

United Nations Development Programme
Kosovo
Project Document

Project Title: Active Labour Market Programmes 2

UNDAF Outcome(s):

Expected KPAP Outcome(s): **By 2015, vulnerable women and men (returnees, IDP, minority groups, PWD, youth) have more economic and livelihood opportunities, and benefit from better public and social services**
(Those linked to the project and extracted from the CP)

Expected Output(s): *Labour Market Institutions' capacities to design relevant policies at central level and deliver integrated services at local level are improved*

Executing Entity: UNDP

Implementing Agencies: UNDP

Brief Description

Through a comprehensive and scaled-up approach, the overall goal of the proposed intervention is to build-up on current UNDP achievements in addressing Kosovo's labour market challenges, as well as to pave the way for long-term and sustainable local mechanisms that are capable to address such challenges on their own. The projects' main objective is to improve the capacities of the labour market institutions to design relevant gender responsive policies at central level and to deliver integrated services at local level, focusing on the most vulnerable groups among the unemployed. To this end, the intervention will strengthen and ensure the sustainability of the links between labour market actors - employers, job-seekers, policy-makers, public employment services and vocational training and educational institutions – through:

- a) Improving the human resource capacities and provision of continued direct implementation of active labour market measures for vulnerable groups – with a particular focus on youth and women – and further technical support for the capacities of implementing institutions.
- b) The enhancement of the labour market knowledge base in order to ensure evidence-based decision making among labour-market actors.
- c) Through identifying feasible ways for Kosovo to establish an Employment Fund, in order to ensure sustainability in the financing and implementation of active employment measures.

Programme Period:	2014 – 2017
Key Result Area (Strategic Plan)	Inclusive Growth
Atlas Award ID:	00080204
Start date:	01 March 2014
End Date	28 February 2017
PAC Meeting Date	27.09.2013
Management Arrangements	DIM

Total resources required	_____
Total allocated resources:	1,507,500€
• Regular	_____
• Other:	
○ Finland	1,200,000€
○ Government	120,000€
○ UNDP	187,500€
Unfunded budget:	_____
In-kind Contributions	_____

Agreed by (UNDP): _____

I. SITUATION ANALYSIS

Kosovo's economy has shown great resilience to the economic crisis that the Western Balkans and Europe as a whole experience - growing by 5% in 2011 and projected to grow by more than 3% (in real terms) in both 2012 and 2013.¹ Nevertheless, the continuous growth rates in the last couple of years are largely viewed as being unsustainable in the medium to long term if the economy does not resolve several macroeconomic and social imbalances. On the economic side, the current rates of consumption and investments driving GDP growth are largely *financed by unsustainable sources* (i.e. remittances and capital inflows from the diaspora, expansionary fiscal policy, donor funds, etc.). On the other hand, as far as the social dimension is concerned, available data suggests that economic growth has not been associated with any substantial decreases in the worryingly high rates of *unemployment (44%)*² and *poverty (29.7%)*³.

As Kosovo strives to advance its development agenda, it must simultaneously address both of these imbalances. While there is undoubtedly a need to sustain and expand both public and private financing for investments in infrastructure, human capital and technological upgrading – with the aim of, first and foremost, developing a vibrant and export oriented private sector – the success of such efforts is largely depended on whether there is *sufficient social stability in the medium term* to allow time for the set of complex and interrelated economic reforms to achieve their desired long-term effect. In addition, at a time when a large part of Kosovo's society remains excluded, often for lengthy periods of time, from income generating opportunities (whether employment or social assistance schemes), the improvement of their immediate living conditions represents not only a moral obligation, but also a deterrent to lacklustre economic growth in the future, since *long-term unemployment and prolonged life in poverty deteriorate the quality of a country's available human capital*.

As it moves forward, Kosovo needs to scale up the efforts to ensure a more inclusive pattern of economic growth – a pattern that will provide citizens with equal opportunities to benefit from economic growth and to be able to contribute to it. To this end, one of the essential priorities will be *to ensure that economic expansion is associated with higher rates of job creation and employment*.

1.2: Brief overview of Kosovo's labour market challenges

The high unemployment rate (44%)⁴, is arguably Kosovo's paramount socio-economic problem with both immediate and long-term consequences. This rate is about twice higher than in the other countries in the region. According to the latest Labour Force Survey⁵ results published in 2013, the unemployment rate in Kosovo is lower compared to the previous year, standing at 35.1%. The LFS results also indicated that Kosovo's labour force participation rate is also the lowest in the Western Balkans (36.8%). Unemployment in Kosovo has several key distinctive dimensions: it principally affects youth, women, as well as those with limited education and no previous work experiences, including people with disabilities and minority communities.

According to the LFS latest results, about 60.2% of the population in the 15-24 age group are unemployed, a rate that is far higher than in neighbouring countries as well as the averages of developing regions in the world (see Table 1 below). As far as female unemployment is concerned,

¹ IMF projections: <http://www.imf.org/external/np/sec/pr/2012/pr12401.htm>

² Kosovo Census 2011. The newest Labour Force Survey results for the first half of 2012 indicate that the unemployment rate is lower, standing at 35.1%. More accurate data shall be available once the annual labour force survey results are published by October 2013.

³ Based on HBS 2011, it is estimated that 29.7 percent of Kosovo's population lives below the poverty line, with 10.2 percent of the population living below the extreme poverty line (<http://esk.rks.gov.net/ENG/dmdocuments/Consumption%20Poverty%20in%20the%20Republic%20of%20Kosovo%20in%202011.pdf>).

⁴ Kosovo Census 2011

⁵ Labour Force Survey Results for the first half of 2012

it is 9.3% higher than the total labour force unemployment rate. Another striking gender dimension in the labour market is the very low female labour force participation rate – that is, the number of females who are economically active (i.e employed or looking for work). Thus, Kosovo stands out both in comparison to its immediate neighbouring countries and the wider region of Eastern Europe and Central Asia, with a participation rate that is closer to the average of developing countries in the Middle East and North Africa (see Table 2 below).

Table 1: Youth unemployment rates (15-24 age group)

Youth unemployment, 2009 (neighbouring countries) ⁶		Youth unemployment, 2011 (global regions) ⁷	
Serbia	42.5%	Central & South-Eastern Europe (non-EU) & CIS	17.6%
Albania	27.2%	Middle East	27.5%
Macedonia	30.8%	North Africa	27.6%
<i>Youth unemployment in Kosovo: 60.2%⁸</i>			

Table 2: Kosovo Labour market by gender⁹

	Unemployment rate	Participation rate	Employment rate
Total	35.1 %	36.8%	23.9%
Female	44.4%	18.6%	10.3%
Male	32%	54.5%	37%

Table 3: Female labour force participation rates

Neighbouring countries		World regions	
Serbia	51%	Europe and Central Asia (developing countries only)	57.7%
Albania	50%	Middle East and North Africa (developing countries only)	20.08%
Macedonia	43%		
<i>Female labour force participation rate in Kosovo: 18.6%</i>			

Another important characteristic is that around 82% of the registered unemployed have no working experience, which indicates the importance of the first contact with the labour market, or working experience in obtaining sustainable employment. Finally, a particular concern is the long average duration of unemployment spells. Nearly 85% of the unemployed in 2009 had been without work for more than a year.

Many factors contribute to the above mentioned problems in the labour market. The main one is first and foremost the inability of Kosovo's industrial sector - especially the more labour intensive segments - to expand at such a rapid pace so as to be able to create jobs and absorb the large number of people entering the labour market every year. Another relevant factor - especially important in explaining the low labour force participation rate - is of a cultural nature and relates to the traditional, wide and closely-knit Kosovar families which operate as collective economic units in which it is often seen as the duty of only a couple of people to generate income (especially males) and to share it with the rest who, among other things, undertake other duties such as taking care of the household (usually females). UNDP's 2012 Remittance Study also noted that "the

⁶ Data are taken from the World Bank's "World Development Indicators"

⁷ Data are taken from International Labour Organization's report : "Global Employment Trends for Youth 2012"

⁸ LFS results first half of 2012 (youth aged 15 to 24 years)

⁹ Labour Force Survey 2012 first half results

level of labour market participation is lower for remittance recipients¹⁰ and that the high rates of remittances sent to Kosovar families also impact the so-called “reservation wage” – i.e the wage that remittance recipients are willing to accept for labour.

Nevertheless, it has been noted in several reports that an additional and similarly crucial factor which requires the attention of policy and programme interventions is the mismatch between employer needs and workforce skills. For example, UNDP’s HDR for 2012 found that the skills and educational qualifications of workers represented a very important barrier for businesses, especially for those that operate in the secondary sector of the economy (industrial sector) and are medium-sized (see Table 3). This indicates that the necessary expansion of job-creating Kosovar industries is dependent on the development of more appropriate labour-force skills as well as better matching between business needs with whatever skills are existent in the market. As far as the later is concerned, UNDP has noted a *wide range of poor and/or often completely missing links* in the relations and information dissemination between employers, job-seekers and other labour market actors such as public employment services and educational institutions. Just as an example: about 2/3 of vocational education students in Kosovo don’t have the opportunity to practice the theoretical part learned at school in the world of work because of poor cooperation between schools and businesses, thus losing a potential chance for long-term employment.

Table 4: Skills and education of workers as a barrier for business¹¹

<i>How big of a barrier are the skills and education of available workers across the primary, secondary and tertiary business sectors? (20 represents the lowest intensity and 100 the highest)</i>		
Primary	Secondary	Tertiary
31.25	43.75	38.06

<i>How big of a barrier are the skills and education of available workers across different sized businesses in Kosovo (20 represents the lowest intensity and 100 the highest)</i>		
Micro	Small	Medium
37.4	46.7	60.7

These missing links are ideally addressed by institutional mechanisms and practices designed to link and disseminate information between labour market actors - most of which have already been established in Kosovo (through UNDP’s engagements). Nevertheless, their functionality and sustainability is heavily dependent on the existence of: **a)** strong technical capacities within Kosovo’s institutions; **b)** a strong and widely disseminated knowledge base on labour market issues and; **c)** long-term and sustainable financing mechanisms from the Kosovo budget. It is precisely these three critical areas that the UNDP wishes to tackle with this project proposal, by building up on achievements and ensuring their long-term sustainability.

1.3. UNDP efforts to address Kosovo's labour market challenges (2005-2012)

UNDP has extensive experience working with labour market issues in Kosovo, having successfully implemented the Employment Generation Project (2005 – 2006) and, since 2007, the Active Labour Market Programmes (ALMP). In close partnership with the Kosovo Ministry of Labour and Social Welfare (MLSW), ALMP focused on developing the capacity of the public employment services (PES) to provide individualized and targeted labour market programmes, aimed at increasing the employment opportunities and employment prospects of disadvantaged youth¹².

¹⁰ Remittance study 2012, pg. 45.

¹¹ Kosovo Human Development Report 2012 – Private Sector and Employment

¹² Among project beneficiaries the project mainly targets young women and men long term jobseekers, minority communities, people with disabilities, repatriated persons, vocational education students etc.

With the project's support labour market institutions in Kosovo are now capable of providing a package of services comprising of job-search assistance, employment counselling and labour market training. During the project implementation period, the project has provided training and employment opportunities to more than 11,000 long-term unemployed young women and men (45% and 55% respectively) in partnership with around 3,500 private enterprises (see Table 5 for more details on UNDP engagements with labour market issues). To measure the impact of the project, independent net impact evaluations were conducted in 2008 and in 2012, covering the implementation period 2007 - 2010. Overall, the results suggest that the ALMP's are extremely well designed and are in line with international best practices. The evaluation also points to the excellent result that 38% of the beneficiaries continued to be employed, compared to only 19% among the control group.

Table 5: UNDP engagement with labour market issues in Kosovo (ALMP and other projects)

LOCAL LEVEL (SERVICE DELIVERY)	CENTRAL LEVEL (POLICY DEVELOPMENT)
<ul style="list-style-type: none"> ▶ Developed capacities of employment counsellors and vocational trainers. ▶ Developed Employment Management Information System (EMIS). ▶ Developed Operational Manual for Active Labour Market Measures (ALMM). ▶ Developed tools and materials for the Public Employment Services at the local level: <ol style="list-style-type: none"> 1. Guides to detect skills needs 2. Easing the transition of young people to work practices and tools 3. From welfare to work programs 4. Promotion of self-employment opportunities for youth. ▶ Directly served about 13,000 beneficiaries. <ul style="list-style-type: none"> <i>Public works projects</i> <i>On-the-job trainings</i> <i>Wage subsidies</i> <i>Internship scheme</i> <i>VET professional practice in enterprise</i> 	<ul style="list-style-type: none"> ▶ Supported legal and institutional infrastructure for active labour measures. ▶ Developed Labour Market Information System (LMIS). ▶ Produced reports on labour market issues (HDR, 2012).

As UNDP continues to concentrate its project strategy in improving youth employability and job creation through direct employment-supporting instruments, it recognizes the need to extend support at the policy level to develop and implement sustainable employment policies through improved governance and policy-setting capacities. With UNDP's support, a thorough assessment of Public Employment Services has been conducted and the action-oriented recommendations of this report have been adopted in the MLSW Sectoral Action Plan.

