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**PROJECT DOCUMENT**  
*Regional Project*

**Project Title:** Promoting Inclusive Labour Market Solutions in the Western Balkans

**Project Number:** 95840

**Implementing Partner:** UNDP Istanbul Regional Hub

**Responsible parties:** UNDP IRH and ILO Decent Work Team and Country Office for Central and Eastern Europe

**Start Date:** 01/05/2016

**End Date:** 31/12/2017

**PAC Meeting date:** 18/04/2016

**Brief Description**

The overall objective of the sub-regional Project is to assist the Western Balkans (Albania, Bosnia and Herzegovina, former Yugoslav Republic of Macedonia, Kosovo<sup>1</sup>, Montenegro and Serbia) countries and territory in their efforts to build more inclusive labour markets. It will do this by promoting an integrated approach to employment and social policies. The project will strengthen the institutional capacities of public employment services (PES) and centers for social welfare (CSW) to develop mechanisms to reach out to those at risk of exclusion; will support the piloting and scaling up of innovative programmes to reach those who are most distant from the labour market; and will establish mechanisms for multi-stakeholder partnerships to tackle unemployment and social exclusion. The target group consists of those who are not employed, the long term unemployed, and those who are unlikely to be reached by standard active labour market policies. There will be a particular focus on youth, but the groups at risk of exclusion will vary from country to country. The project will impact the work modalities of national and local level branches of the PES, CSWs, and social partners from the private sector and civil society, as well as national Ministries of Labour and Social Welfare. Some interventions have an explicit territorial focus and approach, and they will involve local government authorities and where appropriate incorporate actions to assist the employment of asylum seekers. The overall objective will be achieved through three interlinked outputs:

1. **Labour market governance:** Public employment and social service agencies have greater capacity to implement integrated user-centred approaches to improve outreach to vulnerable and hard-to-employ groups
2. **Innovation for fostering inclusive labour markets:** Public employment and social service agencies implement innovative programmes for employment of disadvantaged groups and scale them up at the regional level
3. **Knowledge systematization for effective policy making:** sustainable mechanisms for exchange of experience, peer learning and peer review are established

Contributing Outcome – RP Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded

RP Output: 1.1. National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment and livelihoods intensive

|                                   |  |  |
|-----------------------------------|--|--|
| <b>Total resources required:</b>  | <b>1,575,000.00 EUR</b><br>(approx. 1,785,714.USD) |  |
| <b>Total resources allocated:</b> | <b>UNDP regional core:</b>                         | 385,000.00 EUR<br>(approx. 436,507.94 USD)     |
|                                   | <b>UNDP TRAC COs:</b>                              | 115,000.00 EUR<br>(approx. 130,385.49 USD)     |
|                                   | <b>ADA:</b>  | 1,000,000.00 EUR<br>(approx. 1,133,786.85 USD) |
|                                   | <b>ILO:</b>  | 75,000.00 EUR<br>(approx. 85,034.01 USD)       |
|                                   | <b>Government:</b>                                 |  |
|                                   | <b>In-Kind:</b>                                    |  |
| <b>Unfunded:</b>                  | 0.00   |  |

Agreed by (signatures):

UNDP Istanbul Regional Hub  
Rastislav Vrbensky, IRH Manager

Date:

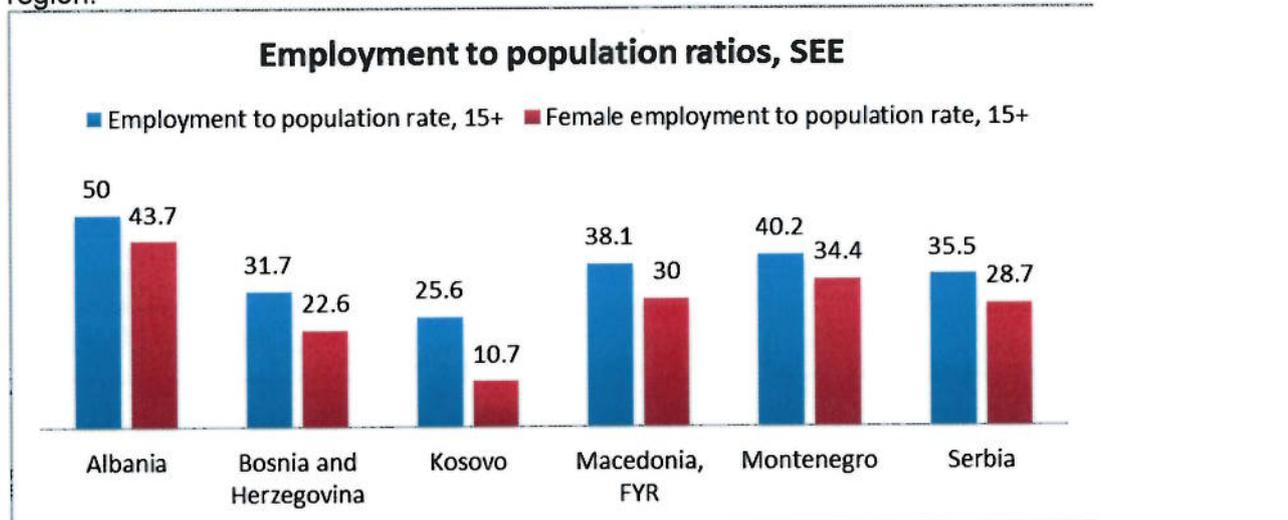
<sup>1</sup> This designation is without prejudice to positions on status, and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence. All further references to Kosovo in this document should be understood in this manner.

## I. DEVELOPMENT CHALLENGE

### 1.1. Problem analysis

The Western Balkan countries: Albania, Bosnia and Herzegovina, Kosovo<sup>2</sup>, FYR Macedonia, Montenegro, and Serbia, are often cited as the countries with the lowest employment rates and the highest unemployment rates in Europe. Although most public attention is focused on the alarming unemployment rates, the very low employment numbers and unfavourable employment structures are even more worrying. The latter are characterised by a high share of public sector employment and a small share of private sector wage employment; generally very high agricultural employment; high informal employment; very high to high shares of vulnerable employment; and also low employment rates for older workers, persons with disabilities and Roma. Furthermore, youth unemployment is extremely high, at double the overall unemployment rate and reaching over 50% in some countries, with more than 2/3 being long-term unemployed. Female activity rates significantly lag behind the European Union average. There are few employment opportunities for people with disabilities and unemployment rates for early school-leavers are twice as high as those for secondary and post-secondary graduates. Geographical factors also play a role, as secondary urban areas and remote rural areas tend to have less, or lower quality, employment opportunities.

