthening of cooperation with employers is imposed as necessary. This form of communication should gradually incorporate the stakeholders dealing with economic development and education, bearing in mind the decision-makers as well as educational institutions in order to comprehensively observed problems but also created more adequate active employment policy measures. Currently, all enumerated only sporadically and sometimes do, but specifically, as a service, it can be argued that in the BD and the PK are not provided and in JSZ is recognized as a necessary step in the future.

5.5. Cooperation with partners

Through information obtained by reviewing the reports and communication with stakeholders, it is clear that the function of cooperation and communication with employers strengthened from year to year, primarily through co-operation which was originally initiated the implementation of programs to boost employment. On this basis, the actors are already familiar with businessmen and even are able to create the priority list of employers who are known to be reliable partners to the admission requirements and the contractual performance as is the case in the ZZZ BDBiH and create an environment within the JSZ for the introduction of real service-oriented clients based on good practices of EU countries.

The micro-region of Posavina as an indispensable partner for the communication and the municipal are administration and educational institutions would intensify communication allow the exchange and sending information to the relevant ministries and / or economic and social councils to ensure the flow of information to policy-makers, which is in the region Posavine particularly desirable, given the lack of observable regular and continuous communication. A good example is the strengthening of cooperation ZZZRS with the

Ministry of Education and Culture regarding the enrollment policy and further strengthening ZZZRS through the "ICBES", financed by EU IPA funds, that is, through five components, ZZZRS strengthened through communication centers for the establishment of a more efficient system to manage labor market, strengthening mechanisms for budget preparation, improving delivery of services related to employment, improvement of skills and competencies of employees in public employment services and other actors of the labor market, development of entrepreneurship. Given that this project is not implemented in the Department of Posavina Canton and not in the ZZZ BDBiH and its directly related to the perceived weaknesses of the PES, the exchange of knowledge and experiences through co-operation between the JSZ to contribute multiplication effects but also allow for strategic planning of necessary interventions in terms of strengthening the two actors Posavina region in the coming period. This refers to the planning of interventions that can be financed with its own resources or identify specific needs that require eskterna help. Through cooperation, the administrative authorities of PES in the region of Posavina in this way can create joint project initiatives that would, if they were supported by potential donors, enabling the necessary technical assistance for projects that are more complex and have already made in entity JSZ.

An additional reason for strengthening communication presents and strengthen its oversight of the implementation of the contractual obligations of employers who use the funds to support employment, but also the fight against the gray economy, illegal employment and other violations of workers' rights which requires a continuing cooperation with inspections, tax administration and other actors of importance.

5.6. Programs and projects to boost employment

In the region of Posavina, unemployed, depending on which records are, have access to different programs and active labor market measures. The unemployed registered at the Branch of Doboj in 2013, had the opportunity to be covered by a different range of programs to support employment, as in the rest of RS, such as projects that have been implemented ZZZRS, according to the Economic Policy for 2013 and the Action Plan for Employment in 2013 . One of the projects in 2013 "Project of Support to the acquisition of work experience of young people as trainees," where, according to the branch office in Doboj, 23 young people took part, "Employment Support Project in the Republic of Serbian economy in 2013" in the framework of the project and SSNESP it through two components or employment with the employer and self-employed⁶⁹.

There has been a reduced demand for these incentives in underdeveloped municipalities and funds were diverted to the codes to encourage employment in the middle-income and developed municipalities of RS due to increased demand for the same. Another interesting project is the "Employment Support Project in the Republic of Serbian agriculture in 2013" also within SSNESP project and implemented in 3 components or employment with the employer, self-employment and the employment of highly qualified personnel in the agricultural cooperatives and "Employment Support Project Roma in the Republic of Serbian ".where is the Doboj region employs one person with the employer nd one is self employed.

⁶⁹ http://www.zzzrs.net/dokumenti/Izvjestaj_o_radu_2013._god.pdf

Within SSNESP project were done on public works through which the RS hired 449 persons and is implemented and project employment and self-employment of children of fallen soldiers.

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In Posavina Canton are available to all calls that FZZZ published as programs and projects to support employment. On this basis, as far as employment programs implemented by FZZZ, all are available to the unemployed from the Posavina Canton. Service for hiring a broker, and one of the signatories of the tripartite agreement. Interested employers can get all the information on the website FZZZ or services and the role of information services and assistance to those interested, receiving applications and supervision of the implementation of the agreement and the insurance funds, setting criteria and scoring of applications FZZZ charge. In 2013, the area of Posavina Canton implemented the "SSNESP" - employment and self-employment; "The first work experience 2012" and "first work experience in 2013". The program of co-within "SSNESP" has provided support for people in agriculture and entrepreneurship. Initial 22 people are employed of which 4 with private individuals and legal entities with 11 and withdrawn funds in the amount of 48.400KM for a total of 18 jobs. After the expenditure of funds, the Employment Service has sent a request for additional funds FZZZ and 55,000 KM enable the recruitment of 47 people. The goal of the program "First work experience 2012" was to increase the competitiveness of young people in the labor market through co-financing of internship, which was implemented in 2013. This program is in the previous year been fully implemented or had increased interest by customers and have requested additional funds which is co-financed employment of 7 additional users VSS with total amount of 41 952 €, with the implementation within 12 months. Call the program from 2013 was published at the end of the year, ie 18.12.2013. The total amount of funds intended for the Posavina Canton is 325.000 KM of the total 8 million, which is more than 4% of the total.

In BD, BD had the project "The employment of apprentices" in 2013 provided funding for 129 trainees in the amount of 1,502,079.90 KM, which is administered by ZZZ BDBiH. The following program ZZZ BDBiH entitled "Employment of persons older age" of 29 persons in the amount of 321,030 KM. The program "Employment of unemployed persons from among the Roma population" is for 18,000 KM employed two persons for a period of 24 or 12 months and "Persons with long-term unemployment and other persons" through which employs 154 people for the amount of 876,000 KM, where the range of jobs moving 12 months for the VII degree of education, 9 to June 6 and for other degrees of which was the lowest person with IV level of education. As part of the active measures were undertaken and training, excavation in a modest extent, so ZZZRS conducted training, retraining and dokvalifikaciju for 134 persons in the amount of 111.169 KM. ZZZ BDBiH of the planned training for entrepreneurship, computer skills and accounting, and English language courses of 56 planned training completed only 12 of entrepreneurship in the amount of KM 6,000 of

the planned 50,400 KM. Despite the expressed interest of the unemployed for training for ECDL, entrepreneurship and English and German, Customer Service employment Posavina Canton failed to implement the necessary training due to lack of funds.

5.7. Informatization

Service employment Posavina Canton with its own resources made website where access is available to basic data and information for both employers and the unemployed. The website also has available and search engine for records that offer a search option by qualification structure, age, based on location, possession of a driving license and the like. Given the limited resources and that the FZZZ in the process of introducing a robust and unified information system, it would seem unnecessary to create parallel and invest scarce resources in further computerization and upgrading postojećek system in the PK. It was announced that a new information system has brought many improvements the service and contribution to the optimization of operations as well as relief in terms of observing the labor market or the collection of a larger volume of segregated data. The hope is that the new system will be in operation as soon as possible because the newspapers that will bring facilitate adequate understanding of work processes and load and possibly enable reorganization in order to strengthen the functions of mediation and the provision of quality services to the unemployed and employers.

ZZZRS had been working on the continuation of computerization of work processes as a result of intervention through specific projects or the use of its own resources. So in ZZZRS emphasis among other things, to improve information and operational support and maintenance through the development of sub-systems for data collection and statistical and analytical reporting from the unemployed persons and employment mediation, maintenance and upgrade of application software to connect to the local database on unemployed persons in higher levels of aggregation, which enables production of standard and non-standard reports and analyzes. Implemented new software financed from the project "Support to social security measures" component of 3.2. "Institutional strengthening of the capacity of the Employment Agency of the Republic of Serbian" that includes software called "MUBIS" - ie. a system for monitoring financial support for unemployed persons which significantly facilitate the work processes, automate certain regular activities and amplified communication especially with the tax and the Health Insurance Fund.

On the other hand, capital investments in information systems in the ZZZ BDBiH are minimal due to the strict policy of austerity measures ZZZ BDBiH. This resulted in the system being used is outdated, does not facilitate the work to employees or to adequately collect and process data and generate various reports and analyzes. Due to the pressures faced by ZZZ BD, emergency responses in terms of computerization are necessary but also redesign the website for what they require significant resources and employee training. Investments of this kind should be planned as soon as possible while the creation of the preliminary terms of reference might work, already in the second quarter.

In terms of capacity, one can made out possible courses of action of the PK and the BD, but as the highest priorities to allocate the need the reform of work processes and the introduction of a sufficient volume of services provided to customers for what is a prerequisite for the

analysis of work processes in order to determine the appropriate time for permanently , sustainable and cost-effective introduction of new functions, especially advisory and optimization that can be achieved by further computerization.

6. GENERAL STATE OF THE ECONOMY IN THE REGION OF POSAVINA

6.1. The economy of Posavina Canton

Canton territory extends over 325 km², with a total of 48,048 inhabitants, according to preliminary results of the census of 2013, of which 21,584 inhabitants in Orasje, Odzak and 21,289 in 5216 in Domaljevac-Samac. Canton area makes 1.2% of the total area of the Federation and the average population density is above the average for the FBiH. In 2013, GDP per capita is 5,606 KM or 78.0% of the average of the Federation while the total estimated GDP amounted to 218 million KM. According to the Federal Agency for Statistics, in the Posavina Canton in 2013 were registered in 1013 legal entities, 855 branches and 557 craftsmen. They are represented by almost all activities except activities of households as employers and the activities of extraterritorial organizations and bodies. Among the most common legal entities wholesale and retail trade, repair of motor vehicles and motorcycles, other service activities followed by processing while the branches leading wholesale and retail trade, transportation and storage and other services. Among the artisans have most of those engaged in the activity of providing accommodation and food service (hotels and catering), wholesale and retail, and manufacturing. Most registered business entities in Orasje, Odzak and then the same is true with branches while craftsmen more than in Odzak in Orasje. The average number of employees in 2013 was 5,600, with an average net salary of 690 KM. Most investments were made in the sectors of manufacturing industry, wholesale and retail, and public administration / defense / compulsory social insurance. The share of investment is mostly in favor of the equipment, machinery and vehicles after that lagging investment in construction works. The total investment is about 19 million. The ratio of exports and imports is not uniform and leading imports in 2013 amounted to 125 million KM. Exports are mainly in Germany, Austria and Slovenia, while most imported from Germany, Hungary and Croatian in 2013, exports amounting to 90 million. Export-import ratio stood at 71.9%, while in FBH was 56.4%. With 5,543 beds, the total number of overnight stays was 8,979 with a larger share of domestic guests, while guests from foreign countries, mostly from the neighboring Croatian, then EU countries such as Italy and Germany. Most students attend secondary vocational, technical schools. There are no known statistics on how many of them went to study, and in order to observe the movement of the labor force can be considered to be a significant percent joins the category of the working-age population in search of employment. The potential for investment exist especially if they land investments in the industrial / commercial zones such as. "Dusina".

6.2. The economy of the municipalities of Samac, Pelagićevo and Donji Zabar

Municipality of Samac with 19,041 inhabitants is the average size covers an area of 172.8 km² and its structure of agriculture has significant potential. Agricultural production in the municipality of Samac deal with family farms which according to APIF over 1500⁷⁰ and the largest number of holdings is 1-3 ha. The largest number of registered legal entities in the

⁷⁰ http://www.opstinasamac.org/images/dokumenta/akti_nacelnika/Strategija_LER_Samac.pdf

sectors of catering, wholesale trade had, transport, financial intermediation activities and mining and quarrying. They are mostly micro-enterprises and the large number of craft and shopping and restaurant outlets. Processing industry, agriculture, forestry and hunting are extremely important activity within the economy Samac municipality. Construction industry as well as underdeveloped transport and storage of the exceptional damage due to the existence of potential such as 3 entrepreneurial business centers: Development and entrepreneurial zone Samac, NBR incubator Samac, and public company management zone "free zone". The trade deficit is present in all observed years but still above average compared to the rest of Bosnia and Herzegovina which is explained by the presence of enterprises producing metaljnih structures and parts as well as water Management Company for the extraction of sand and gravel.

Municipality Pelagićevo covering 124 km² has 7332 inhabitants and the municipality Donji Zabar has 4,043 inhabitants⁷¹. The economy is similar because it is a predominantly lowland and even rural area, where over 200 registered businesses and is dominated poljoprivreda and Trade. Most of them were registered in the sectors of agriculture, tourism and services. The special potential of municipality Pelagićevo is in the field of hunting and rural tourism and the existence of two industrial zones and agricultural cooperatives. In the municipality of Donji Zabar, which extends to only 49 km² and is bordered by the Brcko District of BiH and the Municipality of Samac, and Orasje Pelagićevo in Posavina Canton, in the manufacturing industry have been developed and field of food products, especially meat products, meat and poultry, production of ready-made food for animal and are also represented hospitality and trade, production of asphalt, cut down stone and timber and mining of sand and gravel. Traffic was also significant because in this municipality operate two bus companies, one of which carries passengers in international traffic. In the municipality registered a total of 55 legal entities.

6.3. The economy of Brcko District BiH

The share of wholesale and retail in the structure of GDP is up to 17%, which indicates serious problems. If you are in favor of observing the fact that a high share in GDP structure occupies agriculture, hunting and forestry, which in turn recorded a loss, then we must conclude that this analysis confirms the hypothesis that would require significant changes in the structure of incentives in order to correct this irregularity and enable the manufacturing sector becomes more significant part of the GDP compared to the previous year. Nominal GDP in 2012 amounted to 618.570 million while in 2013 it amounted to 613.747 million. Investments rose to 42,136 million compared to 2012 when they amounted to 38,621 million but are still well below the amount in 2011 and previous years, where, for example, in 2008 invested a record 125.232 million. Most are exported (and imported) of non-durable consumption and in Turkey, Croatia, Serbia and Austria⁷².

Number of employees is almost stagnant in 2013 amounted to 16,255, while in October 2014 amounted to 16,432 persons. This slight increase may be the result of active policy or looking

⁷¹http://www2.rzs.rs.ba/static/uploads/bilteni/popis/PreliminarniRezultati_Popis2013-drugo_izdanje_sa_kartama_Final.pdf

⁷²http://www.bhas.ba/publikacije/bd/BRC_2014_001_ECC.pdf

at trends in the records of the unemployed where in 2013 was 12,225, while in October 2014 it was 12,193 can be explained in part by employing well as decreasing the number of unemployed by erasing the records on the basis not only of finding a job than and other grounds (eg, pension, death, irregular reporting). In 2013, exports of 222.168 million while imported 479.025 million. Export-import ratio was 46.38%. The highest gross wages in the public sector and public administration, defense, compulsory social insurance and amounts to an average of KM 1,869.21 and the lowest in activities creeping accommodation and food service activities and amounts 662.82 KM 751.65 KM and construction. Data on the number of registered businesses point to a stagnating economy. The BD has over 3,300 registered business entities⁷³, of which 1,183 doo and 2,113 entrepreneurs / craftsmen of which most in trade and services industry. The reasons for the stagnation are many, because in spite of the support programs lacking real growth and no major investments, there are no standard programs for entrepreneurship, do not encourage innovation and increased competitiveness, there is no incentive for the certification of products and logistics necessary for the growth of manufacturing industries such as clusters and value chains. Business zones and business incubators, to a level at which they had the effect of any existing grant programs for start-up of micro and medium enterprises of any clear strategy and support for greenfield and brownfield investments. In addition, incentive schemes in industry, agriculture and employment are not evaluated and are currently considering a new law on incentives for economic development. The problem is the insufficient use of public-private partnerships and the absence of clear strategic economic reforms aimed at reducing public spending in the public administration, increase capital investment, fiscal consolidation, creating a favorable business environment and the necessary amendments to legislation in the field of labor, employment, health insurance and social protection to enhance the appropriateness of giving to the realization of cost savings. BD Government in 2014 announced, it would amend the law on encouraging economic development through grants to entrepreneurs, service guarantee fund, interest subsidies and tax refunds trying to further create a favorable business environment supported employment programs that are implemented through PMI BDBiH.