UNDP, in cooperation with other international agencies, is providing technical assistance to MLSW to implement some of the measures identified as priorities in the Ministry's strategic documents, related to national capacity to formulate, develop and implement policies aimed at generating sustainable employment. Crucial in this effort is to develop the infrastructure enabling central and local authorities in Kosovo to effectively gather relevant labour market information that can be effectively used for the design and implementation of employment policies. UNDP has supported the Ministry of Labour and Social Welfare (MLSW) to digitalize their unemployment registry and upgrade the Employment Management Information System. Further, with UNDP's support, MLSW is developing the Labour Market Information System in Kosovo, recognized by the European Partnership Action Plan and the Kosovo institutions as a tool to enhance the formulation of plans, strategies, policies, and actions to address some of the key employment issues.

UNDP is also working closely with the Ministry of Education, Science and Technology in the area of vocational education and training. During the past year, the project has developed a guideline to organize professional practice in enterprises for VET students with the purpose of enhancing the cooperation between schools and private sector. The project has also contributed to the development of the Strategy and Action Plan for inclusive professional practice in enterprises. A team of an international and local expert have worked closely with the relevant actors¹³, and the final version of the Strategy and Action Plan has been submitted to MEST for final review and endorsement by Minister's cabinet.

UNDP is currently also working with the Kosovo institutions in developing modalities for the sustainable employment and integration of Kosovar migrants who are readmitted to Kosovo. In this end, the project has initiated cooperation with the EU Twinning project 'Strengthening Readmission and Sustainable Reintegration in Kosovo'¹⁴. The two projects (ALMP and the Twinning) are jointly supporting the MIA Reintegration Department and the inter-ministerial working group to prepare the new National Strategy for Reintegration of Repatriated Persons in Kosovo.

In-house, ALMP project has supported the adaptation of the active employment measures to support disadvantaged women under the UNKT Joint Programme on Domestic Violence in Kosovo¹⁵. Relevant programme colleagues were also introduced to the local partners to establish cooperation in implementing this component of their programme. ALMP has contributed to the development and implementation of the employment components of the project Sustainable Land Use Management and Conservation of Biodiversity in Dragash Municipality¹⁶ and the project 'Building a better future for citizens of Fushe Kosovo and Obiliq'.

1.4. RATIONALE FOR CONTINUED INTERVENTION

While past and current efforts by UNDP through the ALMP project were deemed to have been successful by external evaluators, they have been so within the rather limited scope of the project's areas of intervention and have occurred within an institutional context that did not allow for quicker movement towards local ownership and long-term sustainability. For example, UNDP's direct financial support for the implementation of active labour market measures, as well as targeted capacity development interventions to enable their implementation, have allowed for the direct provision of services for a large number of beneficiaries. However, the long-term sustainability of the established mechanisms, and thus the provision of future employment opportunities for vulnerable young women and men in Kosovo, remains questionable in light of the still deficient capacities at the level of policies and institutions (especially the narrow fiscal space) and the lack of established financing mechanisms within the Kosovo budget (i.e an employment fund) that are needed to ensure *the continuation as well as the long-term sustainability of active labour market measures*. Without any continued intervention there is a high risk that service provision through active labour market measures will be discontinued¹⁷.

With regard to the work done at the policy level, one the main systematic barriers has been (and remains) the *limited knowledge base* on labour market conditions - something that is essential for policy-makers and other labour market actors to be able to design appropriate interventions and make evidence-based decisions. More specifically, this pertains to the lack or insufficient

¹³ The drafting of the two documents was done in a participatory manner (included inputs from over 300 relevant stakeholders: schools, students, municipalities, employment offices, education inspectorates and enterprises). During the entire process, all donor-funded project teams active in the VET sector in Kosovo had the opportunity to share comments and provide specialised advice.

¹⁴ An EU funded Project managed by the European Union Office to Kosovo implemented by the Government of the Republic of Austria

¹⁵ A project funded by the Government of Finland

¹⁶ A project funded by the Government of Finland

¹⁷ Systemic Overview of PES in Kosovo (L. Koro): Government annual expenditure on ALMPs is less than 0.1%GDP

development of systems for data collection and analysis. For example: the poorly funded Kosovo Agency for Statistics (KAS) published the last Labour Force Survey (LFS) as far back as in 2009 and continued the survey in 2012 and 2013 (quarterly) with the support from WB, DFID, and UNDP. While there are strong indications that the LFS will be publicly funded starting from 2014, there is a need to ensure continuous improvement in the quality of this systematic exercise – especially the analysis part – so that it can become useful for those who use it.

Similarly, the Labour Market Information System (LMIS) within the Ministry of Labour and Social Welfare (MLSW) – the establishment of which has been supported by UNDP – will require further attention in terms of the technical capacities required to analyse the data that is generated from the system. Support for the LMIS is very important because it is an essential tool in orienting the actions of a wide range of actors within the labour market. Among other things, the system can: a) inform labour market participants on the opportunities offered in the labour market and the types of skills they need to acquire; b) provide employers with information on the skills and costs of the labour force and labour market policies; c) instruct education sector institutions in the design of policies and curricula; d) inform a wide range of government institutions and agencies on interventions needed to increase employment opportunities or provide protection for vulnerable groups. Along these lines, there is also a need to extend technical support and capacity building to business associations in improving the quality of the Skills needs surveys that are produced periodically, while at the same time ensuring that these capacities are sustained.

II. STRATEGY

Through a comprehensive and scaled-up approach, the overall goal of the proposed intervention is to build-up on current UNDP achievements in addressing Kosovo's labour market challenges, as well as to pave the way for long-term and sustainable local mechanisms that are capable to address such challenges on their own. The projects' main objective is to improve the capacities of the labour market institutions to design relevant gender responsive policies at central level and to deliver integrated services at local level, focusing on the most vulnerable groups among the unemployed. To this end, the intervention will strengthen and ensure the sustainability of the links between labour market actors - employers, job-seekers, policy-makers, public employment services and vocational training and educational institutions – through:

- a) Improving the human resource capacities and provision of continued direct implementation of active labour market measures for vulnerable groups – with a particular focus on youth and women – and further technical support for the capacities of implementing institutions.
- b) The enhancement of the labour market knowledge base in order to ensure evidence-based decision making among labour-market actors.
- c) Through identifying feasible ways for Kosovo to establish an Employment Fund, in order to ensure sustainability in the financing and implementation of active employment measures.

The new project would therefore be consisted of three main outputs that are in line with these outlined objectives and which are presented in more detail below.

The project strategy closely corresponds with existing government strategies. The project is in line with the outcomes envisaged under *the Kosovo Strategy for Youth 2013 - 2017*, focused on achieving the policy objective as specified in the Kosovo Youth Strategy under 3.3. 'Establishment of opportunities for employment of young people through training programs and financial support for young entrepreneurs'. The project also corresponds to the Strategic Objective number 1, of the **Sectorial Strategy for Employment and Social Welfare 2014 – 2020**¹⁸: *Increased employment rate and alignment of Vocational Education and Training to the labour market needs, as well as Strategic Objective number 3: Services offered by Ministry of Labour and Social Welfare are in line with the legislation, systems and standards of the European Union*".

Overall, the project strategy has been designed to contribute towards achieving the outcome of the Kosovo Programme Action Plan 2011 - 2015: By 2015, vulnerable women and men (returnees, IDP, minority groups, PWD, youth) have more economic and livelihood opportunities, and benefit from better public and social services. In line with the UN Eight Point Agenda (SC 1325) point 6 (Ensure gender – responsive recovery) and in line with the UNDP Gender Equality Strategy Implementation, the project will ensure equal opportunities to men and women jobseekers and will encourage young disadvantaged women to undergo training, enhance their skills, hence increasing their employment opportunities. The project is implemented in compliance with the

¹⁸ The strategy is being developed during the second half of 2013, and UNDP together with other international organizations such as ETF, World Bank, GIZ, UNICEF etc., is actively contributing to the preparation of the Strategy and Action Plan (through sectoral working group meetings and local expert engaged)

Gender Equality Law in Kosovo, specifically articles under section heading: Employment and Education¹⁹

The project is also in line with the Finland's Development Policy Programme published in 2012. The project contributes to the main development priority areas, namely, will contribute to i) a democratic and accountable society that promotes human rights, ii) an inclusive green economy that promotes employment and ii) human development. ALMP 2 promotes gender equality and inclusion of marginalized groups throughout the activities.

PROJECT PROPOSED OUTPUTS AND ACTIVITIES:

The main project objective is to improve the capacities of the labour market institutions to design relevant gender responsive policies at central level and to deliver integrated services at local level focusing on the most vulnerable groups among the unemployed.

Output1. Vulnerable youth across Kosovo – with a particular focus on women – receive integrated employment services

Rationale:

Implementation of different active employment measures has been and is still to a high extent donor driven. Employment counsellors and vocational trainers have received various trainings supported by donors to provide specific services to their clients, relevant to the projects implemented. However, this has not led to a sustainable capacity development mechanism in place to ensure training and retraining aiming at constantly increase of quality and quantity when it comes to employment service delivery. A recently conducted study on the Public Employment Service in Kosovo emphasizes the importance of establishing a unit responsible for designing and delivering continuous training programmes for PES staff, a priority identified by Ministry of Labour and Social Welfare²⁰. Establishment of the training system shall be done in cooperation with the SDC funded project EYE. The two parties, in consultation with MLSW have agreed that ALMP will be conducting the analysis and provide modalities suitable for Kosovo based on the best practices, while project EYE will channel their resources to develop and test the system. The two projects shall work together by providing technical inputs throughout the implementation of the activity.

In ensuring continuation of service delivery, availability of financial resources is critical. Taking into account that the implementation of active labour market measures is still largely donor driven, there is a need to investigate feasible pathways for a potential exit strategy and a gradual transfer of both financing and technical administration of ALMPs to Kosovo institutions.

In 2011 UNDP hired an independent consultant to carry out the impact evaluation of the employment programmes run during 2008-10. Among several recommendations that were made, the evaluator also proposed ways forward to improve the PES service delivery. Following the recommendations, the project has supported MSLW to establish the Employment Management Information System (EMIS), a tool used by employment counsellors in their day-to-day work. This tool enables more efficient service delivery allowing for a digitalized jobseekers and vacancies registry as well as job-matching and training placements. By establishing the EMIS, the basis for further improvement of PES business processes has been put in place. As set out in the project evaluation report, in order to allow for identification of the most disadvantaged groups, a system of client profiling should be introduced. Having in mind the jobseeker to counsellor ratio, utilizing the profiling system would support the PES to primarily provide the services to the most

¹⁹ The Law on Gender Equality in Kosovo no 2004/02 Section 13 and Section 14

²⁰ Systemic Overview of PES 2013 by L. Koro supported by EYE project

vulnerable in the labour market as well as support the policy makers to design employment measures aligned to specific needs of different target groups.

In parallel, the design and roll out of a Performance Evaluation Framework for PES would not only provide motivation for counsellors to increase performance accountability, but would also provide a tool for the PES managers to assess specific training needs for counsellors – needs that would be addressed by the Training unit established.

MLSW intends to reorganise its Public Employment Services. The Ministry of Labour with the support of different international agencies has drafted the law, which envisages separate functions for MLSW and PES when it comes to policy making and implementation roles. The draft law is approved by the Assembly, and the agency is envisaged to be established by 2015, thus, a preparatory phase should already start in 2014. One of the initial steps toward the establishment of the agency is the development of the organisational model for new PES.

The Ministry of Labour and Social Welfare, as part of the modernization of Public Employment Services, has introduced several reforms, including the concept of integrated service delivery²¹. This new concept requires investment in infrastructure²², as well as provision of training for employment counsellors to adopt the approach. Through Luxembourg-funded project²³ there have been investments both in infrastructure as well as in training on the 'integrated service delivery' concept. However, as indicated in the LuxDev project's final report, there is a need for further investment and training for employment offices in order to understand, embrace and functionalize the new concept. Similarly, in UNDP's ALMP project Evaluation Report, the evaluator emphasizes the need to strengthen the targeted employment counselling capacities, to professionalize the work of PES counsellors and Vocational Training Centre trainers in the context of utilizing the tools such as Individual Action Plans and Training Plans through the newly upgraded ICT tools such as EMIS. The project envisages supporting PES through training provision in the short-term, while ensuring the training system is established and sustainable in the long-run.

Additional to project attempts to improve human capacities as well as to introduce sustainable mechanisms that would enhance service delivery, in a labour market where there are few jobs available, an introduction of a self-employment programme is worth considering. Self-employment is an important driver of entrepreneurship and job creation and thus contributes to growth and better jobs. Many policies relating to self-employment focus on its potential to support the unemployed to return to the labour market. There is a wide range of labour market policies and measures which support self-employment in Europe. The European Employment Observatory Review 2010 classifies several self-employment measures including financial support,

²¹ Integrated concept of service delivery is one of the measures towards modernization of Public Employment Services. It has been identified as a necessary action, to be undertaken by the Ministry of Labour and Social Welfare to enhance the efficiency of service delivery towards key PES clients – jobseekers and employers, during a thorough Assessment of Public Employment Services in Kosovo Report conducted by UNDP in 2009. The concept envisages several measures such as: »Profiling« of the unemployed who are looking for a job in order to ensure the most disadvantaged groups are receiving employment services, reorganization of roles and responsibilities between employment counsellors (instead of having three types of employment counsellors providing different services to jobseekers and employers, to introduce a generic model for counsellors so that all counsellors are involved in working with jobseekers, visiting employers and trainers. This approach would enhance the delivery, would provide for a more individualized service delivery and would 'reduce' the frustration of jobseekers to be 'treated' by different persons every time they visit the employment centre). However, introducing the concept integrated service delivery requires certain physical infrastructure in the employment offices.