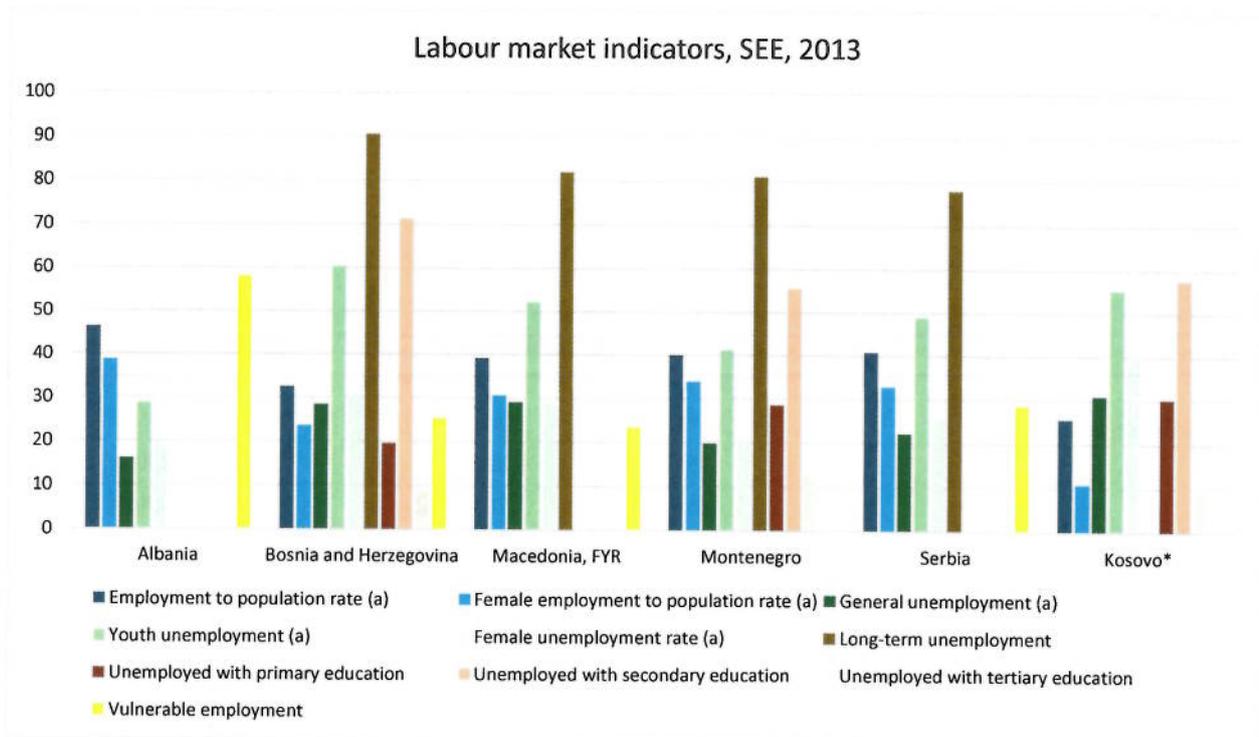
Those excluded from the labour market face a heightened risk of poverty, de-skilling, and loss of confidence. This chronic underutilization of labour resources and high share of informal employment are some of the factors holding back the transition to more competitive economies. These trends, as well as the deskilling of the region's workforce, are major drivers of social exclusion, as individuals who have gone for years without formal employment may lose access to retraining programmes, as well as to health and other social benefits. And while having a job is hardly a guarantee of prosperity, the absence of employment contributes to poverty and social marginalization, as well as exacerbating socio-economic tensions and political instability in the region.



Youth unemployment remains a concern in the region, with rates usually double those for the general population. While part of the difference between employment rates can be ascribed to the time it takes to transit from school to work and to set up a network of contacts plus gathering experience, the gap remains a cause for alarm.

Long-term unemployment comprises a high percentage of the unemployed population. The longer a person remains away from employment, the harder it is to return and the greater the level of de-skilling. It is thus important to seek ways in which the current mechanisms for support for the unemployed are linked to activation or skilling measures, plus reviewing how individual approaches can be applied to draw up pathways for re-insertion into the labour market in a gradual way.

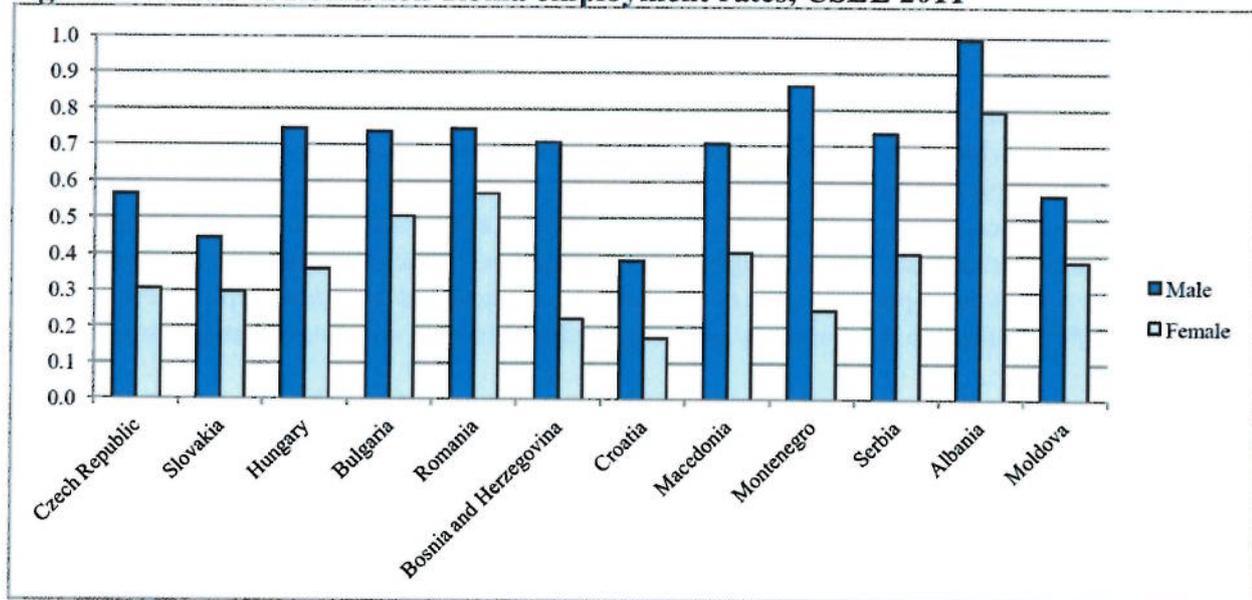
<sup>2</sup> in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence.