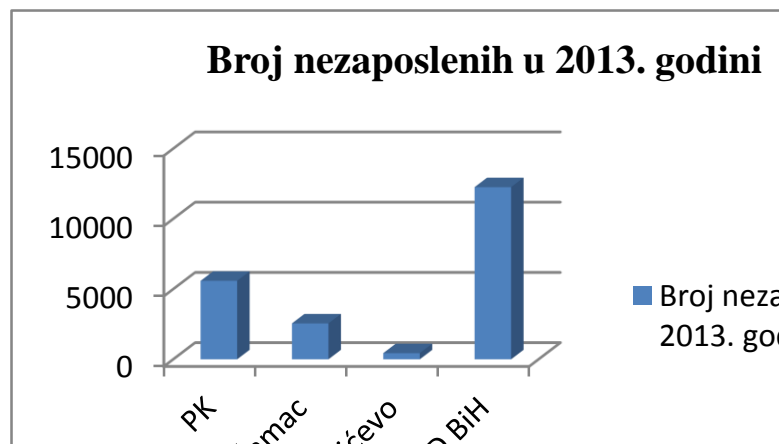
It is evident that the economy of the region Posavina in trouble. From the perspective of the unemployed, the most desirable employers are public institutions and all budgetary and extra-budgetary users such as municipal administration, public companies and institutions, BD Government and the PK. This applies to both sectors of the labor market. In the private sector, the most desirable jobs in the banking sector and large companies engaged in service or processing activities and branches of large retail chains. In any case, given the high unemployment rate, all employers are considered desirable employers, but for the unemployed, for now, the most desirable employment in the public sector due to the regularity and level of wages, safety, etc..

7. LABOR MARKET AND NEEDS

⁷³ http://bizreg.pravosudje.ba/pls/apex/f?p=183:26:312282805087934::NO::P26_CHAR_TIP:2

This document beside so-called. *desktop research* leans a lot on draws of the results of the survey of business entities or employers, unemployed and non-governmental organizations, students as well as the direct contacts that have been achieved. In terms of unemployment, the situation is worrying. In 2013, the Register of Service for employment PK in November 5586 were registered job seekers as opposed to 5,669 employed persons⁷⁴. The records ZZZRS, for the municipality of Samac, total labor supply was 2,555 while municipalities Pelagićevo and Donji Zabar in 2013 in the records of any 437 people. In the BD BiH in 2013, there were 12,255 unemployed. The situation is similar in the entire Posavina in terms of age and qualification structure dominated by persons with secondary education, all ages where particularly disturbing is the large number of people with low skills who are over 45+ and young people and the fact that according to official data, the average wait in PK on records for example. NK almost 7 years until the PK 8.5 year's⁷⁵ and with high school (4) years.

Chart 1: The number of unemployed in the region of Posavina 2013



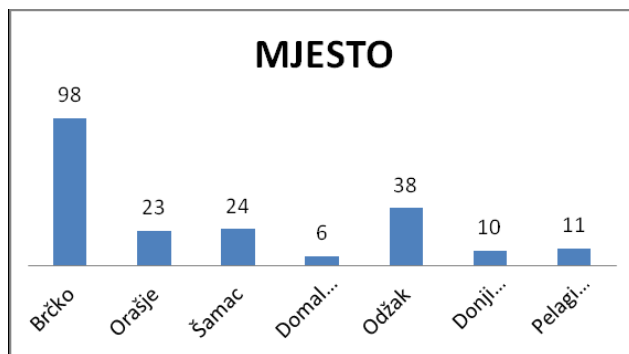
Source: Official data of JSZ in the PK, BD and RS

The needs of the economy for new employment, retraining of workers are observed through the survey, which is part of the project "Posavina for lifelong learning", which is funded by the EU, conducted in the Brcko District of Bosnia and Herzegovina, Pelagicevo, Donji Zabar, Samac (RS) and Orasje, Domaljevac-Samac and Odzak by the "System" NGO which is partner in the project. The total number of surveyed business entities is 210 of which 92% is privately owned.

Chart 2: Respondents economic entities

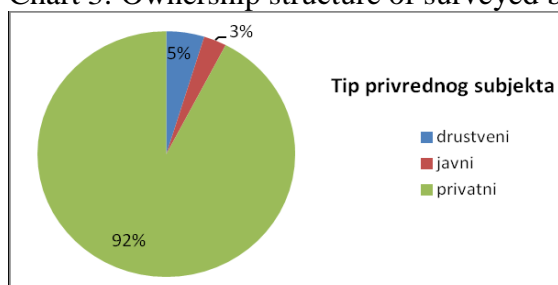
⁷⁴ <http://www.fzzz.ba/posavski-godine/godina-2013-posavski-kanton>

⁷⁵ <http://www.szuzp.ba/nezaposlenost-prema-trajanju-i-spolu.aspx>



Source: Employer Survey "System NGO"

Chart 3: Ownership structure of surveyed business entities



Green (private) Red (public) Blue (Social)

Source: Employer Survey "System NGO"

Of the total surveyed businesses the largest percentage are the micro enterprises 61% small companies and 31 %. Of the surveyed employers, a total of 55 or 26.1% indicated that they are in the last 2 years had no need for employment and for the following profiles: "... welders and locksmiths, specialists isometry, Insulation and scaffolding installers, engineer mechanical engineering and workers on the CNC machine, cook and project managers, agricultural engineer (plant protection), agricultural engineer (agro), veterinarian, elektrofrigo-mechanical and "electrical knowledge" merged into one, programmer and web designer ... ". So only 55 employers or 26.19% said they had trouble finding adequate, qualified staff. From the poll looms that demand is sporadic, intermittent and low. Also, the survey we can conclude that employers do not know that it profiles produced by the education system and did not give adequate answers to the question "which it deemed necessary profiles and that are not produced in the present system of education". From "soft" or informal skills, 46.19% of employers seeking employees from knowledge of a foreign language home 57.61% seeking basic or higher level of computer literacy and in order to hiring them, 99.5% said they addressed the JSZ in looking for workers.

Table 1: The demand for "soft" skills

poznavanje stranog jezika		osnovno poznavanje rada na računaru		viši nivo poznavanja rada na računaru (specifični kompjuterski program)	
tacno	97	tacno	121	tacno	121
netacno	113	netacno	89	netacno	89
210		210		210	

Foregin language

corr. 97

incor. 113 total:210

Computer skills

corr.121

incor. 89 total:210

High level IT skills

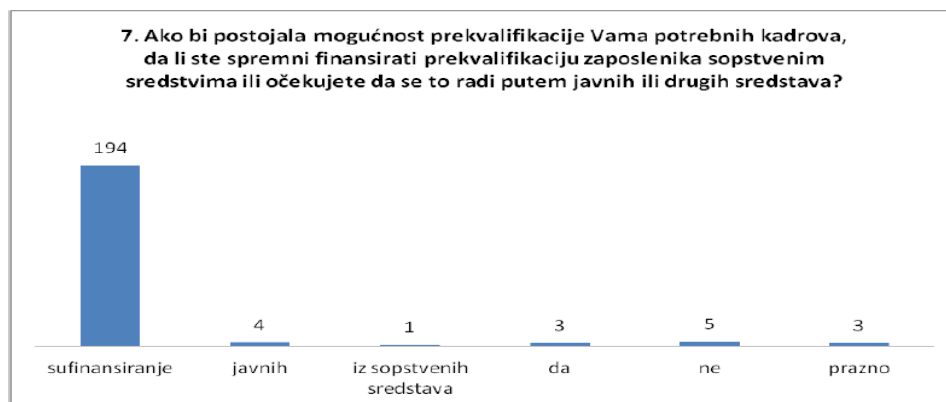
corr. 121

incor.89 total:210

Source: Employer Survey "System NGO"

This is a deviation from the information obtained during the interview with the formal actors who have pointed out that the majority of micro-enterprises independently engage in finding staff, directly or indirectly through a rarely institutes / services and data from the analysis conducted by the ARZ. The deviation can be explained in terms of the above-listed human resources and surveys listed occupations in demand and are the most reliable form of records to arrive at the appropriate candidate for that is 92.38% said it was ready to co-finance or support training, retraining or additional training of staff they need . The same percentage of business entities and 99.5% said they applied to programs to boost employment.

Chart 4:



Source: Employer Survey "System NGO"

Table 2:

Do you apply on employment programs funded by government or JSZ?

Yes 209 No 0 Empty 1

6. Da li aplicirate na programe zapošljavanja koje finansira Zavod za zapošljavanje i / ili Vlada?	
DA	209
Ne	0
Prazno	1
	210

Source: Employer Survey "System NGO"

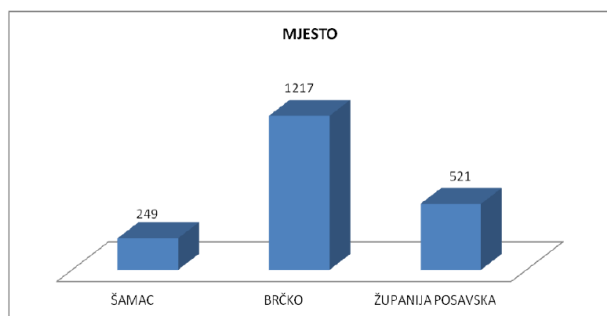
From the foregoing it can draw disconcerting conclusion that beside sporadic actual demand, programs aimed at stimulating employment, in fact, only temporarily create demand. This is in line with past experience and evluacijama similar programs to encourage employment and where the World Bank, in its analysis, points out that such programs are most useful in times of recession or in periods of economic recovery. In the long term, the effects of these interventions are questionable as acknowledged in direct contact. Given that the economy is in Posavina chronically lethargic, picture of the team and weight. Except for employment through programs in the region of Posavina, the demand for labor is almost non-existent and if there are certain fluctuations, they are sporadic or seasonal conditioned where a large number of jobs remains outside legal flows and is done in a gray zone.

From the above, but also from the use of information obtained through direct contacts,we can draw the following conclusions:

- - The demand is extremely limited, sporadic and when and fluctuating, almost always fluctuating in the second sector of the labor market which requires a lower level of qualifications and the need for retraining dont exists only expressed declarative demand for "soft-training"
- - In small towns, such as those in the region of Posavina, considering that the economic entities mostly micro and small enterprises, the demand satisfy immediate or otherwise subject to the programs to encourage employment in question, in which case the businessmen pay you directly JSZ affecting the share of the JSZ in the market (which still has no official data since these are not followed).
- - Employers consider that the problem is in the business environment and measures to support employment, help or do not create new jobs

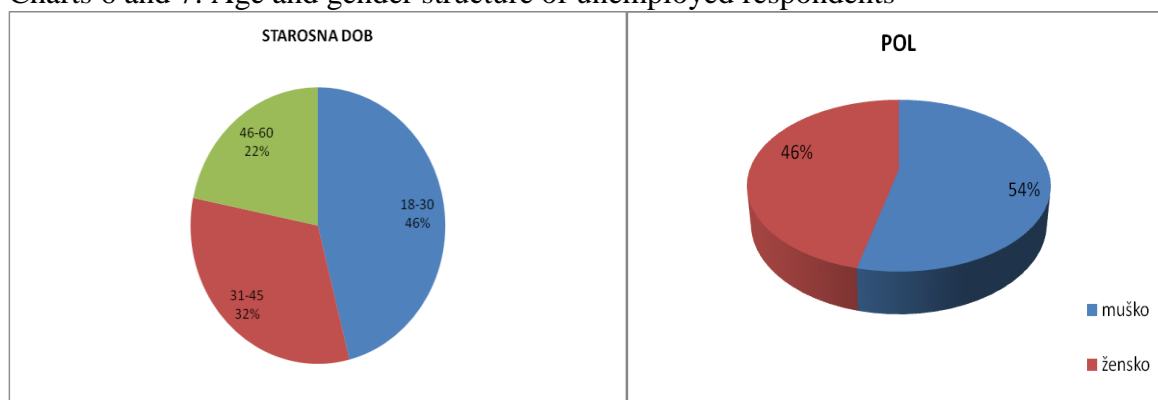
On the other hand, unemployed were surveyed total of 1,978 persons, of which 46% in the age group 18-30 years, 32% in the age group of 31-45 years and 22% in the age group of 46-60 years of age. Of those surveyed 46% of the unemployed are women.

Chart 5: Number of unemployed respondents



Source: Employer Survey "System NGO"

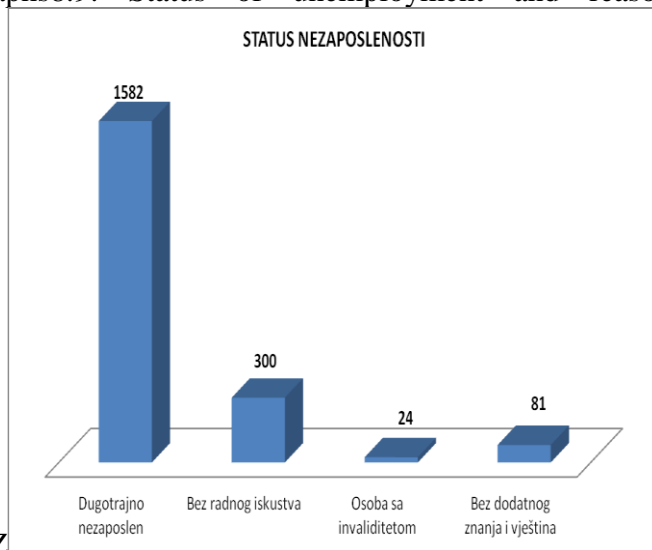
Charts 6 and 7: Age and gender structure of unemployed respondents



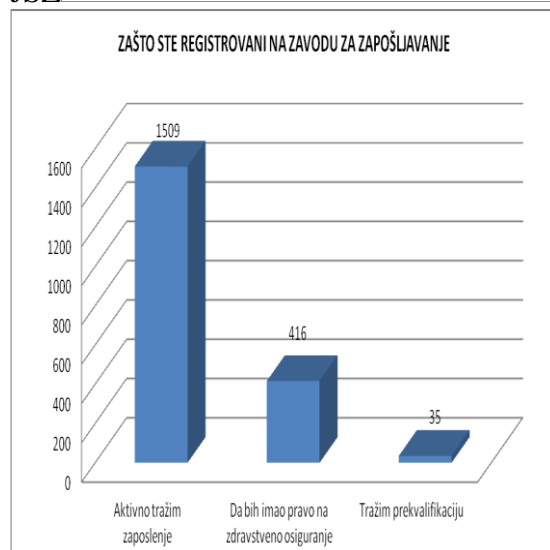
Source: Employer Survey "System NGO"

Of the total surveyed unemployed persons, 79.6% of them are long-term unemployed, 15% have no work experience, 1,2% are persons with disabilities and 4% have no additional knowledge and skills. Of all those surveyed, 21% said that the Bureau / service registered to qualify for health insurance based on unemployment, while 1.7% said they sought retraining. The remaining 75.9% said they are actively seeking employment.

