

2009 Project Fiche 8 Kosovo – IPA centralised programmes

1. Basic information

- 1.1 CRIS Number:** 2009/021-145
1.2 Title: Support to Employment and Education
1.3 ELARG Statistical code: 02.26
1.4 Location: Kosovo (UNSCR 1244)

Implementing arrangements:

1.5 Contracting Authority (EC): European Commission Liaison Office to in Kosovo

1.6 Implementing Agency: N/A

1.7 Beneficiary (including details of project manager):

Project component	Beneficiary	Contact point responsible for component coordination
<i>Teacher's training: Qualification of Teachers and School Directors</i>	Ministry of Education, science & Technology	Kapllan Halimi, kapllan.halimi@ks-gov.net , +37744201041, +38649201041
<i>Technical Assistance to the MLSW</i>	Ministry of Labour & Social Welfare	Fatlinda Nitaj, Head of Office for European Integration/SPO, 038 211 937, fatlinda.nitaj@ks-gov.net
<i>Beautiful Kosovo</i>	Ministry of Labour & Social Welfare + Ministry of Local Governance	Fatlinda Nitaj, Head of Office for European Integration/SPO, 038 211 937, fatlinda.nitaj@ks-gov.net Drin Haraqija, Head of Office for European Integration, drin.haraqija@ks-gov.net , 044 188 399

1.8 Overall cost (VAT excluded): EUR 10.9 million

1.9 EU contribution: EUR 10.3 million

1.10 Final date for contracting:

Three years following the date of conclusion of the financing agreement between the European Commission and the Kosovo Authorities

1.11 Final date for execution of contracts:

Two years after the final date for contracting

1.12 Final date for disbursements:

One year after the final date for the execution of contracts

2. Overall Objective and Project Purpose

2.1 Overall Objective:

To address poverty and inequality through improvements in education and employment with particular attention to the quality of education, training and skills development in Kosovo and promotion of employment opportunities linked with public regeneration schemes to enhance the quality of life for all people of Kosovo.

2.2 Project purpose:

Component 1 – Teacher's Training: The aim of this project is to strengthen and improve the quality of education in Kosovo through the develop a sustainable system of comprehensive in-service teacher training as well as the training of School Directors to improve management capacities at local and School level.

Component 2 – Technical Assistance to the Ministry of Labour and Social Welfare (MLSW):

The project purpose is the promotion of economic and social cohesion and poverty alleviation in Kosovo. An internal review accompanied by capacity building measures of the Ministry of Labour and Social Welfare will serve to increase the equity and efficiency in the delivery of social and employment assistance schemes and will seek, in particular, to address the challenges of the forthcoming decentralisation process. The initiative will serve to review and revise the employment and social benefits systems and build the capacity of the MLSW administrative structures in preparation for the decentralisation process starting from 2009-2010.

Component 3 – Beautiful Kosovo:

This is an initiative to address unemployment in Kosovo through job-creation initiatives which, at the same time, promotes urban regeneration, local environmental improvements, and development of green open spaces, recreational areas and restoration of cultural heritage sites.

2.3 Link with Action Plan/NPAA/European Partnership/Stabilisation and Association Process

European Partnership

Component 1- Teacher's Training:

This project is consistent with the priorities of the European Partnership in respect of strengthening mechanisms for quality assurance in the education sector; increasing the budget for education and addressing the lack of educational materials; implementation of education strategies.

Component 2 - Technical Assistance to the Ministry of Labour and Social Welfare (MLSW):

The European Partnership calls for support to strengthen delivery of public services. It puts as a priority the need to review the social benefits system, the enhancement of municipal capacities in social assistance field and the need to develop community-base services.

In respect of employment promotion the European Partnership identifies the need to adopt the Employment Strategy and highlights the need to strengthen the administrative capacity of labour inspectorates.

Component 3 – Beautiful Kosovo:

This is consistent with active labour market policies set out in the draft Employment Strategy of Kosovo and the Youth Employment Action Plan. It supports the demand to improve the labour market relevance of vocational training and the involvement of the business community in the design and implementation of active labour market policies. This initiative also aligns with the European Partnership Agreement commitment to enforce spatial planning and in the building of the capacity of local administrations to meet the needs of their constituencies.

Progress Report 2008

Teacher's training:

Support for teacher training and development of School Directors addresses the concern highlighted in the Progress Report 2008 that education lacks resources to address quality assurance in education, and the results of inadequate salary scales and career system which has a negative impact on motivation of teachers and staff.

Technical Assistance to Ministry of Labour and Social Welfare: :

This will address the points raised in the 2008 Progress Report regarding the fact that the MLSW has limited capacity and lacks the structural arrangements to develop, manage and monitor policy implementation. The Report identifies the need for capacity building of labour inspectorate responsible for labour law enforcement and calls for a legislative review in social sector.

Beautiful Kosovo:

This project seeks to address the concerns of the Progress Report regarding the chronic unemployment in Kosovo particularly among young people and marginalised groups (women, RAE, and persons with disabilities).

2.4 Link with Multi-Annual Indicative Planning Document for Kosovo -MIPD 2009-2011

Teacher's training:

The MIPD 2009-2011 gives particular priority to education and the need to invest in the young people of Kosovo. The MIPD calls for measures to enhance the quality of the educational system in Kosovo and those qualifications respond to labour market needs. It calls for quality of education and training to align with European standards.

Technical Assistance to Ministry of Labour and Social Welfare:

The MIPD highlights the issue of unemployment in Kosovo and the barriers young people, in particular, face in accessing the labour market. At the same time the MIPD calls on the need for improving the performance of the public administration of Kosovo, measures to support the decentralisation process.

The MIPD 2009-2011 also highlights the need of developing active labour market and social inclusions measures in order to combat unemployment and adjust to changes in the economy, and continue mainstreaming of entrepreneurship education. The result should be that active labour market and social inclusion measures are drafted and agreed at the political level and included in the relevant Strategies and Plans, development of national monitoring and performance management systems started.