Source: ILO, KILM, except Kosovo, World Bank Development Indicators

With respect to persons who currently face high barriers to employment, two groups need special address, namely the Roma and Egyptian population and Persons with Disability. While the ranges of total Roma population vary in the sub-region, the 2011 census in Serbia estimated that 2.1% of the total population was Roma. For Montenegro, the National Strategy for improvement of Roma position (2012) estimates that 1.2% report being Roma. In Macedonia, the last recognized census (2002) estimated that about 50,000 persons were Roma. According to a 2011 survey by UNDP, their employment-to-population rates are up to 30 percentage points lower than the country average for men, and more than 80 percentage points lower for women.

**Figure 16: Ratio of Roma/non-Roma employment rates, CSEE 2011**



Source: calculated from the UNDP/WB regional survey on Roma communities 2011.

Source: O'Higgins, Niall (2012), "Roma and non-Roma in the Labour Market in Central and South Eastern Europe". IZA, Bonn

Subsidized workplaces and quotas for employing persons with disabilities have not succeeded in achieving their insertion in the labour market, and for this reason the countries covered by the project have been working on promoting other tools. For example, sensitising case managers to the

societal barriers faced by people with disabilities or developing diverse work floors, whereby employing people with disability is not looked upon as an act of charity, but a deliberate corporate policy. A review of recruiting, functional requirements of posts, human resource management could contribute to significantly reducing societal barriers towards employment of people with disability.

**The labour inclusion of people with disabilities is a particular challenge.**

| Estimates of persons with disability in selected SEE countries |                                      |   |   |
|--|--------------------------------------|---|---|
|  | Most recent estimate<br>(prevalence) | Most recent estimate<br>(total, millions) | Estimated # if using<br>WHO regional average<br>(16.4%) |
| Albania  | 3.40%                                | 2.78 (2011)                               | 455,920   |
| Bosnia and Herzegovina   | 14.60%                               | 3.84 (2011)                               | 629,760   |
| Kosovo   | 7%                                   | 1.82 (2012)                               | 298,480   |
| Serbia   | 7.40%                                | 7.20 (2012)                               | 1,180,800   |

*Source: SIDA (2014), "Disability Rights in the Western Balkans"*

As has been stated, the overall employment to population rate has been low for the SEE countries in general. Currently, economic growth in the sub-region has returned to positive paths, and an increase in the employment rate can also be perceived. However, for the excluded population, this recovery will be slower, and without active development of solutions for their labour inclusion, there is unlikely to be any significant change in their situation.

Therefore, this project will address some of the key social and institutional barriers for excluded groups to access the labour market. This involves introducing new approaches in terms of improving the outreach, case management, access to activation measures and actual employment. However, despite the existence of positive examples in the region, there is a lack of awareness of such approaches and their potential impact on inclusion. As such, audits and toolkits can serve as catalysts and sources of inspiration, stimulating changes in attitude and ways of thinking so that people gradually start to take inclusiveness more into account, and incorporate inclusive approaches more routinely in their analysis and practice.

**1.2. Characteristics of the policy environment**

All Western Balkan countries and territory have developed or are currently updating National Employment Policies, which have been significantly influenced by EU approaches and typically aim to tackle: business climate improvements; promotion of entrepreneurship; reorienting skills and competencies of the labour force towards private sector needs; addressing exclusion and poverty through social protection and activation programmes targeted on vulnerable groups. Some countries (e.g. Albania and Serbia) also put emphasis on territorial cohesion and regional employment policy, and Kosovo and FYR Macedonia have been focusing on the reduction of informal employment.

While, these demonstrate important efforts of national governments, the evidence suggests that they have had limited success in addressing the situation of those most at risk of labour market exclusion. Employment programmes have remained largely sectoral documents, the prerogative of one ministry, (typically the Ministry of Labour and Social Welfare, MLSW), and often have to compete for political attention and budget allocations with other sectoral strategies. Financial commitments for implementation have remained low, typically between 0.2% and 0.4% of GDP, which is insufficient to address needs effectively, and they tend to be among the first to be cut during fiscal consolidation programmes.

Furthermore, a number of studies analysing the employment/unemployment challenges in the Western Balkan countries point to the sub-optimal patterns of economic growth, the high share of informal employment, with levels estimated at between 30% and 40%, mostly spread among the

vulnerable population. Technological progress, driven also by the FDIs, creates demand for higher-level skills, which leads to further gaps between those inside and outside the formal labour market. Nonetheless, very often the recommendations offered to policy makers remain “traditional”, ranging from the need to strengthen macroeconomic stability, improve different aspects of the business environment, address structural rigidities in the labour market (legislation, wage bargaining), implement policies that enhance the skills of the labour force, boost labour productivity and implement comprehensive and sustained policy reforms. While, systemic implementation of these recommendations may certainly have a positive impact on a long run, they should not detract policy attention from the need to identify and pilot concrete ways for improving the employability and employment opportunities for the more disadvantaged.

Albania, Bosnia and Herzegovina, the former Yugoslav Republic of Macedonia, Montenegro and Serbia have all ratified the Fundamental Principles and Rights at Work, which emphasize non-discrimination in the labour market. They have also ratified Conventions 88, pertaining to Public Employment Services and Convention 122, related to Employment Policies; as well as the Convention on the Rights of Persons with Disabilities. Moreover, all have had experience in establishing Youth Development Policies, Gender Mainstreaming Policies, Inclusion of Ethnic Groups (mainly Roma) and National Strategies for the Inclusion of People with Disability. (A detailed list of the relevant policy frameworks is presented in Annex 2.)

At the regional level, under the leadership of the Regional Cooperation Council (RCC), national governments have formulated a joint strategy for the region: the *South East Europe Strategy 2020 – Jobs and Prosperity in European Perspective*. This strategy contains a set of concrete actions and targets, which emphasize employment creation, inclusive labour market participation, and skills development as important drivers for achieving inclusive growth. In line with this vision, all national governments have adopted national action plans to contribute to the implementation of South East Europe (SEE) 2020 strategy, and have designated a coordination authority (typically either the Ministry of Labour, Social Welfare or Economy).

The IPA II Regulation 2014-2020<sup>3</sup> and its strategic framework also place employment, human capital development and active social inclusion as strategic priorities for the enlargement countries. To foster policy reforms on the employment and social dimensions of the enlargement process, the European Commission (EC) has initiated the Employment and Social Reform Programmes (ESRP) as the main platform for dialogue towards job rich and inclusive growth paths.