Graphs8.9: Status of unemployment and reasons for registering the records of



JSZ



Source: Employer Survey "System NGO"

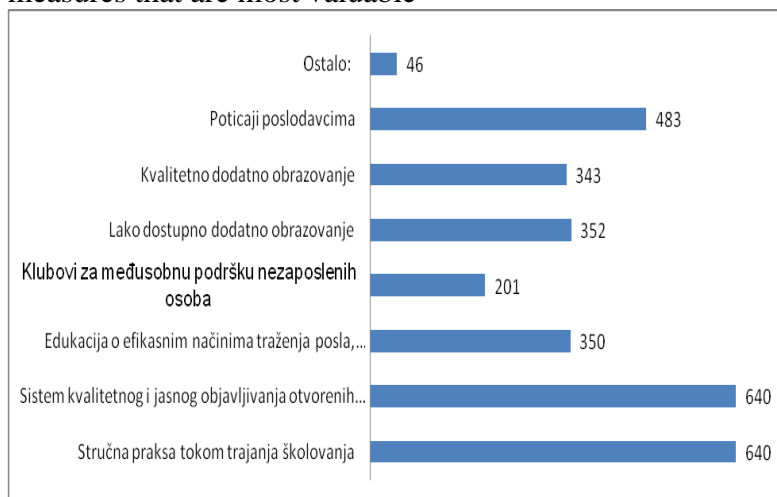
Nezaposleni su kao najveće prepreke prepoznali slijedeće (frazе i postavke preuzete iz ankete koju je radio „Sistem NGO“ i rangirane po važnosti koju su dodijelili anketirani):

1. Nedovoljan broj radnih mjesta
2. Nezaposlenost je visoka u državi pa dijele sudbinu ostatka populacije
3. Nespremnost poslodavaca da zapošļavaju ljude bez radnog iskustva te ulazu u njihov razvoj
4. Sistem obrazovanja u BDBiH/opštini/općini nije kvalitetan te ne uči mlade znanjima i vještinama potrebnim za uspješno obavljanje posla
5. Državne službe koje trebaju pomoći pri zapošļavanju loše rade svoj posao
6. Ne postoje institucije za prekvalifikaciju radne snage
7. Nezaposleni očekuju nerealno visoku platu i siguran posao
8. Nezaposleni ne znaju na kvalitetan način tražiti posao
9. Ostalo

The unemployed recognized as major obstacles the following (phrases and items taken from surveys by the radio "system of NGOs" and ranked in order of importance they assign surveyed)

1. Practical work during the school
2. The system of quality and clear publication of vacancies
3. Incentives to employers
4. High quality further education
5. Easily accessible additional education
6. Education of the effective ways to job search, resume writing, solving the standard tests in competitions, simulation job interview
7. Clubs for mutual support unemployed

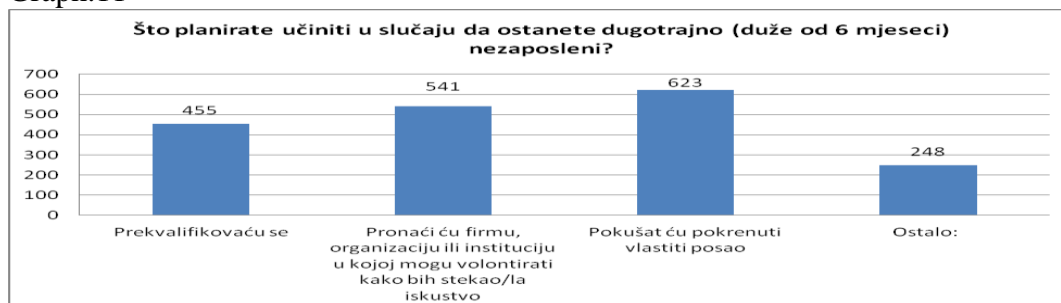
Graph 10: graphical representation of the response of the unemployed in terms of the measures that are most valuable



Source: Employer Survey "System NGO"

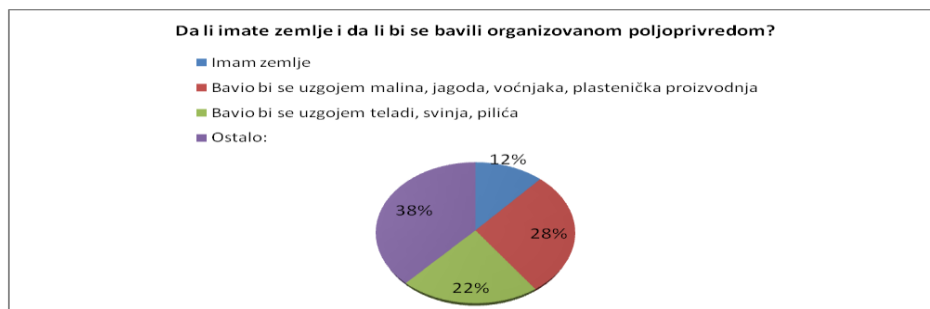
In the case of long-term unemployment, respondents unemployed or 33.3% to started their own business, 28.9% would have volunteered, 24.3% would be re-qualified while over 50% of respondents would be engaged in some form of agricultural production.

Graph.11



Source: Employer Survey "System NGO"

Graph 12



Source: Employer Survey "System NGO"

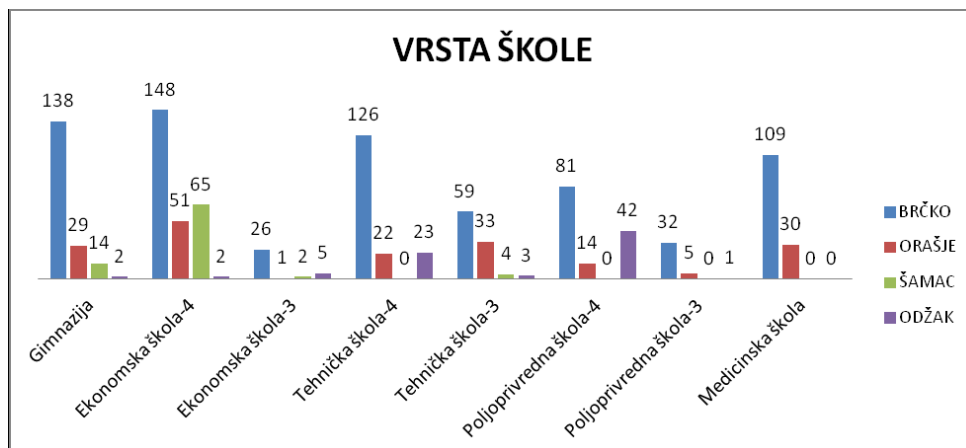
In interviewing high school students, from total of 1,067 respondents, in 719 BD, 185 in Orasje, 85 to 78 Samac and Odzak. From the answers of what the school wanted to enroll in the direction it is evident that students do not have sufficient knowledge of formal education and smijerovima and more than half of respondents believe that the school does not offer a "functional knowledge necessary for life" while equally large percentage agrees that "there are many items that should be removed from a specific profile / profession ". It is also interesting that the high school students, students of high school, I, who do not practice, said a large percentage that it takes several hours to devote to the practical training and that 50% of students said that they would change modular structure.

Table 3: Number and Structure of surveyed students

ŠKOLA	BRČKO	ORAŠJE	ŠAMAC	ODŽAK	
Gimnazija	138	29	14	2	
Ekonomska škola - IV stepen	148	51	65	2	
Ekonomska škola - III stepen	26	1	2	5	
Tehnička škola - IV stepen	126	22	0	23	
Tehnička škola - III stepen	59	0	4	3	
Poljoprivredna škola - IV step	81	14	0	42	
Poljoprivredna škola - III step	32	5	0	1	
Medicinska škola	109	30	0	0	
UKUPNO	719	185	85	78	1067

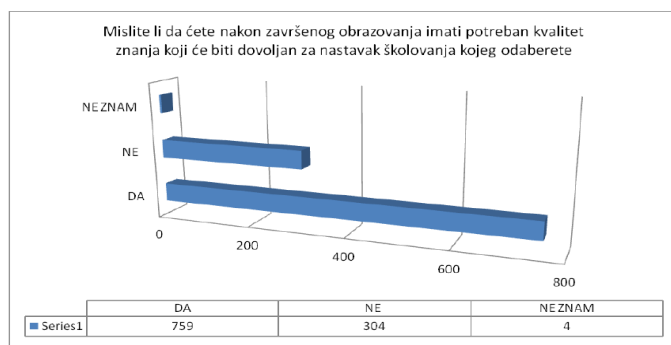
Source: Employer Survey "System NGO"

Graph 13: Graph showing the number and structure of the surveyed students



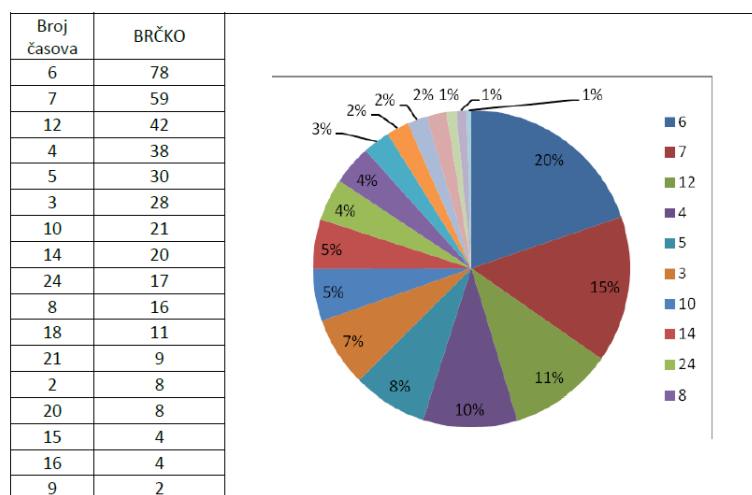
Izvor: Anketa učenika „Sistem NGO“

Grafikon 14



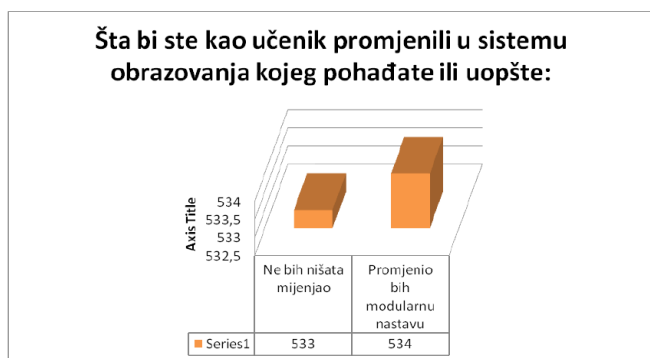
Source: Student Survey "System NGO"

Graph 15: The proposed number of hours of practical training by the surveyed students



Source: Student Survey "System NGO"

Graph 16



Source: Student Survey "System NGO"

In a situation that is present in the region of Posavina imposed are two conclusions, emergency response to strengthen the capacity of the JSZ and the creation of adequate policies aimed at economic growth must go in parallel. The demand for labor may be fictitious provoke, to a lesser extent, and it temporarily and occasionally, where, except for socially-beneficial effect, and the effect on the motivation of the unemployed included in them, may be counterproductive as it reduces the pressure on the authorities to move in actual and necessary reforms as they announced the entities for 2015. Currently, apart from a few exceptions, the only demand that came to is a demand that is a direct result of the program to boost employment, which can be considered constant and periodic influx of persons in the records (which do not lose their jobs on the grounds of bankruptcy, do not come out of educational institutions, etc. .). Economic growth creates real demand for labor and thus, parallel action is imperative.

Last but not least, access to the answers of the unemployed, but employers and students, indicates that changes in the region of Posavina have to work in the field of work and functioning of the JSZ and the economy but also the education system.

1. ANALYSIS OF STRENGTHS, WEAKNESSES OPPORTUNITIES AND THREATS POSAVINA REGION,

STRENGTHS	WEAKNESSES
Territorial coverage of JSZ Experience in the implementation of employment programs Knowing the situation in terms of unemployment Motivation of staff employed by the JSZ to modernize work processes Accurate and updated personnel records The period of income source Financial support "of other	Extremely weak demand for labor Limited financial resources The limited capacity and / or the absence of socio-economic council's Non-institutionalized consultative process for the creation of a range of measures aimed at growth and employment Low level of upgrades the value created through internationally-funded projects The lack of adequate service delivery to clients (eg. The lack of advisory functions) The marginalization of the importance of "inputs" of JSZ

<p>levels of government"</p> <p>The obligations stemming from international conventions and agreements and the Stabilisation and Association Agreement</p>	<p>Wrong image of the role of the institutes / services</p> <p>Low level of communication actors of economic development, education and employment which results in a reactive role on the Bureau</p> <p>Limitations in communication and use of data from the analysis of the labor market when creating the enrollment policy</p> <p>Spreadsheets jobs and passive measures taking large percentage of time</p> <p>A large number of certificates granted</p> <p>The records do not provide sufficient information that would enable the necessary analysis for the purpose of dissemination of measures to encourage employment and transition to the program financing</p> <p>Lack of counseling services, including career counseling and career guidance due to overload</p> <p>The low level of capital investment in IT</p> <p>"Revolving door" effect of employment programs</p> <p>Insufficient investment in infrastructure (automation and modernization of work processes, buildings, equipment)</p> <p>The basis for the payment of compensation is not fair</p> <p>Low level of coordination with complementary actors</p> <p>Not established monitoring and evaluation of the effects and outcomes</p> <p>The far-reaching consequences for citizens who are long-term unemployed</p> <p>A limited number of public works program</p> <p>Lack of funds for retraining, upgrading training</p> <p>The resistance to the introduction of the concept of lifelong learning and the adoption of the law on adult education in the PK and BD</p> <p>The lack of adequate reform of secondary vocational education or a dual system</p> <p>The absence of a system for adult education in the PK and BD</p> <p>Low awareness of decision-makers and citizens about the concept and benefits of lifelong learning</p> <p>A wide range of collection and social rights which do not comply with the requirements of care relating to the status / category</p> <p>Low awareness of the benefits of international projects</p> <p>Lack of experience in project implementation</p> <p>The absence of certain strategic documents on employment in BD</p> <p>Planning the work of JSZ is done on an annual basis</p>
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	<p>The absence of individual strategies and action plans for strengthening the JSZ</p> <p>The lack of basic indicators and indicators that would allow evaluation of programs and measures</p> <p>The marginalization of JSZ by decision makers</p> <p>The share of service activities and trades dominating in the economy</p> <p>The structure does not allow companies greater hiring</p> <p>Insufficient investment in creating an entrepreneurial culture</p> <p>The absence of a sufficient number of start-ups and other programs for the development of micro-enterprises, which would be combined with programs for employment</p>
OPPORTUNITIES	THREATS
<p>The possibility of using international funds</p> <p>Limited but available domestic resources</p> <p>The possibility of adopting laws and strategic documents</p> <p>Good degree of autonomy JSZ</p> <p>Awareness of the need for a higher degree of social cohesion and inclusion</p> <p>The existence of good practice in BiH and the region</p> <p>IT technology</p> <p>Compactness and the similarity of the region in terms of the economy and the structure of the unemployed</p> <p>The possibility of multiplication projects</p> <p>Little distance</p> <p>Increased awareness of institutes and departments of the need for stronger cooperation</p> <p>Increased awareness of the unemployed on the concept of adult education</p> <p>Possible entry into force of the Stabilisation and Association Agreement</p>	<p>Regulators do not realize the importance of creating institutions and an effective process of consultation and planning programs and measures</p> <p>The unstable political situation</p> <p>The politicization of reforms and slowing</p> <p>Resistance to changes in the education system</p> <p>The resistance to the introduction of monitoring and evaluation of public policies</p> <p>The paradigm of "social peace" survives</p> <p>The lack of implementation of reforms</p> <p>The weakness of the economy</p> <p>Reducing investment</p> <p>The growth of poverty and exclusion</p> <p>A further reduction of employment and the reduction of income JSZ</p> <p>Reducing grants budget</p> <p>The growth of the shadow economy</p> <p>The slowdown in activity due to the pre-election campaign</p>

2. INTERPRETATION OF FINDINGS

2.1. Introductory remarks

This part of the document aims to take advantage of the aforementioned information in order to shed light on the correlation and interdependence of certain factors such as the capacity of the JSZ in the region of Posavina and the labor market where demand for labor is directly dependent on the state of the economy.

