

2012 Annual Programme

Improvement of social services, labour conditions and social dialogue: 02 – 2012 / 01

1 IDENTIFICATION

Project Title	Improvement of social services, labour conditions and social dialogue
CRIS Decision number	2012/022-940
Project no.	02
MIPD Sector Code	1. Public Administration Reform 7. Social Development
ELARG Statistical code	2.19
DAC Sector code	16010
Total cost (VAT excluded)¹	€3.6 million
EU contribution	€3.6 million
Management mode	Centralised
EU Delegation in charge	European Union Office in Kosovo [*]
Implementation management	European Union Office in Kosovo
Implementing modality	2 Service contracts, Grants, Supplies
Project implementation type	C01
Zone benefiting from the action(s)	Kosovo

2 RATIONALE

2.1 PROJECT CONTEXT: ISSUES TO BE TACKLED AND NEEDS ADDRESSED

¹ The total project cost should be net of VAT and/or of other taxes. Should this not be the case, clearly indicate the amount of VAT and the reasons why it is considered eligible.

^{*} This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo declaration of independence.

Activity 1 - Support to Social Services

The process of decentralisation of social services began in January 2009. It was based on the Law on Local Self-Government of 2008, the Law on Local Government Finance of 2008, and a Memorandum of Understanding of 2009 (MoU). According to these laws and the MoU, municipalities became responsible for the provision of family and social services. However, in practice, not all competences have been transferred, including particular services provided to children, the elderly and to people with disabilities. Examples include residential services, subsidies to NGOs, foster care allowances, allowances for children with disabilities and the Centres for Social Work in Leposavic, Zubin Potik and Zvecan. The delivery of these services continues through institutions which are under the direct responsibility of the Ministry of Labour and Social Welfare (MLSW).

This project is seeking to strengthen the strategic roles as well as the operational responsibilities and functioning of central and local government bodies involved in the decentralisation of social services. It also aims to build up the capacities of existing and new local social service providers.

The proposal builds upon the experience of the 2 year IPA 2009 project "EU TA Support to MLSW" and the DFID-funded project "Kosovo Decentralisation of Social Services" by supporting central and local institutions in improving the links between policy, budgeting and planning, and strengthening the provision and monitoring of, quality social services to persons in need. This includes: (a) developing institutional capacity to up-grade and up-date unit cost information, stock-and-flow data, and refine and improve the budget formula for allocating resources to social services in line with final 2011 census data and amendments to the 2008 law on local government finance; (b) improving and strengthening the inter-ministerial Commission on Social Policy and Decentralisation (c) fully introducing a scheme for the licensing of individuals and organisations which provide social services, and (d) continuing the development, introduction and cost analysis/affordability of minimum standards across all areas of social services provision.

Activity 2 - Support to social partners

In terms of social partners' contribution to building a democratic society, Kosovo presents a mixed picture. The Socio-Economic Council was established in 2010 and became operational in 2011. The law on the Socio-Economic Council regulating its organisation, mandate, and actions was adopted in 2011. The Preliminary opinion of the European Economic and Social Committee on the role of civil society in EU-Kosovo relations recommends that the European Commission should provide strong support to the Socio-Economic Council through the development of capacity-building programmes specifically targeting social partners as they are found to not have an important role in the European Integration process and economic development process in Kosovo.

There are two main confederations of employees' organisations in Kosovo, the Union of Independent Trade Unions of Kosovo (UITUK) and the Confederation of Free Trade Unions (CFTU), with a quite weak capacity to effectively participate in decision making, legislative drafting and policy dialogue with the government. There are two employers' organisations, the Chamber of Commerce and the Alliance of Kosovo Businesses. Both are well-established, yet hindered by a very weak employees' organisations sector and by the lack of a unified position towards the government.

In general, the dialogue between the government, employees' organizations and employers' organisations is unstructured and irregular.

The position of civil society is additionally weakened by a very limited communication and cooperation between social partners and CSOs. The development of the sector is further impeded by the lack of reliable and accurate statistics on social partners. The project will aim to address the afore-mentioned deficiencies through a capacity building programme mainly focused on trade unions, with a comprehensive training on funds management, team management, project management, advocacy and lobbying, networking, statistics and data analysis, public relations and campaigning; study visits to EU Member States to meet peers, workshops/round tables amongst different unions to enhance organisational reform.

Activity 3 - Support to the Labour Inspectorate

The Labour Inspectorate, as the executive body of MLSW, has the mission of supervising the implementation of the legal provisions in the field of labour, including the working relations, safety at work, protection of the health of employees and working environment. Currently, monitoring of the legislation in place is not efficient and as a result of insufficient functioning of the Labour Inspectorate.

The main causes for this situation are the inefficient organizational set up of the Inspectorate, lack of continuous skills development of staff (especially inspectors) and an inadequate ICT / database infrastructure for data gathering and monitoring of the legal compliance by companies and law enforcement. The Inspectorate's operational procedures and processes are outdated and cannot respond to the needs of permanently changing legislation and developments in a dynamic private sector. Current operational procedures, processes and services which are provided by labour inspectors have limited effect on improvements of the health and safety of workers due to the low number of inspections and lack of quality standards in provision of services. Improvements of the legal framework in the field are not followed up with appropriate adjustments of the operational procedures and processes. The number of inspectors is very low compared with number of registered businesses in Kosovo (51 inspectors in relation to 106 555 businesses).

The lack of a system for staff performance assessment and management is another obstacle for the more efficient functioning of the Inspectorate. Since there is no high quality feedback regarding the performance of the inspectors and other staff, the success of the services delivered by the Labour Inspectorate cannot be properly assessed and improved.

The proposed project aims to increase the capacity of the Labour Inspectorate in order to ensure more efficient implementation of legal provisions in the field of health and safety at work by introducing a more efficient organizational set up within Labour Inspectorate, establishing training and staff development systems and developing a Labour Inspectorate ICT database and data management system.

2.2 LINK WITH MIPD AND SECTOR STRATEGIES

Activity 1 - Support to Social Services

The necessity for improving the coverage and efficiency of the social protection system, particularly in respect of the needs of children, persons with disabilities, and elderly persons, has been highlighted in the 2009 Commission Communication “Kosovo – Fulfilling its European Perspective” and its 2011 Progress Report. A major cross-cutting issue identified in the Multi-annual Indicative Planning Document 2011-2013 is the requirement that equal opportunities and non-discrimination of minority and vulnerable groups (including children, disabled and elderly people) will find consideration in all aspects of EU-funded activities.

The MLSW has developed, with EU support, an Action Plan 2011 – 2012/13 for the implementation of the Sectoral Strategy. The operational objectives include an increase in the ability of central and local authorities to provide services based on EU practice, and development of alternative ways and means of service provision.

Activity 2 – Support to social partners

Civil society development, including social partners, is a crossing-cutting issue in all three key priorities identified in the 2011-2013 MIPD, i.e. rule of law, private sector development and public administration reform. Civil society and social partners have a particular role to play in rule of law and public administration reform.

The European Commission Communication on the Enlargement Strategy and Main Challenges 2007-2008 and the related Strategy Documents (2008, 2009, 2010 and 2011) underlined the importance of civil society being able to play its role in a participatory democracy. The "Civil Society Facility" (CSF), financed under both the IPA multi-beneficiary and the IPA annual programmes, was set up as the tool to financially support the development of civil society.