²² About 40% of employment office buildings need infrastructure investment in order to have the physical space required for implementation of 'integrated service delivery approach'.

²³ Final report Project KCV/010 'Strengthening Vocational Training in Kosovo' Feb 2013

such as subsidies, loans, or microfinance; specific support services for people wishing to set up a business, including one stop shops; the provision of training, mentoring and advice (including consultancy); measures to reduce bureaucracy/administrative burdens; existing favourable conditions for the self-employed or changes to tax/social security regimes; and measures to increase motivation towards self-employment.

Although entrepreneurship and self-employment are recognized to contribute to growth and decrease of unemployment, especially in transitional economies, there are several risks attached which may have negative impact on the success rate of the new businesses. The project shall include interventions to reduce the risks and lower the failure rate. A strong follow-up mentoring component will provide for continuous support, guidance and monitoring of the business development, and will contribute to the sustainability and long term impact of the project.

Finally, the continued support to PES and the implementation of active labour market measures will ensure that vulnerable groups continue to receive services which have a higher likelihood of resulting in long-term employment. Higher attention will be given to youth and women due to the much higher rates of unemployment faced by these two demographic categories. The continuation of service delivery will ensure that the institutional mechanisms and practices established for this purpose are not discontinued and will be able to be sustained once long-term financial mechanisms are established in Kosovo's budget.

Proposed activities:

Activity 1: Improve Human Resource capacities of MLSW, Public Employment Service (PES) and Vocational Training Centre (VTC)

Actions:

- 1.1. Support the establishment of an institutional unit responsible for delivering continuous training programmes to PES and VTC staff (training system)
- 1.2. Strengthen capacities of PES for enhanced use of Employment Management Information System (training system)
- 1.3. Strengthen capacities of PES and VTCs at central and local level to effectively design and deliver, monitor and evaluate entrepreneurship and self-employment programmes²⁴
- 1.4. Support MLSW to prepare a comprehensive employment programme, seeking government funding for expansion of ALMPs
- 1.5. Organise study visit (to MKD) on best practices and lessons learned from implementing self-employment programmes

²⁴ ALMP has provided support to the Ministry of Labour and Social Welfare to implement several active employment measures, namely, on the job training, wage subsidy and internship scheme. In 2013, ALMP jointly with the EU funded project Kosvet VI has assisted the Ministry to draft the unified Operations Manual to implement these three measures. Similarly, and considering the limited experience of PES and VTC to implement self-employment programmes, under ALMP 2, it is envisaged to look at all the practices implemented so far by different donor funded projects and grasp the best practices in the Operations Manual to implement self-employment programmes. The project shall take into account also the best practices from the region, specifically the successful self-employment programme implemented by UNDP office in Macedonia. Based on in-house expertise and the research done, ALMP 2 will ensure that the elements that contribute to the successful implementation of self-employment programmes shall be included in the design of the Operations Manual, specifically, proper targeting of beneficiaries, training and support to conduct market research in order to assess the viability of the 'business ideas', development of business plans, but also follow up support through monitoring and mentoring, through provision of additional training on government business accounting requirements, tax related responsibilities, targeted marketing etc.

1.6. Support the MLSW in setting up systematic and regular dialogue meetings with relevant local and international stakeholders at the technical level/department level.

Activity 2: Improve the business processes for integrated service delivery in offices where physical infrastructure allows.

Actions:

2.1. Develop and introduce a labour market model for better client profiling (conduct feasibility study, identify the best model for Kosovo, test the model in Kosovo)

2.2. Support designing of a Performance Evaluation Framework for PES

2.3. Develop the organisational and operational framework for PES agency based on the new PES law

2.4. Define functions of the parties in the newly established organisational model for PES agency (MLSW, PES, social partners etc)

Activity 3: Provide training and employment opportunities to unemployed jobseekers. Equal opportunities are provided to women and men. Inclusion of vulnerable groups is ensured through carefully designed selection criteria.

Actions:

3.1. Provision of job-search assistance to young women and men registered as unemployed jobseekers with Public Employment Services (PES)

3.2. Provision of On-the-job trainings (OJT) for vulnerable unemployed jobseekers in partnership with private enterprises providing equal opportunities to women and men

3.3. Implement self-employment programmes aiming at generating sustainable jobs (training + grants + mentorship). Through carefully designed criteria ensure inclusion of women, minorities and other vulnerable groups.

Activity 4: Increase the awareness on PES and VTC services among Kosovo's labour supply and demand

Actions:

4.1. Organise outreach activities to promote PES and VTC services²⁵ (spot visits, social media, innovative ICT tools etc)

Partners:

Ministry of Labour and Social Welfare (MLSW)

Regional and Municipal Employment Offices

Vocational Training Centres (VTC)

Municipalities

Private Sector Enterprises

CSO's

SDC-funded "EYE project"

EC -funded KOSVET 6 project

EC funded project ALMMs for vulnerable groups

ECMI

Output2. Knowledge base on labour market is enhanced, leading to evidence-based, gender sensitive decision making.

²⁵ 54% of respondents from urban areas and 66% of respondents from rural areas were not aware of PES services (Source: UBO consulting: A report on Marketing Survey Analysis for awareness of jobseekers 2011)

Rationale:

The purpose of the proposed activities is to ensure the production of detailed, good quality and relevant insights on the labour market in Kosovo that would enable labour market agents to make informed and evidence-based decisions. Currently, neither KAS nor the MLSW have sufficient financial and technical capacities to ensure the quality of existing data collection systems, especially their analytical components.

The donor support for the implementation of the Labour Force Survey will run out at the end of 2013, but there is an indication that a budgetary allocation will be made from the Kosovo budget to continue the implementation of survey beyond this period. Nevertheless, there is still a need to support KAS with the qualitative analysis component and ensure that the exercise is useful for policy-making purposes. Similarly, the Labour Market Information System (LMIS) that has already been established within MLSW (through UNDP's support), and which will be technically sustainable due to maintenance by a private contractor, will require further technical assistance to ensure that MLSW can use the collected data to produce solid analytical insights. Similarly, existing initiatives for the production of skills-needs surveys need to be turned into periodic and qualitative exercises. Kosovo Agency for Statistics has been organising the 'Structural Business Survey' since 2005²⁶, however there is a need to further support KAS to upgrade and better develop this survey so as to become a comprehensive Establishment Survey organised systematically and at the required standard. A critical component in advancing the agenda on labour market policy will be the inclusion and contribution of local think tanks and institutes as well as the dissemination of knowledge to relevant labour market agents. That is why UNDP suggests increasing the scope of its engagement with stakeholders by holding regular public discussions on all of the findings related to the labour market.

Proposed activities:

Activity1: Support Kosovo institutions in producing gender disaggregated qualitative labour market data and analytical reports

Actions:

- 1.1. Provision of technical assistance to the Kosovo Agency for Statistics (KAS) with the aim of ensuring higher quality of analysis in the Labour Market Survey (LMS) reports.
- 1.2. Support the Ministry of Labour and Social Welfare to utilize gender disaggregated data collected from the Labour Market Information System (LMIS) and to produce labour market analysis and forecasts looking at the most pressing aspects, including equal gender participation in the labour market.
- 1.3. Provide technical assistance to KAS MLSW, MEST and business associations to produce enhanced and qualitative sectoral and regional 'establishment surveys' in a systematic manner
- 1.4. Support production of policy briefs on labour market issues by local think tanks/institutes in a gender sensitive manner.
- 1.5. Organize regular public discussions ensuring women participation, with businesses, public institutions, media and other relevant interest groups/stakeholders to disseminate knowledge on the labour market and to discuss the findings of the reports (i.e. policy briefs, LMS reports, skills-needs surveys, etc).
- 1.6. Development of medium-term action-plan to ensure sustainability and quality of labour market knowledge tools (LMIS, LFS).

Partners:

Ministry of Labour and Social Welfare
Ministry of Education, Science and Technology

²⁶ <http://esk.rks-gov.net/ENG/bussines-statistics/publications>. The last report available in Albanian language covers 2007-2011.

Kosovo Agency for Statistics
Other labour market institutions
Business Associations
Regional Development Agencies
Civil Society Organizations

Output3. Feasible modalities to establish an Employment Fund are developed

Rationale:

The implementation of the active employment measures in Kosovo is donor driven – all training and employment measures implemented to date are financed and implemented through the support of donors and international agencies. In order to ensure sustainability in these interventions, the project purposes activities to investigate feasible pathways for a potential exit strategy and a gradual transfer of both financing and technical administration of active labour market measures and labour policy management to Kosovo's institutions. The feasibility study would look at the most suitable and applicable model for establishment of the Employment Fund in the Kosovo context, taking into consideration the financial implications for the government, private sector etc. Considering the limited government budget allocation to implement active employment measures, identifying the feasible way for establishment of such fund in parallel to the MLSW efforts in establishing the new Public Employment Agency that would manage the fund is a timely and important activity. ALMP2 acknowledges the fact that the actual establishment of the fund and functioning implementation mechanism would entail additional measures and financial resources as a support to MLSW, respectively the Public Employment Agency.

Proposed Activities:

Activity 1: Support the preparation of the feasibility report on establishing a sustainable and gender supportive Employment Fund, along with proposed implementation modalities for Kosovo context

Actions:

- 1.1. Conduct the feasibility study for establishment of a Kosovo Employment Fund and the development of a sustainable financing mechanism for active labour market measures.
- 1.2. Prepare a short-term and medium term action-oriented costed plan, guiding the implementation of the proposed modalities in the Kosovo context
- 1.3. Present the findings and the proposed modalities to MLSW and relevant institutions
- 1.4. Support the Ministry of Labour and Social Welfare with the negotiation process with relevant local and international institutions to materialise of the feasibility study findings and the implementation of the proposed modality

Partners:

Ministry of Labour and Social Welfare (MLSW)
Ministry of Trade and Industry (MTI)
Ministry of Finance (MF)
Ministry of Economic Development (MED)
Business Associations (BA) etc

Coordination and Synergies

The project has been working in coordination with other donor funded projects and international organisations active in the area of employment generation and employment promotion, both at the policy and local level. During the ALMP 2, it is envisaged to closely coordinate and cooperate with the current on-going projects, such as EU Kosvet 6 and Enhancing Youth Employment (EYE), as well as the recently launched EU funded project ALMPs for vulnerable groups (looking at two groups: people with disabilities and beneficiaries of Social Assistance Cat II). The project also foresees to extend cooperation to potential new projects initiated in the area of employment during the project duration.

Enhancing Youth Employment (EYE) Project is a project financed by the Swiss Development Cooperation. The project implementation period is 2012 – 2016, with possible extension. The overall goal of the EYE project is to increase the employment opportunities of the youngsters going out from VET schools and universities by facilitating their transition from school to work. At the end of the project, targeted youths are able to communicate their skills and thanks to a functional matching system, have an easier access to the labour market, and therefore enhance their employment opportunities. The project intends to contribute to availability of adequate training and education to meet the requirements of the private sector. The job seekers are enabled to access vacant positions and make informed decisions about their career paths. Furthermore, the EYE project promotes focused private sector investments in relevant subsectors that lead to growth of employment opportunities for young people. ALMP 2 project shall work closely with EYE in several activities to be implemented, including the establishment of the training system for PES as well as the introduction of the Performance Evaluation Framework. Details of cooperation shall be reflected in Annual Work Plans accordingly.

The EU funded Project Kosvet 6, has restarted with effect from September 2012 as a result of the 2 year extension announced by the European Union. During the implementation phase, the two projects, ALMP and Kosvet 6 have been closely coordinating as well as implemented joint activities, such as the drafting of Operational Manual for the three ALMPs, soon to be adopted by the Minister. Kosvet 6 aims at enhancing employability, through implementation of on-job training and internship as well as provision of entrepreneurship training. The project is expected to end by April 2014.

III. RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Kosovo Programme Action Plan (2011 – 2015): By 2015, vulnerable women and men (returnees, IDP, minority groups, PWD, youth) have more economic and livelihood opportunities, and benefit from better public and social services.</p>				
<p>Outcome indicators as stated in the KPAP, including baseline and targets: Indicator: Percentage of youth that are unemployed; Baseline: 70% (70% male, 80%female); year 2011 Target: 10% decrease in youth unemployment (5% male; 5% female): year 2015 MoV: Labour Force Survey</p>				
<p>Partnership Strategy: The project will work closely with the following partners: Ministry of Labour and Social Welfare (MLSW), Kosovo Agency for Statistics, Ministry of Education Science and Technology, Ministry of Internal Affairs, Ministry of Trade and Industry, Ministry of Finance, Regional and Municipal Employment Offices, Vocational Training Centres (VTC), Municipalities, Private Sector Enterprises, CSO's, SDC-funded "EYE project", EC – funded KOSVET 6 project, ECMI</p>				
<p>Project title and ID (ATLAS Award ID): Active Labour Market Programmes 2 (00049059)</p>				
<p>The main project objective is to improve the capacities of the labour market institutions to design relevant gender responsive policies at central level and to deliver integrated services at local level focusing on the most vulnerable groups among the unemployed</p>				
INTENDED OUTPUTS	OUTPUT TARGETS (2014 -2017)	ACTIVITIES	RESPONSIBLE PARTIES	INPUTS Euro
<p>OUTPUT 1 Vulnerable youth across Kosovo – with a particular focus on women - receive integrated</p>		<p>Activity Result 1. Human Resource capacities of MLSW, PES and VTC improved. Actions: 1.1. Support the establishment of a unit responsible for delivering continuous training programmes to PES</p>	<p>UNDP MLSW PES and VTC Municipalities Private Sector</p>	<p>120,150</p>

<p>employment services</p> <p>Baselinel.1: 35% of unemployed youth (15-24 age group) benefit from almps (total beneficiaries in 2012 is 10,922)</p> <p>Indicatorl.1: % of unemployed youth benefiting from ALMPs</p> <p>Baselinel.2: 30% of almps beneficiaries are women (2012)</p> <p>Indicatorl.2: % of women benefiting from almps</p> <p>Baselinel.3: 10% of almps beneficiaries are from minority communities</p> <p>Indicatorl.3: % of almps beneficiaries from minority communities</p> <p>(Source: MLSW Sectorial Strategy – Matrix of results and Indicators 2014-2020 draft)</p> <p>MoV: Annual Performance and Progress</p>	<p><i>Targetl.1: % youth (15-24) benefiting from almps is increased at least for 5%</i></p> <p><i>Targetl.2: % women benefiting from almps is increased at least for 10%</i></p> <p><i>Targetl.3: % almps beneficiaries from minorities is increased at least for 3%</i></p>	<p>and VTC staff (Training System)</p> <p>1.2. Strengthen capacities of PES for enhanced use of Employment Management Information System</p> <p>1.3. Strengthen capacities of PES and VTCs at central and local level to effectively design and deliver and monitor entrepreneurship and self-employment programmes</p> <p>1.4. Support MLSW to prepare a comprehensive employment programme, seeking government funding for expansion of almps</p> <p>1.5. Organise study visit (to MKD) on best practices and lessons learned from implementing self-employment programmes</p> <p>1.6. Support the MLSW in setting up systematic and regular dialogue meetings with relevant local and international stakeholders at the technical level/department level</p> <p>Activity Result 2: Business processes improved to enhance the 'Integrated service delivery' in offices where physical infrastructure allows improved</p> <p>Actions:</p> <p>2.1. Develop and introduce a labour market model for better client profiling (conduct feasibility study, identify the best model for Kosovo, test the model in Kosovo)</p> <p>2.2. Support designing of a Performance Evaluation Monitoring Framework for PES</p> <p>2.3. Develop the organisational and operational framework for PES agency based on the new PES law</p> <p>2.4. Define functions of the parties in the newly established organisational model for PES agency (MLSW, PES, social partners etc)</p>	<p><i>Enterprises</i> <i>Civil Society</i> <i>Organisations</i> <i>MTI</i> <i>MF</i></p> <p><i>UNDP</i> <i>MLSW</i></p>	<p></p> <p>155,650</p>
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<p><i>Reports (MLSW, UNDP)</i></p> <p><i>Gender Marker & Rationale Rating&8PA&GES (score2)</i></p> <p><i>Rationale 8PA: gender responsive post crisis recovery from authorities and private sector GES#3/4/3/10; enhanced national capacities and mechanisms to facilitate economic opportunities</i></p>	<p>Activity Result 3: Training and employment opportunities to vulnerable long-term unemployed jobseekers provided. Equal opportunities are provided to women and men. Inclusion of vulnerable groups is ensured through carefully designed selection criteria.</p> <p>Actions:</p> <p>3.1.Provision of job-search assistance to young women and men registered as unemployed job-seekers with Public Employment Services (PES)</p> <p>3.2.Provision of On-the-job trainings (OJT) for vulnerable unemployed jobseekers in partnership with private enterprises. Provide equal opportunities to women and men jobseekers</p> <p>3.3.Implement self-employment programmes aiming at generating sustainable jobs (training + grants + mentorship). Through carefully designed criteria ensure inclusion of women, minorities and other vulnerable groups.</p>	<p>UNDP MLSW PES VTC Private sector</p>	<p>592,350</p>
	<p>Activity Result 4: Awareness on PES and VTC services among Kosovo's labour supply and demand is increased</p> <p>Actions:</p> <p>4.1. Organise outreach activities to promote PES and VTC services (spot visits, social media, innovative ICT tools etc)</p>	<p>UNDP PES VTCs CSOs</p>	<p>48,030</p>

<p>OUTPUT 2:</p> <p>Enhanced knowledge base on labour market leading to evidence-based gender sensitive decision making</p> <p>Baseline II.1: Limited number of policy analysis and briefs developed on the labour market supply and demand</p> <p>Indicator II.1: Number of policy analysis and briefs produced</p> <p>MoV: Progress and Performance Reports</p> <p>(Source: MLSW, KAS, MEST)</p> <p>Gender Marker & Rationale Rating&8PA&GES (score2)</p> <p>Rationale 8PA: gender responsive post crisis recovery from authorities and private sector GES#3/4/3/10; enhanced national capacities and mechanisms to facilitate economic opportunities</p>	<p>Target II.1: <i>At least 6 policy analysis and briefs are produced</i></p>	<p>Activity Result 1: Kosovo institutions supported in the production of qualitative gender disaggregated labour market data and analytical reports.</p> <p>Actions:</p> <p>1.1. Provide technical assistance to the Kosovo Agency for Statistics (KAS) with the aim of ensuring higher quality of analysis in the Labour Market Survey (LMS) reports.</p> <p>1.2. Support the Ministry of Labour and Social Welfare to utilize data collected from the Labour Market Information System (LMIS) and to produce labour market analysis and forecasts looking at the most pressing aspects, including equal gender participation in the labour market.</p> <p>1.3. Provide technical assistance to KAS MLSW, MEST and business associations to produce enhanced and qualitative sectoral and regional 'establishment surveys' in a systematic manner</p> <p>1.4. Produce policy briefs on labour market issues by local think tanks/institutes in a gender sensitive manner</p> <p>1.5. Organize regular public discussions ensuring women participation, with businesses, public institutions, media and other relevant interest groups/stakeholders to disseminate knowledge on the labour market and to discuss the findings of the reports (i.e. policy briefs, LMS reports, skills-needs surveys, etc).</p> <p>1.6. Develop medium- term action-plan to ensure sustainability and quality of labour market knowledge tools (LMIS, LFS).</p>	<p>UNDP MLSW KAS MEST Business Associations RDAs CSOs Academia Local think tanks</p>	<p>155,500</p>
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<p>OUTPUT 3: Feasible modalities to establish an Employment Fund are developed</p> <p>Baseline III.1: There are no proposed modalities in place for establishment of an Employment Fund</p> <p>Indicator III.1: Feasibility study is developed by Q3 2015 (Yes/No)</p> <p>MoV: Annual Performance and Progress Reports (UNDP, MLSW)</p> <p>(Source: MLSW)</p> <p>Gender Marker & Rationale Rating&8PA&GES (score2) Rationale 8PA: gender responsive post crisis recovery from authorities and private sector GES#3/4/3/10; enhanced national capacities and mechanisms to facilitate economic opportunities</p>	<p>Target III.1. By Q4 2014, the feasibility study including proposed modalities implementable in Kosovo is developed and endorsed by the relevant institution</p>	<p>Activity Result 1: A feasibility report on establishing a sustainable and gender supportive Employment Fund, along with proposed implementation modalities for Kosovo is produced</p> <p>Actions:</p> <p>1.1. Conduct the feasibility study for establishment of a Kosovo Employment Fund and the development of a sustainable financing mechanism for active labour market measures.</p> <p>1.2. Prepare a short-term and medium term action-oriented costed plan, guiding the implementation of the proposed modalities in the Kosovo context</p> <p>1.3. Present the findings and the proposed modalities to MLSW and relevant institutions</p> <p>1.4. Support the Ministry of Labour and Social Welfare with the negotiation process with relevant local and international institutions to materialise of the feasibility study findings and the implementation of the proposed modality</p>		<p>42,800</p>
		Project team and office running costs		300,636
		Agency implementation costs		92,384
		Total Project Budget (EUR)		1,507,500

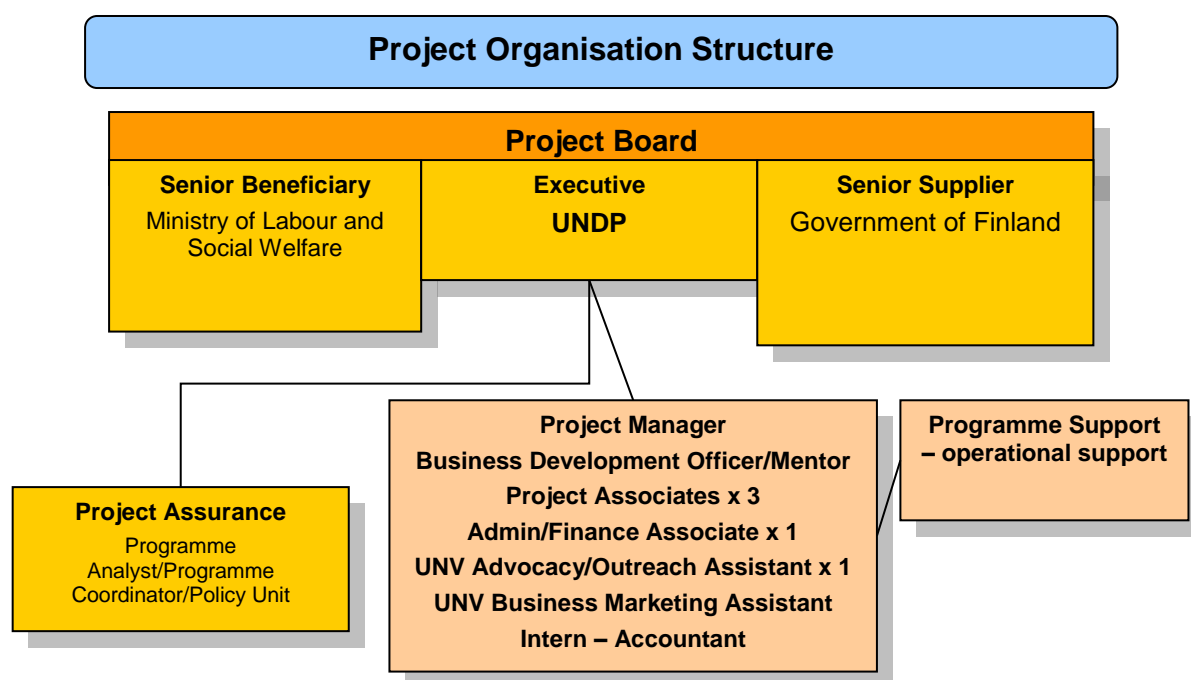
IV. ANNUAL WORK PLAN (ANNEX 1)

V. MANAGEMENT ARRANGEMENTS

4.1 The Project Board

The project will be executed directly by UNDP through recruitment of a project team that will be directly responsible for the implementation of the project. The implementation shall be done with the involvement of national partners. The main decision body for the Project will be the Project Board (PB), which will provide strategic guidance and oversight, and has decision-making authority on key projects issues.

The day-to-day management will be the responsibility of the UNDP ALMP Project Team, supported by the Inclusive Growth Programme Team.



The Project Board is facilitated by the UNDP Deputy Resident Representative²⁷, comprising of one or more representatives from the Government of Finland and representatives from Ministry of Labour and Social Welfare. The Board may decide to expand its membership²⁸ as appropriate. The Project Board will:

- Be responsible for making strategic decisions by consensus, including the approval of project revisions (i.e. changes in the project document);
- Approve Annual Work Plans, Annual Reviews and mid-term reports
- Meet at least twice a year to review management risks and most relevant issues; meetings can be held virtually (i.e. teleconference, videoconference etc); the Project Manager will act as Steering Committee secretary;
- Be consulted by the Project Manager for decisions when management tolerances (in terms of time and budget as per work plan) have been exceeded (the Project Board defines tolerances).

²⁷ UNDP shall make efforts to transfer the facilitation role to the project's main beneficiary MLSW

²⁸ Ministry of Education, Science and Technology and Kosovo Agency for Statistics and other stakeholders as appropriate

The PB approves all major plans and authorises any deviation from agreed plans. It is the authority that signs off the completion of each stage as well as authorises the start of the next stage of project implementation. It ensures that required resources are committed, and arbitrates on any conflicts within the Project or negotiates a solution to any problems between the Project and external bodies.

The PB is ultimately responsible for assurance that the Project remains on course to deliver the desired outcome of the required quality to meet the Project's objectives defined in the Project.

4.2 Financial Arrangements and Project Team

The initiative is being proposed to be funded jointly by the Government of Finland, Ministry of Labour and Social Welfare, and UNDP. The day-to-day management will be the responsibility of the UNDP AMLP 2 Project Team consisting of Project Manager, Business Development Officer, Project Associates, Finance and Admin Associate, Visibility and Outreach Assistant, Business Marketing Assistant.