Beautiful Kosovo:

The initiative 'Beautiful Kosovo' is consistent with the MIPD objectives to improve the socio-economic environment of all communities in Kosovo. It aligns with the objective of EC assistance to enhance Kosovo's socio-economic development and support to active labour market and social inclusion measures.

2.5 Link with National Development Plan

Medium Term Expenditure Framework 2009-2011

Teacher's training:

Support for Teacher Training and capacity building of School Directors is consistent with the priorities of the Kosovan Government and MTEF to advance the professional development of teachers and improve the quality of primary and secondary school education as well as the MTEF priority to create systems of evaluation for students' teachers and educational institutions.

Technical Assistance to MLSW:

It is in accordance with the plans of the Government to address poverty alleviation and promote social stability through strengthening of the institutions relevant for administering the social security programmes and provision of social services; advancing efficient delivery of social services to marginalised and vulnerable groups. This initiative is consistent with the MTEF commitment to public administration reform and strengthening of governance structures.

Beautiful Kosovo:

This project is aligned with the MTEF aims to improve quality of life for persons in Kosovo and the interest to promote environmentally sustainable growth and sustainable development in spatial planning.

2.6 Link with national/sectoral investment plans

3. Description of the project

3.1 Background and justification:

Component 1 – Teacher's Training

The Kosovo education system operated between 1991 and 1999 as a parallel system of education which significantly and negatively impacted upon the quality of education in Kosovo. Furthermore, the conflict that followed considerably damaged the already deficient education infrastructure. In spite of massive investment in the post-war period to improve the damaged and destroyed schools space, the Kosovan education system still

suffers from the unbalanced distribution of resources across the school network, uncoordinated and ad hoc provision of training and variable quality of performance among teachers and School Directors. There is, therefore, a vital need for teacher training in accordance with a national teacher training framework and criteria.

Current providers of teacher training in Kosovo include the Kosovo Education Centre and the Faculty of Education in Pristina. However, a new system for licensing and career advancement of teachers in Kosovo is to be launched towards the end of 2008; this will lead to an increase in demand for in-service training as teacher training credits. It will be utilised for the upgrading of teachers, increasing teacher's pay-scales and for the renewal of teachers' licences.

The aim of this project is to develop a sustainable system of comprehensive in-service teacher training. The legal body to assure the sustainability of Teacher Training will be the Council for Licensing and Accreditation of Teacher Trainings - soon to be established by the Ministry of Education, Science and Technology (MEST). The Council will be responsible for career licensing of teachers and responsible for selecting the accredited teacher training providers. Under this Council the MEST is also establishing a Working Group on Teacher Training which will design the precise criteria for teacher training, the methodology and precise organisation of the teacher training including the performance assessment criteria for the teacher training.

This project is to support the obligatory training programs with the goal of training and subsequently providing license to teachers who complete and pass the training of the project. Training will be provided in accordance with national teacher training framework. In-service teacher training is to operate within the framework of the new teachers licensing and credit system which recognises the professional development of teachers, standards and procedures developed for accreditation of teachers.

Component 2 – Technical Assistance to MLSW

The Ministry of Labour and Social Welfare is the key institution for addressing poverty and social exclusion through provision of employment, social assistance and social services in Kosovo. The law on family and social services was adopted in 2005. The objectives set in this law are quite ambitious and imply some restructuring actions from the Ministry of Social Welfare, specifically the Department of Social Welfare, in order for it to be able to implement it.

Social protection in Kosovo currently comprises of the entitlements that are distributed to the registered beneficiaries in the Department of Social Welfare. The entitlements of social assistance are distributed on the basis of criteria set in the Law on family and social services. The Department of Social Welfare is also responsible for provision of social services and currently there are more than 300 social workers located in the Centres for Social Work providing social services in the field. The quality of services provided by social workers is limited because of the lack of proper licensing system for social workers and weaknesses in their skills profiling. Capacity building and profiling of the skills of social workers is one of the important challenges faced by this Ministry.

Furthermore, the latest World Bank figures show that poverty in Kosovo is increasing and that around 18% of the population is in extreme poverty. Persons in poverty experience enormous barriers in accessing the formal labour market as they are largely unskilled and from marginalised and discriminated communities (minorities, people with disabilities). The MLSW has an essential role to play in contributing to poverty reduction and tackling social exclusion and unemployment. However, its work is hampered by weaknesses in the legislative and policy framework, poor design of social and unemployment benefits, human resource and institutional capacity limitations. A review of how employment and social assistance schemes are applied, assessing the level of targeting most vulnerable groups of society, is another area where this Ministry needs assistance.

Labour market institutions have severe capacity constraints and cannot adequately respond to the needs of both jobseekers and enterprises. The legal framework in the field of employment needs to be updated and revised and the Employment Strategy, still to be adopted, needs to be accompanied by a workable action plan. The Ministry

of Labour and Social Welfare significantly need capacity building support in both human resource development and the development of systems and tools to secure more effective operations.

Component 3 – Beautiful Kosovo

The concept for 'Beautiful Kosovo' stems from a successful initiative implemented in Bulgaria to address unemployment through training and employment opportunities connected with renovation of public places and cultural heritage sites.

Kosovo experiences acute unemployment particularly among the young population. According to the Progress Report of Kosovo 2008, registered unemployment in Kosovo accounts for 43% of the economically active population. A total of 334,595 persons (compared to 327,262 persons in 2006) were registered unemployed by the Kosovan public employment services by end 2007. Transition from school to employment is difficult, with only 5% of young people making a successful transition. Those facing the greatest barriers to accessing the formal labour market are often attracted in to the informal economy as an available alternative to combat poverty.