The purpose of the CSF programme for Kosovo is to achieve *"a more dynamic civil society actively participating in public debate on democracy, human rights, social inclusion and the rule of law and with capacity to influence policy and decision making processes"*.

The Sectoral Strategy 2009-2013 through its Action Plan 2011-2012 aims at operationalising and consolidating the social dialogue between the Government and Social Partners and consulting the civil society and social partners in the formulation of policies.

Activity 3 – Support to the Labour Inspectorate

MIPD 2011-2013 stresses:

- The labour law was passed in Parliament in June 2010 and approved in November 2010. These laws are essential since they should ensure the independence of the civil service. Now Kosovo needs to focus on their implementation.

Sectoral Strategy Action Plan 2011-2013

- Operational Objective 1.5. Improvement of legal infrastructure and implementation of laws that guarantee healthy and safe working conditions

Activities 1.5.1, 1.5.2, 1.5.3, 1.5.4, 1.5.5, 1.5.6, 1.5.7 aim to increase of the capacity of Labour Inspectorate efficient functioning

2.3 LINK WITH ACCESSION PARTNERSHIP (AP) / EUROPEAN PARTNERSHIP (EP) / STABILISATION AND ASSOCIATION AGREEMENT (SAA) / ANNUAL PROGRESS REPORT

Activity 1 -Support to social services

The Government's "Action Plan 2010 for Implementation of the European Partnership for Kosovo" describes actions for implementing the various priorities set out in EPAP 2008. Under EPAP, Priorities 41, 42, and 43 are particularly concerned with the development of community based services and aid to dependent persons and to those at risk. This is reflected in the *MLSW Sectoral Strategy 2009-2013* which has as one of its five strategic objectives the "increase of social welfare through the provision of community-based support to families in the community and to work towards the reduction of poverty in Kosovo". Key elements identified in the Strategy for realising this objective include: supporting NGOs and other responsible institutions which deliver social and family services; and defining and encouraging alternate forms of social service delivery which promote social inclusion.

Activity 2 - Support to social partners

The Communication from the Commission to the European Parliament and the Council 'Kosovo –Fulfilling its European Perspective' states:

"The EU can help Kosovo by associating it with its efforts to promote access to employment for all, improve dialogue with social partners and civil society and better target its employment and social policies".

The conclusions of the Stabilization and Association Process Dialogue on Innovation, Human Capital, Social Policies and Information Society from 2011 underlined a number of challenges in the sector of Social Dialogue/Social Partners and encouraged Kosovo authorities to: increase social partner administrative capacities, including in the field of legislation; improve the cooperation between Social Partners in Kosovo; improve the data and statistics quality in the area of Social Dialogue, particularly on employers' and employees' organisations affiliation; and continuously promote the Social Dialogue.

The 2011 Progress Report for Kosovo specifies:

"In the area of labour and trade union rights, some progress has been achieved. The law on labour was adopted in November 2010. This improves working conditions notably in terms of work-contracts. It also introduces paid maternity-leave up to 9 months. The Socio-Economic Council became operational and the law on the Socio-Economic Council was adopted regulating its organisation, mandate, and actions. Labour inspectorates were reorganised, but they lack the necessary capacity to monitor labour conditions throughout Kosovo. The law on trade-unions was adopted clarifying the employees' rights to establish and participate in trade unions. There are concerns as to the alignment of the law on strikes with the European Charter for Fundamental Rights and international standards. Overall, labour and trade union rights are largely guaranteed. The implementation of the existing legislation will be crucial to make changes tangible."

Activity 3- Support to the Labour Inspectorate

Communication from the Commission to the European Parliament and the Council 'Kosovo - Fulfilling its European Perspective'

- In its approximation process to the EU, Kosovo needs to match the adoption of legislation with adequate implementation and enforcement. Kosovo's economy has a large informal sector, and its economic governance, regulatory framework and business environment remain areas of concern.

Progress Report 2010

- There has been limited progress in the alignment with European standards in the area of health and safety at work. The Labour inspectorate needs to improve its capacity for effective monitoring of implementation of relevant legislation. The new municipalities are not covered by labour inspectors.
- Labour inspectorates' resources remain poor and do not allow for effective monitoring across Kosovo.
- The labour inspectorate needs to improve its capacity for effective monitoring of implementation of relevant legislation.

ACTION PLAN FOR THE IMPLEMENTATION OF THE EUROPEAN PARTNERSHIP

- In order for the relevant legislation to be implemented, capacity building of the Labour Inspectorate remains a challenge, including the new municipalities.
- EPP 54 - Develop and implement policies facilitating the transfer from unregistered employment to the registered one in order to create a functional and official labour market.
- EPP 131 - Strengthen Labour Inspectorates administrative capacities.

2.4 PROBLEM ANALYSIS

Activity 1 - Support to social services

The Ministry of Labour and Social Welfare (MLSW) is responsible for the development of the social protection system. The MLSW along with municipalities are the key institutions – alongside the Ministry of Finance, the Ministry of Local Government, - involved in the management, funding and delivery of social and family services as well as ensuring appropriate welfare for all citizens that are in social need. In spite of commitments and activities which have been implemented with the aim of increasing the quality of social service provision, the general access for people in need of social protection services, to reduce risk and vulnerability, is not satisfactory.

According to existing laws, municipalities became responsible for the provision of family and social services provided through Centres for Social Welfare (CSWs). However, in practice, not all competences have been transferred, including particular services provided to children, the elderly and to people with disabilities. The delivery of these services continues through institutions which are under the direct responsibility of MLSW. This is because of the great challenges that municipalities are facing (for example in respect of budgeting and expertise) if they are to deal with the provision of these particular social services. Although the recent development of unit costs, stock-and-flow analysis, cost scenarios for 44 different types of social services and the design of the budget formula for social services – by the DFID-funded project - have helped to underpin the financial sustainability, a number of challenges linked to changes in municipal resource flows are likely to impact on social services in 2013-2015. These changes principally relate to property taxes, construction fees, the general grant, and the effects of

adjustments in population reflected by the 2011 census. It is estimated that these changes could see local governments lose about 15 per cent of their total revenues in 2013.

The decentralisation of social services has provided the overall context for the 2 year IPA 2009 project “EU Support to MLSW” which began in April 2010 and ended April 2012, and the DFID project which commenced in December 2010 (and will end September 2012). These projects have assisted the process of decentralisation by developing the financial and legal framework to be more in line with the needs of the social welfare sector and building institutional capacity to implement decentralised services. The EU project focused on developing minimum standards in respect of 5 service areas and a basic regulatory framework; preparing the framework for the licensing of social services workforce and social services providers; and implementing a model of coordinated community based social and employment services in 4 selected municipalities. This has included capacity development of Centres for Social Work and the Municipality Directorates of Health and Social Welfare. The DFID project focused on inter-ministerial co-ordination which has led to the formation of a Government Commission; the establishment of criteria for allocating resources to social services; strengthening management systems for improving technical and organisational links between planning, policy and budgeting for social services; and improving the technical and organisational capacities of the Association of Kosovo Municipalities (AKM) and the General Council for Social and Family Services (GCSFS).

These initiatives need to be strengthened further in order to ensure those persons most at risk and most in need are adequately supported and can fully benefit from the social services to which they are legally entitled.