Despite this impressive list of global, regional, and national frameworks, neither labour market nor social policies have been very successful in addressing the specific needs of the vulnerable population. The weak links between these two sets of policies and the bodies responsible for implementing them, lead to a lack of flexibility and efficiency, resulting in suboptimal employment outcomes for these sections of population. Many citizens are not only excluded from the labour market: they also face multiple barriers to labour market access. Attempts to promote access have so far mainly taken the form of activation policies. There are no comprehensive evaluations of activation and active labour market policies for the sub-region, but case studies carried out for projects in some of the countries, suggest that these policies tend to contribute to the employability or employment of those who would have found jobs even without benefiting from the programmes. Those who are most distanced from labour markets and face multiple barriers are on the other hand over-represented in public works programmes, which usually do not result in finding a more permanent job. The evidence suggests that the more vulnerable are the last to gain in periods of growth and economic prosperity and the first to lose in periods of economic downturn.

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<sup>3</sup> The Instrument for Pre-accession Assistance (IPA II) is the main financial instrument to provide EU support to the beneficiary countries in implementing reforms with a view to EU membership. Furthermore, the IPA II Regulation states that financial assistance shall mainly address five policy areas: a) reforms in preparation for Union membership and related institution-and capacity-building, b) socio-economic and regional development, c) employment, social policies, education, promotion of gender equality, and human resources development, d) agriculture and rural development, and regional and territorial cooperation.

In this respect, the proposed project aims to build on the ongoing policy discourse and the growing understanding in the Western Balkan countries/territory regarding the important role that public institutions can play in creating equitable training and employment opportunities for those outside the formal labour market, which to a great extent are being further galvanized by the EU accession processes.

This project is designed to work with national partners to draw policy attention to these barriers, and to put in place capacities, partnerships and processes to help dismantle them.

### **1.3. Institutional framework**

Policies designed to promote employment of the more vulnerable groups of the population are implemented on the whole by the Public employment services (PES). However, in contrast to the scale of the employment problems facing the countries of SEE, the PES remain chronically understaffed and under-funded. According to the European Training Foundation, the counsellor to user ratio is at best about 40%. With the prevailing unemployment levels, the sheer number of users per counsellor very often prevents them from interacting regularly and developing individualised strategies to promote transition into the labour market. PES are currently under pressure to go beyond their core mediation functions in order to reach out in new ways to the large and growing numbers of excluded. This requires a range of new services, and new ways of delivering them, in particular the use of more individualized approaches to determining and meeting client needs. It also requires better coordination with the CSW, as well as systems and processes to institutionalize this coordination.

Too often, the management systems of the two sectors (employment and social protection) remain unconnected, and much more needs to be done in terms of linking PES and CSW information systems to allow for effective case management of unemployed recipients of social assistance, but also to improve the measurement of the impact of active labour market programmes (ALMPs). Case management would also entail joint profiling of users of both PES and CSW services. If carried out, such profiling is usually the prerogative of CSWs, but not PES. There is a clear need for the two agencies to engage with each other in profiling and the development of individualised plans for users, based on active inclusion principles (adequate income support, access to good quality social services and inclusive labour markets).

Overall, integrated approaches are required which enable labour market entry through a continuum of support services, and a tighter policy mix between employment and social policy measures is needed to achieve this. While all SEE countries implement active labour market policies for the unemployed and job seekers (such as profiling, personalised job search assistance, skill training, and lifelong learning opportunities), the degree to which these policies target those who are furthest from the labour market varies substantially. This challenge can be particularly important when the two functions are delivered by different institutions (e.g. CSWs and PES). Service integration can help resolve this problem by delivering activation services and income support benefits in an integrated way by the same agency (or closely cooperating agencies). This shall increase the effectiveness and efficiency in the enforcement of adequate job search conditionality.

Current models of service delivery also suffers from a lack of engagement of local governments and end-users in the design of interventions, adjustment to local needs and they rarely promote innovation.

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## **II. STRATEGY**

### **2.1. Strategic Approach & Methodology**

Commitment of the Western Balkan countries to the EU enlargement process will be essential for pursuing the project objectives. The project interventions are designed based on the priorities

identified in the national and regional strategies and the ongoing processes related to the countries' EU accession agenda. While the context, policy and institutional environment vary, the regional project will aim to identify common problems and develop solutions that are applicable to all countries/territory. During the inception phase some of the interventions will be further specified and aligned to the specificities of individual countries.

The Project is designed to enable access of vulnerable groups and minorities to timely, good quality and tailor made services which can facilitate their inclusion into the world of work. The right to work and adequate social protection is at the core of proposal. The project will work with national institutions to change their policy, practice and services to meet the needs of vulnerable groups, and to rely to a greater extent on user feedback for evaluating and improving service delivery. The project will ensure equal participation of women and men in all stages of planning, implementation and monitoring, with particular attention being paid to assessing the gender impacts of each activity.

The project will primarily focus on maximizing the impact of existing good practices in the region as well as the EU member states, through replication and scaling up, but it will also foster innovative approaches that will introduce new service lines and work methods of PES, CSWs or Civil Society Organizations (CSOs) involved in the provision of employment or social services. The project will support implementation of national (or subnational) approaches, which provide concrete benefits for the end beneficiaries, but it will also support a sub-regional agenda, in order to achieve economies of scale, establish common benchmarks and promote peer exchange and review. A joint sub-regional approach can reduce the resources required for the generation of knowledge, foster peer pressure through joint policy reviews and increase the impact of implementation.

The project aims at strengthening the role of partners, not side-lining them. The range of employment and social services to be supported through the project fall within the scope of competencies of the relevant institutions. The project also aims at increasing the existence of readily available codified and tacit knowledge amongst instances that promote the labour market inclusion of excluded groups, as well as creating toolkits, lessons, benchmarks, guidelines and protocols on good practices and policy initiatives for labour inclusion. An emerging area in which there are no existing policies/ lessons learned is the potential increase in asylum seekers stemming from Syria who might stay in SEE if they are not accepted in EU countries and the conflict is not stabilised. This presents another challenge for local labour markets, and the project therefore envisages support to national and local authorities to understand asylum rights, and how to involve PES and CSW in addressing some of these rights.