The initiative 'Beautiful Kosovo' seeks to combat unemployment, particularly among long-term job seekers and among the most marginalised groups. This initiative will provide real hands-on training, apprenticeship training and employment opportunities for job seekers through linking this training and employment with public infrastructural development and public regeneration initiatives. Particular focus will be given to urban regeneration initiatives – works to improve public infrastructures, the development of green public spaces, pedestrian areas, recreational sites accessible to all including persons with disabilities and particularly for the benefit of children and young people and amelioration of cultural heritage sites. Such measures will be seeking to improve the functioning and appeal of urban and municipal spaces and heritage sites to the benefit of all persons in Kosovo and to improve the potential for tourism in Kosovo.

This project should be considered as a pilot phase to reduce urban unemployment by offering jobs in public works dedicated to upgrade the decaying urban environment. To this aim, the project will focus on a few key municipal areas.

3.2 Assessment of project impact, catalytic effect, sustainability and cross border impact

Component 1: Teacher's Training

The introduction of a merit-based system regarding the salaries & professional advancement of teachers will significantly contribute to build an effective education sector in Kosovo. This project will greatly contribute to the modernisation and improvement of the overall education system in Kosovo. The Ministry of Education, Science and Technology (MEST) have placed teacher training and capacity building among Schools Directors among its highest priorities – particularly in light of the decentralisation process for education. This project will work in accordance with the new national teacher training framework, the new licencing and accreditation system and, thereby, builds and consolidates the work of the Ministry of Education, Science and Technology in this sector which secures its sustainability. The combinations of both elements (teacher training & rationalisation of resources) represent a key step in reaching the quality standards in the field of education on a par with other EU countries – especially in view of the parallel initiatives (including EU funded initiatives) to rehabilitate the schools' infrastructure and schools' resources. .

Component 2 – Technical Assistance to MLSW

This project will support the Ministry of Labour and Social Welfare in their revision of the social assistance scheme with the aim of better targeting the most vulnerable groups of the society and decrease the high level of poverty.

Capacity building of the MLSW staff, specially the staff of the Department of Social Welfare, Institute for Social Policies and the Department of Labour and Employment, will contribute towards improving the provision of social services through developing more specific profiles for the social workers that work in field offices. Developing capacity building programmes that can be applied in the municipal level of the government will support the upcoming and complex process of the decentralisation of social services.

Component 3 – Beautiful Kosovo

The impact of the Beautiful Kosovo project on the target groups and the population will be significant: with many shorter term jobs created as well as the strengthened skills of job seekers as a visible and measurable impact on the labour market – especially for marginalised communities. The project will also build the capacity of the participating SMES which thereafter will have the capacity to continue apprenticeship programmes in compliance with EU standards training in the respective VET sectors (such as construction, electrical engineering, plumbing etc) and contribute to fostering in private sector investment. The beautification dimension of this project is expected to increase the capacity for tourism development – through a greater attractiveness of disadvantaged areas in Kosovo. The concentration on urban areas will in addition ensure 100% visibility and confidence-building of the public in the process. Of course, the sustainability of the created capacity for employing unskilled target groups, implementing and monitoring labour-intensive urban repair works schemes would have to be ensured and carefully envisaged – Cf. possible continuation of the programme by Kosovo Government & donors.

3.3 Results and measurable indicators:

Component 1 - Teacher Training and management training of School Directors

Expected results:

- a. 35-40% in-service teachers trained in Kosovo under the new national teacher training framework, in compliance with the new teachers' licensing and accreditation system;
- b. Improved managerial capacity and competency of 35-40% of School Directors
- c. Modernisation of the school curriculum

Objectively verifiable indicators:

- a. participation numbers and pass rate of teachers involved in training
- b. improved use of school resources reflected in school budgets
- c. student attendance and exam results improved

Results: Component 2 - Technical Assistance to MLSW

Expected results:

- a. Improved administrative & management capacity of the MLSW
- b. Simplified and strengthened framework for the promotion of an inclusive labour market in Kosovo
- c. Increased equity and efficiency in the deliverance of social and employment assistance schemes within Kosovo society

Objectively verifiable indicators:

- a. Restructuring process implemented following the review of organisational structure
- b. At least 10 training sessions organised for the MLSW by the end of the project
- c. At least one concrete measure developed by the Public Employment Services and VET Centres to increase participation of marginalised groups in VET programmes
- d. At least 1 social worker per Centre for Social Work licensed on provision of social services in the year following implementation of the project
- e. At least 10 NGOs licensed for provision of social services by the end of the project

Results Component 3 – Beautiful Kosovo

Expected results:

- a. Creation of short-term jobs for the long-term unemployed
- b. Enhanced skills development amongst low skilled job seekers and marginalised groups
- c. Re-generated infrastructures for the citizens
- d. Strengthened capacity of all local actors involved – especially SMEs through business support measures

e. Revitalized regional capacity to deal with labour demands (Cf. Regional Employment Services)

Objectively verifiable indicators:

- a. At least 1000 job seekers skills trained by VET trainers and in-company trainers and accredited to EU standards
- b. At least 8 buildings' facades refurbished by the end of the project
- b. At least 5% of trained participants benefit from longer-term employment following this project
- c. All participating municipalities have physical and documentary evidence of public works schemes compliant with environmental improvements and green open space developments
- d. 100% of participating SMEs trained in EU standards in respective skills sector

3.4 Activities for achieving the results:

Component 1: Teacher's training

Contracting arrangements:

One Service Contract for Technical Assistance following an open Call for tender - 24 month contract

This project will entail the following activities:

1 - Training of in-service teachers in Kosovo

This training will establish differentiation among five groups of teachers i) beginner, ii) career teacher, iii) advanced teacher, iv) teacher-monitor, v) teacher with special merits. This will enable development and revision of the current system of linear pay into the system where teachers would be paid on the base of merit, qualification and experience. The revision of the pay scale system in this way will contribute to the improved motivation of teachers and improve the learning conditions for students.