To form concrete conclusions situation is viewed through the prism of a clear vision of what is the role of the JSZ and what should be, taking into account all factors affecting the labor market developments and indirectly dictate the need for specific changes in the functioning and the JSZ and other, complementary actors.

Given that the full document methodologically conceived in a way to take advantage of all the facts and recommendations for general employment and the labor market in Bosnia and Herzegovina, it has set itself a framework of observing the micro region of Posavina. Without wishing to repeat the findings from analyzes, studies and reports that are generated, especially in the period of last five years, it is evident that a long period of time there was a false image of the role of the JSZ, the concept of the labor market and divisions and ways of observing the main characteristics of this particular cause -posljedičnih bond allocation inefficiencies in financing the ad-hoc created public policies aimed at the economic development and the employment and others who directly or indirectly affect the labor market

In Bosnia, the intervention of international organizations as well as the press of facts indicating the devastating situation in almost all spheres of society require everyone, particularly decision-makers, to change the paradigm and sectoral approach to specific spheres as achieve greater social cohesion lacking waste of energy and resources on projects and programs which the mutual complementarity limited. An additional problem is that interventions are rarely the upgrade has already created new values because they often ignore the recommendation on, change course and abandon the established best practices, while planning is not done on the basis of indicators.

Observing the situation and knowledge of the general movement is difficult to translate into good practice especially on micro unit, which themselves have certain specifics and are not a single entity. In the micro-region Posavina barriers are administrative boundaries, a different way of functioning of the JSZ, a wide range of actors and the relationships between them, the size by which is meant the financial capacity and the only common denominator is the poor state of the economy.

Looking at the region of Posavina, with all its characteristics, and the changes that are under way or announced at the entity level and BD, most will point to additional problems that affect the capacity for employment and directly or indirectly affect the work of the JSZ. Through a review of higher levels of government can best be seen further aggravated the situation at the lower levels, and one micro-region, regardless of the illusion of the potentials

of some administrative units have, not only in terms of resources, human resources, but even the possibility of creating programs and measures aimed at growth and employment.

2.2. Problems in the design and implementation of public policies

"The agreement for growth and employment" as the name of the strategic goals for the coming period in BiH was not chosen by the coincidence. He is leaning against the EU *Compact for Growth and Jobs*, which was signed by heads of state or government and which seeks to create a smart, sustainable, inclusive and resource-efficient growth that will create jobs ⁷⁶. This document articulates the 6 priority, strategic reforms aimed at growth and employment in BiH. Economic theory makes an important distinction between the economic and the economic growth and development. Not infrequently, so far, even in the strategic documents, can be found replacement of these two terms, so no wonder the situation in which most policy documents adopted or are not fully implemented. Strategic documents, even excellent quality are often too ambitious while because of organization of BiH itself, a number of strategies, at different levels for different sectors and sub-sectors, with a host of activities, measures and activities of the holder and without a clear vision of the sources of funds and the monitoring of progress, creates a certain cacophony that is present several years. In BiH, the idea is that 2015 should mark a turning point and that economic reforms approach seriously.

It should be clearer approach to this issue, bearing in mind that the ambitious strategy is just as dangerous as lack of same. This statement is given cautiously watching developments in the past where an ambitious set and quality documents withdraw the reform to the level or create practices and approaches, and after a certain period of this practice suffered alterations without indicators that determine choices of decision makers. Finally, create the public policies, programs, measures and plans for what is not clearly indicated the sources and amounts of funds required, holders of certain activities even with the extensive consultations lightly accept proposed, with the knowledge that the implementation will be difficult and the monitoring and evaluation of public policies, programs and measures unpopular and highly regarded as a method of additional and redundant control and therefore undesirable. Monitoring and evaluation of public policies is not, despite the fact that it is the ideal way to timely indicate the need to adapt the use of indicators in relation to the base indicators and to avoid the lack of results.

A large number of strategies that were taken with a low rate of implementation and that "expire" and whose fate is or not to adopt a certain period or undergo minor changes and again to be "revived". This is certainly not a critique on the very documents that were made with the help of professional and contain detailed information and interpretation, but the fact that they "weighed" in contrast to real possibilities and therefore often remain just a wish list. There is an implicit acceptance of the notion that the majority of strategic documents will be not be implemented. The fragmentation of the system can be used as a possible alibi for poor implementation but not always and not at each location detecting range of specifics that must be taken into consideration when planning where the specifics of individual micro-location

⁷⁶ http://ec.europa.eu/europe2020/pdf/compact_en.pdf

must be communicated to the appropriate level. The linearity in terms of planning does not bring enforceable solutions for all sectors especially when it comes to measures aimed at increasing the level of social cohesion to a higher level and that depend on the economic, political, social, technological, legal and other factors that are significant in some locations differ.

2.3. The specifics of the labor market in BiH

The labor market currently in BiH are closely watching and observing only from the perspective of the one who is involved and the way of how is affected by it. The best example is little progress on the issue of non-binding analysis of the labor market when creating the enrollment policy in secondary schools. This significantly affects the deteriorating situation just because simplification sites have their peculiarities and they are in such small spaces, hyper difficult employee profile further complicate the situation and pressure on education institutions and employment services increases. Interventions in the education system are necessary especially in terms of introducing the concept of lifelong learning and adult education to the current situation of unemployed and in general, the labor market improved. With deep appreciation of the importance of the education sector and needs to be perhaps the last bastion of universal values and enlightenment, we must recognize that their role has to adapt to a society that is sočava with so many problems where only a synergistic and dynamic effects of all can give tangible results. So a system of regular, formal education can not remain inert and introverted because without the necessary adjustments but also the adoption of a national qualifications framework, one can not expect a shift. The pressure on the JSZ will be even greater in the future due to the number of young people each year in the records and they last forever or accept jobs that are below their level of qualifications and even work "off the books" which reduces the long-term productivity of the company and their acquired knowledge, skills and competence, even when working in such jobs, significantly reduce. Given that the purpose to investigate the capacity of the JSZ and their relationship with the labor market in the region of Posavina, it is appropriate to devote a few paragraphs to what is observed in the course of extensive research and refers to the whole of Bosnia and Herzegovina but also directly and indirectly, and the micro-location of the observed region.

The labor market can be seen in the two sectors, the first characterized by hiring better-paid jobs, with higher status and better working conditions where the most valued skills and competencies and education. This sector, with higher and lower part, has less vertical permeability as a result of a higher level of specific skills and diversification that are in the lower part of the primary sector are looking for. The second sector is characterized by where the big turnover of workers, where workers lack motivation, where skills quickly learn and financial compensation are relatively low but also the working conditions difficult.

Viewed from this angle, one can certainly say that on the labor market there is a demand but primarily in the first sector of the labor market which can be proved and the data that is the smallest share of the unemployed with a university level of education and continuous there is a demand for certain scarce professions such as engineers, technologists, etc. Data on enrollment in higher education institutions indicating the low level of "desirability" of certain faculties and direction that are "too heavy" where quotas are filled hard on the other side of

the overproduction of certain profiles of highly educated which brings us to the first statement of the importance of strengthening vocational guidance .

Education reform has yet to respond to these challenges, especially in terms of financing of higher education institutions that are, for now, motivated and financed what they offer and not what they produced in the reporting period and where there are very few resources available for research.

The situation with regard to secondary vocational education is somewhat improved, primarily due to interventions through various projects such as the EU VET ⁷⁷ but further efforts are needed to create a system that is dynamic and flexible, and where professional development is also adequately implemented. Investments in education are necessary as well as better cooperation between educational institutions and employers, and consideration of a particular system to encourage employers to engage more actively in the process of education to the level of what is desirable, so that the acquired knowledge and skills, ultimately, contribute to a higher level of employability of young people. In any case, the continuous cooperation and dialogue between all actors in the region of Posavina is visibly absent and therefore there is no real progress or innovation in the proposed solutions. Even solutions for applying generally accepted attitude such as the introduction of the concept of lifelong learning is therefore not get understanding and acceptance and even the evident resistance to the adoption of the necessary legislation due to lack of information about the significance and the effect eg. Adult education can have on the structural unemployment and the labor market, especially in the long run.

Furthermore, the situation in BiH, in terms of the volume and reliability analysis of the labor market, become difficult where applicable one model of observation with the use of statistical data do not provide a clear picture of the complexity of the problem and provide a difficult task to predict future trends. This is primarily conditioned by the demand for the same and unilateral sectoral approach and the actions of decision makers as labor market analysis gives a simplified but even as such, underutilized.

A simple example of the importance of understanding the correlation of labor market trends and enrollment policy, close to BiH, can be found in the neighboring Republic of Croatia where the prescription trends in the labor market by keeping on the basis of the Government Regulation⁷⁸ signaled to the counties or the municipalities, and serves as a guiding principle to be taken into consideration when designing the enrollment policy. Market analysis, in anodyne form of indication of movement in the economy and the needs of employers especially if it does not work the same survey at intervals not contain forecasting movements in relation to indicators and future trends only take note of the situation and does not represent a sufficient tool for creating proposals for changes to enrollment policy and certainly not for the allocation of significant measures to encourage employment and indirectly the economy. The load of the JSZ is an aggravating circumstance with respect to the analysis of labor market reacts to require constant and timely communication and information collection and resources in terms of time and the availability of personnel and the information.

⁷⁷ http://www.vetbih.org/portal/index.php?option=com_content&view=article&id=100&Itemid=370&lang=en

⁷⁸ Regulation of the Croatian Government

This includes mainly the term of the labor market and the role of observing and then correlated with the planning of interventions in the form of public policy. BiH labor market is seen in a narrower way and used a relatively limited number of indicators and forecasts are thus scanty. The findings and recommendations generated by a variety of institutions such as the Directorate for Economic Planning (hereinafter DEP), the ministry in charge of economic development and the like. Rely primarily on observing the developments in the macroeconomic sense, and are not woven into programs and measures to encourage employment and the economy because the data and when interpret; do not translated into concrete actions or changes approach.

Starting from the idea of the labor market it is necessary to make a few clarifications. The narrow prism of observing the number of jobs in relation to the number of unemployed or what is not on the records illuminates the depth all the problems facing the market economy emerging, or the popularly called transition economies. The labor market is the supply and demand for labor, which includes the employed and those actively seeking employment. The concept of labor force should exclude those who are not looking for work and who are in this sense outside the labor market on any grounds. The first obstacle is related to the concepts and definitions of the application and the method of keeping records that provide a specific set of indicators to be used when creating the program. A large number of inactive or apparent active job-seekers obscures the real state and requires a change in approach.

Another problem of the labor market is reflected in the need of a deeper observation of what is called structural unemployment, because it implies a lack of jobs for certain categories of professions, for a longer period of time. That would explain a part of the problems in Bosnia and Herzegovina but given that structural unemployment is one of the five (5) the form of unemployment, where the greater number of those who are willing to pay for certain work than jobs, the problem apparently reveals the possible courses of action with respect to the MOR definition of long-term unemployed are those who have been jobless for 12 months or more. By contrast, in the region of Posavina, in relation to the reported average length of waiting for the job, from records it can be concluded that almost all the records are the long-term unemployed, which in itself reflects the difficult situation in the region and stagnant unemployment.

Embedded definition of low demand on one side and stagnating unemployment and structural on the other leaves room for the introduction of indicators and statistics concerning the participation of long-term unemployed in the total number of registered unemployed or the measurement of new indicators, ie, segregated data and statistics on the frequency of input and output with records with the observation basis. This would shed light on trends regarding seasonal or other employment where they can be monitored temporary employment or the "return" of those who return after passing through measures encouraging employment. This is especially important in a situation where the labor market is liberalized and examples are available in the EU, there is a tendency of further liberalization where jobs often are at a certain time or even part-time.

Calls to the adoption of a new labor law in BiH indicating the accuracy of this statement which, although not articulated in that form, visible to the wishes of employers that are hiring, at least when it comes to another sector of the labor market, enabling calculation of hourly

rate. Caution is required in order to protect the rights of workers on the one and on the other hand allow dynamic behavior of economic entities in the non-competitive economy, trying to survive.

Without all the indicators that the MOR collects, of whom a large number are not generated in BiH, it is very difficult to fully elucidate the relationship between the regulator and the labor market, and particularly the capacity of employment services and the response to the situation and changes in the labor market. Current data do not offer a clear enough view of movement within the unemployed or only show data by age group, education level, length of unemployment and gender and those who are registered for the first time or have certain special needs. If it were included in the analysis and the number of those who sometimes worked and segregated the data on entry / exit from the records and the basis, could be traced fluctuations which would allow the creation of more appropriate program and the abandonment of linear financing. View to the organization's website to MOR „profil BiH“⁷⁹ indicates how much data is not collected in BiH compared eg. in Croatia. Further, generation of reports on the entry of those seeking their first job after graduation, or first time job seekers, as well as data entry / exit from certain categories and the number of unemployed would help in creating better programs that would be tailored to the actual needs and that , with respect to the territory pokrivrenost, enable the flow of information and down-to-up to be able to adapt the planning in terms of flexibility so that they acquire the actual software form, for specific areas with a common imentiteljima, which have a similar structure but unemployed and economy and which would therefore not linear programming financed.

This would also allow monitoring of the effects of programs to boost employment as well as improving access to further upgrading of those who went through the program, are further motivated, renew and acquire new knowledge and skills, and reach out to all those who were not covered, especially when it comes to the marginalized groups and groups at high risk of social exclusion.

These data show that the influx of unemployed is "natural inflow" after graduation, but revealed cyclicity in certain categories that are a result of economic trends but also "passing" through a range of measures which would mark the beginning of creating a data base which is the necessary monitoring and evaluation and adaptation measures to be financed by public funds.

For example, in this way to be able to create special programs for those whose jobs are seasonal in nature, such as catering or building which is in the region of Posavina very popular where the premoštavao programs part month that a person de-facto not working. These categories are now rarely receive compensation, and to some extent are remarks that it would increase costs but on the other side with relief. That is the adjustment burden for the employers and intervention in labor legislation to enable a healthier approach to something that is by its nature invariably a significant impact on the preservation of morality (un)

⁷⁹ More on "BiH profilu" : http://www.ilo.org/ilostat/faces/home/statisticaldata/ContryProfileId?_adf.ctrl-state=12e65zeq12_377&_afzLoop=1580183177537908#%40%3F_afzLoop%3D1580183177537908%26_adf.ctrl-state%3D18bcvdpgb9_27

employed and employers gives a sense of security to make efforts to preserve optojnosti businesses and all jobs I would further motivate them to invest in the expansion of business and in specialization or additional training and professional development of existing staff which is now the practice, with some exceptions, only the larger businesses.

2.4. Programs to encourage employment

By observing programs to boost employment, if you take the cost of the job in question, and that the employer is motivated to such a worker holds as long as the benefits of its work potpomognunta stimulus outweighed the cost of the job, then it is clear that programs to boost employment must segment the those who have a temporary character in the sense of the effects compared to those who have a more permanent character when it comes to companies that would "certainly" to recruit workers because expanding job.