Activity 2 - Support to social partners

The main problems to be addressed by the project are the limited capacity of trade unions to take a vital part in the social dialogue with the government and employers' organisations, and the long due organisational reform.

The participation of employees' and employers' organisations in the drafting of legislation is not structured through the Socio-Economic Council. For instance, both UITUK and Chamber of Commerce use their own channels to take part in the working groups. Moreover, the legal expertise necessary for the legislation drafting is insufficient, particularly within the trade unions, which further undermines their effective contribution to the process.

Membership in employees' and employers' organisations is on a voluntary basis. It is estimated that the total number of trade union members is around 60,000. The unionisation of the public sector is very high, with an estimated 90% of public servants belonging to a trade union. Lack of specific legislation has prevented trade unions from including workers from the private sector. The estimated total number of employers' organisations members is around 2,000. In both cases, however, it is estimated that only a small percentage of these members actually pay membership fees. As a result, financial sustainability is a common concern.

Rifts in the management structures of the main employees' confederation in Kosovo – UITUK – are another factor impeding the development of the sector and the long due organisational reform. Hence, employees' organisations tend to lose their members.

The administrative capacities of social partners are one of the main challenges, particularly in trade unions. Although some of the trade union federations are assessed as quite strong, like those from health and education sector, the majority of federations are extremely weak and lack

basic skills in funds management, team management, project management, advocacy and lobbying, networking, statistics and data analysis, public relations and campaigning.

The Socio-Economic Council also needs support in engaging with the main social actors and in sharing the know-how and expertise of its counterparts from other countries.

Activity 3 - Support to the Labour Inspectorate

The Labour Inspectorate has its operational objectives and short term plans, but the medium and long term strategic planning is still not adequate. Having in mind constant changes in legislation and labour market situation, it is necessary for the Labour Inspectorate to adopt a more strategic approach in performing its duties and achieving organizational objectives.

Skilled staff is the precondition for ensuring proper implementation of the legal provisions in the field of health and safety at work. Currently, there is no organized system of training and staff development within the Inspectorate. The existing training activities are not systemized, standardized, customised or based on continuous training needs analysis. Most relevant topics such as new laws and legal procedures are not covered by the training curricula. The fact that there is no organized training system within the Inspectorate has a negative impact on the implementation of the legal provisions, since the level of staff knowledge is not adequate, sufficient, upgraded or adjusted to the labour market needs.

Efficiency of the Inspectorate is dependent on adequate ICT, data and information management systems. At the moment, the existing ICT system cannot respond to the requirements of the Inspectorate's operational procedures and processes. There is no appropriate ICT interface for data collection and management (to process cases, indicators and data gathering for measuring performance of inspectors and other relevant data) which can improve the implementation of legal provisions and overall functioning of the institution.

The lack of capacities within the Labour Inspectorate to monitor the implementation of laws and regulations has hindered the combating of the informal employment and resulted in an increase of accidents, professional illnesses and injuries in the workplace.

The project will address the above-mentioned problems by introducing a more efficient organizational set up within the Labour Inspectorate, establishing training and staff development systems and developing a Labour Inspectorate ICT database and data management system.

2.5 LINKED ACTIVITIES AND DONOR COORDINATION

Activity 1 - Support to social services

The IPA 2009 project “EU Support to MLSW”, which ended April 2012, has supported MLSW in the development of an Action Plan 2011 – 2012/13 for the implementation of the Sectoral Strategy. The operational objectives include an increase in the ability of central and local authorities to provide services based on EU practice, and development of alternative ways and means of service provision. Within this context, specific activities have included the development of minimum standards; development of quality assurance mechanisms and the implementation of a licensing system for workers and providers. A DFID-funded project has supported the development of a vision and strategy for social services, and implemented a nationwide municipal programme on medium term planning and budgeting for social services.

Both sets of complementary activities need to be taken forward in the context of the government's objective to improve the efficiency, effectiveness and coverage of social services.

Activity 2 - Support to social partners

Former IPA projects have provided some support to capacity development of social partners in Kosovo:

KOSVET III (September 2006- March 2009) & EU KOSVET V (September 2009 - August 2011) provided support to the establishment of the Council of Vocational Education and Training which required active engagement of the social partners. The project provided training of the social partners in VET training and assessment.

KOSVET IV (2007-2009) provided support to a modern vocational education and training system in Kosovo which included support to the Kosovo Chamber of Commerce to develop a TNA programme for small businesses.

The "Civil Society Facility" (CSF), financed under both the IPA multi-beneficiary and the IPA annual programmes, was set up as the tool to financially support the development of civil society. One of the components of the Kosovo-wide Civil Society Facility 2012 grant scheme will address the weaknesses of social partners in Kosovo. The objective of this particular component is to develop the capacity and increase the role and representation of social partners in Kosovo in the socio-economic development process. The Call for proposals is expected to be launched in the first semester of 2013. The activities of the CSF component on social partners will be designed to complement the activities envisaged under this project.

With regard to other donors' funds the German Federal Ministry for Cooperation and Development is funding the Regional Project of the Friedrich-Ebert-Stiftung (FES) for Labour Relations and Social Dialogue in South East Europe. The project contributes to the improvement of labour relations and the social dialogue in the region, as well as to the establishment and deepening of relations between the trade unions of South East Europe and of contacts with European and international trade union federations. The FES provides support mainly through workshops, seminars and conferences, networking and exchange of opinions and experiences, as well as through the provision of expert knowledge.

Activity 3 - Support to the Labour Inspectorate

The IPA 2009 TA project 'EU Support to the Ministry of Labour and Social Welfare' has provided some limited capacity building and training of the Labour Inspectorate of Kosovo.

2.6 LESSONS LEARNED

Activity 1 - Support to social services

In the 2 year IPA 2009 project "EU Support to MLSW", minimum standards of practice were developed and piloted in five areas of social services provision. These standards are in the process of being approved by MLSW. The experience gained with these 5 services areas will be valuable in the process of widening the development of standards across all service areas.

Work was also undertaken in devising schemes for the licensing of individuals and organisations who/which work in social services. These tasks will be channelled through the General Council for

Social and Family Services (GCSFS) which the DFID project supported through the development of a strategic plan and interactive web platform. These developments form the basis for Kosovo-wide implementation of schemes envisaged under this proposal.

Activity 2 - Support to social partners

Findings of the 'Thematic Evaluation of EU's support to civil society in Western Balkans and Turkey'² suggest that there is a need for strengthening the collaboration between NGOs and other CS actors such as trade unions, professional associations. Moreover, the Preliminary opinion of the European Economic and Social Committee on the role of civil society in EU-Kosovo relations recommends that the European Commission should provide strong support to the Socio-Economic Council through the development of capacity-building programmes specifically targeting social partners as they are found to not have an important role in the European Integration process and economic development process.

Activity 3- Support to the Labour Inspectorate

The IPA 2009 Technical Assistance to the Ministry of Labour and Social Welfare provided some limited training to the Labour Inspectorate and identified the substantial training and capacity-building needs (see above).

3 DESCRIPTION

3.1 OVERALL OBJECTIVE OF THE PROJECT

Activity 1- Support to social services

To improve social inclusion and reduce vulnerability by supporting governmental institutions at central and local level in the process of financial and administrative decentralisation of social service provision and monitoring

Activity 2- Support to social partners

To strengthen the social dialogue through developing the capacities of social partners in Kosovo, thus promoting their participation in socio-economic development.