As part of the training there will be some essential areas of training, basic training, which will be compulsory for all teachers across all schools in Kosovo (for example on how to implement the Curriculum). Others which will be supplementary trainings. A Course Catalogue on trainings will be created and updated each year, published by the Council for Licensing and Accreditation of Training Programmes. Schools themselves will be able to identify from this training catalogue which supplementary trainings they require for the needs of their school.

Teacher Trainings will take place during the weekends and summer breaks (as has been the case for such trainings previously). Many of the Trainings will take place in local areas; the trainings will be organised in close coordination with the municipalities and schools at local level to coordinate the trainings with the school timetables of the localities concerned.

Incentive for teachers to participate: Teachers who participate and pass the training can be entitled to revision to their pay-scales and subsequent salary increases. If the teachers do not successfully complete the training they will be given one further year to repeat the training and pass the course. If they fail to pass the course they will lose their licence.

Depending on the expertise presented by the implementing partner, a local open call for tender might be envisaged under this particular activity to identify the most suitable providers, which are accredited providers. The Council for Licensing and Accreditation of Training Programmes could be responsible for selecting the accredited teacher training providers if this option is chosen.

2 – Training/capacity building of School Directors

Furthermore, this action will be complemented by the training of School Directors aiming to improve management capacities at local level (financial and human resource management). This support is essential in

order for Schools Directors to be able to effectively implement the Law on Local Education and their enhanced responsibility in light of the decentralisation process of education in Kosovo.

3 - Curriculum reform

To be carried out in accordance with the revised National Curriculum Framework. This activity will be implemented through guidance, training, best practice review and exchange to revise and improve the curricula in accordance with the current needs (including modules on gender equality and non-discrimination on all grounds, democratic citizenship, entrepreneurship skills, health education, environmental awareness education);

Component 2: Technical Assistance to MLSW

Contracting Arrangements:

Service Contract following an open tender - 24 month contract

This project will entail the following activities:

1- Support to MLSW in policy development and strategic planning:

This activity includes:

- Development of a MLSW Strategy for poverty alleviation, linking active labour market measures to provision of necessary employment and social services to support the inclusion of those further away from the labour market
- Review tax and benefits system to identify both incentives and disincentives to participation in the formal economy and means to improve the current system
- Assist in advancement & implementation of the Employment Strategy and action plan (to be adopted) – in cooperation with other ministries

2 - Capacity building of the MLSW in drafting procedural and fine tuning the legal framework related to labour and social policy implementation

- Review and streamlining of criteria + definition of standards for deliverance of employment and social assistance schemes
- Development and adoption of a certification/licensing mechanism for Social Workers & NGOs providing social services
- Development of an Action Plan for implementation of the Decentralisation Strategy for deliverance of employment and social assistance schemes

3 - Capacity building of the staff providing social and employment services in their area of expertise

- Elaboration of a Human Resources Strategy and revision of organisational structure for MLSW. As a result, a detailed training/capacity needs analysis will be developed and implemented (management, PCM, programming including strategic planning, risk, monitoring & evaluation, research, etc.) – to include labour inspectorates & Social Workers in the field
- Provide support in term of best practise/guidance/training to labour inspectors to ensure that the Labour Inspectorate will improve monitoring, reporting and enforcement of labour laws
- pilot testing positive labour market actions and support measures of excluded groups through PES and VET Centres

Component 3: Beautiful Kosovo

Contracting Arrangements: Grants Agreement will be awarded to an international organisation following an open call for proposals- 24 month contract

This project will entail the following activities:

1. Developing an active labour market policy by relevant actors for the targeted local areas

- Identification of the municipalities/local areas to be targeted – in consultation with the Regional Development Agencies
- Ministry of Labour & Social Welfare together with the relevant Regional Centres for Employment Services (seven regional Centres in Kosovo) to pre-select potential candidates from unskilled & skilled labour force registered in this area. This process will be implemented over several months.
- The Centres for Social Work and relevant representative NGOs should also be involved (Cf. lessons learned of Bulgaria) to contribute to organise the unskilled labour of minority origin (including RAE communities) and other discriminated groups such as persons with disabilities, but also design appropriate activities and specific schemes allowing the attraction and participation of women and youth.
- These candidates would then benefit from training

2. Vocational training

- Development of an accredited skills training scheme which will target long-term unemployed persons
- Provide training to both unskilled and skilled labour force identified by the Regional Centres for Employment Services in a number of areas including basic construction skills and techniques (also for the repair of monuments) for low skilled persons. For qualified technicians and engineers, the training will rather focus on building their capacity as potential future entrepreneurs, therefore emphasizing on business start up courses and development schemes.
- Training (for selected SMEs once the tendering process is over) on how to design and manage in-company training and apprenticeship training, labour intensive works and how to respect EU standards.

3. Urban refurbishment

- Launching of tenders in close coordination with municipal authorities and relevant Institute for Protection of Monuments which can provide technical expertise.

Selection criteria should be carefully reviewed as this project should not discourage small contractors/SMEs to apply, but on the contrary enable them to fully play their role in the process. The contracts will incorporate labour clauses describing the number of unskilled labour and the duration of employment which the contractor has to respect.

- Implementation of the works by the SMEs – using this identified and unemployed labour forces.
- The supervision would be done by the local Project Management Offices from the Implementing Partner. For other types of buildings with not particular historic or cultural value, the Institute for Protection of Monuments would supervise the works.
- In order to ensure sustainability, a combination of façade refurbishing works with city infrastructure maintenance will be developed, allowing contractors to transfer and relocate labour according to the needs of work sequences.
- The involvement of Civil Society Organisations could be envisaged in this execution phase.

The components could for example be:

- Urban Environment Regeneration
 - Sites of architectural, historical, cultural and tourist importance
 - Buildings listed as monuments of culture, museums, religious buildings and their surrounding areas
 - Recreation and sports facilities with a specific focus on creation/development of parks and green areas

- Social Infrastructure
 - Reconstruction/refurbishment of social buildings
 - Reconstruction and renovation of kinder gardens, school yards
 - Reconstruction and building of children's playgrounds and small sports facilities

Such an ambitious project, although proven successful in a former Enlargement country, would need to be fine tuned further in order to be adapted to Kosovo's particular context – especially in terms of much higher rate of unemployment experienced in Kosovo compared to Bulgaria.