In this way, linear funding does not allow this kind of difference and the noticeable is decline in enthusiasm for programs that subsidize the contributions of those who subsidize the gross amounts of wages. It can be argued that due to the difficult business conditions, with firms that are struggling to survive, subsidies of any form of help, while more stable "release" a limited amount of funds but not significantly to the impact on the entire business if it is not accompanied by other range of measures, which are and see the talks with companies especially those that belong to the small and medium.

Answers that programs to encourage employment are minor and not significant is characteristic of larger companies which. In Brcko District draw funds on the basis of incentives for industry, services Guarantee Fund, interest rate subsidies and tax refunds in an amount in a given year invested in fixed assets. Such firms preferred ranges that are more in the domain of incentives for the economy and which, unfortunately, not enough as such. Certification, assistance in penetrating new markets, marketing and "soft" training and similar programs as opposed to encourage employment.

From this it follows that it is clear that programs to boost employment can only have a temporary effect in reducing unemployment and to independently achieve only a short-term socio-economic effects in addition indirectly increased the level of motivation of unemployed is difficult in a country like Bosnia and Herzegovina, may to justify significant investment unless a greater degree of synergy and complementarity of measures aimed at growth and employment.

In this course, essential are inputs and interventions to strengthen the functions of JSZ, particularly in the field of advisory services, and general services to customers which also includes active cooperation with employers, a periodic survey of the needs and the like. For this is a prerequisite for the overall strengthening of the JSZ that, following the example of good practice, be unavoidable if not the leading partner in efforts to, in collaboration with complementary institutions, made a thorough analysis of these programs and measures aimed at the labor market and employment and it is not thinks only the range of services to employers and the unemployed, but also strategic planning of what public funds and directly or indirectly affect employment.

These large undertakings are to be taken because what we see in practice, in BiH, the chronic lack of demand for labor, which seeks to correct the relatively modified model in relation to the Keynesian theory of employment, interest and money⁸⁰. There is therefore mixed economy where the practice is active economic policy that is being implemented across the public sector and monetary policies and fiscal policies of the government which seeks to stimulate production.

Occasionally, the policy makes emphasis placed on export promotion, but taking into account the interdependence of the BiH economy and export demand in countries that are trading partners, focusing on exports and not to "import replacement" or substitution of imports by encouraging the production of goods that are imported, as is evident from the trade balance, insufficient and inadequate, even riskatno planning especially in the micro unit where there is no great potential as is eg. the energy sector or developed food processing industry.

A renaissance of the Keynesian macroeconomic theory received in 2010 due to the Great Depression, which in terms of Bosnia and Herzegovina, it is fair to say that last for at least a decade. So, in Keynes's theory is the key to increased consumption, increased investment, increased public spending in capital investments and increase the coverage of imports by exports. Across the EU is trying to create a policy that will, along with austerity measures and targeted interventions help to bridge the effects of the recession.

The range of measures aimed at stimulating employment should contribute but certainly can not constitute an employment generator that is palpable from the examples of EU countries that continuously analyze, evaluate and adapt mechanisms which seek to respond to the current challenges in terms of employment. It is important to note that without austerity measures and innovative investment in improving the business environment which includes reforms to reach cycles and repetitions and measures and interventions and thus poor results. Complementarity is the key and synergy, and no matter how the term synergistic underestimates the areas, it is an imperative especially when scarce but significant funds are spent without a clear vision and goals, and total lack of evaluation of results and outcomes. Only with the development of strategic documents to gather all complementary actors, while implementation regularly suffers from unilateral approach where measures are seen as a problem when one has been identified as the primary bearer of responsibility. Thus, the problem of unemployment is often seen as a problem where the JSZ and the unfair way their functioning and the expediency of existence called into question because of the inability of appearances response to the challenges in terms of unemployment. This is particularly true in situations when making public policy and where JSZ regularly marginalized in terms of planning and where consultations with the JSZ do not perform in the early stages of policy-making.

2.5. Additional problems in the functioning of labor markets

Additionally burdensome fact that the labor market needs to absorb new staff from the approaching end of school on one while the other side needs to take care of those who have already lost their jobs on the grounds of extinction of large enterprises, failed privatization,

⁸⁰ <http://www.scribd.com/doc/11392072/The-General-Theory-of-Employment-Interest-and-Money#scribd>

bankruptcy, recession or whatever other reason. As already mentioned above-mentioned macro-economic theory assumes the lack of aggregate demand while neoclassical view holds that the deregulation of salaries be adjusted labor market which would specifically in terms of the BiH economy certainly led to a reduction in aggregate demand or so. Keynes effect.

There are no places to experiments here. Due to the legacy of Bosnia and Herzegovina that is socially-oriented state, which seeks to during the transition to fully introduce a market economy, with the established socio-economic councils in the entities and BD, with the history of the struggle for workers' rights, trade unions and functional collective agreements, neoclassical theory and view of the labor market will soon find widespread support, nor principalities, nor citizens, because it is considered to be in BiH rights of workers already marginalized and violated constantly especially if we consider another sector of the labor market where labor turnover is higher, incomes are lower and working conditions more difficult. For this reason, the International Labour Organisation (hereinafter referred to as the MOR) Bosnia and Herzegovina assists BiH in accordance with the signed document programs for decent work, which seeks to create an environment in which the careful adjustments meet the requirements of employers or the protection of workers' rights.⁸¹

Structural unemployment, wich MOR believes that is the disparity between the required and offered skills appears true but gently worded in relation to the labor market situation in the region of Posavina without taking into account the MOR definition of long-term unemployment, which says that the long-term unemployed person is a person who is without a job 12 months or more. Structural unemployment and the causes are the same in many documents absolved. As the causes or factors that contribute are: the consequences of the collapse of command economies and large enterprises, resistance and problems in the transition to a market economy, extinguishing large enterprises, failed privatization, poor business environment, lack of awareness of the public sector on the importance of private entrepreneurs and the lack of adequate support, huge, slow, inefficient and expensive bureaucracy, extravagance in the expenditure of public funds by the public administration, the low rate of investment in capital investments, inadequate support for self-employment, poor business environment, high loads, taxes and para-fiscal charges, non-competitiveness of the economy, lack of adequate strategic planning, prioritization and use of indicators and the indicators and measuring the effects of a chronic lack of vision to support the creation of chains of range, clustering, and low labor mobility due to low incomes especially in the second sector of the labor market and the mentality.

An additional problem is the lack of awareness of the unemployed but mainly decision-makers as to the situation in Bosnia and Herzegovina described as hysteresis and dependence of current outcome not only of the current circumstances, but also due to historical circumstances and inputs in the past. The current situation is the result of doing or the omission. As an appropriate example of the hysteresis can be used Brcko District, where, with all the freedom and prerequisites for the creation of more favorable business environment, which would have effect on growth and employment, the economy is stagnant, unemployment is rising, where current and historical inputs can accurately determine if you like zero point of

⁸¹ http://www.ilo.org/wcmsp5/groups/public/---europe/---ro-geneva/---sro-budapest/documents/policy/wcms_204900.pdf

observation took create BD in this scope and with ovoim responsibilities and budget for what are the best indicators of the statistics and data that are processed in the part referring to the economy.

2.6. Strengthening the capacity of the JSZ in BiH

Clearly, the situation is complicated by the fact that institutions and employment services in Bosnia and Herzegovina, are burdened with the role of services for the administration of social benefits, can not adequately perform its primary role of mediation. On the other hand, innovation in the creation of programs to boost employment can egistirati autistic by the mistaken assumption that the role of institutes and services for mediation to create employment that can sometimes be discerned from the absence of closer coordination of complementary formal stakeholders primarily those dealing with the economy and education . Since it is extremely difficult to obtain exact padataka on the effects of funded programs and measures, taking data with records, can still assume that investment exceeds the effects and benefits because, apart from the social, the benefits of these programs in the long run no or whether it is a small number where the intervention or training and a relatively positively assessed with certain remarks.⁸² After Bechermanu et al (2004) The purpose of active measures is not the reduction of mass unemployment, but to increase employability and facilitating entry into the labor market especially for marginalized groups. This topic is apslovirana in BiH implemented various projects which aim at strengthening the work was especially the advisory role of PES such as the project "Capacity building in the field of employment" (eng: ICBES). Such intervention or program of technical assistance of the EU which is aimed at the labor market is achieved by increasing the capacity for action of the PES. This represents a significant step forward which should further strengthen the planned interventions in a regulatory sense to release the pressure to seduce administered eg. Health insurance for the all unemployed, who do not receive compensation.

In certain documents referred to the method of keeping records on persons who are de facto outside the labor market or inactive (or passive) although capable of working and are either in the informal economy or have no desire to work or due to improper installation of the system of social care due to health protection registered in the records of the service. Of course, here are the evident future obstacles on finding ways of keeping records because the entire system is based on the principle of solidarity in different categories including the category of unemployed. The introduction of the term inactive or passive is problematic in relation to the MOR and Eurostat definition of "active job search" and would reasonably be discussed whether there is a new term and a new practice protection "voluntarily unemployed" that are known to operate or "moonlighting" or for some personal reasons, do not want a job. However, this is necessary in the meantime, in order to relieve the JSZ and the impression of the actual situation as long as the dialogue on more comprehensive reform in particular with regard to social care for the needy categories.

Transferring the responsibility for administering health insurance for example. On the social protection seem as possible directions for action but not a long term solution to the situation when analyzing the work of these agencies also suggest that this is their role primarily

⁸² Impacts of Active Labor Market Programs: New Evidence from Evaluations with Particular Attention to Developing and Transition Countries; Becherman, Olivas i Dar (2004);

advisory and that as a result of administering a large number of benefits not perform their primary role. Again, because of the large social benefits and these institutions suffer from the burden of administrative work, so the procedure should be more extensive because this creates a problem in the second sector in view of the rigidity of legislation in the field of social protection that provides protection on the basis of membership of a particular category rather than by the actual necessary so that these persons, as persons of low income, remained as the newly introduced but also ultimately unprotected categories. On the other hand, the transfer of records (in) active job-seekers and the administration of health insurance completely to any other institution as such. Institutes for health insurance can do more marginalized unavailable for any software activation. Applications for unemployment insurance, paperwork that includes the role of the JSZ, which are "conductors" or transfer money for health insurance unemployed institutes for health insurance is one thing and the issuance of certificates on the status of an unemployed person is another. On the one hand, the need to relieve the PES is unquestionable, but it must create a fair way of dealing as a large number of people would not have found unprotected especially in terms of health care, given that these persons do not receive compensation as unemployed and as a working-age population (even the indigent) can not make any other form of financial assistance.

Given that unemployment is one of the key problems and poor economic and social situation for a large number of anti-social behavior, it may be a priority to put the relief institution only if it implies the will for a comprehensive and extensive reform in complementary sectors but also intense fight against the gray economy which implies a change of consciousness of the citizens themselves. In a difficult situation, the majority of persons tacitly approved "working on black" as the only source of income, so the focus from relief Bureau should translate into a serious dialogue about the economic but also the reform of the system of social care for citizens with regard to unemployment benefits are paid lower percentage of persons , with special conditions, only a certain number of months until the face indigent, which have ability to work not protected under laws on social protection.

It is undisputed that the records of the unemployed in a certain way unreliable because in addition to inactive or persons who are not active job seekers include those who receive income in the gray economy or not seeking work at all for any reason, as is evident from the Labour Force Survey, which in accordance with the annual work program of the statistical agency in Bosnia and Herzegovina conducted every year⁸³. Labour inspection and others can not get to check the situation on the ground and is visibly poor coordination, despite the progress recently, with regard to cooperation between tax authorities, institutes and employment services, centers for social work, Institutes for pension / disability insurance, etc.

Proposed changes to the regulatory framework governing the operation of PES, in its documents advocating by CCI⁸⁴ ili EDA, supported by CCI and others⁸⁵, and related to the relief JSZ through redefining model service health insurance and the adoption of the MOR

⁸³ http://www.bhas.ba/ankete/LFS_2014_001_01_bh.pdf

⁸⁴ <http://www.posaonarodu.ba/files/preview/123/45>

⁸⁵

<http://www.edabl.org/Uploads/admin/Unapre%C4%91enje%20legislative%20posredovanja%20pri%20zapo%C5%A1ljanju.pdf>

definition bezaposlenog face and active job-seekers or to liberalize the labor market by strengthening the private agencies for mediation in employment (and training) will certainly be a significant shift.

Analysis of the categories and the introduction of the distinction between active job seekers and those who want to achieve certain benefits is emerging as a pressing need in a situation of overload of PES on the other hand, it would be useful, during the consultation process and analysis that will precede the interventions, a hypothesis that there will be no active job-seekers actually reduce or close to the number of those who are on the records and the holders of the health insurance, or stay about the same even with the promise of declaration of person as an inactive job seekers, will have repercussions on the exercise of other rights. *Returning* to the records division of the working-age to the post-active (in the search for employment) and inactive (for example, housewives) may not bring the desired effects if they do not take into account the creation of new categories that will protect the regulations in the field of health insurance on the other hand strengthen control and supervision where they may be evidence of (non) achievement of revenues or confirmation that the person is not a taxpayer was sufficient and that on that basis because it does not protect the income brackets. This requires an absolute reliability of the mechanisms to combat "black labor" and the informal economy. Proposed amendments to regulations in the entities will be interesting to watch as the key to coordination and not just amendments to certain regulations in order to relieve only one type of institution. For changes to legislation regarding further strengthen the role of private employment agencies for employment and training no resistance but progress is too slow to the point of writing could predict the time frame in which the suggested solutions "take hold" in practice.

2.7. The announced economic reforms in 2015

It is evident that before the BiH is a huge road. All presented in the reports on the progress of Bosnia and Herzegovina for example, in the last three (3) years and the devastating statistics resulted in the intensification of efforts to assist BH authorities in the creation of the necessary reforms. The result of these efforts is a document called the "National Program of economic reforms for 2015". Indicators, which is part of the document published by the Directorate for Economic Planning in favor of strengthening the coordination of the strategic reforms. The estimates for the 2015th to 2017th year, indicators suggest a possible milder economic recovery and anticipate growth due to increasing domestic and international demand for commodities which could have a favorable effect on demand for the products it exported to Bosnia and Herzegovina, particularly the export of electricity but also base metals aluminum, iron and machinery, apparatus, parts for motor vehicles and furniture.

It is anticipated that the foreign trade deficit will increase slightly but it is expected to stabilize economic growth in 2016 and 2017 which would be a favorable effect on foreign trade deficit. Such positive outlook contains various risk factors such as a reduction in industrial production due to reduced demand for exports outside BiH, but electricity exports and natural disasters.

In 2015, we expect to receive significant foreign direct investment of over 800 million, where most of the electricity sector. These and other indicators are opted entity governments on a

number of reform measures. In fiscal terms, the public sector will be financed in accordance with the legislation but concluded that the necessary measures to increase public spending in terms of capital investment and that the total consumption is reduced to below 40% of GDP. they achieve strict control of current expenditure. This is due to restrictions in terms of employment growth, strict control of current spending and salaries and benefits, and the growth of social giving. In terms of income, strengthening tax administration and the ITA is one way of action on the revenue side. This is true, it seems feasible but current expenditure is difficult to reduce and this is already one of the segments where it could be a problem about the planned interventions to achieve reductions in public spending in this regard. These reform processes, all levels of government need to paint and DOB / DOP and already in some places may see deviations as eg. DOP 2015.-2017⁸⁶. For Posavina Canton where it plans to increase base salaries in the education sector by 5% while capital investment only 2% but it is a positive move higher percentage of allocations to encourage the economy, which in 2015 increased by 7.7% than in the previous year. Particularly concerning the following conclusions from the document CSR that "... the budget users have suggested savings on the basis of programs of low priority or poor performance ...".