It is worth noting that all activities proposed under this project draw on the longstanding experience of both the UNDP and ILO in designing and implementing similar interventions in the Western Balkan countries, many of which have been implemented jointly. These include, for example, Millennium Development Goals Achievement Fund joint projects on youth employment in Albania, Bosnia & Herzegovina and Serbia, and joint support to national employment policies. Furthermore, UNDP has supported Social Economy Enterprises and TEPs in Albania and Kosovo, and implemented the Regional Support Facility for Roma Inclusion, as well as integrated approaches to self-employment and social inclusion in Albania<sup>4</sup>, the former Yugoslav Republic of Macedonia<sup>5</sup>, Kosovo<sup>6</sup>, Montenegro<sup>7</sup> and Bosnia and Herzegovina<sup>8</sup>. ILO has extensive experience in

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<sup>4</sup> Albania – Addressing Social Inclusion Through Vocational Education and Training  
[http://www.al.undp.org/content/albania/en/home/operations/projects/poverty\\_reduction/addressing-social-inclusion-through-vocational-education-and-tra.html](http://www.al.undp.org/content/albania/en/home/operations/projects/poverty_reduction/addressing-social-inclusion-through-vocational-education-and-tra.html)

<sup>5</sup> FYR Macedonia - Promoting Sustainable Employments  
[http://www.mk.undp.org/content/the\\_former\\_yugoslav\\_republic\\_of\\_macedonia/en/home/operations/projects/poverty\\_reduction/employment-programme.html](http://www.mk.undp.org/content/the_former_yugoslav_republic_of_macedonia/en/home/operations/projects/poverty_reduction/employment-programme.html)

<sup>6</sup> Kosovo – ALMPs for Youth, Infographics  
[http://www.ks.undp.org/content/dam/kosovo/docs/Infographics/ALMP\\_ENG.pdf](http://www.ks.undp.org/content/dam/kosovo/docs/Infographics/ALMP_ENG.pdf)  
ALMP 2013 Annual Project Report

[http://www.ks.undp.org/content/dam/kosovo/docs/ALMP/ALMP1\\_Annual%20Report%202013\\_FINAL.pdf](http://www.ks.undp.org/content/dam/kosovo/docs/ALMP/ALMP1_Annual%20Report%202013_FINAL.pdf)  
ALMP 2005-2013 Report [http://www.ks.undp.org/content/dam/kosovo/docs/ALMP/ALMP\\_Final\\_Report.pdf](http://www.ks.undp.org/content/dam/kosovo/docs/ALMP/ALMP_Final_Report.pdf)

<sup>7</sup> Montenegro – Gender Programme IPA 2010  
<http://www.me.undp.org/content/montenegro/en/home/operations/projects/socialinclusion/Gender.html>

<sup>8</sup> Bosnia and Herzegovina - Youth Employability and Retention  
[http://www.ba.undp.org/content/bosnia\\_and\\_herzegovina/en/home/presscenter/articles/2013/06/19/final-conference-of-](http://www.ba.undp.org/content/bosnia_and_herzegovina/en/home/presscenter/articles/2013/06/19/final-conference-of-)

the region in working on youth action plans in the former Yugoslav Republic of Macedonia, and in Albania in supporting the inclusion of disadvantaged population in the National Employment and Skills Strategy.

All the proposed interventions have been subject to external evaluations, which have provided lessons learned and forward looking recommendations, some of which have been fully embedded in the current project design such as: (i) the need to enhance labour market governance to increase opportunities for inclusion of the vulnerable and hard-to-employ groups; (ii) the need to ensure systematic support of PESs and CSWs in order to achieve transformational changes in their work methods and processes, in particular with regard to their outreach to hard-to-employ job seekers; (iii) the need to ensure greater involvement of the employers in designing and implementation of labour market inclusion schemes; and (iv) the need to promote peer reviews and evidence based assessment of good practices as methods for cross-country learning, scaling up and replication. Finally, it should be recognized that there is expertise, experience and commitment in the region and a repository of good practices of employment and social policies and programmes that have yielded results. In this regard, it is important to identify the “stars” among programmes and projects that are working, demonstrate results, which can be scaled up and probably replicated in other countries. The project aims to build on the experiences and lessons learned from countries in the region and facilitate knowledge exchange and, where relevant, promote replication and scaling up of good practices.

Environmental concerns will be at the heart of the activity promoting Territorial Employment Pacts. ‘Green jobs’ are still a novelty in the region, but are seen as having a potentially important contribution to make to employment creation. Other components of the Project are not directly linked with environmental sustainability and protection. However, all activities will reflect to the extent possible the principles of environmental protection and sustainable development, taking into consideration environmental concerns affecting the Western Balkans region, in line with standard EU practices. Equipment purchased within the scope of the project will not violate environmental principles and regulations of the participating countries.

The project will be implemented within a 20 month period. Its design ensures delivery of a number of clearly defined results both in terms of establishment and or strengthening partnership networks, enhancement of in-country capacities, but will also demonstration of some tangible results in terms of designing and implementing new service models leading to better outreach, mediation and ultimately inclusion of harder to employ job seekers in the formal labour market.

Bearing in mind that this project tackles some of the central issues that fall within the mandate of UNDP and ILO, further reinforced with the post 2015 agenda and the countries’ commitments under SDG Goal 1: End poverty in all its forms everywhere; SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all and SDG 10: Reduce inequality within and among countries, it is also being conceived as the first stepping stone of a longer term programme to be jointly implemented and promoted by the two agencies at regional level or in individual countries/territory. All deliverables and milestones achieved under this project shall contribute to creating a sound basis and positive environment for further action in this area.

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### **III. RESULTS AND PARTNERSHIPS**

#### ***Expected Results***

The project aims to promote better integration of employment and social welfare services and use of innovative tools to reach out to those most distant from the labour market and make better use of integrated individual case work approaches to bring the hard-to-employ nearer to employment opportunities. The project also aims to facilitate scaling up and replication of effective solutions for more inclusive services through inter-country peer review platforms to enable sharing of knowledge.

To achieve this, the project consists of three components (outputs). The activities under output one will serve to strengthen the capacity of PES and CSW to develop, strengthen and monitor support for the labour market inclusion of different vulnerable groups. It will draw attention to bias in existing services and approaches, strengthen case management and profiling, promote youth guarantees and promote locally relevant processes. Component two of the program complements this by developing innovative solutions which have not yet been extensively piloted, such as new e-solutions, business leadership networks, and mentorship schemes. Component 3 recognizes the fact that many countries have developed tools to increase the employability of vulnerable groups, but would benefit from cross-country work, peer support, benchmarking, and the development of joint guidelines, as well as identification of interventions which are more likely to produce more (and more rapid) impact for end users. These three components, taken together, will result in (i) increased awareness within labour market and social policy institutions of the need for more and different forms of outreach and knowledge of options for delivering such outreach; and (ii) increased capacity of these institutions to more quickly adopt and implement adequate measures and processes, and once successful, to be able to scale them up in size and scope. These increases in size and scope will in turn enable governments to comply with international and European commitments on social inclusion and employment.