The core team members:

The Project Manager shall bear the responsibility for the overall implementation of the project. In addition, the project manager is also expected to provide substantial and technical input for all three outputs: Output 1 in coordination with the team, while be directly responsible for Output 2 and Output 3 of the project. The terms of Reference for the Project Manager are enclosed for further details.

Project Associate 1 is responsible to support and supervise the implementation of activity 1 of output 1 'Supporting the improvement of Human Resources of PES and VTC', in coordination with the project manager. In addition, the project associate 1 shall also be responsible for implementation and monitoring of the active employment measures in assigned municipalities in Kosovo (including spot-checks/field monitoring of beneficiaries – labour intensive). The Terms of Reference are enclosed for details

Project Associate 2 is responsible to support and supervise the implementation of activity 2 of the output 1 'Supporting the improvement of business processes to enhance the 'concept of integrated service delivery' in coordination with the Project Manager. In addition, the project associate 2, shall also be responsible for implementation and monitoring of active employment measures in assigned municipalities in Kosovo (including spot-checks/field monitoring of beneficiaries – labour intensive). The Terms of Reference are enclosed for details

Project Associate 3 is responsible to support, supervise and monitor the implementation of activity 3 of the output 1 'Training and employment opportunities are provided for vulnerable long-term unemployed jobseekers'. In addition, the project associate 3, shall also be responsible for implementation and monitoring of active employment measures in assigned municipalities in Kosovo (including spot-checks/field monitoring of beneficiaries – labour intensive). The Terms of Reference are enclosed for more details.

Project Finance and Admin. Associate will be responsible for the operational part of the project, including budget, finance, administration, logistics, procurement, HR etc. The Terms of Reference enclosed for more details.

The ALMP team shall work under the direct supervision of the project manager. The line supervisor of the ALMP team is the Inclusive Growth Programme Analyst/Local Economic Development Portfolio Manager.

The Terms of Reference for the other positions of the project team shall be developed in due time. Clearance of TORs shall be deemed by project implementing partners.

4.3 Quality Assurance

The UNDP-Kosovo office Programme Coordinator and Programme Analyst will provide specialist quality assurance, mostly of a technical nature. UNDPs Policy Unit shall be involved in the quality assurance of the related policy development initiatives. The Project Board (PB) will receive advice from project assurance, which will raise any issues that may not have been addressed and advice on quality issues. Project assurance will also highlight areas of concern to the Project Management Unit. Additional Quality assurance will be provided through monitoring reports.

4.4. Internal Monitoring

At every stage of the project, all indicators will be monitored, and the impact measured through data collection. Regular reporting and monitoring will be carried out by the Project Team, including spot check joint monitoring. Progress reports will be submitted on 6 months bases. These will serve to provide information for the status of the project and allow for changes or corrections to be made if required. The aim of this quality assurance check of the project is to:

- Ensure that the plans and objectives set out in the Project are met
- Capture and disseminate lessons learned from the process
- Record any follow-up recommendations that may lead to the targeted reviews.

VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP Programme and Operations Policies and Procedures (POPP), the project will be monitored through the standard formats. The description below will also refer to the UNDPs Enterprise Resource Planning (ERP) system – called Atlas – that will be used for financial and operational management of the project. The project will be monitored through the following:

Within the annual cycle

- On a semi-annual basis, a technical narrative report (including progress monitoring and quality management based on quality criteria and methods). The minimum format for the text includes: 1) the extent of achievements of results; (2) carrying out of activities; (3) Delivery of means; (4) Possible changes within the sector and in the project environment in general and their effects on the project, and (5) Proposal for changes in the planned activities.
- Issue Log update (shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change).
- Risk Log update (activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation)
- Based on the above information recorded in Atlas, a Project Progress Report (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format.
- Lesson-learned log update (activated in Atlas and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- Monitoring Plan update (activated in Atlas and updated to track key management actions/events)

- A Quality Log will record progress towards the completion of activities, using the ATLAS Activity Definition page. The Project Manager will be responsible for updating this information.

A semi-annual Financial Report shall be enclosed to the technical report and shall be submitted by the Project Manager to the Project Board Meeting, which will approve it, and shall contain an executive summary, a comparison of planned budget with actual expenditures, explanation of differences between the budget and expenditures, cumulative expenditures by the beginning of the year.

Annually:

Annual monitoring will be based on the Annual Report and Annual Project Review. An Annual Report shall be prepared by the Project Manager and approved by the Project Board. The Annual Report (as minimum) shall consist of the Monitoring Report Format and the Annual Financial Report based on recorded expenditures in Atlas. The minimum Monitoring Report Format includes the following sections:

- a) Summary;
- b) Proposals for changes in the project (if any) and justification;
- c) Assessment of the interventions (i.e. correspondence of the priority needs of beneficiaries – relevance; assessment of impact towards long term development goal; extent of achievement of the project purpose – effectiveness; extent of achievement of results, description of implemented activities);
- d) Risk Log and Issue Log updates (i.e. possible changes in the project environment, including materialisation of assumptions and risks, and their effects on the project);
- e) Factors ensuring compatibility and sustainability (i.e. compatibility with strategic goals of Finnish development cooperation and relevant updates in policy environment, economic and financial feasibility, institutional capacity building, socio-cultural aspects, participation and ownership, gender, environment, and appropriate technology)
- f) Implementation modalities and lessons learned.

Based on the report described above, an Annual Project Review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan for the following year. In the last year of project implementation, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Evaluation

An independent external evaluation will be conducted before the termination of the project. The evaluation shall review the projects' results, identify lessons learned and provide suggestions for the continuation of activities. The evaluation shall focus on relevance, results and effectiveness/efficiency of the project implementation. Evaluators are expected to follow relevant Evaluation guidelines from UNDP.

Quality Management for Project Activity Results

OUTPUT 1: <i>Vulnerable youth across Kosovo – with a particular focus on women – receive integrated employment services</i>		
Activity Result 1 (Atlas Activity ID)	Human Resource capacities of MLSW, PES and VTC improved	Start Date: Q2 2014 End Date: Q2 2016
Purpose	The ALMP evaluation report as well as recently conducted Systemic Overview of PES services, identify the need for continuous capacity building of PES and VTC counsellors in order to enhance service delivery. In addition, considering almps are donor driven, there is a need to investigate feasible pathways for a potential exit strategy and a gradual transfer of both financing and technical administration of active labour market measures and labour policy management to Kosovo's institutions.	
Description	<p>1.1. Support Establishment of a unit responsible for delivering continuous training programmes to PES and VTC staff</p> <p>1.2. Strengthen capacities of PES for enhanced use of Employment Management Information System</p> <p>1.3. Strengthen capacities of PES and VTCs at central and local level to effectively design and deliver, monitor and evaluate entrepreneurship and self-employment programmes</p> <p>1.4. Support MLSW to prepare a comprehensive employment programme, seeking government funding for expansion of almps</p> <p>1.5. Organise a study visit (to MKD) on best practices and lessons learned from implementing self-employment programmes</p> <p>1.6. Support the MLSW in setting up systematic and regular dialogue meetings with relevant local and international stakeholders at the technical level/department level</p>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Trainings delivered to PES and VTC on integrated service delivery	Clients are satisfied	Upon each training session

OUTPUT 1: <i>Vulnerable youth across Kosovo – with a particular focus on women – receive integrated employment services</i>		
Activity Result 2 (Atlas Activity ID)	Activity Result 2: Business processes improved to enhance the 'Integrated service delivery' in offices where physical infrastructure allows	Start Date: Q2 2014 End Date: Q1 2017
Purpose	<i>The ratio between employment counsellor and jobseeker in Kosovo is 1:1425 (EU average is 1:150). Through introduction of the profiling system the most vulnerable would receive the services first and the performance framework would enhance the service delivery to be done in a more accountable way, reaching out to the most in need.</i>	
Description	2.1. Develop and introduce a labour market model for better client profiling	

	(conduct feasibility study, identify the best model for Kosovo, test the model in Kosovo) 2.2. Support designing of a Performance Evaluation Framework for PES 2.3. Develop the organisational and operational framework for PES agency based on the new PES law 2.4. Define functions of the parties in the newly established organisational model for PES agency (MLSW, PES, social partners etc)	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
% of most vulnerable jobseekers provided employment services	MLSW reports on training and employment mediation	2014/2015/2016

OUTPUT 1: Vulnerable youth across Kosovo – with a particular focus on women – receive integrated employment services		
Activity Result 3 (Atlas Activity ID)	Training and employment opportunities to vulnerable long-term unemployed jobseekers provided	Start Date: Q2 2014 End Date: Q1 2017
Purpose	Increase employment prospects for vulnerable groups through trainings equipping them with skills needed in the labour market as well as grants to develop or start their business with the aim at generating additional workplaces	
Description	3.1.Provision of job-search assistance to young women and men registered as unemployed job-seekers with Public Employment Services (PES) 3.2. Provision of On-the-job trainings (OJT) for vulnerable unemployed jobseekers in partnership with private enterprises. Provide equal opportunities to young women and men 3.3. Implement self-employment programmes aiming at generating sustainable jobs (training + grants + mentorship). Ensure participation of women, minorities and other vulnerable groups through carefully designed selection criteria	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Number of jobseekers enrolled through active employment measures	Progress reports	Semi-annually and Yearly

OUTPUT 1: Vulnerable youth across Kosovo – with a particular focus on women – receive integrated employment services		
Activity Result 4 (Atlas Activity ID)	Awareness on PES services among Kosovo labour force is increased	Start Date: Q4 2014 End Date: Q1 2017
Purpose	Based on a study conducted financed by Lux-dev, it resulted that about 54% of respondents from urban areas and 66% from rural areas were not aware of	

	the PES services.		
Description	4.1. Organise outreach activities to promote PES services (spot visits, social media, innovative ICT tools etc)		
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>	
Number of active registered jobseekers with PES	Employment Management Information System	Yearly	

OUTPUT 2: Knowledge base on labour market is enhanced leading to evidence-based, gender sensitive decision making			
Activity Result 1 (Atlas Activity ID)	Kosovo institutions supported in producing qualitative gender disaggregated labour market data and analytical reports		Start Date: Q2 2014 End Date: Q3 2016
Purpose	The purpose of the activity is to ensure the production of qualitative and relevant insights on the labour market issues in Kosovo that would enable labour market agents to make informed and evidence-based decision making		
Description	<p>1.1. Provide technical assistance to the Kosovo Agency for Statistics (KAS) with the aim of ensuring higher quality of analysis in the Labour Market Survey (LMS) reports.</p> <p>1.2. Support the Ministry of Labour and Social Welfare to utilize data collected from the Labour Market Information System (LMIS) and to produce labour market analysis and forecasts.</p> <p>1.3. Provide technical assistance to KAS MLSW, MEST and business associations to produce enhanced and qualitative sectoral and regional 'establishment surveys' in a systematic manner</p> <p>1.4. Produce policy briefs on labour market issues by local think tanks/institutes.</p> <p>1.5. Organize regular public discussions with businesses, public institutions, media and other relevant interest groups/stakeholders to disseminate knowledge on the labour market and to discuss the findings of the reports (i.e. policy briefs, LMS reports, skills-needs surveys, etc).</p> <p>1.6. Develop of medium-term action-plan to ensure sustainability and quality of labour market knowledge tools (LMIS, LFS).</p>		
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>	
Number of policy briefs, analysis and reports produced	UNDP Policy unit shall provide quality assurance	Upon production of each paper	

OUTPUT 3: Feasible modalities to establish an Employment Fund are developed		
Activity Result 1 (Atlas Activity ID)	A feasibility report on establishing of a sustainable and gender supportive Employment Fund, along with proposed implementation modalities for Kosovo is produced	Start Date: Q1 2015 End Date: Q1 2017
Purpose	The purpose of the activity is to ensure feasible ways are identified towards establishment of an Employment Fund to ensure sustainable financing mechanism for implementation of ALMPs	
Description	<p>1.1. Conduct the feasibility study for establishment of a Kosovo Employment Fund and the development of a sustainable financing mechanism for active labour market measures.</p> <p>1.2. Prepare a short-term and medium term action-oriented costed plan, guiding the implementation of the proposed modalities in the Kosovo context</p> <p>1.3. Present the findings and the proposed modalities to MLSW and relevant institutions</p> <p>1.4. Support the Ministry of Labour and Social Welfare with the negotiation process with relevant local and international institutions to materialise of the feasibility study findings and the implementation of the proposed modality</p>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
A comprehensive feasibility study is prepared	Relevant stakeholders agree on the findings of the study and next steps	2016/2017

VII. LEGAL CONTEXT

UNDP Kosovo project activities shall be carried out in accordance with applicable UNDP regulations, rules, policies and procedures.