The approach also requires having the appropriate technical assistance for the selection of technical specifications and materials, as well as the timely and adequate training. The selection of the implementing partner should be given appropriate consideration and time.

The definition of precise targets and relevant benchmarks remain key to a successful implementation of this project and should be given particular importance in the design of the project's details.

3.5 Conditionality and sequencing:

Component 1: Teacher's Training

- Extensive consultations and regular coordination of donors investing in teacher training by the Ministry of Education, Science & Technology;
- Adoption of Administrative Instructions for Council for Licensing and Accreditation of Teacher Trainings and for establishing performance assessment criteria.

Component 2: Technical Assistance to MLSW

- Continuous political commitment from the Ministry of Labour and Social Welfare and the departments concerned.
- Adequate logistical arrangements from the MLSW to ensure the maximum benefit for MLSW and full absorption capacity of its departments
- Provision of TAIEX assistance for adequate preparation (Cf. updating and streamlining of the legal framework).

Component 3: Beautiful Kosovo

- importance of local ownership and involvement of all sections of the community
- commitment of relevant Government Ministries
- full cooperation and commitment at municipal level
- proper coordination with other stakeholders and donors active in this field

3.6 Linked activities

Component 1 – Teacher's training

This project will build on the activities and results of previous teacher trainings, linking with the Faculty of Education of the University in Pristina. The project will complement the support to be provided by the IPA2007 Education project and the IPA 2008 Sector Wide Approach on Education in respect of capacity development, curriculum development and shaping the global framework for teacher training in Kosovo.

The project will build on the IPA2007 Education project (implemented by the Council of Europe) on teacher training in the field of citizenship, human rights and inter-culturalism and inter-cultural education and the training of school Directors on democratic governance of schools.

The project will complement teacher training activities supported by the TEMPUS IV programme 'Masters Study Programme in Education' on pedagogical higher education and pre-planning for pre-service teacher training programmes.

The project will complement the activities of:

- The World Bank supported Institutional Development for Education Project (IDEP) which is responsible for assisting the Kosovo Government in developing the teachers' licensing system
- The GTZ project on teacher training (2008-2010) – which will initiate the start-up support required for teacher training. The IPA 2009 project will follow-on thereafter.
- And teacher training support provided in the field of vocational training specifically by Swiss Contact and the Austrian Development Agency among others.

Component 2: Technical assistance to the MLSW

DFID Strategy for decentralisation of social services - this project will complement the previous work of DFID in its support to MLSW social sector and to the work of DFID's on the functional review of Government Ministries of Kosovo.

Preparing the Kosovo Development Strategy and Plan - this project will also complement the work of the MLSW in developing a sectoral strategy as part of the Kosovo Development Strategy and Plan. It will also complement the work of the Government of Kosovo in the development of a White Paper on Social Sectors.

IPA 2009 technical assistance to MLSW will contribute also to the Government of Kosovo and World Bank initiative for a Multi-Trust Fund to advance the Kosovo Sustainable Employment Development Policy Program (SEDPP). The EC contribution to the Multi-Trust Fund will be EUR 5 million under the IPA 2008 programme.

Component 3: Beautiful Kosovo

The Beautiful Kosovo will coordinate with the projects supported through IPA2008 Municipal Social and Economic Infrastructure project; the IPA2008 Education and Employment project notably the local initiatives in support of entrepreneurship development and youth in-company training schemes. It will also complement the IPA2008 Regional Economic Development initiative on 'Developing an enabling socio-economic environment for all of Kosovo's Communities'

Beautiful Kosovo will link with on-going activities of UNHABITAT, notably the MuSPP-Municipal Spatial Planning Support Programme in Kosovo supported by SIDA (2005-2008); and of UNDP project on Economic Revitalization in Kosovo (2007).

3.7 Lessons learned

- *Conditionalities*: Often project implementation is hampered by either insufficient staff and resources allocated to (newly established) institutions or insufficient operational funds available in the government budget to allow for appropriate implementation of the mandate of the concerned department. A condition for the commencement of project activities will be the availability of financial resources and qualified personnel from the beneficiary side to guarantee a smooth implementation of project activities

- *Coordination within the government*: Further improvements – in line with the spirit of EU accession – could be realised in a stronger government leadership in the coordination efforts among central and local, municipal level. The project Steering Committee shall address this important issue.

- *Balance between different measures*: due to the serious capital investment deficit in Kosovo it is vital that investments in the cultural heritage are properly prioritised, ensuring those investments have the maximum impact in realising the objectives for the preservation of cultural heritage and promoting culture as a tool for general social development.

The provision of technical assistance for capacity building remains a very high priority. However, TA will not be effective if the working environment of the counterparts is not up to standards. Therefore a balanced approach with both technical advisory support and material support is essential to realise the expected impact of the projects. The current project will set aside a budget for material support to beneficiaries.

- *Co-financing*: Previous experience in similar projects showed that financial support from municipalities

(significantly) increases ownership for, and political will to promote, project activities. This project will seek cash or in-kind co-financing from target municipalities.