### **3.1. Impact**

The unemployment rates for persons most distant from the labour market will be reduced, and their participation rates increased, through improved labour market governance mechanisms and improved stakeholder capacity for designing and delivering integrated employment and social protection services to foster inclusive and sustainable labour markets in the Western Balkan countries/ territory.

### **3.2. Outcome**

The project shall contribute to the achievement of UNDP's Strategic Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded and Output 1.1. "National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment and livelihoods intensive", as well as ILO's support to countries in advancing in compliance with Convention 111, article 2 related to equality of opportunity and treatment in respect of employment and occupation, with a view to eliminating any discrimination in respect thereof; plus of Convention 122, article 1 on ensuring full and productive employment for all those who are available for and seeking work; as well as the Areas of Critical Importance referring to promoting more and better jobs for all, as well as creating and extending social protection floors. Finally, it will support ILO's work in its programming framework indicator 1.5, "Member States that have reviewed, developed and implemented policies, regulations and services to achieve inclusive and effective labour market institutions", and its Declaration on Social Justice for a Fair Globalization, on coordinated regional mechanisms and sustainable inclusion. At the end of the project it is expected that PES, CSW and other key stakeholders shall be more open to, and have the capacity and tools required to adopt innovative solutions and sustainable ways of reaching out to those most distanced from the labour market, while promoting environmentally sustainable local employment solutions.

### **3.3. Outputs**

It is expected that the Project will deliver the following results:

**Output 1** Public employment and social service agencies provide user-centred approaches, with a focus on vulnerable and hard-to-employ groups

**Output 2** Innovative programmes introduced to tackle employment of vulnerable groups and foster inclusive labour markets

**Output 3** Convergence towards EU and global good practice achieved through peer learning and support

UNDP shall lead outputs 1 and 2, while ILO will lead component 3, but each agency will be responsible for activities within all three outputs, with responsibility for each activity taking into account the comparative advantage of the lead organization. In this regard, ILO will focus more on generating tools and lessons learned, while UNDP will build on its extensive presence, partnerships and networks at the local level to focus on capacity development aspects and testing innovative models and tools.

**3.4. Inputs / Activities**

All project activities shall be implemented with explicit consideration of gender equality issues. The right balance of representation of all vulnerable groups benefiting from the project shall be ensured by fostering broad consultation and participation.

**Output 1. Public employment and social service agencies capacitated to provide user-centred approaches, with a focus on vulnerable and hard-to-employ groups**

To achieve the successful integration of vulnerable groups into the world of work, the Project will promote a culture of integrated service delivery and collaborative work between employment and social welfare services. The project will promote user-centred and individual case-management approaches, which have been inconsistently used in the past. This will help avoid the situation where participants in ALMPs and the labour market are predominantly those who are capable of finding jobs with minimum levels of support.

For this purpose the programme will support a comprehensive training programme for public employment service counsellors and centres for social work staff on the design and use of individual case management;

**1.1. Project Inception** The first two months of the project shall be used as an inception phase to set up the project team, install Project Board, carry out an in-depth assessment of the individual country context, set up local partnership networks, and collect information on the good practices and selection of territories for organizing TEPs (see Activity 2.4 below).

**1.2 Implement participatory audits on capabilities and competences of public employment services and centres for social work.** This activity will entail a participatory assessment of the rules, workflow, procedures, information gathering to address the employment challenge of disadvantaged groups; ILO activities shall focus on central level institutions and UNDP on local level offices.

**1.2.1 Implement participatory audits on capabilities and competences of central level offices of PES (ILO);** ILO has developed a series of tools for participatory audits of services and institutions to assess their inclusiveness for specific groups. These tools include the Participatory Gender Audit, audit of placement services for people with disabilities, extensive stocktaking of vulnerable youth employment initiatives, as well as those for the overall at-risk population. As a first step, these assessments will be amalgamated into one comprehensive framework. At the national level (for the central offices) and through application of the participatory audit tool, PES and CSW will undergo a review of their rules, procedures, workflow, case managers' load, information and knowledge management system. The audit will be done using an implementation-and-training approach ("learning by doing"), to allow the audited to audit itself, and to become more aware of the value of participatory inputs. Focal points will be appointed for follow up. The participatory audit process will also be used to generate a roadmap for mainstreaming support for inserting the excluded population into the labour market. The activity will entail engagement of a lead international consultant and 6 national consultants (one per country/territory), development of a toolkit, 6 peer-review national based workshops, involving 150 participants (25 per workshop).

**1.2.2 Implement participatory audits on capabilities and competences of the local employment centres and centres for social welfare (UNDP);** Based on the toolkits and guidelines developed by ILO, UNDP shall facilitate participatory audits on rules, workflow,

procedures, information gathering of local employment centres, centres for social work or corresponding local level institutions to address the employment challenge of disadvantaged groups. The process will allow stakeholders to assess the needs for improvement of the organizational structures for more efficient and inclusive service provision, and for ensuring equal opportunities to men and women as well as the marginalized groups in an accountable manner. The methodology for conducting the audit will allow for the transfer of know-how to future trainers and the development of a capacity assessment plan as a basis for training for PES and CSW counsellors. This process will be designed to raise the level of commitment and motivation of local personnel to deliver the model of individual case management. The activity will entail engagement of a lead international consultant and 6 national consultants (one per country/territory), adaptation of the toolkit developed by ILO to the specific country context and 6 country based 2-day workshops, involving 150 participants (25 per workshop) from local employment and social welfare services.

**1.3 Develop guidelines and toolkits on individual case management (ILO);** Case management and tracking systems for employment services are necessary to provide effective job counselling for labour inclusion of disadvantaged groups and specifically for people with disabilities (PwD). The project will create toolkits and guidelines for PES in the region, both on creating partnerships, as well as approaches that integrate services and programmes through additional support. It will help to identify the procedures and mechanisms for better and more intensive job counselling, focusing on the links to existing service streams. It will identify skills profiles of case managers and case checklists on jobseeker skills, review job-search strategies, interview techniques, referral and follow-up to programs and individual action plans. The toolkit and training materials will be available online. Two international consultants i.e. on employment and inclusiveness will be engaged to facilitate the work of 3 inter-country working groups to develop guidelines and toolkits on individual case management for labour inclusion of disadvantaged groups and specifically for PwD and a five day training of 25 PES counsellors and social workers from participating countries/territory will be conducted to build up a pool of future trainers in individual case management.

**1.4 Develop capacity of PES and CSW staff in designing and use of individual case management for labour inclusion of disadvantaged groups (UNDP);** Toolkits and guidelines shall be reviewed and where necessary adapted to the specific country/territory context. A lead international and 12 national consultants (2 per country) will be engaged to develop materials and organize a training of trainers' workshop and 12 workshops (2 per country), involving 240 PES and CSW counsellors. Training materials will be translated into official languages spoken in the region and e-copies published on the PES/CSW websites.