VIII. ANNEXES

1. Annual Work Plan 2014 – 2017 (36 months)
2. Risk Log
3. Letter of intent by Minister of Labour and Social Welfare
4. Terms of Reference for core team members

Annex 2. RISK LOG



Active Labour Market Programmes 2

Award ID: 00049059

Date: September 2013

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted , updated by	Last Update	Status
1	Low commitment of labour market institutions to implement the project	2013	Political	Due to upcoming elections there may be changes in the relative ministries, thus the level of commitment to implement the project may change P=2 I=4	The project is designed to work at the policy level and local level. Changes due to elections may influence the central level posts, however, changes at the local level may be minor. UNDP has long standing experience with labour market institutions and has thus far not encountered major challenges to work with institutions even in cases of political changes due to elections.	UNDP	Programme Analyst		
2	Limited PES and VTC human resources (and human capacities) to effectively provide integrated employment services and implement various employment programmes	2013	Organizational Political	The number of targeted jobseekers to be supported through the project may not be reached. P = 2 I = 4	The project shall organise several trainings to strengthen PES and VTC capacities to improve service delivery Client profiling and Performance framework along with the introduced ICT tools shall have a positive in increasing the number of jobseekers served. Technical capacity building shall be provided by the project team	Project Manager	Programme Analyst		
3	Lack of unemployed persons seeking jobs actively through PES due to lack of	2013	Operational Organizational	According to the latest LFS data, about 63.2% are discouraged jobseekers (higher among women). Lack of interest may lead to inability to reach the target	Unemployed people not registering with PES may highly be due to lack of information on services they provide. Project shall organise outreach	Project Manager	Programme Analyst		

	information or trust			number of beneficiaries P = 2 I = 2	activities. In addition the project shall make efforts to encourage women and minority communities to participate in the project				
4	Limited number of enterprises interested to partner in facilitating trainings, actively participating board meetings, public discussions, think tanks etc organised by the project	2013	Other	Low number of private enterprises involved may hamper the project implementation considering their main role in the project P = 2 I = 2	Project has very good cooperation with private sector (database of about 2000 partner enterprises). In cooperation with other IOs, PES skills to better approach enterprises shall be developed	Project Manager	Programme Analyst		
5	Limited number of local organisations/consultants that provide qualitative mentoring for start-ups	2013	Other	Mentoring is one of the important phases in a self-employment programmes, thus lack of knowledge may increase the level of start-up failure P = 2 I = 3	The project intends to hire an experienced business development advisor that shall directly support the newly established businesses	Project Manager	Programme Analyst		
6	Lack of financial resources committed by Kosovo institutions to continue implementation of active employment measures	2013	Organizational Operational	The project is looking into establishing sustainable mechanism in place for implementation of almps. The project investments shall loose value if Kosovo institutions are not ready to commit more funds for PES and VTCs P = 2 I = 3	The project shall support MLSW to draft a comprehensive employment programme to be submitted for Gov. approval. In addition, a feasibility study on creation of an Employment Fund shall be conducted	Project Manager	Programme Analyst		
7	Limited coordination of activities in the area of operation	2013	Organizational Operational	Despite several coordination efforts between IOs and development partners, there is a need to further support Kosovo institutions (including at the technical	The project shall make more efforts to support the MLSW primarily in taking the coordination lead (at the technical	Project Manager	Programme Analyst		

				<p>level) to take ownership and coordinate activities in the related areas.</p> <p>P=2 I=2</p>	<p>level), by having a common Action Plan with interventions from all relevant projects to be able to measure progress more easily as well as ensure aid effectiveness.</p>				
8	<p>Limited number of interested and eligible people to establish their own company and apply for funds from self-employment programmes of ALMP 2</p>	2013	Other	<p>Self-employment beneficiaries need to be carefully targeted in order to have lower business failure rate. Entrepreneurship spirit and a viable business plan are two main elements towards success. Lack of people interested might have an impact in the project implementation.</p> <p>P=3 I=3</p>	<p>The project has envisaged to organise outreach activities to ensure wide dissemination of the self-employment opportunity. In addition, it is of a paramount importance to design a mechanism applicable and realistic to Kosovo, as well as its testing. Considering this, the number of persons who can benefit from the self-employment programmes is rather small. Thus the risk identified is considered not to be high</p>	Project Manager	Programme Analyst		



REPUBLIKA E KOSOVËS / REPUBLIKA KOSOVA / REPUBLIC OF KOSOVO

QEVERIA E KOSOVËS / VLADA KOSOVA / GOVERNMENT OF KOSOVA

MINISTRIA E PUNËS DHE MIRËQENIES SOCIALE

MINISTARSTVO RADA I SOCIJALNE ZAŠTITE

MINISTRY OF LABOUR AND SOCIAL WELFARE

30th May 2013

To:

UNDP office in Kosovo
Embassy of Finland, Pristina, Kosovo

Subject: Financial support for the project: Active Labour Market Programmes 2
Duration: 2014 – 2016 (3 years)

I would like to confirm my support to the UNDP Office in Kosovo with regard to the project entitled "Active Labour Market Programmes 2 (2014-2016)", which was developed jointly with the Ministry.

Through a comprehensive and scaled-up approach, the overall goal of the proposed intervention is to build-up on current UNDP achievements in addressing Kosovo's labor market challenges as well as to pave the way for long-term and sustainable local mechanisms that are capable to address such challenges on their own.

On behalf of the Government of Kosovo and the Ministry of Labour and Social Welfare, I would like to state that I fully support this project and have committed to fund 120,000.00 € to be disbursed evenly across the foreseen 3 year life cycle of the initiative. The purpose of the project is to investigate feasible pathways for a potential exit strategy and a gradual transfer of both financing and technical administration of active labor market measures and labor policy management to Kosovo's institutions.

Yours sincerely,

Nenad Rasic

Minister of Labour and Social Welfare



Annex 4. Terms of Reference for core staff

1. Project Manager
2. Project Associate
3. Project Associate
4. Project Associate
5. Project Finance and Admin Associate



UNITED NATIONS DEVELOPMENT PROGRAMME

Terms of Reference

Title: Project Manager

Project: Active Labour Market Programmes 2 (ALMP2)

Department/Unit: UNDP Kosovo/ Inclusive Growth Team

Reports to: Programme Analyst

Duty Station: Prishtine, Kosovo

Duration of assignment: 12 months with possibility of extension

Expected starting date: 1 May 2014

Level: SB4 (3,4)

II. ORGANIZATIONAL CONTEXT

Kosovo's economy has shown great resilience to the economic crisis that the Western Balkans and Europe as a whole experience - growing by 5% in 2011 and projected to grow by more than 3% (in real terms) in both 2012 and 2013. Nevertheless, the continuous growth rates in the last couple of years are largely viewed as being unsustainable in the medium to long term if the economy does not resolve several macroeconomic and social imbalances. On the economic side, the current rates of consumption and investments driving GDP growth are largely financed by unsustainable sources (i.e. remittances and capital inflows from the diaspora, expansionary fiscal policy, donor funds, etc.). On the other hand, as far as the social dimension is concerned, available data suggests that economic growth has not been associated with any substantial decreases in the worryingly high rates of unemployment (44%) and poverty (29.7%).

As Kosovo strives to advance its development agenda, it must simultaneously address both of these imbalances. While there is undoubtedly a need to sustain and expand both public and private financing for investments in infrastructure, human capital and technological upgrading – with the aim of, first and foremost, developing a vibrant and export oriented private sector – the success of such efforts is largely depended on whether there is sufficient social stability in the medium term to allow time for the set of complex and interrelated economic reforms to achieve their desired long-term effect. In addition, at a time when a large part of Kosovo's society remains excluded, often for lengthy periods of time, from income generating opportunities (whether employment or social assistance schemes), the improvement of their immediate living conditions represents not only a moral obligation, but also a deterrent to lackluster economic growth in the future, since long-term unemployment and prolonged life in poverty deteriorate the quality of a country's available human capital.

As it moves forward, Kosovo needs to scale up the efforts to ensure a more inclusive pattern of economic growth – a pattern that will provide citizens with equal opportunities to benefit from economic growth and to be able to contribute to it. To this end, one of the essential priorities will be to ensure that economic expansion is associated with higher rates of job creation and employment.

UNDP has extensive experience working with labour market issues in Kosovo, having successfully implemented the Employment Generation Project (2005 – 2006) and, since 2007, the Active Labour Market Programmes (ALMP). In close partnership with the Kosovo Ministry of Labour and Social Welfare (MLSW), ALMP focused on developing the capacity of the public employment services (PES) to provide individualized and targeted labour market programmes, aimed at increasing the employment opportunities and employment prospects of disadvantaged youth. As UNDP continues to concentrate its programme strategy in improving youth employability and job creation through direct employment-supporting instruments, it recognizes the need to extend support at the policy level to develop and implement sustainable employment policies through improved governance and policy-setting capacities.

III. FUNCTIONS / KEY RESULTS EXPECTED

Under the direct supervision of the Programme Analyst, the Project Manager will execute duties and responsibilities outlined below:

Summary of functions:

1. **Management of the project activities in accordance with UNDP Policies and Procedure and UNDP Kosovo Standard Operating Procedures**
2. **Monitoring of progress and risks, ensuring that changes are controlled and problems addressed; Reporting on progress including measures to address challenges and opportunities**
3. **Support partnerships and advocacy activities at project level**
4. **Ensure implementation of knowledge management activities**

Management of the project activities in accordance with UNDP Policies and Procedures and the UNDP Kosovo Standard Operating Procedures:

- Be responsible for the overall implementation of the project outputs and activities
- In close cooperation with the project team, ensure the project intended outputs are delivered and the project results are measurable
- Be primarily responsible for the deliverables related to enhanced labour market knowledge base and establishment of the employment fund
- Prepare annual project workplans and related sub-plans (quarterly plans if required, and others as necessary);
 - Build, motivate and lead a high-performing project team; coordinate and supervise the work of the project personnel
- Ensure timely and good-quality implementation of workplan activities.
- Continuously monitor progress against the approved work-plan; Identify changes in the external environment and promptly agree necessary solutions/actions (e.g. related to the planning and implementation of activities, need for new activities/approaches) in coordination with UNDP office and the Project Board
- Manage the budget assigned to the project as well as be responsible for all other project related implementation processes such as financial resources and accounting, procurement, HR etc to ensure accuracy of reports.
- Coordinate an exit strategy at least 6 months ahead of the project closure date; ensure closure of the project is done according to the established procedures

Monitoring of progress and risks, ensuring that changes are controlled and problems addressed; Reporting on progress including measures to address challenges and opportunities:

- Monitor events as determined in the project monitoring schedule plan, and update the plan (in Atlas and off-Atlas) as required;
- Periodically update the project information in the Atlas Project Management module
- Manage and monitor the project risks initially identified and submit new risks to the project board for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log;
- Organize regular Project Board meetings and perform regular project progress reporting;
- Prepare semi-annual and annual substantive and financial reports, with the support of project team, in line with approved annual work plans. Measure progress achieved against set targets and indicators.
- Submit the report to supervisor in the UNDP programme team for review and clearance, according to the agreed timetable.
- Ensure reporting to donor is prepared in a timely manner and at the required quality; Support the preparation of reviews and evaluations as defined in the project document
- Prepare final project report

Support partnerships and advocacy activities at project level:

- Be familiar with the activities of other development projects in the sector/area, establish contacts, explore potential synergies as well as project niches.
- Create and maintain partnerships with relevant central and local institutions, private

sector and civil society

- Support the partnerships and advocacy activities agreed by the UNDP office in the area/sector covered by the project

Ensure implementation of knowledge management activities:

- Regular exchange of information/experience with other projects, cross-learning and sharing results and good practices
- Capture lessons learnt during project implementation – a lessons learnt log can be used in this regard
- Ensure wide dissemination and visibility of project achievements in close cooperation and coordination with the communication staff and programme staff of UNDP.
- Participation in regular internal meetings,
- Participation in training events, communities of practice, codifying and sharing knowledge
- Facilitation and organization of training for project staff to enable them to perform at the required level

IV. IMPACT OF RESULTS

The results of the work of Project Manager have a direct impact on the implementation of the project and the achievement of results. Specifically, the project manager will be leading the project team and outsourced partners and contractors involved in project implementation. The results have an impact on the planning, implementation, monitoring and coordination of project activities and resources (human, financial, material assets etc.) in order to meet expected results, and contribute to the overall success and impact of the UNDP office work in Kosovo.

V. COMPETENCIES

Functional Competencies:

- Ability to conduct strategic planning, results-based management and reporting,
- Ability to lead monitoring of management projects,
- Ability to lead business process,
- Ability to affect staff behavioral/attitudinal change,
- Ability to perform a variety of specialized tasks related to Results-Based Management, including support to design, planning and implementation of the programme, managing data, reporting,
- Analytical and strategic thinking/results orientation,
- Excellent interpersonal skills and ability to communicate effectively, both orally and in writing,
- Ability to establish effective working relations in a multicultural team environment,
- Excellent supervisory, management and team-building skills.

Core Competencies:

- Demonstrating/safeguarding ethics and integrity,
- Demonstrate corporate knowledge and sound judgment,
- Self-development, initiative-taking,
- Demonstrates integrity by modeling the UN's values and ethical standards,
- Promotes the vision, mission and strategic goals of UNDP,
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability,
- Treats all people fairly without favoritism,
- Excellent analytical and organizational skills,
- Demonstrates substantial experience in gender equality. Actively promotes gender equality in all Project activities.