4. Indicative Budget (amounts in EUR million)

			SOURCES OF FUNDING									
			TOTAL EXP.RE		IPA COMMUNITY CONTRIBUTION		NATIONAL CONTRIBUTION					PRIVATE CONTRIBUTION
ACTIVITIES	IB (1)	INV (1)	EUR (a)=(b)+(c)+(d)	EUR (b)	% (2)	Total EUR (c)=(x)+(y)+(z)	% (2)	Central EUR (x)	Regional/Local EUR (y)	IFIs EUR (z)	EUR (d)	% (2)
Teacher Training												
Contract 1 (Service)	X		3.85	3.5	90.9	0.35	9.1	0.35				
TA to the MLSW												
Contract 2 (Service)	X		1.8	1.8	100							
Beautiful Kosovo												
Contract 3 (Grant)		X	5.25	5.0	95.2						0.25	4.8
TOTAL IB			5.65	5.3	93.8	0.35	6.2	0.35				
TOTAL INV			5.25	5.0	95.2						0.25	4.8
TOTAL PROJECT			10.9	10.3	94.4	0.35	3.2	0.35			0.25	2.4

Note:

Amounts net of VAT

- (1) In the Activity row "X" is used to identify whether IB or INV
- (2) Expressed in % of the **Total** Expenditure (column (a))

5. Indicative Implementation Schedule (periods broken down per quarter)

Contracts	Start of Tendering	Signature of contract	Project Completion
Service Contract – Education	Q4 2009	Q3 2010	Q3 2012
Service contract - Technical assistance to the MLSW	Q4 2009	Q2 2010	Q2 2012
Grant Agreement – Beautiful Kosovo	Q4 2009	Q3 2010	Q4 2012

All projects should in principle be ready for tendering in the 1ST Quarter following the signature of the FA

6. Cross cutting issues

6.1 Civil society

Three components of this programme give a strong emphasis on the importance of involvement of the civil society. Civil society plays a relevant role in provision of professional social services and the government authorities are and will rely in future on the strong involvement of civil society organisation in this field.

Civil society organisations will also be included in the component 3 as community based activities often require this involvement.

6.1 Equal Opportunity

Promoting teacher training on gender equality issues, teacher training on inclusive education of all marginalised groups including children with disabilities and support for teacher training in the field of Special Needs Education.

Capacity building of professional staff engaged in provision of social services will focus also on equal treatment of all marginalised and vulnerable groups of the society, be it from gender, disability or ethnic minority perspective.

Beautiful Kosovo will promote equal opportunities and non-discrimination in all aspects of its activities including the promotion of accessibility for persons with disabilities in the public infrastructural development initiatives.

6.2 Environment

Beautiful Kosovo will be instrumental in the development of local environmental improvements, development of green open spaces, recreational areas and restoration of cultural heritage sites.

Support to the MEST, teacher training and curriculum development will include the field of environmental awareness.

6.4 Good Governance

Improvement in education sector by building capacity of teachers and other providers of education services as well as building the capacities of institutions that are the main provider of social and employment services will increase general trust that government institutions are there to ensure that appropriate services are provided for the public.

ANNEXES

Annex 1 **Log frame in Standard Format**

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ANNEX 1: Logical framework matrix in standard format

LOGFRAME PLANNING MATRIX FOR Project Fiche		Programme name and number Support to Employment and Education		Disbursement period expires one year after the final date for the execution of contracts
		Contracting period expires three years after the date of conclusion of the Financing Agreement between the European Commission and the Kosovo Authorities		
		Total budget EUR 10.9 million	IPA budget: EUR 10.3 million	
Overall objective	Objectively verifiable indicators	Sources of Verification		
To address poverty and inequality through improvements in education and employment with particular attention to the quality of education, training and skills development in Kosovo and promotion of employment opportunities linked with public regeneration schemes to enhance the quality of life for all people of Kosovo.	<ul style="list-style-type: none"> - Decrease of poverty level - Reduction of unemployment particularly among low-skilled and marginalised groups 	<ul style="list-style-type: none"> - Future statistics - Studies/measurement exercises (World Bank) - Reports of domestic revenue collection by Tax Administration - PES data on job placements 		Further commitment of Kosovo Government
Project purpose	Objectively verifiable indicators	Sources of Verification		Assumptions
<p><i>Component 1 – Teacher's Training:</i> Strengthen and improve the quality of education in Kosovo through the development of sustainable system of comprehensive in-service teacher training and the training of School Directors to improve management capacities at School level.</p> <p><i>Component 2 – Technical Assistance to the Ministry of Labour and Social Welfare (MLSW):</i> Promotion of economic and social cohesion and poverty alleviation in Kosovo.</p> <p><i>Component 3–Beautiful Kosovo:</i> Addressing unemployment in Kosovo through job-creation initiatives which, at the same time, promote urban regeneration, local environmental improvements, and development of green open spaces, recreational areas and restoration of cultural heritage sites.</p>	<ul style="list-style-type: none"> - Improved performance of Kosovo students in higher education - Rationalisation of resources within the educational system - Stronger capacity of MLSW to coordination deliverance of employment and social assistance schemes - Number of short-term jobs created - Improved living conditions for population in targeted municipal areas 	<ul style="list-style-type: none"> -Education Management Information System (EMIS): Kosovo Education Statistics -Study and Reports from the Pedagogical Institute of Kosovo -Project Reports -Labour Market Information Reports -Labour Department Annual Report 		