**1.5 Finding solutions for information exchange between CSW and PES (UNDP);** Introduction of single registry systems, which can link the data bases of employment and social welfare services are essential for the systematic and coordinated introduction of individual case work approaches. These contribute to reducing administration time, the time and efforts required by users to complete application processes in different institutions, avoid duplications in administrative processes and allow for more time in identifying effective measures for job seekers who are registered as social welfare recipients or users of social services. Though there is a clear rationale of the benefits for strengthening the interface and information exchange between these services, still very few countries can report on specific action taken in this direction. For this purpose the project will engage an international consultant to assess the systems in place and recommend methods, protocols and provide the simplest and most cost-effective solutions for linking up the information collected and stored by CSWs and PESs. The assessment will help to map the existing technical and human capacities for linking the databases of the employment and social welfare services for tracking social assistance users, who are also jobseekers, aiming to demonstrate a concrete technical solution in at least one of the participating countries.

**1.6 Develop capacities on designing holistic Youth Employment programs inspired by the EU Youth Employment Guarantee scheme (ILO);** This activity is designed to reduce the risk of long-term unemployment for the young population. Serbia and Albania have advanced towards establishing youth employment guarantee funds, but more has to be done. The project will support the partnering and sharing of experience between countries that have installed such programs (possible countries: Portugal, Spain, Lithuania) with the countries of the sub-region, as well as assist at the country level in developing programs and packages to effectively provide the offer of employment or employability within the time stipulated by the guarantees. The result will be reduce transit and wait time for young persons who have submitted a service request to PES, Technical Vocational Education and Training (TVET) instances or other labour market support programs. The training programme will target 200 end beneficiaries representing institutions and CSOs that deal with youth employment issues.

**1.7 Develop capacity at central level of PES and MoL on support services for refugees and asylum seekers on the labour market in the Western Balkans, including information on available legal or institutional services, prior learning recognition, workflow for employment support services entitlement and limits (ILO).** The refugee crisis is still unfolding in the Europe. Many countries in SEE are transit countries, with the prospect of becoming countries where some of the asylum seekers will remain. As such, it is necessary for institutions involved in the design of active or passive labour market policies to be aware of the services and rights that these persons are entitled to under C. 97 and C143, particularly information rights. The project will provide training to PES and CSW on the barriers asylum seekers might face, as well as on legal issues regarding the waiting time asylum seekers might be expected to have before being granted a legal work permit, access to formal training. Analysis of the occupational possibilities of this group will be conducted.

**1.8 Build resilience of host communities by enhancing access to employment opportunities and services for asylum seekers in TEPs, PES and CSWs (UNDP)** Guidelines and procedures for PES and CSW will be developed, on rights and services e.g. skills and competence development, language, psycho-social empowerment, life skills for asylum seekers, targeting 240 employment and social welfare counsellors. These will include information packs targeted at case managers, case workers, and beneficiaries. This shall create a foundation for strategic and longer-term action of these countries in incorporating immigration into national policy frameworks and governance structures

## **Output 2: Innovative programmes developed and promoted to tackle the employment of vulnerable groups and foster inclusive labour markets**

A specific set of actions will focus on fostering innovative practices or scaling up successful examples in tackling the employment of vulnerable and disadvantaged people. This will build on the rich experience that exists in the Western Balkan countries, which have pursued diverse portfolios of employment and social protection related policies and programmes to tackle the factors underlying the exclusion of vulnerable segments of the population.

**2.1 Introduce new services and/or enhance existing ones for providing job search and mediation (UNDP).** Creating diverse types of services and counselling support will be the focus of this activity. The project shall support the design and/or scale up of successful e-solutions for improving outreach, job search and career development skills and raising awareness on workers' rights, to the unemployed, in particular youth and social welfare recipients. These may include development of web-based tutorials on job search, effective solutions for managers and counsellors, workers' rights, and soft skills, mobile phone or social media applications. The proposed solutions will be easy to access and should avoid the widening of digital divide. Moreover, the new services should offer solutions that will meet the specific needs of people with physical impairments. While content-wise developed e-learning modules are to a great extent replicable, they will be adapted and translated into languages spoken in the target countries. Mobile services will also be developed and tailored to reach out to those most distant from the labour market.

The activity will build on the existing successful programmes/ job clubs or other facilities that offer information and/or counselling support to job seekers. In this respect, the institutional set up of job mediation facilities will vary in different countries and in some may be run by the PES and in others by CSOs. The main function of these facilities will be to expand outreach and to offer flexible, needs-based services.).

Partner institutions/CSOs will be selected through an open call for proposals. The call for grant applications shall be facilitated by the UNDP COs. All applications will be reviewed and assessed by a selection committee representing the regional and national teams, which could be an opportunity for creating synergies and cross-country partnerships awarding 12 grants in total. Young male and female entrepreneurs shall be encouraged to apply.

**2.2. Mainstreaming social mentorship method (UNDP).** A social mentorship approach will be piloted in the work of youth associations, associations of PwD and women's entrepreneurship associations, as a model for providing support for individually tailored pathways to skills and employment. PES, youth facilities and CSOs and private sector will be encouraged to adopt this mechanism. Activities shall be implemented in collaboration with PES, CSWs and where appropriate through sub-contracting of CSOs. Training of trainers shall be organized in order to create a pool of local resource persons who can further promote the social mentorship approach among the relevant institutions and the CSOs. This activity will entail development of guidelines and training materials and training of 240 employees in CSW, PES, youth job facilities, job clubs, CSOs in social mentorship techniques. Training materials will be translated into official languages spoken in the region and e-copies published on the PES/CSW websites. For this purpose 12 one-day workshops shall be organized i.e. 2 per country/territory.

**2.3. Establish business leadership networks for people with disability (ILO);** Business Leadership Networks are business-to-business support networks to address the inclusiveness of their hiring and occupational processes. The project will provide capacity building for employer organizations (four-day regional training, involving 25 participants). It will also make tools available to assist companies in assessing their policies, plans and practices related to disability inclusion in the workplace and also serve as part of a benchmarking process. It will help organizations and companies identify specific management and practice gaps, as well as strengths that will lead to better workplace inclusion of disabled persons. By the end of the project, EOs will be capable of creating these business leadership networks independently.