Activity 3 - Support to labour inspectorate

To improve legal compliance of employers and companies with labour laws and health and safety legislation in order to improve the health and safety situation of employees working in the private sector.

3.2 SPECIFIC OBJECTIVE(S) OF THE PROJECT

Activity 1 - Support to social services

² 'Thematic Evaluation of EU's Support to Civil Society in the Western Balkans and Turkey', commissioned by DG Enlargement and implemented by IBF International Consulting in collaboration with BAA (Spain), not yet finalised.

- To strengthen the financial, administrative and professional capacities of the authorities at the central level to formulate and implement strategies and policy objectives for social service delivery in Kosovo and meet the set social service standards.
- To increase technical capacities at the municipal level and support the development of local strategies for social service implementation and provision across all municipalities in Kosovo.

Activity 2 - Support to social partners

- To develop skills and knowledge of social partners in legislative drafting, legal research and analysis,
- to strengthen the administrative and management capacities of social partners,
- to strengthen the capacities of social partners in advocacy, lobbying and negotiations,
- to facilitate the organisational reform of social partners.

Activity 3 - Support to the Labour Inspectorate

- To improve the capacity of the Labour Inspectorate for more efficient monitoring, enforcement and implementation of the laws and regulations in the field of health and safety at work.

3.3 RESULTS

Activity 1 - Support to social services

1.1. Developed capacities of the Ministry of Labour and Social Welfare (MLSW) / Department for Social Welfare (DSW) staff, members of the General Council for Social and Family Services (GCSFS) and other responsible mechanisms for social services decentralisation

1.2. The process of licensing social service providers has been completely implemented by the respective institutions (notably the MLSW, the GCSFS and the Municipalities) according to officially approved procedures

1.3. Capacities of General Council for Social and Family Services (GCSFS) and licensed providers for delivery of social services for people in need is enhanced

1.4. Standards for provision of social services have been drafted and fully budgeted to take account of capital and recurrent costs that are integrated into local municipal medium term expenditure plans

1.5. Social service financing has been integrated into local municipal medium term budgetary plans

1.6. Municipalities have developed capacities to manage social services and prepare strategies for implementation and provision of social services.

Activity 2 - Support to social partners

- 2.1 A Qualitative and quantitative increase in the social partners' input to government consultations in the legislative process,
- 2.2 Developed skills and knowledge of social partners in legislative drafting, legal research and analysis,
- 2.3 Strengthened administrative and management capacities of social partners,
- 2.4 Strengthened capacities of social partners in advocacy, lobbying and negotiations,
- 2.5 Reformed organisational practice of social partners.

Activity 3 - Support to the Labour Inspectorate

- 3.1. A more efficient organizational set up introduced within Labour Inspectorate,
- 3.2. Labour Inspectorate trained and staff development system established ,
- 3.3. Labour Inspectorate information system designed and functioning.

3.4 MAIN ACTIVITIES

Support to social services

Component 1

- 1.1 Training and mentoring of the MLSW/DSW staff and members of General Council for Social and Family Services (GCSFS) in implementing social service objectives.
- 1.2 Supporting the GCSFS and other relevant structures in implementing decentralisation policies in social service sector.
- 1.3 Supporting licensing and commissioning and other accompanying mechanisms of social services providers.
- 1.4 Organizing and supporting licensed social services providers in the form of a professional association.
- 1.5 Increasing capacities of MLSW/DSW in developing and drafting social services standards and their costs.
- 1.6. Support MLSW/DSW in monitoring and inspecting social services standards.

Component 2

- 2.1 Advising central and municipal managerial staff in implementing Kosovo policies and strategies regarding social services.
- 2.3 Training Social Workers in implementing services according to approved standards

2.4 Developing forms and providing training for the Municipalities for contracting non-governmental sector in social service delivery

2.5 Training and support to the central Government Commission and local municipalities – including the AKM's Municipal Collegia of Departments for Health and Social Welfare which coordinate social service provision at the local level.³

Support to social partners

Component 1 (Inception Phase)

1.1 Conduct an assessment of the conditions in the area of social dialogue in Kosovo.

1.2 Conduct an initial assessment of the different social partners' capacity levels and training needs in legislative drafting, management and administration, advocacy and negotiations, statistics, networking and campaigning, as well as in other areas identified as relevant.

These activities will allow the team to fine-tune the appropriate training response per identified stakeholder, and to raise the awareness among the social partners about the opportunities offered by the project.

Component 2 (Implementation Phase)

2.1 Provide training to social partners on legislative drafting, legal research and analysis

2.2 Provide training to social partners on funds management, team management, project management

2.3 Support organisational development of social partners

2.4 Provide training to social partners in advocacy and lobbying, and negotiations

2.5 Provide training to social partners on statistics and data analysis

2.6 Provide training to social partners on networking, public relations and campaigning

2.7 Organise study visits to meet the peers in EU Member States and learn from their know-how expertise

2.8 Organise workshops and round tables amongst different social actors, including CSOs, to exchange information, good practices and experiences

2.9 Design a webpage of social partners in Kosovo

2.10 Develop a comprehensive database of social partners

Component 3 (Final Phase)

3.1 Conduct a final assessment of social partners' capacity levels in areas corresponding to the initial assessment.

Support to the Labour Inspectorate

Component 1 (Activities to achieve Result 1)

3 The AKM has established within its structures 11 functional professional Collegia that deal with different aspects of local government, each consisting of representatives from Municipalities. These Collegia help in analysing issues of local government, with the purpose of better and more qualitative municipal services.

1.1 Capacity building activities to support functional improvement of the Labour Inspectorate drawing from good practice of EU Member States.

1.2 Support the design and/or modification of Labour Inspectorate's operational processes and organizational arrangements

1.3 Support the development of a performance management system to continuously assess and evaluate the functioning of the Labour Inspectorate

1.4 Draft a Strategy and Action Plan for the further development of Labour Inspectorate and implementation of relevant laws and procedures.

1.5 Pilot implementation of new/modified operational processes/services in the field.

Component 2 (Activities to achieve Result 2)

2.1 Analysis and identification of the training needs of Labour Inspectorate staff

2.2 Drafting the Training Plan and Staff Development Plan for the Labour Inspectorate staff

2.3 Training of Labour Inspectorate staff as trainers for implementation of operational processes and services

2.4 Provision of series of training to Labour Inspectorate staff in implementation and delivery of new/modified operational processes/services

Component 3 (Activities to achieve Result 3)

3.1 Identification of the needs for establishment of the Labour Inspectorate Information System

3.2 Drafting of technical specifications relating to equipment required

3.2 Purchasing equipment for efficient functioning of the Labour Inspectorate Information System

3.2 Design and testing of the Labour Inspectorate Information System

3.3 Incorporation of all old cases / archived into the informative system

3.5 ASSESSMENT OF PROJECT IMPACT, CATALYTIC EFFECT AND CROSS BORDER IMPACT (WHERE APPLICABLE)

Support to social services

The project will have an immediate impact on improved capacities of central and local tiers of government in Kosovo to:

- Plan and manage public expenditure for social services, develop a sharper focus on human development within clearly targeted spending plans,
- Better analyse the demand for social services and the poverty impact of social services policy at central and municipal levels.
- The programme has high-level support across the MLSW, the MLGA, the MF, the AKM, and municipalities, which is essential to drive cross-departmental co-ordination and achieve sustainable results.