VI. Recruitment Qualifications

Education:

- Master's degree (or equivalent) in Public Administration, Social Sciences, Economy and/or Business Management or other related areas in combination with min. 3 years of relevant

	<p>working experience.</p> <p>- BA in Public Administration, Social Sciences, Economy and/or Business Management or other related area is acceptable, in combination with 6 years of relevant working experience or other relevant fields.</p>
Experience:	<ul style="list-style-type: none"> • Min. 3 years of relevant working experience (or 6 years of relevant work experience for those with BA educational level) in project/programme management or managing staff and operational systems, • Proven track record in management of projects or programmes in a complex and diverse context involving multiple stakeholders is desirable • Experience in managing economic development and employment related projects and programmes; knowledge of active employment measures is an asset • Previous experience in development assistance or related work for an international agency or donor organization or NGO is an asset • Experience in the usage of computers and office software packages (MS Word, Excel, etc.) is required; advanced knowledge of spreadsheet and database packages, experience in handling of web based management systems is desirable
Language Requirements:	<p>Fluency in both oral and written English and Albanian language. Knowledge of Serbian language would be considered an advantage.</p>

VII. Signatures		
Incumbent <i>(if applicable)</i>		
Name	Signature	Date
Supervisor		
Name / Title	Signature	Date
Head of Team		
Name / Title	Signature	Date



UNITED NATIONS DEVELOPMENT PROGRAMME

Terms of Reference

Title: Project Associate (B)

Project: Active Labour Market Programmes 2 (ALMP2)

Department/Unit: UNDP Kosovo/ Inclusive Growth Team

Reports to: Project Manager

Duty Station: Prishtine, Kosovo

Duration of assignment: 12 months with possibility of extension

Expected starting date: 1 May 2014

Level: SB3 (5)

II. Organizational Context

Kosovo's economy has shown great resilience to the economic crisis that the Western Balkans and Europe as a whole experience - growing by 5% in 2011 and projected to grow by more than 3% (in real terms) in both 2012 and 2013. Nevertheless, the continuous growth rates in the last couple of years are largely viewed as being unsustainable in the medium to long term if the economy does not resolve several macroeconomic and social imbalances. On the economic side, the current rates of consumption and investments driving GDP growth are largely financed by unsustainable sources (i.e. remittances and capital inflows from the diaspora, expansionary fiscal policy, donor funds, etc.). On the other hand, as far as the social dimension is concerned, available data suggests that economic growth has not been associated with any substantial decreases in the worryingly high rates of unemployment (44%) and poverty (29.7%).

As Kosovo strives to advance its development agenda, it must simultaneously address both of these imbalances. While there is undoubtedly a need to sustain and expand both public and private financing for investments in infrastructure, human capital and technological upgrading – with the aim of, first and foremost, developing a vibrant and export oriented private sector – the success of such efforts is largely depended on whether there is sufficient social stability in the medium term to allow time for the set of complex and interrelated economic reforms to achieve their desired long-term effect. In addition, at a time when a large part of Kosovo's society remains excluded, often for lengthy periods of time, from income generating opportunities (whether employment or social assistance schemes), the improvement of their immediate living conditions represents not only a moral obligation, but also a deterrent to lackluster economic growth in the future, since long-term unemployment and prolonged life in poverty deteriorate the quality of a country's available human capital.

As it moves forward, Kosovo needs to scale up the efforts to ensure a more inclusive pattern of economic growth – a pattern that will provide citizens with equal opportunities to benefit from economic growth and to be able to contribute to it. To this end, one of the essential priorities will be to ensure that economic expansion is associated with higher rates of job creation and employment.

UNDP has extensive experience working with labour market issues in Kosovo, having successfully implemented the Employment Generation Project (2005 – 2006) and, since 2007, the Active Labour Market Programmes (ALMP). In close partnership with the Kosovo Ministry of Labour and Social Welfare (MLSW), ALMP focused on developing the capacity of the public employment services (PES) to provide individualized and targeted labour market programmes, aimed at increasing the employment opportunities and employment prospects of disadvantaged youth. As UNDP continues to concentrate its programme strategy in improving youth employability and job creation through direct employment-supporting instruments, it recognizes the need to extend support at the policy level to develop and implement sustainable employment policies through improved governance and policy-setting capacities.

III. Functions / Key Results Expected

Under the direct supervision of the Project Manager, the Project Associate will execute duties and responsibilities outlined below:

- Support the overall implementation of the projects activities related to enhancement of human resource capacities of Public Employment Services and Vocational Training Centres,
- In close coordination with the project team, identify strengths and weaknesses in the implementation of the Operations Guidelines for On the Job Training and Wage Subsidy
- Provide on-hand training and support to the Employment Counsellors and related partners on implementation of the Operational Guidelines for active employment measures,
- Ensure provision of equal opportunities to women and men, and inclusion of other vulnerable groups such as minorities, women households, victims of domestic violence, repatriated persons in Kosovo etc.,
- In the capacity of the observer to the Regional Approval Board meetings, provide technical advisory support to ensure proper implementation of project activities/ALMPs,
- Prepare Training Agreements to be signed by involved parties,
- Review reimbursement requests and monitor disbursement of payments to implementation partners,
- Be responsible for the field monitoring in the assigned Regions by the Project Manager to carry out implementation of AMLP2,
- Ensure effective integration of activity related information in the project database,
- Regularly review implementation of the related project activities in order to identify the strengths and weaknesses; utilize the data collected to increase the project efficiency,
- Provide support to the short-term technical experts in delivering outputs specified in their TORs,
- Support the Employment Services to make necessary updates to the Operations Manual in annual basis, as needed and in a timely manner.

IV. Impact of Results

The results of the work of the Project Associate have a direct impact on the work of the project, the Inclusive Growth programme and the achievement of results. Specifically, the results have an impact on the planning, implementation, monitoring and coordination of project/programme activities and resources (human, financial, material assets etc.) in order to meet expected results.

V. Competencies

Functional Competencies:

- Excellent organisational skills,
- Very strong communication and interpersonal skills, demonstrated ability to build trust,
- Provides information and documentation on specific stages of projects implementation,
- Documents and tracks innovative strategies/best practices/new approaches,
- Responds positively to new approaches,
- Understands the main processes and methods of work regarding to the position,
- Possesses knowledge of organizational policies and procedures relating to the position and applies them consistently in work tasks,
- Demonstrates good knowledge of information technology and applies it in work assignments,
- Reports to internal and external clients in a timely and appropriate fashion,
- Organizes and prioritizes work schedule to meet client needs and deadlines,
- Responds to client needs promptly,
- Good analytical skills; able to exercise sound judgement.

Core Competencies:

- Demonstrating/safeguarding ethics and integrity,
- Demonstrate corporate knowledge and sound judgment,
- Self-development, initiative-taking,
- Acting as a team player and facilitating team work,
- Facilitating and encouraging open communication in the team, communicating effectively,
- Creating synergies through self-control,
- Managing conflict,
- Displayed cultural, gender, religion, race, nationality and age sensitivity and adaptability,
- Informed and transparent decision making,
- Treats all people fairly without favouritism,
- Demonstrates experience in gender equality.

VI. Recruitment Qualifications

Education:	Secondary education is a minimum requirement. Bachelor's degree in economics, social sciences or other relevant fields is an advantage.
Experience:	<ul style="list-style-type: none"> • Min. 7 years of relevant working experience on labour market issues is required; experience with active employment measures is considered an asset; experience in development projects preferably with international donor/NGO programmes and projects • Experience in web based management systems is an asset • Experience in the usage of computers and office software packages (MS Word, Excel, etc.) is required
Language Requirements:	Fluency in both oral and written English and Albanian. Knowledge of Serbian would be considered an advantage.
Other requirements	Driver's Licence category B

VII. Signatures		
Incumbent <i>(if applicable)</i>		
Name	Signature	Date
Supervisor		
Name / Title	Signature	Date
Head of Team		
Name / Title	Signature	Date



UNITED NATIONS DEVELOPMENT PROGRAMME

Terms of Reference

Title: Project Associate (C)

Project: Active Labour Market Programmes 2 (ALMP2)

Department/Unit: UNDP Kosovo/ Inclusive Growth Team

Reports to: Project Manager

Duty Station: Prishtine, Kosovo

Duration of assignment: 12 months with possibility of extension

Expected starting date: 1 May 2014

Level: SB3 (5)

II. Organizational Context

Kosovo's economy has shown great resilience to the economic crisis that the Western Balkans and Europe as a whole experience - growing by 5% in 2011 and projected to grow by more than 3% (in real terms) in both 2012 and 2013. Nevertheless, the continuous growth rates in the last couple of years are largely viewed as being unsustainable in the medium to long term if the economy does not resolve several macroeconomic and social imbalances. On the economic side, the current rates of consumption and investments driving GDP growth are largely financed by unsustainable sources (i.e. remittances and capital inflows from the diaspora, expansionary fiscal policy, donor funds, etc.). On the other hand, as far as the social dimension is concerned, available data suggests that economic growth has not been associated with any substantial decreases in the worryingly high rates of unemployment (44%) and poverty (29.7%).

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UNDP has extensive experience working with labour market issues in Kosovo, having successfully implemented the Employment Generation Project (2005 – 2006) and, since 2007, the Active Labour Market Programmes (ALMP). In close partnership with the Kosovo Ministry of Labour and Social Welfare (MLSW), ALMP focused on developing the capacity of the public employment services (PES) to provide individualized and targeted labour market programmes, aimed at increasing the employment opportunities and employment prospects of disadvantaged youth. As UNDP continues to concentrate its programme strategy in improving youth employability and job creation through direct employment-supporting instruments, it recognizes the need to extend support at the policy level to develop and implement sustainable employment policies through improved governance and policy-setting capacities.

III. Functions / Key Results Expected

Under the direct supervision of the Project Manager, the Project Associate will execute duties and responsibilities outlined below:

- Support the overall implementation of the projects activities related to enhancement of business processes in providing integrated employment service delivery,

- In close coordination with the project team, identify strengths and weaknesses in the implementation of the Operations Guidelines for ALMPs,
- Provide on-hand training and support to the Employment Counsellors and related partners on implementation of the Operational Guidelines for active employment measures,
- Ensure provision of equal opportunities to women and men, and inclusion of other vulnerable groups such as minorities, women households, victims of domestic violence, repatriated persons in Kosovo, etc.,
- In the capacity of the observer to the Regional Approval Board meetings, provide technical advisory support to ensure proper implementation of project activities/ALMPs,
- Prepare Training Agreements to be signed by involved parties,
- Review reimbursement requests and monitor disbursement of payments to implementation partners,
- Be responsible for the field monitoring in the assigned Regions by the Project Manager to carry out implementation of AMLP2,
- Ensure effective integration of activity related information in the project database,
- Regularly review implementation of the related project activities in order to identify the strengths and weaknesses; utilize the data collected to increase the project efficiency,
- Provide support to the short-term technical experts in delivering outputs specified in their TORs,
- Support the Employment Services to make necessary updates to the Operations Manual in annual basis, as needed and in a timely manner.

IV. Impact of Results

The results of the work of the Project Associate have a direct impact on the work of the project, the Inclusive Growth programme and the achievement of results. Specifically, the results have an impact on the planning, implementation, monitoring and coordination of project/programme activities and resources (human, financial, material assets etc.) in order to meet expected results.

V. Competencies

Functional Competencies:

- Excellent organisational skills,
- Very strong communication and interpersonal skills, demonstrated ability to build trust,
- Provides information and documentation on specific stages of projects implementation,
- Documents and tracks innovative strategies/best practices/new approaches,
- Responds positively to new approaches,
- Understands the main processes and methods of work regarding to the position,
- Possesses knowledge of organizational policies and procedures relating to the position and applies them consistently in work tasks,
- Demonstrates good knowledge of information technology and applies it in work assignments,
- Reports to internal and external clients in a timely and appropriate fashion,
- Organizes and prioritizes work schedule to meet client needs and deadlines,
- Responds to client needs promptly,
- Good analytical skills; able to exercise sound judgement.

Core Competencies:

- Demonstrating/safeguarding ethics and integrity,
- Demonstrate corporate knowledge and sound judgment,
- Self-development, initiative-taking,
- Acting as a team player and facilitating team work,
- Facilitating and encouraging open communication in the team, communicating effectively,
- Creating synergies through self-control,
- Managing conflict,
- Displayed cultural, gender, religion, race, nationality and age sensitivity and adaptability,
- Informed and transparent decision making,
- Treats all people fairly without favouritism,
- Demonstrates experience in gender equality.