Since this document focuses on the situation in Posavina, this example is used, and will be referred to often extend examples of deviations and problematic "zones" that were identified during the study without any emphasized in a negative light, but to realistic understanding of the circumstances and the aforementioned specifics of individual micro locations that have an impact on the labor market and indicating the possible problems in the implementation of planned reforms whose effects should be positively reflected on the situation in the area of Posavina, which is seen throughout this document.

Commitments in terms of fiscal policy of the Government of the Federation's focus on maintaining macroeconomic and fiscal stability and the stability of the financial sector, restructuring of public spending, preservation of the labor market and increasing employment through the development of public works and public administration reform and increase fiscal responsibility of all budget users.

In the Republic of Srpska emphasis is placed on increased investment, exports and employment, and fiscal discipline through a restrictive public spending aimed at reducing the deficit and public debt of RS but also increase investment spending. The completion of the reform process of business registration process is shortened to 3 days and is planned to remain stimulative tax policy but also through relief especially on the issue of new employees for a limited period, which could be a measure that ultimately lead to a reduction in unemployment and translated by workers in the underground economy legal businesses that are engaged in seasonal jobs and the like. Besides stimulating environment will introduce the controls and disable ad hoc release or reduction of fiscal and para-fiscal levies without the consent of the Ministry of Finance. In addition, the state and both entities plan to intensify activities to preserve the stability and strengthening of the financial and banking sector, which addresses

⁸⁶ DOP Posavina Canton on: <http://www.zupanijaposavska.ba/nova2/files/PRORACUNI/DOP%202015-2017%20ZP.pdf>

issues such as non-performing loans and a set of measures aimed at the banking, non-banking sector, insurance sector and capital market.

Accordingly, the FBiH plans to make an effort to create a favorable business environment that would have the results on the labor market in particular in terms of reducing the gray economy and "black labor" and the increase of discipline in terms of payment of contributions in order to preserve and strengthen financial stability funds has been in the sphere of social security. The pre-condition detailed analysis of the regulatory framework, and proposing possible solutions, taking into account the identified objective risks and resistance as well as the need to harmonize the amendments, with regard to solutions in both entities and eliminate discrepancies, in terms of the decision at the cantonal level. Also, the FBiH has identified the need for regulation of non-tax revenue and para-fiscal levies that vary from canton to canton a hamper investment and create a negative business environment and is given a proposal for new legislation that would remove these barriers.

The Federation of Bosnia and Herzegovina in addition to creating a stimulating tax policies aimed at growth and relief efforts and improve liquidity direct them to the energy sector, the health sector, transport infrastructure as well as reform of the labor market, where special emphasis was placed on the inadequacy of the education system that does not match the needs of the economy through the intensification of cooperation business entities with educational institutions and innovating curricula at all levels as well as horizontal coordination within the education sector. To improve the situation on the labor market are focused on initiatives to introduce more flexible solutions which includes operations in the regulatory framework in the sphere of labor and employment, and changes in the terms of the Ordinance on the records in order to select active from inactive to records while for programs to encourage employment plans to introduce but prioritization and monitoring results.

In terms of labor market in Republic of Srpska, meanwhile, plan is to introduce changes to the laws governing civil servants and labor laws to the law made more flexible in line with the needs of employers while in terms of the unemployment register plans to separate the active labor supply than those who are inactive where the records are relocated in the FZO. Definition of the measures to rationalize public administration, through following eg. A moratorium on recruitment and introducing greater accountability and transparency of public spending, reducing the gross compensation and other emoluments of employees and registry incentives and subsidies from the budget seeks to create an environment for the creation of data base that will enable the adoption of public policies based on the indicators while the activities on the introduction of the treasury system in the health sector aims to introduce better control and efficiency of public spending with regard to the problems but also the size, importance and contribution that this sector in GDP.

On the other hand, there is no shift in the labor market, according to data from BHAS no significant changes in the number and structure of the unemployed. On the other hand the results of the Labour Force Survey for 2014 show that in BiH 1,120,000 economically active person, while the number of inactive persons was 1,445,000. The employment rate increased in 2014 compared to 2013 by 0.1% to 31.7%, while the unemployment rate remained unchanged at a level of 27.5%.

By analyzing the National Program of economic reforms is evident that the labor market is into focus as a priority sector when it comes to the RS. All measures are aimed at eliminating the identified obstacles such as a reduction in economic activity, unfavorable climate and conditions for investment, increase public spending and weak controls, the lack of competitiveness of the domestic economy, inefficient operation of public administration and a weak absorption power of the available funds and the like. The goals are economic recovery and growth, public sector reform, fiscal consolidation and preservation of Social Security and the European path. In addition to the reforms that will create growth tax policy, provide relief and improve the liquidity of the economy, strengthening of investment activity in the energy sector, transport infrastructure and capital investment in the health sector the attention will be focused on the development of sectoral policies especially in the areas of agriculture, public sector reform health care, financial and the fight against corruption or the reform of the education sector and the labor market. The focus in terms of the labor market is primarily related to the introduction of creative solutions in legislation and fight for jobs by supporting businesses and creative programs to encourage employment with the introduction from monitoring the facts of the necessary requirements in terms of activating active labor supply from the inactive while in terms of the set activities in the field of education the most important continuous analysis and adaptation of curricula.

An ambitious strategy document and the first-born in this form was developed with the support of the EU and reflects the six priority areas identified by the "Agreement for growth and employment". Taking into account the legal and constitutional and political structure of Bosnia and Herzegovina and the division of responsibilities, particularly worrying that the document contains no reforms they undertake authorities in BD in particular those which are aimed at introducing greater accountability and transparency of public spending, fiscal responsibility and reducing gross compensation and other emoluments and other reforms to be implemented in the entities for which there is a need in the BD. This is particularly worrying when there are indications of planned reforms in the situation when the proposed budget of 2015⁸⁷ contains planned subsidies to public enterprises exceed 15 million while subsidies for private enterprises are just over 5 million, while grants to individuals exceeding 45 million (in which are included and provision of social character, the cost of health care for uninsured persons, etc.) but also grants to non-profit organizations in the amount of 9.8 million KM and local communities, sports clubs, religious organizations and sl.Reforme focused on the labor market and the economy have not yet been clearly articulated and it can be said that in 2015 in the region of Posavina, significant reform processes fail.

2.8. Connection of the labor market and the education system

The labor market also affects the education sector because the production of certain profile in continuity, not Acknowledging the needs of the labor market and the economy, increasing unemployment and overwhelms the level of salaries to the level to which this is possible where the only obstacle to the collective bargaining agreement. Supporters of neo-classical or neo-liberal economic theory believe that deregulation would allow greater entry of working age in the labor market or with regard to the wage gap in the public and private sectors, taking into account the appearance and composition of the economy where, especially on micro-

⁸⁷ Budget Draft for BD BiH za 2015.: <http://www.bdcentral.net/index.php/ba/vani-akti/budet-brko-distrikta-bih>

locations such as the region of Posavina, the dominant trade and the service sector can be said that the second sector of the labor market and the most common to the neo-liberal approach to further compromise the legal status of those who work as the labor market of Bosnia and Herzegovina so far does not show characteristics of adaptive capacity. One of the consistently outstanding problem is the lack of a specific frame with a hyper redundant (eng. Skills mismatch) but this statement should be taken with a grain of salt given that the demand for certain staff in BiH is characteristic for the first sector of the labor market where there is an evident demand for engineers , highly qualified technical staff especially in export-oriented companies which in addition to this are required and staff with soft skills "soft skills" or the skills and competencies, such as knowledge of marketing, foreign languages, high level of computer literacy and the like.

Enormous obstacles are in the rigid system of education, and resistance to fundamental change because in the case of dynamic creation of enrollment policy created in line with forecasts in the labor market a number of teaching staff even left without a job or to find themselves in a situation of need for retraining. One of the positive examples of cooperation and optimizing the use of resources of JSZ is a way that applies to Croatia, where the Croatian Employment Service, according to the Decree of the Croatian Government on monitoring, analyzing and forecasting labor market needs for particular occupations⁸⁸, makes recommendations concerning education enrollment policy and the policy of scholarships⁸⁹. This in a simplistic way reveals one of the barriers to a greater degree of coordination between complementary players or absence of the prescribed mechanism for coordination and cooperation in the region of Posavina. Yet there are also many positive steps as stated in the report of the Federal Ministry of Education and Science for the year 2012 on "the progress made in carrying out the aims and measures of the Operational Plan to implement the measures and recommendations contained in the analysis of the situation in the field of secondary education with the proposed measures for the harmonization of education with the needs of the economy .. ", particularly in terms of introducing entrepreneurship through curricula without creating a new object and aligning cantonal regulations on vocational education with the Framework Law on Vocational Education and Training and the creation tripartitnih and advisory councils, which will allow a greater degree of alignment of curricula with labor market needs, where and Posavina Canton to take necessary interventions and harmonize their legislation

It must be noted however that the general implementation of the BiH legislation is problematic and that in addition to intervention in changing the law, due attention and additional efforts should be directed towards the application. Otherwise, overproduction profile that will end after the completion of education on records makes investments in the education system too expensive and neučikovitim and utterly unjustified. In Posavina concept of lifelong learning and adult education still does not exist despite the evident need. Posavina Canton said he agreed with the Framework Law in the field of secondary education, but for now does not intend to issue regulations regarding adult education, which is understandable given the situation in the canton. On the other hand, the reform set of laws in the field of

⁸⁸ "Narodne novine" br. 93/2010

⁸⁹ Preporuke za obrazovnu upisnu politiku i politiku stipendiranja na: <http://www.hzz.hr/default.aspx?id=10354>

education in BD has not been realized despite the existence of the draft, because there is obviously a lack of understanding of the meaning of this kind of reform where it misses the opportunity to BD implement comprehensive reform taking into account the full set of competencies that has for this area and that the time is agent of change in the region. An additional benefit is the fact is that in the micro-region of Posavina, the development of adult education system in the BD had a positive effect on other micro-units because of the proximity and the opportunities that this proximity provides for cooperation and coordination.

2.9. Programs to encourage economic activity

Labor mobility in BiH is difficult to achieve and is present primarily in the first sector of the labor market as they are in other sectors pay a lot less and do not offer sufficient incentives to the unemployed to "go to work". Currently in Bosnia and Herzegovina is not enough to create a program aimed at using the potential for the development of micro, small and medium enterprises that drew unemployment especially in the second sector of the labor market where they are in synergy program of incentives for start-ups and seed-funding provided greater number jobs for creating durable consumer goods that are currently imported. This is supported by a very small number of business incubators, enterprise zones disorganization, lack of programs for start-hopes and associated range of incentives for good business ideas that, for example, developed the project "Firm"⁹⁰ sponsored by USAID and the Swedish Development Agency (SIDA), which is wood, metal processing and tourism sector helped through support for access to finance, workforce development, harmonization with EU requirements, gender / youth and inclusion and green growth. The absence of certain determined commercial and industrial zones, and insufficient use of so-called. *green field* and *brown-field* investments and public-private partnerships, as well as resistance to the development of social entrepreneurship contributes to total lethargy the Sava River valley.

Further, as "agricultural area", a large number of registered farms is not enough incentive to register production in Posavina leading them to the records of PES. Example programs focused on family production can be found in Croatia, where small farmers also encouraged through incentives intended for development of agriculture as well as programs to encourage employment. One important consideration relates to the institutionalization of good practices of some EU interventions, USAID and other donors. An example of this approach is the project "FARM"⁹¹ where trough the "... project development of commercial agriculture, which is jointly funded by the US Agency for International Development (USAID) and the Swedish International Development Cooperation Agency (Sida) is assisting BiH to strengthen its economy and to prepare for accession to the EU by helping to improve the competitiveness of BiH . agricultural producers and enterprises. "FARM" operates in three agricultural sectors: dairy, fruits and vegetables, and the sector of medicinal and aromatic herbs and honey. The project supports activities that will increase the environmentally sustainable production and processing, including the production of agricultural and food products with added value, with an increase in domestic sales and exports. USAID / Sida "FARM" also works with BiH institutions with the aim of helping them to overcome the limitations of the export of products of plant and animal origin to the EU .. ". The project is designed to contribute to economic

⁹⁰ More about project "FIRMA" na: <http://www.firmaproject.ba/ba/>

⁹¹ More about project "FARMA" na: <http://www.bosniafarma.ba/>

growth and at the same time reducing rural poverty. One good example is the project "GOLD" also funded by USAID and the Swedish International Development Agency (SIDA) in the course of 2014 in the field of BD in cooperation with the Government of the BD, and PMI BDBiH facilitate training and self-employment for 30 new persons for the amount of 410,000 KM⁹².

2.10. Burden on labor market situation in the region of Posavina

During the analysis of the situation in the region of Posavina reviewed the results of a survey which also confirmed that the situation in terms of the needs of the labor market and concern that is already saturated and that jobs are almost nonexistent. With regard to the moratorium in employment in the public administration, the number of ads in Posavina is limited or almost non-existent because the data, which were last checked in this document updated 11.02.2015., The total number of vacancies published on the pages of FRIS is 102, on the site FZZZ is 2, the site of the Service for employment Posavina Canton 0 and also the foreigners ZZZ BDBiH who also sounded 0 competition. The total number of registered unemployed in the region of Posavina in 2013 was 20,833 persons. Since the winter period and that is yet to start construction season, it is evident that the labor market periodically absorb certain persons on the working engagements that are seasonal in nature and often outside legal currents or "black". Although labor inspection working hard, absolutely it is not possible to expect that things will improve in the absence of intervention in terms of labor legislation and enhanced coordination between all relevant actors governments, JSZ, inspections and tax administration, social work centers and citizens.

With these assumptions, it is important to note that the motivation of the workers themselves important and that must be examined in more detail the manner in which the access to education of the unemployed in terms of what the "black labor" means long-term, taking into account the fact that a large number of people who accept such work involved occasionally temporarily especially in the case of a group of 45+ while younger people usually accept to work seasonal jobs in construction and catering. A review of statistical data and information from the part relating to the situation analysis and then the part that gives the macro picture of the situation in terms of reforms aimed at growth and employment can be concluded that in the region of Posavina intertwine all types of unemployment and stagnant and conjunctural or that the term structural unemployment is not means the only discrepancy between supply and demand for workers in terms of interest than the conjuncture that due to the lack of expansion of the economy that lasts a long time takes the form of stagnating unemployment. This in itself is a problem because without a range of complementary programs and measures, any progress will fail. The reforms that have been announced from the entity level to the big event help to create a favorable business environment and relieve the JSZ but due to the specific characteristic of this space it is necessary to make a plan for action that will jump out of what is set forth in the document on economic reforms which are additionally can take in the region of Posavina to increase capacity for employment.

⁹² The data obtained from the Department for Economy, Sport and Culture, subdivisions for Economic Development, Government of Brcko District BiH

A large number of registered unemployed, of which, according to opinion polls, a certain percentage of those who answered the question was registered for the realization of a right that is 28.43%. has brought to light what would be the economic theory called unemployment. In addition to the "black labor" surveys indicate saturation of the labor market while the view of the statistics on the number of unemployed and the fluctuations indicates that employment programs in the highest percentage have the effect of "carousel" that which can be supported by the constant influx of newly registered on the records of which part goes to those who finished regular schooling, workers due to recession or bankruptcy are losing their jobs and those who are "coming back" after the expiry of the contractual obligations of employers using incentives for employment, whether it is of special categories or trainees.