These immediate impacts will contribute to intermediate (sector) level objectives

- Begin the process of addressing social inclusion as a cross-cutting policy agenda,
- Improve linkages between social services and other areas of social policy – including employment, education, health and housing,
- Improve the policy environment for contracting out services to NGOs and contribute to establishing pre-conditions for the formation and participation of social enterprises in the provision of social services.

Support to social partners

The project will have an immediate impact on improved capacities of social partners in Kosovo to:

- effectively, in a structured way, take part in legislative processes and monitor the implementation of relevant laws,
- advocate and lobby for their interests and needs,
- better plan and manage their organisations, funds and projects,
- promote participatory social dialogue amongst their members and in general public,
- produce accurate statistical data on social partners and social dialogue issues.

These immediate impacts will contribute to an objective underlined in the European Commission's Communication on the Enlargement Strategy and Main Challenges 2007-2008 and the related Strategy Documents (2008, 2009 and 2010) as well as in MIPD – to support the development of civil society to be able to play its role in a participatory democracy.

Support to the Labour Inspectorate

Through the Project activities, in the mid-term with the development of the capacities of the Labour Inspectorate, will lead to a decrease of the informal Employment, and a decrease in the number of accidents, professional illnesses and injuries in the workplace.

3.6 SUSTAINABILITY

Support to social services

As a result of the developments under the 2009 IPA Project and the associated DFID project, a number of factors will be in place which will determine sustainability. A mechanism for allocating budget from central level to local level in respect of social services will be introduced in 2012. The criteria for calculating municipal budgets in social services will be clear and based on indicators, but this formula – along with unit costs, stock-and flow data and cost scenarios for municipal Medium Term Budgetary Frameworks (MTBSs) - needs to be updated periodically to ensure salience and relevance to the policy environment. The inputs provided through this project will ensure that technical tools and administrative processes are in place and embedded into central and municipal government practices.

The support given under the proposed project will also result in a comprehensive system of minimum standards in social services and a licensing scheme of individuals and organisations which is fully endorsed by the Government of Kosovo. The development of system of standards will enable the government to establish measures for monitoring and evaluating (M&E) outcomes from social services and measuring value for money. The combination of M&E and value for money will contribute substantially to the sustainability of social services within fiscal ceilings.

Support to social partners

The results of the project are expected to ensure sustainably developed capacities of social partners as well as to set the sound grounds for future development of the sector. A wide range of skills and expertise the beneficiary will acquire through this project will strengthen their role and participation in the long-term socio-economic development processes. The organisational reform will ensure effective and efficient functioning of social partners, which is a prerequisite for a substantive representation and protection of employees' and employers' rights and interests.

Support to the Labour Inspectorate

The project is fully in line with the EU best practices for industrial and labour relations. The technical assistance activities will create “know how” that is an absolute precondition to demonstrate the benefits that effective labour inspection can bring to the community, such as stimulating job creation and youth employment, and protecting public and environmental health.

Effective labour inspection is essential for economic and social progress and sustainable development; by ensuring a sound business climate, productivity, economic growth and comprehensive protection of workers reflecting decent working conditions.

3.7 ASSUMPTIONS AND PRE-CONDITIONS⁴

Support to social services

- Good cooperation and communication between project and beneficiaries (central and local institutions and social partners);

⁴ Assumptions are external factors that have the potential to influence (or even determine) the success of a project but lie outside the control of the implementation managers. Such factors are sometimes referred to as risks or assumptions but the Commission requires that all risks shall be expressed as assumptions. Pre-conditions are requirements that must be met before the sector support can start.

- Political support for further implementation of the decentralisation process;
- Acceptance and approval of minimum standards by MLSW;
- Budget formula for social services approved;
- Sufficient own-Government resources provided to social service support to ensure adequate and sustainable implementation;
- Willingness and effective cooperation to establish monitoring mechanism and relevant statistical data available.

Support to social partners

- Target groups willing and committed to cooperate;
- The Socio-Economic Council and the Ministry of Labour and Social Welfare willing to support the project;
- Other institutions and stakeholders willing to cooperate in all project phases;
- Availability of target groups to participate in training programmes.

Support to the Labour Inspectorate

- The Labour Inspectorate (LI) is continuously implementing the Strategy and new business processes and services on central and regional level;
- The labour inspectors are continuously upgrading their knowledge and skills;
- There are available data for measuring the performance of local LI offices provided by external stakeholders such as judiciary institutions;
- Employers are cooperative and inspection process is not lasting more than usual;
- There is an interest of external stakeholders (employers, judges, municipalities) to participate in the development of the strategic documents;
- There are available data from relevant institutions to be inserted into the database.

4 IMPLEMENTATION ISSUES

Activity 1 - Support to social services

Contracting Authority is the EU Office in Kosovo. The project activities will be contracted through a single service contract (€2 million).

Activity 2 - Support to social partners

Contracting Authority is the EU Office in Kosovo. The project activities will be contracted through a Call for proposals. The grant contract value is €0.6 million.

Activity 3 - Support to the Labour Inspectorate

Contracting Authority is the EU Office in Kosovo. The project will be implemented through one service contract (€0.8 million) and one supply contract (€0.2 million).

4.1 INDICATIVE BUDGET

Indicative Project budget (amounts in EUR)

PROJECT TITLE			SOURCES OF FUNDING									
			TOTAL EXPENDITURE	IPA CONTRIBUTION		BENEFICIARY CONTRIBUTION					PRIVATE CONTRIBUTION	
	IB (1)	INV (1)	€ (a)=(b)+(c)+(d)	€ (b)	% (2)	Total € (c)=(x)+(y) +(z)	% (2)	Central € (x)	Regional /Local EUR (y)	IFIs € (z)	€ (d)	% (2)
Activity 1 Support to social services			2.0	2.0	100							
Contract 1.1 (services)	X	–	2.0	2.0								–
Activity 2 Support to Social partners			0.6	0.6	100							
contract 2.1 (grants)	X		0.6	0.6								–
Activity 3 Support to Labour inspectorate			1.0	1.0								
contract 3.1 (services)	X	–	0.8	0.8	100							–
contract 3.2 (supplies)	–	X	0.2	0.2	100							–
TOTAL IB			3.4	3.4	100							
TOTAL INV			0.2	0.2	100							
TOTAL PROJECT			3.6	3.6	100							

NOTE: DO NOT MIX IB AND INV IN THE SAME ACTIVITY ROW. USE SEPARATE ROW

Amounts net of VAT

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

4.2 INDICATIVE IMPLEMENTATION SCHEDULE (PERIODS BROKEN DOWN BY QUARTER)

Contracts	Start of Tendering/ Call for proposals	Signature of contract	Project Completion
Contract 1.1 (service contract – 30 months)	Q2 / 2013	Q4 / 2013	Q1 / 2016
Contract 2.1 (grant – 24 months)	Q2 / 2013	Q4 / 2013	Q4 / 2015
Contract 3.1 (service contract – 24 months)	Q2 / 2013	Q3 / 2013	Q3 / 2015
Contract 3.2 (supplies)	Q1 / 2014	Q3 / 2014	Q2 / 2015

4.3 CROSS CUTTING ISSUES

4.3.1 *Equal Opportunities and non discrimination*

Gender equality and equal opportunities principles will be assured in the decision making structures of the projects. Efforts will be made to ensure trainings and events are accessible to all including to disability NGOs as appropriate and translation/interpretation in minority languages will be provided. The inclusion of women will be specifically promoted in all project 2 activities.