VI. Recruitment Qualifications

Education:

Secondary education is a minimum requirement. Bachelor's degree in economics, social sciences or other relevant fields is

	an advantage.
Experience:	<ul style="list-style-type: none"> • Min. 7 years of relevant working experience on labour market issues is required; experience with active employment measures is considered an asset; experience in development projects preferably with international donor/NGO programmes and projects • Experience in web based management systems is an asset • Experience in the usage of computers and office software packages (MS Word, Excel, etc.) is required
Language Requirements:	Fluency in both oral and written English and Albanian. Knowledge of Serbian would be considered an advantage.
Other requirements:	Driver's license category B

VII. Signatures		
Incumbent <i>(if applicable)</i>		
Name	Signature	Date
Supervisor		
Name / Title	Signature	Date
Head of Team		
Name / Title	Signature	Date



UNITED NATIONS DEVELOPMENT PROGRAMME

Terms of Reference

Title: Project Associate (A)

Project: Active Labour Market Programmes 2 (ALMP2)

Department/Unit: UNDP Kosovo/ Inclusive Growth Team

Reports to: Project Manager

Duty Station: Prishtine, Kosovo

Duration of assignment: 12 months with possibility of extension

Expected starting date: 1 May 2014

Level: SB3 (5)

II. Organizational Context

Kosovo's economy has shown great resilience to the economic crisis that the Western Balkans and Europe as a whole experience - growing by 5% in 2011 and projected to grow by more than 3% (in real terms) in both 2012 and 2013. Nevertheless, the continuous growth rates in the last couple of years are largely viewed as being unsustainable in the medium to long term if the economy does not resolve several macroeconomic and social imbalances. On the economic side, the current rates of consumption and investments driving GDP growth are largely financed by unsustainable sources (i.e. remittances and capital inflows from the diaspora, expansionary fiscal policy, donor funds, etc.). On the other hand, as far as the social dimension is concerned, available data suggests that economic growth has not been associated with any substantial decreases in the worryingly high rates of unemployment (44%) and poverty (29.7%).

As Kosovo strives to advance its development agenda, it must simultaneously address both of these imbalances. While there is undoubtedly a need to sustain and expand both public and private financing for investments in infrastructure, human capital and technological upgrading – with the aim of, first and foremost, developing a vibrant and export oriented private sector – the success of such efforts is largely depended on whether there is sufficient social stability in the medium term to allow time for the set of complex and interrelated economic reforms to achieve their desired long-term effect. In addition, at a time when a large part of Kosovo's society remains excluded, often for lengthy periods of time, from income generating opportunities (whether employment or social assistance schemes), the improvement of their immediate living conditions represents not only a moral obligation, but also a deterrent to lackluster economic growth in the future, since long-term unemployment and prolonged life in poverty deteriorate the quality of a country's available human capital.

As it moves forward, Kosovo needs to scale up the efforts to ensure a more inclusive pattern of economic growth – a pattern that will provide citizens with equal opportunities to benefit from economic growth and to be able to contribute to it. To this end, one of the essential priorities will be to ensure that economic expansion is associated with higher rates of job creation and employment.

UNDP has extensive experience working with labour market issues in Kosovo, having successfully implemented the Employment Generation Project (2005 – 2006) and, since 2007, the Active Labour Market Programmes (ALMP). In close partnership with the Kosovo Ministry of Labour and Social Welfare (MLSW), ALMP focused on developing the capacity of the public employment services (PES) to provide individualized and targeted labour market programmes, aimed at increasing the employment opportunities and employment prospects of disadvantaged youth. As UNDP continues to concentrate its programme strategy in improving youth employability and job creation through direct employment-supporting instruments, it recognizes the need to extend support at the policy level to develop and implement sustainable employment policies through improved governance and policy-setting capacities.

III. Functions / Key Results Expected

Under the direct supervision of the Project Manager, the Project Associate will execute duties and responsibilities outlined below:

- Support the overall implementation of the projects activities related to training and employment opportunities for vulnerable jobseekers,
- In close coordination with the project team, identify strengths and weaknesses in the

- implementation of the Operations Guidelines for On the Job Training and Wage Subsidy
- Provide hands-on training and support to the Employment Counsellors and related partners on implementation of the Operational Guidelines for active employment measures
- Verify compliance with the procedures, roles and responsibilities of involved parties, as set in the Operational Guidelines for implementation of ALMPs,
- Ensure provision of equal opportunities to women and men, and inclusion of other vulnerable groups such as minorities, women households, victims of domestic violence, repatriated persons in Kosovo etc.,
- In the capacity of the observer to the Regional Approval Board meetings, provide technical advisory support to ensure proper implementation of project activities/ALMPs,
- Prepare Training Agreements to be signed by involved parties,
- Review reimbursement requests and monitor disbursement of payments to implementation partners,
- Be responsible for the field monitoring in the assigned Regions by the Project Manager to carry out implementation of AMLP2,
- Ensure effective integration of activity related information in the project database,
- Regularly review implementation of the related project activities in order to identify the strengths and weaknesses; utilize the data collected to increase the project efficiency,
- Provide support to the short-term technical experts in delivering outputs specified in their TORs,
- Support the Employment Services to make necessary updates to the Operations Manual in annual basis, as needed and in a timely manner.

IV. Impact of Results

The results of the work of the Project Associate have a direct impact on the work of the project, the Inclusive Growth programme and the achievement of results. Specifically, the results have an impact on the planning, implementation, monitoring and coordination of project/programme activities and resources (human, financial, material assets etc.) in order to meet expected results.

V. Competencies

Functional Competencies:

- Excellent organisational skills,
- Very strong communication and interpersonal skills, demonstrated ability to build trust,
- Provides information and documentation on specific stages of projects implementation,
- Documents and tracks innovative strategies/best practices/new approaches,
- Responds positively to new approaches,
- Understands the main processes and methods of work regarding to the position,
- Possesses knowledge of organizational policies and procedures relating to the position and applies them consistently in work tasks,
- Demonstrates good knowledge of information technology and applies it in work assignments,
- Reports to internal and external clients in a timely and appropriate fashion,
- Organizes and prioritizes work schedule to meet client needs and deadlines,
- Responds to client needs promptly,
- Good analytical skills; able to exercise sound judgement.

Core Competencies:

- Demonstrating/safeguarding ethics and integrity,
- Demonstrate corporate knowledge and sound judgment,
- Self-development, initiative-taking,
- Acting as a team player and facilitating team work,
- Facilitating and encouraging open communication in the team, communicating effectively,
- Creating synergies through self-control,
- Managing conflict,
- Displayed cultural, gender, religion, race, nationality and age sensitivity and adaptability,
- Informed and transparent decision making,
- Treats all people fairly without favouritism,
- Demonstrates experience in gender equality.

VI. Recruitment Qualifications

Secondary education is a minimum requirement. Bachelor's

Education:	degree in economics, social sciences or other relevant fields is an advantage.
Experience:	<ul style="list-style-type: none"> • Min. 7 years of relevant working experience on labour market issues is required; experience with active employment measures is considered an asset; experience in development projects preferably with international donor/NGO programmes and projects • Experience in web based management systems is an asset • Experience in the usage of computers and office software packages (MS Word, Excel, etc.) is required
Language Requirements:	Fluency in both oral and written English and Albanian. Knowledge of Serbian would be considered an advantage.
Other requirements:	Driver's License category B

VII. Signatures		
Incumbent <i>(if applicable)</i>		
Name	Signature	Date
Supervisor		
Name / Title	Signature	Date
Head of Team		
Name / Title	Signature	Date



UNITED NATIONS DEVELOPMENT PROGRAMME

Terms of Reference

Title: Project Finance and Administrative Associate
Project: Active Labour Market Programmes 2 (ALMP2)
Department/Unit: UNDP Kosovo/ Inclusive Growth Team
Reports to: Project Manager
Duty Station: Prishtine, Kosovo
Duration of assignment: 12 months with possibility of extension
Expected starting date: 1 May 2014
Level: SB3 (4)

II. Organizational Context

Kosovo's economy has shown great resilience to the economic crisis that the Western Balkans and Europe as a whole experience - growing by 5% in 2011 and projected to grow by more than 3% (in real terms) in both 2012 and 2013. Nevertheless, the continuous growth rates in the last couple of years are largely viewed as being unsustainable in the medium to long term if the economy does not resolve several macroeconomic and social imbalances. On the economic side, the current rates of consumption and investments driving GDP growth are largely financed by unsustainable sources (i.e. remittances and capital inflows from the diaspora, expansionary fiscal policy, donor funds, etc.). On the other hand, as far as the social dimension is concerned, available data suggests that economic growth has not been associated with any substantial decreases in the worryingly high rates of unemployment (44%) and poverty (29.7%).

As Kosovo strives to advance its development agenda, it must simultaneously address both of these imbalances. While there is undoubtedly a need to sustain and expand both public and private financing for investments in infrastructure, human capital and technological upgrading – with the aim of, first and foremost, developing a vibrant and export oriented private sector – the success of such efforts is largely depended on whether there is sufficient social stability in the medium term to allow time for the set of complex and interrelated economic reforms to achieve their desired long-term effect. In addition, at a time when a large part of Kosovo's society remains excluded, often for lengthy periods of time, from income generating opportunities (whether employment or social assistance schemes), the improvement of their immediate living conditions represents not only a moral obligation, but also a deterrent to lackluster economic growth in the future, since long-term unemployment and prolonged life in poverty deteriorate the quality of a country's available human capital.

As it moves forward, Kosovo needs to scale up the efforts to ensure a more inclusive pattern of economic growth – a pattern that will provide citizens with equal opportunities to benefit from economic growth and to be able to contribute to it. To this end, one of the essential priorities will be to ensure that economic expansion is associated with higher rates of job creation and employment.

UNDP has extensive experience working with labour market issues in Kosovo, having successfully implemented the Employment Generation Project (2005 – 2006) and, since 2007, the Active Labour Market Programmes (ALMP). In close partnership with the Kosovo Ministry of Labour and Social Welfare (MLSW), ALMP focused on developing the capacity of the public employment services (PES) to provide individualized and targeted labour market programmes, aimed at increasing the employment opportunities and employment prospects of disadvantaged youth. As UNDP continues to concentrate its programme strategy in improving youth employability and job creation through direct employment-supporting instruments, it recognizes the need to extend support at the policy level to develop and implement sustainable employment policies through improved governance and policy-setting capacities.

III. Functions / Key Results Expected

Under the direct supervision of the Project Manager, the Project Finance and Administrative Associate will execute duties and responsibilities outlined below:

- Support the overall implementation of the project in the area of finance and administration,
- Coordinate travel arrangements, organization of procurement processes including

preparation of documents for Request for Quotations, Request for Proposals, etc.; receipt of quotations, bids or proposals, their preliminary evaluation; organize workshops, conferences, retreats, etc.,

- Coordinate assets management in the project office, prepare and submit periodic inventory reports; assist in purchase of the project equipment/services and ensure maintenance as needed,
- Prepare payment requests for project expenses, timely and accurate entry in ATLAS, exercise timely preparation of monthly cash flow forecast for use by the PM and timely accounts closure,
- Properly control the supporting documents for payments of beneficiaries and operational expenditures; prepare all types of vouchers; monitor project expenditures on a monthly basis,
- Administer the budget, prepare budget plans and revisions; prepare financial reports in a timely manner for project purposes, at the request of the programme and donor reports,
- Maintain data integrity in the project database; prepare project beneficiary control and analysis reports,
- Prepare requests for contracts for project staff, including short-term consultants, conform UNDP HR rules and procedures; perform leave monitor task for the project; provide HR office with necessary information on a timely manner,
- Prepare and translate necessary documents, prepare meeting agendas, prepare and distribute minutes;
- Make necessary preparatory arrangements for Project Board Meetings
- Maintain and file records, documents and work plans for the monitoring of project implementation,
- Ensure efficient exchange of information between the UNDP Kosovo office and project team.

IV. Impact of Results

The key results of work of the Project Finance and Administrative Associate have a direct impact on the overall performance and success in implementation of the project. Data entry, resource management, and presentation of information ensure proper project implementation.

V. Competencies

Functional Competencies:

- Excellent organisational skills,
- Very strong communication and interpersonal skills, demonstrated ability to build trust,
- Provides information and documentation on specific stages of projects implementation,
- Responds positively to new approaches,
- Understands the main processes and methods of work regarding to the position,
- Possesses knowledge of organizational policies and procedures relating to the position and applies them consistently in work tasks,
- Demonstrates good knowledge of information technology and applies it in work assignments,
- Reports to internal and external clients in a timely and appropriate fashion,
- Organizes and prioritizes work schedule to meet client needs and deadlines,
- Responds to client needs promptly,
- Good analytical skills; able to exercise sound judgement.

Core Competencies:

- Demonstrating/safeguarding ethics and integrity,
- Demonstrate corporate knowledge and sound judgment,
- Self-development, initiative-taking,
- Acting as a team player and facilitating team work,
- Facilitating and encouraging open communication in the team, communicating effectively,
- Creating synergies through self-control,
- Managing conflict,
- Informed and transparent decision making,
- Displayed cultural, gender, religion, race, nationality and age sensitivity and adaptability,
- Able to handle confidential and politically sensitive issues in a responsible and mature manner,
- Treats all people without favoritism,
- Demonstrates experience in gender equality.

VI. Recruitment Qualifications	
Education:	Secondary education with specialized training in relevant field (administration and/or finance); University degree would be desirable, but is not a requirement.
Experience:	<ul style="list-style-type: none"> • Min. 6 years of working experience in finance and administration is required; preferably in international donor/NGO programmes and projects • Proven experience in and knowledge of administration, finance, human resources and procurement procedures • Experience in web based management systems is an asset • Experience in the usage of computers and office software packages (MS Word, Excel, etc.) is required; advance knowledge of spreadsheet and database packages is desirable
Language Requirements:	Fluency in both oral and written English and Albanian Language. Knowledge of Serbian language would be considered an advantage.

VII. Signatures		
Incumbent <i>(if applicable)</i>		
Name	Signature	Date
Supervisor		
Name / Title	Signature	Date
Head of Team		
Name / Title	Signature	Date