Measures to subsidize employment where the subsidizing part of the gross salary and contribution seeks to create demand in the medium term have a limited effect in the long run while no in the case of companies that normally, in the absence of such programs, you would carry out new employment. The motivation for the financing of such programs that have social-sensitive dimension is an argument for its continuation but an argument for reform in terms of diversification of measures and programs that will be adapted to the real situation.

On the other hand, employers who are relatively stable, consider that measures to boost employment, while welcome have a minor effect on their business. Viewed from this angle, leaves no room to question the effectiveness of, or subsidizing the employment of those who would theoretically certainly were busy reducing the availability of funds for upošljive weight categories and the implementation of much needed active measures aimed at individual counseling and training the unemployed or for what are employers and the nezapsoleni expressed great interest and which do not work in the region of Posavina.

Of those surveyed 10% of unemployed people in Posavina even 33.3% expressed willingness that in the case of long-term unemployment start their own businesses while the 24.3% re-qualified and 28.97% are ready to volunteer. This indicates the lack of basic awareness of the concept of long-term unemployment and the need for continuous communication and triage of the unemployed in order to get useful and reliable data to be used for planning measures. Unfortunately, and with training for entrepreneurship, funding for start-up companies are an important part of the range of complementary programs that are being carried out and when they did, the funds are extremely limited and insufficient. For micro enterprises, schemes programs focusing on business development in conjunction with other measures such as access to affordable financing, or "seed" or start-up capital and access to better-equipped business incubators could have an effect. Consciously create value chains and clustering in areas such as the region of Posavina could have effect with respect to a relatively small and compact space, with a lot of similarities in terms of barriers but also the comparative advantages and potentials. An isolated costly employment program are not sufficiently diversified and are not bound, but to some extent is not complementary to the programs of incentives for economic development and ukpan effect of reducing the number of unemployed is missing.

Idle unemployment is particularly present in the PK, KV and VK and SSS categories indicating a low level of program efficiency measures to encourage entrepreneurship and the

lack of entrepreneurial spirit. From this statement follows the conclusion that as the state economic and technological progress and how to develop the education system, so does the demand for profiles that are in a situation in which the region of Posavina almost neupošljivi and response must be sought not in employment programs than in programs for fostering economic growth and development as well as intensifying the introduction of lifelong learning and changes in the method of enrollment policy.

The education system in a situation where BiH has adopted qualifications framework harmonized with the EU since 2011, and where intensive work on building institutional and other prerequisites for execution Qualifications Framework, which should help in creating a competitive economy and facilitate the acceptance of the European system of values and views to education, progress has been slow and difficult due to the Council of Ministers until 2013 the "Decision on the appointment of the commission for drafting the Qualifications Framework in BiH"⁹³ and then only in April 2015, adopted the Decision on the adoption of the "Action Plan for the development and implementation of the Qualifications Framework in Bosnia and Herzegovina for the period 2014th-2020th"⁹⁴. In a situation where enrollment policy is created Ministry of Education and educational institutions, where qualifications framework in BiH is not yet developed, the admissions policy fails to better integrate the changes and needs of the labor market with education programs in BiH because it often does not take into account the forecasts of labor market trends and annually recurring scenario. Ultimately, the current way postupanjane can collect not absorb all the necessary information nor competent to adequately operate and analyzes enter all the specifics that respond to the changes and needs when no qualifications framework in BiH and is not a continuous flow of information that most adequately see the statistics and that every the new influx of young people going on to secondary school education who have the same interest and qualifications as well as those who have 9+ years on records JSZ.

Professional advice by institutes and departments in cooperation with schools should be based on indicators of labor market trends parallel to the enrollment policy that will strategically lead young vocational guidance and primarily periodically and continuously. Active work with students and parents should be encouraged to destigmatizirala certain professions for which there are or there could be a demand which is currently considered insufficiently "attractive".

On the other hand, career counseling in Posavina is almost non existing on current level due to the large number of unemployed, the small capacity of the PES and the load caused by the implementation of administrative tasks and passive measures. The same is true for the triage that is not regularly or in the circumstances can be expected from the Bureau that for each unemployed create individual plans for employment as well as enhancing the skills and competences either through training or retraining programs. Shift has, thanks to projects such as the "CISO" and "job clubs" but as already noted, there is room for further improvement in the region of Posavina especially the intensification of activities and due diligence to reach all the unemployed in particular those belonging to the weight categories upošljivim . Each good practice, if there is no continuity in time lost and even created to devalue the value of

⁹³ <http://sllist.ba/glasnik/2013/broj9/broj009.pdf>

⁹⁴ „Official Gazette BiH“ no: 28/15

nothingness. In the region of Posavina, if not urgently implement reform of services provided, good practices acquired through "CISO" and similar interventions will be lost if you have not already.

The paradigm of the society about the role of JSZ is that other sectors, including the unemployed themselves, consider that the role of the institutes / services that help them find or create a job. This in itself gives the JSZ to fight with the army of unemployed and due to administrative burdens; it is surprising to achieve any effect even in the short term. It is especially worrying because of the lack of policy coordination, employment of the policy-makers also viewed as an obligation of JSZ while stimulating the economy considers the role of the executive authorities and the process of consultation of all stakeholders is not in a satisfactory form. Policy makers, government representatives, social and economic council, tips schools are actors who should be together to discuss a range of programs and ensure complementarity. On the other hand, noticeable resistance to reform education and the introduction of lifelong learning is evident that, together with problems in the creation of enrollment policy creates a very difficult situation and the continuation of production difficult uponljivih. In a situation of limited investment in the medium-vocational education and reported problems with the performance of practical training, it is justified to conclude that the continuation of the reform of the education system is also an imperative. Education which is carried out, especially when it comes to medium-vocational education produces profiles that lacks basic skills and competencies that employers are highlighted as a problem and a dual system of education is not completely taken hold of him even though there are no obstacles even when applied modular classes. Reduced investment in education, especially vocational training through hands-on training, production experience contributes to professions that do not have adequate knowledge and skills not only from the perspective of the employer, but also a certain number of students even when there is a demand difficult to get a job. Although the JSZ in Posavina not maintain statistics on need or about young people not in education, training or employment, data from the records of the number of young justify previously presented findings.

In the region of Posavina, there is a disparity in terms of the capacity of the JSZ in particular in terms of financing active measures like Training, qualification and employment programs. Therefore an in- depth analysis of the effects of the lack of incentives in the BD with regard to a wide range of important and Staffing program of incentives for the economy and employment. Given the number of inhabitants and the allocations in the Posavina Canton and activities of marginal RS municipalities that are in Posavina, it appears that the effects of the range of different programs in the BD even more questionable in relation to allocations. In addition, the lack of awareness of social entrepreneurship and the lack of an adequate legal framework prevents the creation of programs for employment of persons with disabilities and other hard uponljivih category. Public works programs are not used sufficiently and do not promote adequate. Although they do not have long-term benefits, but only in terms of activation of certain categories they become worthy of consideration. There are programs designed to encourage the introduction of seasonal workers in the legal channels which is especially important for example Construction sector. Unregulated situation in terms of agricultural holdings contribute to the increased number of registered unemployed who are engaged in some form of agricultural production and have no incentive to register. Computer monitoring lack of connection subsidies in agriculture as opposed to those registered as

unemployed at complicates the analysis of this group. In this respect, the immense damage and the lack of a strategic plan for the introduction of value chains especially in agriculture, bearing in mind that the region of Posavina and traditionally agricultural area and that the development strategy of micro-entities in the area just agriculture singled out as one of the development opportunities where instigation development of small farms and their registration as a business entity from the records off a significant number of persons.

The phenomenon of the areas that are "entrepreneurial handicapped" is used here pejoratively to describe the differences between the regions in BiH, where entrepreneurship and crafts develop opposite ends of which are unemployed lethargic, unmotivated and even with support fail to be self-employed. This can be seen in the region of Posavina poebno where the pre-war time, people preferred were employed in manufacturing conglomerates, textile and other industries. The entrepreneurial spirit has never come to life which supports the theory that entrepreneurship should be introduced in the education system and, as such, encourage through all strategic documents. Meanwhile required significant intervention to change the consciousness of the unemployed but mainly because decision-makers at the polls shows that the employers and the unemployed alike blame for the situation of the governmental structure. While this is a matter of perception, all other indicators show that the accuracy of the findings and decision-makers often make gaps in terms of ensuring a sufficient degree of coordination in public policy so that it would be appropriate and therefore enforceable.

These circumstances affect significantly on labor mobility in the region of Posavina. Present are Legal barriers for the full and free movement of the workers within the region. From discussions with the relevant stakeholders, as the problem was identified a lack of demand in the labor market, while sporadic needs are met largely within the micro-whole Posavina, especially when it comes to another sector of the labor market, where jobs are lower-skilled, lower earnings and therefore, the unemployed do not represent an adequate motivator. Given that there are no legal barriers, labor mobility, legally speaking, is not in question. The same is present especially when it comes to certain jobs in the public sector or enterprises in the sphere of services, banking, trade or manufacturing industry but but again, most in the first sector of the labor market, therefore, in jobs with higher education and higher wages as a motivator mobility, or conditional where employers from across BiH labor mobility within the region is beset the major construction work which unfortunately is not enough. The situation with regard to labor mobility, in terms of programs to boost employment, is somewhat different. Programmes for stimulating employment implemented by the PES are geographical and territorial modeled can be applied to programs to encourage the employment of any PES but are obliged to take persons with records date JSZ often happens when for example, the micro-units open affiliates. This, in itself, indicates that the programs as such, do not contribute to the increased mobility of labor and constitute a specific barrier. In a situation where in the region of Posavina, ie the observed micro-units, there are private agencies for mediation in employment, it is necessary to examine in detail the legal framework that would allow the establishment of the same if they prove an interest. In the BD exists So called. "Cooperative" that is, conditionally speaking, brokering in employment but its work is reduced to servicing temporary and occasional demand for workers, especially when they are physically jobs at stake and the workers are hired for a few days, paid in cash and shall be not conclude contracts. It's the rest of the so-called. "Youth cooperative" in BD there needs to be functioning ovakih agency regulates. All this points to a real need for further regulation of the

legal framework in the region of Posavina to protect the rights of workers but also facilitate the operation and functioning of private agencies for mediation in employment based on good practice in the EU.

Creating policies and programs, no matter how modest is to be conducted taking into account the statistics. Only foreign trade deficit in the region of Posavina indicates possible courses of action that will stimulate economic activities aimed at the "reduction of imports" but for that you need to change the paradigm of policy-makers and to an innovative way, in accordance with the possibilities, go to replicate the good practices where the environment has, with the participation of all actors of socio-economic councils, chambers of commerce and employers' associations and non-government sector and educational institutions. In addition, spending public funds without adequate evaluation and adjustment of public policies aimed at growth and employment justifies the statement that, thus avoiding confrontation with reality, the lack of awareness and the extent of knowledge of decision-makers, weak horizontal and vertical coordination and ultimately the "social peace ". Even on a smaller scale, piloting policies and programs and measures that would be watched and evaluated to give sufficient empirical data to inform and thereby motivate decision makers to change the mode. Analysis of best practices that are "products" of donor interventions in favor of the fact that there is room for improvement and must work on sustainability as well as multiplication and primarily where institutionalization is the best example of "YEP" and "YERP"⁹⁵ whose effects in the region of Posavina slowly lose and almost no longer exist.

3. SNAPSHOT JSZ in POSAVINA REGION

br.	posmatrani segmenti i poslovni procesi	status
1.	Autonomy in the creation of measures and programs in relation to the applicable regulations	Yes
2	The actual, full autonomy in the creation of policies, measures and programs	No
3	Uniformity of jurisdiction	Yes
4	The practice of initiating and / or proposing public policies (strategies, laws)	No
5	Territorial coverage	Yes
6	Full financial independence (including financing measures APZ)	No
7	Reliance on other levels of government for funding measures APZ	Yes
8	The representation of the social partners in the management structures	Yes
9	The practice of strategic planning capacity development of JSZ	No
10	Adequate internal organization and systematization	No
11	Clear objectives and measurable indicators of JSZ	No
12	Providing counseling services	No
13	Diversified services to customers	No

⁹⁵ <http://www.abc.ba/firma/10559/ciso>

14	Insensitivity to the JSZ political situation	No
15	Programme planning	Yes
16	Programs to encourage employment by employers	Yes
17	Programs for self-employment	Yes
18	Integration through work (trainees)	No
19	Integration through training (prekvalifikacija, additional training, vocational training)	No
20	Public works	No
21	Particularly targeting marginalized groups	No
22	Monitoring and evaluation of outcomes measures AEP using quantitative indicators	No
23	Detailed analysis of labor market trends (analysis and forecasting of)	No
24	Evaluating the effectiveness of customer service	No
25	Timetable of the main business processes (first interview, subsequent, IEP, etc.).	No
26	Good level of computerization of work processes	No
27	Good level of IT staff skills and training for PCM and the like.	No
28	Adequate use of modern means of communication (SMS, social networks)	No
29	The leading role in the coordination and innovation	No
30	Adequate representation in the planning of public policies	No
31	Adequate representation of the PES in the social dialogue	No
32	Good co-operation with educational institutions and other stakeholders TR	No
33	An adequate market share and performance	No
34	Monitoring customer satisfaction	No
35	Good level to ensure continuity of the good practices of previous interventions	Yes
36	The marginalization of the role and importance of PES by complementary, formal actors	No
37	Good level of participation in joint initiatives and projects	No
38	Good level of competence of employees to self-initiate the necessary changes	Yes
39	The possibility of co-financing projects	Yes
40	The need for urgent interventions in capacity building	Yes
41	Accepting the need to introduce the concept of lifelong learning by the PES	Yes
42	Accepting the will of the need to continue reforms and capacity building	No

4. RECOMMENDATIONS (with proposed, the framework, the time schedule of treatment)

Bearing in mind that in the region of Posavina intertwine the two entities and the Brcko District and to create public policy at the entity level and District, and partly at the cantonal level, from prior analysis relating to micro-entities in Posavina and observation capacity that are presented in the previous chapters, can be drawn regarding the recommendation on the following segments:

- ☐ Organizational environment
- ☐ Financial resources

- ☐ Human Resources
- ☐ Providing services
- ☐ An active employment policy
- ☐ Cooperation and coordination
- ☐ Informatization
- ☐ Coverage market
- ☐ Other factors

N.B. Recommendations concerning the organizational environment apply to all JSZ in the region of Posavina, while every other segment contains specific recommendations for each observed JSZ within the micro-units that make up the region. As the organization, observed JSZ in the region of Posavina, ie. In the BD and the PK, autonomous in their work, where we primarily mean that the services of public interest, with established management structures and sources of finance through direct, own revenues and that the management structures represented social partners, and, in cooperation with the competent authorities may propose policies and programs, the recommendations relating to the strengthening of cooperation, coordination and planning and recommends the following:

1. Develop strategy for the development of JSZ and action plan with quantitative and qualitative indicators of the main business processes, services and measures

Objective: To provide methodical and focused, balanced development of the JSZ

Explanation: This measure would allow goal setting organization based on good practice in the EU countries (DE, FR), a set of indicators and a steady, methodical and measurable progress in raising the capacity of the PES and also identify the necessary resources, which would replace the current practice of planning at annually, and the executive has signaled the level of funds that would, through grants, was required (such as in Austria, Croatia, Romania), in order to strengthen the capacity and improve services to customers. This document is very important for focused and steady further development and modernization of business processes and, ultimately, more efficient operation of the JSZ as the EU Member countries and the UK, Austria, Italy.

Deadline: The last quarter of 2015 or first quarter of 2016.