Results	Objectively verifiable indicators	Sources of Verification	Assumptions
<p><u>Component 1 : Teacher's Training</u> 1. 35-40% in-service teachers trained in Kosovo under the new national teacher training framework, in compliance with the new teachers' licensing and accreditation system 2. Improved managerial capacity and competency of 35-40% of School Directors 3. Modernisation of the school curriculum_</p> <p><u>Component 2 - Technical Assistance to MLSW</u> 1 – Improved administrative & management capacity of the MLSW 2- Simplified and strengthened framework for the promotion of inclusive labour market in Kosovo 3- Increased equity and efficiency in the deliverance of social and employment assistance schemes to the most vulnerable groups within Kosovo society</p> <p><u>Component 3: Beautiful Kosovo</u> a. Creation of short-term jobs for the long-term unemployed b. Enhanced skills development amongst low skilled job seekers and marginalised groups c. Re-generated infrastructures for the citizens d. Strengthened capacity of all local actors involved – especially SMEs through business support measures e. Revitalized regional capacity to deal with labour demands (Cf. Regional Employment Services)</p>	<p><u>Component 1:</u> - pass rate of teachers involved in training; -improved use of school resources reflected in school budgets - student attendance and exam results improved</p> <p><u>Component 2:</u> - At least 10 training sessions organised for the MLSW by the end of the project - At least one concrete measure developed by the PES and VET Centres to increase participation of marginalised groups in VET programmes - At least 1 social worker per SW Centre licensed on provision of social services in the year following implementation of the project - At least 10 NGOs licensed for provision of social services by the end of the project</p> <p><u>Component 3:</u> a. At least 1000 job seekers skills trained by VET trainers and in-company trainers and accredited to EU standards b. At least 8 buildings' facades refurbished by the end of the project b. At least 5% of trained participants benefit from longer-term employment following this project c. All participating municipalities have physical and documentary evidence of public works schemes compliant with environmental improvements and green open space developments d. 100% of participating SMEs trained in EU standards in respective skills sector</p>	<p>-Education Management Information System (EMIS): Kosovo Education Statistics -Reports of the Inspectorate of Education -Study and Reports from the Pedagogical Institute of Kosovo -attendance register (EMIS) -School exam results -Project Reports -MLSW regular reports -MFE reports -Financial reports</p> <p>-Labour Market Information Report (monthly and every six months) -Labour Department Annual Report</p>	<p>- adoption of Administrative Instruction on Council and its role in performance assessment criteria December 2008 - effective coordination between MEST, Council, municipalities, schools and training providers</p>

Activities	Means	Budget	
<p><u>Component 1: Teacher's Training</u> 1 - In-service training of teachers in Kosovo 2 – Training/capacity building of School Directors 3 - Curriculum reform</p> <p><u>Component 2: Technical Assistance to the MLSW</u> 1- Support to MLSW in policy development and strategic planning - Capacity building of the MLSW in drafting procedural and fine tuning the legal framework related to labour and social policy implementation 3 - Capacity building of the staff providing social and employment services in their area if expertise</p> <p><u>Component 3: Beautiful Kosovo</u> 1. Developing an active labour market policy by relevant actors for the targeted local areas 2. Vocational training 3. Urban refurbishment</p>	<p>Component 1: Service Contract Component 2: Service Contract Component 3: Grant Contract</p>	<p>Component 1: EUR 3.5 million Component 2: EUR 1.8 million Component 3: EUR 5 million</p>	

ANNEX 2: amounts (in EUR million) Contracted and disbursed by quarter for the project

2009			2010				2011				2012			
Contracted	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Service contracts (Teacher training)					3.5									
Service Contract (TA to the MLSW)				1.8										
Grant Contract (Beautiful Kosovo)					5.0									
Cumulated				1.8	10.3									
Disbursed														
Service contracts (Teacher training)					0.7		0.816		0.816		0.818		0.35	
Service Contract (TA to the MLSW)				0.36		0.36	0.50		0.40			0.18		
Grant Contract (Beautiful Kosovo)					2				2.75					0.25
Cumulated				0.36	3.06	3.42	4.736		8.702		9.52	9.7	10.05	10.3

ANNEX 3: Description of the Institutional Framework

The Ministry of Education, Science and Technology (MEST)

The Ministry of Education, Science, and Technology (MEST) was established in 2002, based on Constitutional Framework for Self-Governance in Kosovo and under UNMIK Regulation 11 - 3 March 2000 on the establishment of the Administrative Department of Education and Science.

The main responsibilities of the Ministry of Education, Science and Technology are to:

- Improve the quality of, and access to, the education system in Kosovo.
- Bring the education system in Kosovo in line with European Union standards.
- Integrate all Kosovan children into compulsory education from ages six to fifteen.
- Encourage the development of the scientific community as a highly qualified market for innovation and development in a comprehensive system of higher education.
- promote life-long learning opportunities for all;

The Ministry is also responsible for the formulation of an overall strategy for the development of Education, Science and Technology in Kosovo and the promotion of a single, unified, non-discriminatory and inclusive educational system.

The Ministry of Labour and Social Welfare (MLSW)

This department was established in 2000 under UNMIK Regulation 24 - 21 April 2000 on the establishment of the Administrative Department Labour and Employment. Regulation No 2000/24 charges the labour administration with the formulation and implementation of policy aimed at supporting the unemployed by way of active employment policy measures such as job mediation, job creation, vocational training and re-training and small business development.⁴

The MLSW is responsible for development and implementation of Labour and Employment Policies in Kosovo. Its activities include the:

1. Composition and orientation of programmes in favour of increasing employment in Kosovo.
2. Assurance of social assistance for unemployed.
3. Capacity building for Labour administration and Labour market services.
4. Enforcing and consolidating basic law for Labour.
5. Opening and developing dialogues for Consultative Tripartite Council

Department of Employment is responsible for implementation of Employment policies. It supervises the regional centres in Kosovo which deal with consolidating and analyzing data for Labour market as well as the 22 municipal offices and 5 sub-offices for minorities. The Department of Employment together with the Regional Centres provide assistance and support job-seekers to find employment by means of active employment policy measures such as job mediation, job creation, small business development and vocational training. They also are tasked with registering unemployed persons, as well as investigating and analysing the Labour market.

Annex 4: ²Reference to laws, regulations and strategic documents:

Reference list of relevant laws and regulations

- Regulation on War Invalids and their families (2000/66),
- Regulation No. 2001/35
- on Law on Basic Pensions (2002),
- Law on Social Assistance (2003),
- Law on Pensions of People with Disabilities (2004),
- Law on Social and Family Services (2005),
- Law on benefits for War Invalids and their Families (2006).
- Law NO. 2002/2 on Primary and Secondary Education in Kosovo (13.10.2002)

- Law on Vocational Education and Training [Number 02/L-42]
- Law No. 2002/09 on the Labour Inspectorate of Kosovo

Reference to AP /NPAA / EP / SAA

Component 1 Education Teacher Training & Capacity Building of School Directors: This project is consistent with the priorities of the European Partnership in respect of strengthening mechanisms for quality assurance in the education sector; increasing the budget for education and addressing the lack of educational materials; implementation of education strategies.