4.3.2 *Environment and climate change*

The projects' operation will ensure environmental efficiency measures are respected including efficient use of resources and their recycling (eg paper recycling, recycling of printer toner etc). Disaster resilience and risk prevention and management should be integrated in the planning, preparation and implementation of projects.

4.3.3 *Minorities and vulnerable groups*

The beneficiary target group of the projects are the most socially excluded and vulnerable groups in Kosovo. Active efforts will be made to ensure engagement and consultation with representative NGOs of minority and vulnerable groups to ensure the project design and implementation reach this target population effectively

4.3.4 *Civil Society/Stakeholders involvement*

- The MLSW is the key stakeholder, as the development of standards and the licensing of the providers of social services is a responsibility of this Ministry including the monitoring and quality assurance of the activities implemented by the licensed organisation that provide these services.
- The municipalities, specifically the Departments for Health and Social Welfare, are the next key stakeholder as the majority of social services are (since January 2009) the direct responsibility of the municipal government. Moreover, the centres for social work are managed by the municipalities. As such relevant municipal departments – including the Departments for Budget and Finance - play a key coordination role in this proposed project concept.

- The Ministry of Finance is a key stakeholder in terms of determining the financial framework for the allocation of resources to municipal social services
- The Ministry of Local Government Administration is a key stakeholder in terms of setting the strategic direction and legal/administrative framework for decentralisation of public services – including social services
- Civil society organisations are key providers of social services in Kosovo, including the services that are part of this project concept. As such they are equally key stakeholder in this project but also in the field of provision of social services in general in Kosovo.
- Citizens of Kosovo are the larger stakeholder as the services that are provided both by central and municipal government authorities are to ensure their welfare.

In relation to activity 2, besides direct consultations with the main employees' and employers' organisations, the major stakeholders – Friedrich-Ebert-Stiftung office in Kosovo and the Ministry of labour and social welfare – have been consulted in the needs assessment and design of the project. The Socio-Economic Council is another major stakeholder in the project as it provides a platform for a tripartite social dialogue in Kosovo between employees, employers and the government.

In relation to activity 3, employers and workers are key stakeholders. Through the project activities, the employers will receive information on importance and benefits of the effective implementation of the health and safety laws by their organizations and workers will be made more acquainted with their rights and obligations in the workplace.

ANNEXES

1. Log frame

2. Description of Institutional Framework

Activity 1

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.

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.

Activity 2

The Socio-Economic Council (SEC) is the body with a mandate to establish and develop social dialogue in Kosovo for employees and employers, on issues of special importance, which are related to the realisation of their economic, social and professional rights. SEC Secretariat is an administrative professional body responsible to perform professional, administrative, technical and operational duties for the Social Economic Council and the bodies which are elected by SEC.

The Ministry of Labour and Social Welfare is the central government institution responsible for planning, designing and implementing the social policy.

Activity 3

The Labour Inspectorate is the institution for supervision of Labour Law implementation, in accordance with Labour Law No 03/L-212 in Kosovo, Law 2003/19 on Health and Safety at Work and Working Environment and in accordance with other positive provisions regulating labour and employment issues, protection of employees' health and of working environment.

Labour inspectors, are MLSW employees.

3. Reference list of relevant laws and regulations only where relevant

Activity 1

- Law No.02/L-17 on Social and Family Services
- Law No.2003-15 on the Social Assistance Scheme in Kosovo
- Law No 03/L-040 on Local Self-government
- Law No. 03/ L- 049 on Local Government Finance
- Law No.2004/32 on Kosovo Family

Secondary legislation

- Memorandum of Understanding for transfer of competences of social services and delegation of responsibilities of social assistance at the local level
- A.I No. 01/2011 for setting procedures, after the transfer of responsibility of social and family services at the local level
- A.I No.01/2010 on procedures delegation of responsibilities of social welfare scheme at the municipal level
- [A.I No.01-2006 On Establishment of General Council for Social and Family Services and its Work](#)
- [A.I No.05-2007 On Regulation and Determination of Payment Procedures for Social Services Maternity Leave in Kosova](#)
- [A.I No.04-2007 On the Rules and Procedures for Financial Support of Residents Sheltered in the houses for social care of persons A.I No.05-2006 On Establishment of the Panel for Placing Children without parental care in foster care and adoption](#)
- [Proposal No.09-2005 For Modifications and Supplements of A.I No.09-2004 on Procedures for making a requirement for disability persons](#)
- [A.I No.05-2005 For Sharing the funds to the Residents settled in MLSW Institutions](#)
- Action Plan for Sectoral Strategy of MLSW 2011-2013
- Progress Reports 2011
- EPAP for 2011

Activity2

1. Law no.03/L-212 on Labour.
2. Law no.04/L-008 on Social and Economic Council.
3. Law no. 2003 / 19 on Occupational Safety, Health and the Working Environment.
4. Law nr.03/L-200 on Strikes.
5. Law 04/L-011 for Trades Unions Organizing in Kosovo.

Activity 3

LEGISLATIVE FRAMEWORK ON LABOUR INSPECTORATE

I. PRIMARY LEGISLATION:

1. Law no.2002/09 on the labour inspectorate of Kosovo
2. Law no. 2003 / 19 on occupational safety, health and the working environment.
3. Law no. 03/1-017 on amendment of law no.2002/09 on the labour inspectorate of Kosovo.
4. Law no. 03/1-019 on vocational ability, rehabilitation and employment of people with disabilities.
5. Law nr.03/L-200 on Strikes
6. Law no.03/L-212 on Labour
7. Law no.04/L-008 for Social and Economic Council.
8. Law 04/L-011 for Trades Unions Organizing in Kosovo.

II. SECONDARY LEGISLATION :

1. Regulation no.2004/01 for sanitary and technical measures of safety on work.
2. Regulation no: 2005/02 to evaluate danger on work and related with work.
3. Administrative Instruction no. 17/2008 on prevention and elimination of the most hazardous forms of child labour in Kosovo.
4. Administrative Instruction No. 05/2010 for regulation of procedures for issuing of the working permits of foreign citizens in Kosovo.
5. Administrative Instruction No.14/2012 on amendment of Administrative Instruction No.05.2012 for regulation of procedures for issuing of the working permits of foreign citizen in Kosovo.
6. Administrative Instruction No. 01/2011 for determining amount of specific fines for violations of the provisions of the Labor Law.
7. Administrative Instruction No.08/2011 for determining the systematization of work with vital importance which must be carried out during the period of strike.
8. Administrative Instruction No.10/ 2011 for classification and systematization of dangerous work which serious damage the health of the employees/
9. Administrative Instruction No.11/2011 for the classification of hard and dangerous forms of labour that may damage the health of pregnant and breastfeeding women.
10. Administrative Instruction No.12/2011 for registration of collective agreements.
11. Administrative Instruction No.13/2011 for determination of tasks and duties with harmful impact precondition for extension of annual leave.
12. Administrative Instruction no.14/2011 for the regulation of procedures for the establishment of labour relation in the public sector.