2. Establish a regular, monthly consultations and information flow between the governments on the progress in the development of BiH Strategy for Employment

Objective: To provide a "sense of ownership" of the strategic documents and participation

Explanation: Governments of the PK and BD participate through labor representatives (most often the executive power) in a new strategy on BiH level in order to achieve more efficient policy making, early consultation is the best way to ensure the enforceability of the strategy on the whole territory of Bosnia and Herzegovina can be achieved through indirektno PES and participation of micro units of the region Posavina, which have certain specific features, which can contribute to the quality of the document and ultimately improve the prospects for successful implementation of the strategy at the lower levels of government and the whole territory.

Deadline: From the second quarter of 2015, continued

3. To advocate the adoption of a strategy and action plan for employment for PK and BD

Objective: Create a policy aimed at growth and development in order to increase the employment rate

Explanation: As the early consultation and the creation of "a sense of ownership of the document" raises the chance for successful implementation of strategic documents, in the same way information and knowledge, obtained through consultations on drafting the state strategy employment should be used to develop a strategy to PK and BD and the accompanying action plans. In this way will ensure harmonization with the national strategy and other documents of interest but also incorporate certain mechanisms to ensure that the specific features of individual regions or administrative units to be adequately covered and treated in accordance with available resources. Documents of this kind are planning documents that consequently should be mapped and planned budget allocations. This strategy is crucially important because it will be the basic planning document for the synergy of complementary sector and thus contribute to increasing the capacity of employment in the region. As one essential part of the range of actors, JSZ should, in cooperation with relevant ministries, departments and social partners from the outset participate in the process of developing guidelines and ultimately draft while in the absence of interest by the other actors, they themselves initiate the process of drafting the initial document.

Deadline: Upon the adoption of the BiH Employment Strategy to ensure full harmonization with the national strategy

4. Carry out consultations with the relevant ministries and to contribute, concrete proposals and support the adoption of the law on adult education

Objective: To create preconditions for the introduction of the concept of lifelong learning and create a system for adult education in the region of Posavina

Justification: Given that one of the most underdeveloped practice training unemployed or retraining and additional training and lifelong education and adult education were identified as a key instrument for reducing structural unemployment, the PES have a special interest in articulating the need for developing a system to retraining, additional training and training under the jurisdiction of the WPU could intensify and ultimately contribute to growth and employment as well as quality assurance of acquired knowledge. The advantages of introducing the system of lifelong education are well known but, unfortunately, in the region of Posavina, there is a lack of understanding and resistance in particular decision makers. Adequate and intensive advocacy for the adoption of the necessary legislation is in the interest of the JSZ in the region of Posavina and the development of strategic documents and continuous budgetary support, will ultimately provide increased capacity for employment. At present, the absence of legislation or even interest in passing the necessary legislation is worrying and needs to JSZ as a professional service of public interest, give their views on the importance and support the adoption of regulations in order to send a positive signal to decision makers and especially political factors.

Deadline: Ongoing

5. Increase the participation of PES in the consultation process on the issue of reforms aimed at increasing the capacity of employment (growth) but also economic

reforms as they announced the formation of entities and / ensuring regular learners WPU work Socio-Economic Council in the region of Posavina partners such as CSOs, schools and the like.

Goal: Strengthen social dialogue and coordination among stakeholders and position JSZ

Explanation: NB Through SEB, the RS Ministry of Labour, in constant contact with ZZZRS, has a channel of communication and structured process of communication, and bearing in mind that on the territory of the observed region of Posavina, located just bureau Samac, recommendations for the part relating to the continuation of the ongoing reforms, the implementation of good practice in the tradition of experimental Offices Dobož and continue communications through SEB to the planning process of active employment policy measures take into account the disparity between certain regions.

On the other hand, PK and BD and there is significant room for active performance of JSZ according to the executive authorities and other actors, where the introduction of regular meetings as well as finding ways to formalize the consultation process can ensure a higher quality social dialogue and especially the planning of policies and measures aimed at growth and employment. In the context of PK, PES can in cooperation and through the competent ministry to act, while the BD JSZ can concentrate on cooperation with SEB and find a way to continuously participate in the SEV to suggestions JSZ incorporated in all future policies affecting the market labor and employment, which would be the role of the PES clearly defined and overcome the problem of marginalization of this important actors in the labor market.

Deadline: Ongoing

The following recommendations are specific for each JSZ and as the previous recommendations relating to all JSZ in the region of Posavina, have been created in response to the statements given in the "Snapshot" and are aimed at strengthening the capacities of:

JSZ Posavina canton:

- ♣ Solve Personnel Employment Services Posavina Canton through filling vacant 3 jobs (during 2015)
- ♣ Conduct an inventory and analysis of all business processes (first quarter 2016)
- ♣ Develop a plan of reorganization of business processes and internal systematization to the number of employees who work directly with clients has risen to at least 50% (after inventory of business processes and the second quarter of 2016)
- ♣ Assess the load position (after establishment of a new IT system)
- ♣ Conduct analysis of market share and to set the base indicators (first quarter 2016)
- ♣ Diversify services to customers and to establish a monitoring client satisfaction (last quarter 2016)
- ♣ Establish clear objectives and measurable indicators of quantity of services provided (by adopting strategies to consolidate JSZ)
- ♣ Develop policies that will contain the schedule of the activities in terms of the first interview, making IEP and other active measures aimed at the unemployed (after resolving personnel issues and reactivation "CISO" service)

- Strengthen the function of labor market analysis in the Posavina Canton through upgrading databases and gathering as much information and quarterly monitoring (by establishing a new IT system)
- Intensify cooperation with employers through the introduction of regular contacts, surveys and organization of meetings as well as job fairs and "career days" in order to better market analysis and to facilitate coordination with the competent ministry over the allocation of the necessary resources for programs, projects and training (after the adoption of a strategy to strengthen the JSZ and resolving personnel issues)
- Establish action plans includes the unemployed active measures, especially training with measurable indicators and a mechanism for monitoring and evaluation (by the adoption of strategies that during 2016)
- Make a plan, in cooperation with educational institutions, to strengthen the services of a professional counseling (during 2016)
- Perform triage and elaborate three-year plan of training of the unemployed, and identify the necessary resources with particular attention to marginalized groups and young people (after the adoption of the strategy, in the course of 2016)
 - ♣ Plan funds for training and professional development services for the recruitment of PK in the annual work plan and financial plan of the JSZ (continued)
 - ♣ Develop a plan of communication and advocacy in order to actively and continuously, and working to raise awareness of the role of the Service and the problems in the labor market (the last quarter of 2015)
 - ♣ Train the staff of JSZ for monitoring and evaluation (2016)
 - ♣ Educate employees JSZ Strategic Planning (2016)
 - ♣ Train the staff of JSZ for labor market analysis including surveys (2016)
 - ♣ To train all employees of JSZ for PCM (2015 and 2016)
 - ♣ Support the adoption of the Law on Adult Education PC and establish a system for Adult Education (continued)

ZZZ BDBiH:

- ♣ Implement the plan of capital investments in information system ZZBD BiH which would be linked with the other actors, modeled on practices in entities (2015)
- ♣ Improve the records and expand the scope of data collected for the purpose of strengthening the capacity for analysis and planning (after the establishment of the new IS)
- ♣ Urgently resolve the issue of premises PMI BDBiH (second half 2015)
- ♣ Conduct an inventory and analysis of business processes (first quarter 2016)
- ♣ Develop a plan of reorganization of business processes and internal systematization to the number of employees who work directly with clients has risen to at least 50% (after inventory and analysis of business processes, the last quarter of 2016)
- ♣ Conduct analysis of market share and to set the base indicators (first quarter 2016)
- ♣ Diversify services to customers and to establish a monitoring customer satisfaction (the second quarter of 2016 and ongoing)
- ♣ Establish clear objectives and measurable indicators of quantity of services provided (last quarter 2016)

- Develop policies that will contain the schedule of the activities in terms of the first interview, making IEP and other active measures aimed at the unemployed (by reactivation "CISO" service)
- ♣ Strengthen the function of labor market analysis in BD through upgrading the database and collect as much information and quarterly monitoring (by establishing IS)
- ♣ Intensify cooperation with employers through the introduction of regular contacts, surveys and organize job fairs and "career days" (continued)
- ♣ Establish action plans includes the unemployed active measures, especially training with measurable indicators and a mechanism for monitoring and evaluation (by developing a strategy to strengthen PES)
- ♣ Make a plan, in cooperation with educational institutions, to strengthen the services of a professional consultation (first quarter 2016)
- ♣ Perform triage and elaborate three-year plan of training of the unemployed, and identify the necessary resources with particular attention to marginalized groups and young people (by making plans includes unemployed active measures, the last quarter of 2016)
- ♣ Plan funds for staff training PMI BDBiH in the annual work plan and financial plan of the JSZ (continued)
- ♣ Develop a plan of communication and advocacy in order to actively and continuously working to raise awareness about the role of PMI BDBiH and problems in the labor market (the last quarter of 2015)
- ♣ Train the staff of JSZ for monitoring and evaluation (during 2016)
- ♣ Educate employees JSZ Strategic Planning (during 2016)
- ♣ Train the staff of JSZ for labor market analysis including surveys (during 2016)
- ♣ To train all employees of JSZ for PCM (during 2015)
- ♣ To intensify communication and cooperation with PMI BDBiH SEV BDBiH and especially employers (continued)
- ♣ Support the adoption of the Adult Education Act BD and setting up a system for adult education (during 2015)
- ♣ To initiate a dialogue in the BD of private agencies for employment mediation and legal framework regulating the work of the same or the consultation on the announced dialogue on the need for amendment of labor legislation and other complementary legislation to liberalize the labor market but also relieve the JSZ (in the course of 2015 . and continuous)

Bureau Samac municipality (+ Pelagićevo and Donji Zabar):

- ♣ Implement best practice pilot Bureau Dobož (during 2015)
- ♣ Advanced elaborate three-year training plan (during 2016)
- ♣ Advanced create a three-year plan of career counseling (via mobile team) (during 2016)
- ♣ Establish a continuous dialogue between the municipal authorities of municipalities Samac, Pelagićevo and Donji Zabar and cooperation with a pool of employment in Samac, schools and entrepreneurs to SEB RS send the conclusions and reconsider the possibility of exploiting local resources (continued)
- ♣ Through cooperation and through municipal services, to work actively to raise awareness about the role of the JSZ and labor market issues that are typical for a given micro-entities (continued)

5. PRELIMINARY ASSESSMENT for TRAINING NEEDS (eng.: TNA)

Since it was established that in the region of Posavina there is almost no demand for certain profiles, and that in 2013 and in spite of programs to encourage the employment of 18,533 people on the records, and that the situation is not in 2014, does not change significantly, taking into account assessments that are registered persons an active and taking into account the results of the surveys, given the conservative overestimate plan for training which should serve as an indicator for further categorization and treatment. A sample of a plan for training the sample used for the survey. Due to intense cost repercussions, plan to 10% nezapsolenih persons include training seems ambitious enough and it is expected that these figures be "too high," especially given the limited resources finansijskih. Nevertheless, this gives a realistic plan that could be developed further, and work out and enrich retraining, particularly by establishing a system for adult education. Although this is a substantial financial resources, we should not forget that any real plan for 3-5 years and thus planning and directing the allocation and investment of this type are considered to be the most efficient of all active measures.

The emphasis is in line with the expressed interest of both employers and the unemployed as well as tips institutes and services placed on the "soft-training". Training for the JSZ is given in the recommendations.

In the municipalities of Samac, Pelagićevo and Donji Zabar were surveyed 8.3% of the total unemployed persons registered in the Register in 2013, of which 44% are women. Of the surveyed unemployed, 82.7% are long-term unemployed, while 12.44% have no work experience while 73,49% of respondents are actively looking for work and only 1.6% sought retraining. In the case of long-term unemployment of 15.1% would be re-qualified, 29.5% to 48.36% volunteered and has a desire to start with private business while the 44.7% engaged in some form of agriculture.

In Posavina Canton is interviewed 9.3% unemployed, of which 40.6% were women. Of these, 70.4% are actively seeking employment, while 0% would re-qualified with the exception of long-term unemployment, in which case the retraining would accept 25.8%, 32.5% would volunteered while 30% started their own business. Furthermore, 52.63% said they would deal with some form of agricultural production.

The proposal estimates for training, annually, for the BD given according to the poll. In BD were interviewed 9.95% of the unemployed, of which 80.3% is in search of employment while 2.5% stated that it is seeking vocational training. Of the total surveyed, 81% are long-term unemployed, 14.3% have no work experience while 3.8% said they do not have additional knowledge and skills. Furthermore, 31.48% expressed the desire to start their own business while 25.7% willing to retrain and 27.4% are willing to volunteer.

Of the surveyed unemployed, 47.2% said they would deal with agricultural production, animal husbandry and so on until positive answer to the question whether they have land in very low percentages, and therefore can not be interpreted.

In order to determine training needs in terms of foreign languages and skills, I used data obtained from the survey of employers in Posavina where 46.1% of employees said they are looking for foreign language skills, while 57.6% seeking a higher level of computer literacy. Given the large number of unemployed and the need to annually assess preliminary training needs, these percentages were applied to 10% of the unemployed.

The assessment of training needs for nurses was conducted using data from the survey on the percentage of women surveyed ie. 49.21% in the BD, 40.6% in PC and 44% in RS municipalities, and by comparing the percentage of those who initially said they would undergone retraining or 2.5%, 0% and 1.6%.

Due to variations in responses about retraining, can be considered that the data do not reflect the real situation or induce a lack of awareness of the unemployed about the possibilities offered training, retraining, and that there are ways of self-employment in the areas where the specificities of Posavina advantage as a large number of unemployed rural uu parts of which could deal with some form of agriculture, the absence of a significant number of institutions for the care and accommodation of the elderly, a large number of elderly in need of care and the like. Also, it should be noted that according to certain groups of questions, not all of the respondents gave an agreement in certain segments while occasionally "circled" multiple answers or deviations to 9.7% can be considered tolerable error and are used for preliminary interpretation.

Type of Training	Posavski kanton	Šamac, Pelagićevo, Donji Žabar	BD BiH
The number of unemployed in 2013	5.586	2.992	12.255
Training for Entrepreneurship	167	145	370
Training in foreign languages	257	138	564
ECDL training	321	172	706
Training for greenhouse production, animal husbandry, horticulture, apiculture	294	134	412
Training for care of the elderly and the like.	-	5	15
❖ CNC operators	-	-	10
❖ Welders (Tig, Mig/Mag i sl.)	-	-	10
The skills of active job search(in-house)	558	299	1.225
% the number of unemployed	28,5%	15,37%	26,9%

- ❖ Data shown by employers who attended the meetings of the Local Action Group which operated in the framework of the project "Posavina for lifelong learning", which is funded by the EU

N.B.

Categorization of the unemployed persons who are actively seeking work or additional training, training and self-employment, to influence changes in the given figures. Since the PC does not do any training, while in BD was extremely limited, and that in 2013 re-qualified 125 persons throughout the RS and for a specific employer, these needs seem too overwhelming or set of base indicators that need to be triage and processing plan changed and therefore become a valid tool for the beginning of consultations with the unemployed and employers, and the creation of active measures aimed at increasing the employability of the unemployed, especially those who've been waiting, and youth and women. In-house training should not have a cost impact.

- Retraining and vocational training for certain occupations such as operators of the CNC machines are significant cost and work only for a specific employer. For this reason, regular surveys of employers and communication with actors working on the realization of business initiatives and economic development is imperative as well as the establishment of close cooperation with educational institutions. The same is true of the carpenters or certain occupations that are sporadically communicated JSZ or interviewers, for which either no longer needed or is the same done before or during the preparation of this document.

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