Component 2 – Technical assistance to the MLSW

The European Partnership calls for support to strengthen delivery of public services. It puts as a priority the need to review the social benefits system, the enhancement of municipal capacities in social assistance field and the need to develop community-base services.

In respect of employment promotion the European Partnership identifies the need to adopt the Employment Strategy and highlights the need to strengthen the administrative capacity of labour inspectorates.

Component 3 – Beautiful Kosovo: is consistent with active labour market policies set out in the draft Employment Strategy of Kosovo and the Youth Employment Action Plan.

It supports the demand to improve the labour market relevance of vocational training and the involvement of the business community in the design and implementation of active labour market policies.. This initiative also aligns with the European Partnership Agreement commitment to enforce spatial planning and in the building of the capacity of local administrations to meet the needs of their constituencies.

European Commission Progress Report 2008

Teacher's training:

Support for teacher training and development of School Directors addresses the concern highlighted in the Progress Report 2008 that education lacks resources to address quality assurance in education, and the results of inadequate salary scales and career system which has a negative impact on motivation of teachers and staff.

Technical Assistance to MLSW:

This will address the points raised in the 2008 Progress Report regarding the fact that the MLSW has limited capacity and lacks the structural arrangements to develop, manage and monitor policy implementation. The Report identifies the need for capacity building of labour inspectorate responsible for labour law enforcement and calls for a legislative review in social sector.

Beautiful Kosovo:

This project seeks to address the concerns of the Progress Report regarding the chronic unemployment in Kosovo particularly among young people and marginalised groups (women, RAE, and persons with disabilities).

Kosovo Action Plan for the Implementation of the European Partnership

Teacher's Training: This project is consistent with the priorities of the European Partnership in respect of strengthening mechanisms for quality assurance in the education sector; increasing the budget for education and addressing the lack of educational materials; implementation of education strategies.

Technical assistance to the MLSW: Through this component, the MLSW will be continuously supported in meeting their priorities set in the EPAP: establishment of new units within the Labour Inspectorate in the Ministry of Labour and Social Welfare, as well as the increase of 10 new Inspectors in this body, revision of the social scheme is to be carried out by activities that foresee the

amendment of the Law on Social Scheme, as well as the drafting and adoption of an action plan for monitoring the subjects administering this scheme. Furthermore, Strategy on Employment shall be adopted and started with its implementation as well as number of activities with the aim of strengthening administrative capacities.

Beautiful Kosovo component is in line with government priorities asset as a response to the European Partnership 2008 where among others, a decrease of high unemployment rate through public employment schemes and inclusion of vulnerable people such are disabled, minorities, etc. is mentioned.

Reference to MIPD

Teacher's training:

The MIPD 2009-2011 gives particular priority to education and the need to invest in the young people of Kosovo. The MIPD calls for measures to enhance the quality of the educational system in Kosovo and those qualifications respond to labour market needs. It calls for quality of education and training to align with European standards. Support for teacher training, capacity building of School Directors and curriculum development will, indeed, serve to meet these MIPD objectives in a concrete way at local level.

Technical Assistance to MLSW:

The MIPD highlights the issue of unemployment in Kosovo and the barriers young people, in particular, face in accessing the labour market. At the same time the MIPD calls on the need for improving the performance of the public administration of Kosovo, measures to support the decentralisation process. The initiative to support capacity building and structural improvements to the MLSW administration and the benefits system of Kosovo will serve to bring about improved efficiencies in implementation of active labour market policies and social inclusion measures.

Beautiful Kosovo:

The initiative 'Beautiful Kosovo' is consistent with the MIPD objectives to improve the socio-economic environment of all communities in Kosovo. It aligns with the objective of EC assistance should enhance Kosovo's socio-economic development and support to active labour market and social inclusion measures.

Reference to National Development Plan

Medium Term Expenditure Framework 2009-2011

Teacher's training:

Support for Teacher Training and capacity building of School Directors is consistent with the priorities of the Kosovan Government and MTEF to advance the professional development of teachers and improve the quality of primary and secondary school education as well as the MTEF priority to create systems of evaluation for students' teachers and educational institutions.

Technical Assistance to MLSW:

It is in accordance with the plans of the Government to address poverty alleviation and promote social stability through strengthening of the institutions relevant for administering the social security programmes and provision of social services; advancing efficient delivery of social services to marginalised and vulnerable groups. This initiative is consistent with the MTEF commitment to public administration reform and strengthening of governance structures.

Beautiful Kosovo:

This project is aligned with the MTEF aims to improve quality of life for persons in Kosovo and the interest to promote environmentally sustainable growth and sustainable development in spatial planning.

Reference to national / sectoral investment plans

ANNEX 5: Details per EU funded contract (*) where applicable:

Component 1: Teacher's Training

Tasks to be performed by Technical Assistance – Service contract include:

- Provide training for teachers
- Provide training for school manager
- Update/ revise the curricula according to the current needs

The service contract will be with duration of 24 months.

Component 2: Technical assistance to the MLSW

Tasks to be performed by Technical Assistance – Service contract include:

- Build the capacity of MLSW staff in the area of strategic planning and policy development
- Analyse and recommend necessary change of the organisational and functional structure of the MLSW according to new developments in terms of provision of employment and social services
- Develop guidelines for the licensing of social workers and the civil society organisations providing social services
- Support the development of vocational training programmes that will successfully target and decrease the unemployment and poverty rate in Kosovo

The service contract duration will be 24 months.

Component 3: Beautiful Kosovo

- Development of accredited skills training scheme which will target long-term unemployed persons
- Implement public works schemes to attain economic, environmental benefits and quality of life benefits to the local communities.
- Include SMEs in the training scheme and provision of employment opportunities during implementation of the public works scheme

The grant agreement duration will be 24 months.