4. Details per EU funded contracts:

Activity 1 - Support to social services - The project activities will be contracted through a single service contract (€2 million)

Activity 2 - Support to social partners - The project activities will be contracted through a Call for proposals. The grant contract value is €0.6 million.

Activity 3 - Support to the Labour Inspectorate - The project will be implemented through one service contract (€0.8 million) and one supply contract (€0.2 million).

5. Project visibility activities

The European Union Office in Kosovo has developed clear visibility guidelines and ensures that all projects which are implemented in Kosovo are fully in line with these guidelines. Project visibility is also clearly stipulated in all contractual documents whereby the contractors/implementers are obliged to adhere to all EU visibility requirements.

Visibility activities of the projects will include:

- PR or information and communication experts or company engaged in preparing information, communication plan for the projects;
- Visibility materials produced (brochure, leaflets, folders, newsletters, project websites)
- Information sessions and outreach to stakeholders to be undertake at central and local level to inform and raise awareness about the opportunities provided by the projects

ANNEX 1: Logical framework matrix in standard format

LOGFRAME PLANNING MATRIX FOR Project Fiche		Improvement of social services, labour conditions and social dialogue	02-2012/1
		Contracting period expires 3 years after signing the financing agreement	Execution period expires 2 years following the final date for contracting
		Total budget	€3.6 million
		IPA budget:	€3.6 million
Overall objective	Objectively verifiable indicators (OVI)	Sources of Verification	
<p>Activity 1 – support to social services</p> <p>To improve social inclusion and reduce vulnerability by supporting governmental institutions at central and local level in the process of financial and administrative decentralisation of social service provision and monitoring</p>	Decentralisation of social services fully implemented	<p>Kosovo Progress Report</p> <p>Reports of employees' and employers' organisations</p> <p>European Partnership Action Plan</p>	
<p>Activity 2 - support to social partners</p> <p>To strengthen the social dialogue through developing the capacities of social partners in Kosovo, thus promoting their participation and representation in the socio-economic development.</p>	<p>Participation and representation of social partners in the social dialogue with the government is increased and takes place on a regular and structured basis.</p> <p>Socio-economic development in Kosovo is increased (GDP per capita, growth rate, labour productivity growth, income rate, employment rate).</p>	<p>Reports of the MLSW and Municipalities</p> <p>Reports of the SEC</p> <p>Statistical reports from Statistical Office of Kosovo</p>	
<p>Activity 3 – support to The Labour Inspectorate</p> <p>To improve legal compliance of employers and companies with labour laws and health and safety legislation in order to improve the health and safety</p>	Number of legal or civic cases processed to ensure/establish legal compliance of health and safety legislation by companies/employers		

situation of employees working in the private sector.			
Specific objective	Objectively verifiable indicators (OVI)	Sources of Verification	Assumptions
<p>Activity 1</p> <p><i>Component 1:</i> To strengthen the financial, administrative and professional capacities of the authorities at the central level to formulate and implement strategies and policy objectives for social service delivery in Kosovo and meet the set social service standards.</p> <p><i>Component 2:</i> To increase technical capacities at the municipal level and support the development of local strategies for social service implementation and provision across all municipalities in Kosovo</p>	<p>Number of actions implemented to achieve beneficiary objectives</p> <p>Number of social services standards implemented</p> <p>Budget formula and related tools for unit costs, stock-an flow and cost scenarios updated in line policy requirements</p> <p>Local strategies developed across all municipalities</p>	<p>Annual Progress Report</p> <p>Project final report</p> <p>Municipal reports</p> <p>CSW reports</p> <p>Project reports</p>	<p>Target groups willing and motivated to cooperate</p> <p>Relevant statistical data available</p> <p>Political and financial support for further implementation of the decentralisation process</p>
<p>Activity 2</p> <p>1. To develop skills and knowledge of social partners in legislative drafting, legal research and analysis,</p> <p>2. To strengthen the administrative and management capacities of social partners,</p> <p>3. To strengthen the capacity of social partners in advocacy and lobbying, and negotiations,</p> <p>4. To facilitate the organisational reform of social partners,</p>	<p>1. Qualitative and quantitative increase in the social partners' input to government consultations in the legislative process</p> <p>2. At least 20% of social partner institutions representatives have gained skills and knowledge on core issues in legislative practices.</p> <p>3. At least 40% of partner institutions representatives have enhanced their capacity in management and administration.</p> <p>4. At least 40% of social partner institutions representatives have enhanced their skills in advocacy, lobbying and negotiations.</p>	<p>Project final report</p> <p>Municipal reports</p> <p>CSW reports</p> <p>Project reports</p> <p>Annual Progress Report</p> <p>Reports of employees' and employers' organisations</p> <p>Final assessment report of the project's training programme</p> <p>European Partnership Action Plan</p>	<ul style="list-style-type: none"> • Target groups willing and committed to cooperate • The Socio-Economic Council and the Ministry of labour and social welfare willing to support the project • Other institutions and stakeholders willing to

	5.Organisation of social partners' management and operational practices are up to EU accepted standards; number of members is steady or increasing.	Reports of the MLSW Reports of the SEC Social partners' membership lists Statistical reports	cooperate in all project phases • Availability of target groups to participate in training programmes
Activity 3 To improve the capacity of Labour Inspectorate for more efficient monitoring, enforcement and implementation of the laws and regulations in the field of health and safety at work.	Number of legal or civic cases processed to ensure/establish legal compliance of health and safety legislation by companies/employers		
Results	Objectively verifiable indicators (OVI)	Sources of Verification	Assumptions
Activity 1 – Support to social services 1. Developed capacities of the MLSW/DSW staff, members, Government Commission members, GCSFS staff , Municipalities for social services decentralisation 2.The process of licensing social service providers has been completely implemented by the respective institutions (notably the MLSW, the GCSFS and the Municipalities) according to officially approved procedures 3.Capacities of General Council for Social and Family Services (GCSFS) and licensed providers for delivery of social services for people in need is enhanced 4.Standards for provision of social services have been drafted and fully budgeted to take account of capital and recurrent costs that are integrated into local municipal medium term expenditure plans	Number of MLSW/DSW staff trained Government Commission Action Plan developed and accepted by Government as part of EU Social Inclusion Process Resource flows to social services increasing Number of GCSFS members trained Number of social services providers trained Legal framework fully adopted Number of providers licensed. Number of minimum standards written in respect of remaining services. Annual budget prepared incorporated into municipal MTBFs	Annual Progress Reports Project progress reports Training attendance lists MLSW reports Municipal and MoF budget reports Reports of the General Council(Licensing of workforce) Reports of DSW (Licensing of providers) Steering Committee Minutes Memorandum of Understandings. Annual reports of Municipalities.	Institutions and other social partners willing to cooperate in all project phases Availability of target groups to participate in training activities Resources exist for office infrastructure Acceptance and approval of minimum standards by MLSW Municipalities are willing to take on additional responsibilities Cooperation of individuals and organisations Resources exist to continue with implementation Willingness to establish

<p>5.Social service financing has been integrated into local municipal medium term budgetary plans</p> <p>6. Municipalities have developed capacities to manage social services and prepare strategies for implementation and provision of social services.</p>		<p>CSW reports. Centres for Social Work reports</p> <p>Municipal Department reports</p>	<p>monitoring mechanism</p>
<p>Activity 2 – support to social partners</p> <p>1. A Qualitative and quantitative increase in the social partners' input to government consultations in the legislative process</p> <p>2. Developed skills and knowledge of social partners in legislative drafting, legal research and analysis,</p> <p>3. Strengthened administrative and management capacities of social partners,</p> <p>4. Strengthened capacities of social partners in advocacy, lobbying and negotiations.</p> <p>5. Reformed organisational practices of social partners.</p>	<p>Number of social partners' members who have received training in legislative practices.</p> <p>Number of inputs from social partners taken on board in legislative drafting.</p> <p>Number of social partners' members who have received training in administration and management practices.</p> <p>Number of social partners staff who have received training in advocacy and negotiation skills.</p> <p>Number of social partners' initiatives to promote or protect their interests and rights.</p> <p>Efficiency of the management and operational practices of social partners is increased.</p> <p>4.2 Ability of social partners to design and provide value-added services to their members is increased; number of members is at least steady or increased.</p>	<p>Reports of the MLSW</p> <p>Reports of the SEC</p> <p>Reports of employees' and employers' organisations</p> <p>Final assessment report of the project's training programme</p> <p>Social partners' membership lists</p> <p>Project publications, web page</p>	<ul style="list-style-type: none"> • Target groups willing and committed to cooperate • The Socio-Economic Council and the Ministry of labour and social welfare willing to support the project • Other institutions and stakeholders willing to cooperate in all project phases • Availability of target groups to participate in training programmes

<p>Activity 3 Support to Labour Inspectorate</p> <p>1. A more efficient organizational set up introduced within Labour Inspectorate</p> <p>2. Labour Inspectorate trained and staff development system established</p> <p>3. Labour Inspectorate information system designed and functioning</p>	<p>Number of legal or civic cases processed to ensure/establish legal compliance of health and safety legislation by companies/employers</p>	<p>Reports of the MLSW and Labour Inspectorate</p> <p>Reports of employees' and employers' organisations</p> <p>Project reports and publications</p>	
<p>Activities to achieve results</p>	<p>Means / contracts</p>	<p>Costs</p>	<p>Assumptions</p>
<p>Activity 1 - support to social services</p> <p>Component 1</p> <p>1.1 Training and mentoring of the MLSW/DSW staff and members of General Council for Social and Family Services (GCSFS) in implementing social service objectives.</p> <p>1.2 Supporting the GCSFS and other relevant structures in implementing decentralisation policies in social service sector.</p> <p>1.3 Supporting Licensing and Commissioning and other accompanying mechanisms of social services providers.</p> <p>1.4 Organizing and supporting licensed social services providers in the form of a professional association.</p> <p>1.5 Increasing capacities of MLSW/DSW in developing and drafting social services standards and their costs.</p> <p>1.6. Support MLSW/DSW in monitoring and inspecting social services standards.</p>	<p>Service contract</p>	<p>€2.0 million</p>	<p>Good cooperation and communication between project and beneficiaries</p> <p>Political support for further implementation of the decentralisation process</p> <p>Acceptance and approval of minimum standards by MLSW</p> <p>Budget formula for social services approved</p> <p>Sufficient own-Government resources provided to social service support</p>

<p>Component 2</p> <p>2.1 Advising central and municipal managerial staff in implementing Kosovo policies and strategies regarding social services.</p> <p>2.3 Training Social Workers in implementing services according to approved standards</p> <p>2.4 Developing forms and providing training for the Municipalities for contracting non-governmental sector in social service delivery</p> <p>2.5 Training and support to the central Government Commission and local municipalities – including the AKM’s Municipal Collegia of Departments for Health and Social Welfare which coordinate social service provision at the local level</p>			
<p>Activity 2 – support to social partners</p> <p>Component 1: Inception phase</p> <p>1.1 Conduct an assessment of the conditions in the area of social dialogue in Kosovo.</p> <p>1.2 Conduct an initial assessment of the different social partners' capacity levels and training needs in legislative drafting, management and administration, advocacy and negotiations, statistics, networking and campaigning, as well as in other areas identified as relevant. These activities will allow the team to finetune the appropriate training response per identified stakeholder, and to raise the awareness among the social partners about the opportunities offered by the project.</p> <p>Component 2: Implementation phase</p>	<p>Grant</p>	<p>Total: €0.6 million</p>	<p>Target groups willing and committed to cooperate</p> <p>The Socio-Economic Council and the Ministry of labour and social welfare willing to support the project</p> <p>Other institutions and stakeholders willing to cooperate in all project phases</p> <p>Availability of target groups to participate in training programmes</p>

<p>2.1 Provide training to social partners on legislative drafting, legal research and analysis</p> <p>2.2 Provide training to social partners on funds management, team management, project management</p> <p>2.3 Support organisational development of social partners</p> <p>2.4 Provide training to social partners in advocacy and lobbying, and negotiations</p> <p>2.5 Provide training to social partners on statistics and data analysis</p> <p>2.6 Provide training to social partners on networking, public relations and campaigning</p> <p>2.7 Organise study visits to meet the peers in EU Member States and learn from their know-how expertise</p> <p>2.8 Organise workshops and round tables amongst different social actors, including CSOs, to exchange information, good practices and experiences</p> <p>2.9 Design a webpage of social partners in Kosovo</p> <p>2.10 Develop a comprehensive database of social partners</p> <p>Component 3: Final phase</p> <p>3.1 Conduct a final assessment of social partners' capacity levels in areas corresponding to the initial assessment.</p>			
<p>Activity 3 - Support to Labour Inspectorate</p> <p>Component 1 (Activities to achieve Result 1)</p> <p>1.1 Capacity building activities to support functional improvement of the Labour Inspectorate drawing from good practice of EU member states.</p>	<p>1 Service Contract €0.8 million</p> <p>1 Supply contract €0.2 million</p>	<p>Total cost: €1.0 million</p>	<p>Good cooperation and communication between project and beneficiaries and stakeholders</p> <p>Sufficient own-Government</p>

<p>1.2 Support the design and/or modification of Labour Inspectorate's operational processes and organizational arrangements</p> <p>1.3 Support the development of a performance management system to continuously assess and evaluate the functioning of the Labour Inspectorate</p> <p>1.4 Draft a Strategy and Action Plan for the further development of Labour Inspectorate and implementation of relevant laws and procedures.</p> <p>1.5 Pilot implementation of new/modified operational processes/services in the field.</p> <p>Component 2 (Activities to achieve Result 2)</p> <p>2.1 Analysis and identification of the training needs of Labour Inspectorate staff</p> <p>2.2 Drafting the Training Plan and Staff Development Plan for the Labour Inspectorate staff</p> <p>2.3 Training of Labour Inspectorate staff as trainers for implementation of operational processes and services</p> <p>2.4 Provision of series of training to Labour Inspectorate staff in implementation and delivery of new/modified operational processes/services</p> <p>Component 3 (Activities to achieve Result 3)</p> <p>3.1 Identification of the needs for establishment of the Labour Inspectorate Information System</p> <p>3.2 Drafting of technical specifications relating to equipment required</p> <p>3.2 Purchasing equipment for efficient functioning of the Labour Inspectorate Information System</p> <p>3.2 Design and testing of the Labour Inspectorate Information System</p> <p>3.3 Incorporation of all old cases / archived into the informative system</p>			resources provided
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