**2.4. Establish horizontal partnership networks for creation of territorial employment pacts (UNDP);** Development of multi-stakeholder partnerships are critical for tackling employment and inclusion at the national and local levels. This activity concentrates on creating partnerships at the local level, through support for the establishment of territorial employment pacts which include PES, centres for social welfare, private and public sector employers, educational institutions, civil society and jobseekers' representatives. The action will support 6 territorial employment pacts (one per country/territory), primarily focusing on under-developed geographic zones. TEPs shall be used as platforms for carrying out joint needs assessment, stakeholder analysis and engagement, action plans. They will be combined with area based development approaches (ABD), and initiatives to promote green jobs and local value chains. Communities shall be empowered through their active inclusion in the design and implementation of employment strategies. This activity will work on the intersection between national policies, employment action plans and the specific needs and resources of a given territory/ area, combining partnership- building with a user-centred approach and integrated service delivery. It will also generate schemes and modalities that can be shared in the SEE region through the platform described in output 3 below. The methodology will follow the models already piloted in Kosovo and Albania. Local consultant(s) shall be hired for a total of 30 days per locality, and will carry out a territorial audit. He/she will meet with relevant stakeholders from the public sector, private sector, civil society

organizations, business centres and equivalent, employment centres and centres for social work. Developed TEPs shall be shared with local communities. Partnerships with the business sector, vocational training centres, and business advisors will be established and tailored support and services provided to the unemployed, focusing on vulnerable groups, women and youth. While the project will provide seed funds for implementing small-scale projects to create employment opportunities for the local population, efforts will be made to mobilize or access available local funding, including from the private sector or from national active labour market programmes.

### **Output 3: Convergence towards EU and global good practice enhanced through peer learning and support**

Activities under this output are designed to contribute to peer learning and advocacy, thus helping to strengthen regional cooperation and knowledge sharing in the field of employment and social affairs. It promotes substantive cooperation with diverse development partners, and builds on the new regional platform on employment and social inclusion in the Western Balkans, currently being set up by RCC, ILO and EC. This output will also contribute to strengthening Governments' commitment to long-term reforms, thus strengthening the sustainability of reform efforts.

**3.1 Prepare and disseminate comparative reports, guidelines, checklist, toolkits, including through policy clinics and peer exchange (ILO).** Peer reviews and policy clinics will be used to create benchmark cases, as well to review reports evaluating the performance of PES, CSWs and connected institutions and their effectiveness in providing services for groups most distanced from the labour market. The project will generate guidelines, toolkit and checklist for the institutions to use when carrying out the peer sessions, and will design the evaluation mechanism for the policy clinics. It will support two countries reviewing a third one on commonly agreed areas, using the validated guidelines and toolkits on how the country should achieve inclusion goals. Each country would thus be reviewed by 2 others and review 2 others. This practice is currently being successfully used for former CIS countries for peer review of youth employment programmes, and was previously used for employment policy reviews. Policy clinics will be used to establish good practice, and share cases of excellence. Peer exchange will enable detailing of good practices and common trends on service delivery in the region using an integrated approach to employment and social policy programmes

**3.2. Participation and substantive contribution to the regional platform on employment and social inclusion in partnership with RCC, ILO and EC (ILO);** This activity will contribute to institutional capacity development for the design and implementation of holistic policy approaches for tackling unemployment thus contributing to EU's Open Method of Coordination. It will do this by linking up with the RCC/ILO ESPL project, one of the purposes of which is to create a regional platform for exchange of knowledge and experience among PES. The project will ensure that results and positive experience stemming from outputs 1 and 2, are fully reflected in and shared by the platform. The ESPL aims to ensure that national PES are fully aware of EU benchmark and guidelines, and the Austrian Development Agency (ADA)/ILO/UNDP project will work to ensure that the inclusiveness dimension and locally available solutions are included in and made visible through the ESPL platform.

**3.3. Organize fora and policy clinics for peer exchange and learning from best practices, including those developed under output 2 (UNDP);** Evidence-based systems for monitoring the actual and potential impact of employment interventions, particularly those which target the hard-to-employ will be promoted. New innovative instruments such as a mutual learning programme (peer reviews and validation of best practices) for policymakers and practitioners shall be applied. Two two-day workshops shall be organized on selected interventions.

**3.4 Prepare policy papers/issue briefs with examples of good practice on youth and social protection (UNDP);** The project will promote exchange of experience and good practices, preparation of knowledge products, position papers and issue briefs that the promote SPF I

approach to Western Balkans. 2 regional products shall be prepared. Reports shall be published in English, but also made available in the official languages of the region. E-copies will be made available on UNDP IRH and CO websites, and further disseminated through the ESPL platform.

### *Partnerships*

Central to the design of this project is to promote harmonization, coordination and partnerships at different levels in the implementation of employment and inclusion policies. Such coordination will be promoted at three levels.

Firstly, at the national level, more inter-sectoral dialogue and consensus-building will be fostered in the policy design process. For too long, employment was seen as a residual category of a country's economic performance. The dominant paradigm that jobs are created by the invisible hand of markets influenced the public policy discourse, and implied a marginal role of the state. However, the increasing gaps between those inside and outside of the labour market, have rekindled the attention of the need to further strengthen public institutions and to develop instruments for optimizing connections, increasing the outreach and creating the right conditions to tackle the labour market gaps and access of vulnerable population at the formal labour market.

The ongoing process of formulating national Employment and Social Reform Programmes (ESRPs) is seen as an excellent opportunity to mobilize national partners around this important set of issues. ESRPs, typically involve representatives from Ministries of Labour and Social Policy, Education, Economy, Finance etc. In fact, they provide a productive forum for dialogue and consensus building and ownership of the policy reforms programmes. Therefore, the project will link up with these processes to ensure the proposed activities promote dialogue which will fit with and help forge the broader reform agenda.

The project shall support Ministries of Labour, which are often mandated to coordinate the ESRPs, but do not usually have either political leverage or capacity to take the lead in implementing such multi-sectoral actions. In particular, the project shall focus on aspects of intra-ministerial coordination and demonstrate practical solutions that foster closer collaboration between employment and social welfare services as well as partnerships with other service providers – including civil society organizations involved in implementing inclusion policies. Components 1 and 2 of the project will address this fragmentation.

At the more aggregate (regional) level, more inter-country exchange of experience is needed for cross-fertilization, and helping to reduce the time needed to introduce best practices. The RCC and International Labour Organization (ILO) are currently putting in place a platform, the Economic and Social Platform (ESAP) for the Western Balkans, with the aim of establishing common tools, cross fertilization, benchmarking and peer to peer learning, and reducing lead times in introducing best practices. Output 3 of the proposed project aims to link up with this much needed coordination platform at the regional level. This output will explicitly help counterparts in line Ministries who are involved in ESRPs, to participate actively and to derive maximum benefit from the ESAP. The project also aims to contribute to the strengthening and enhancement of the role of Public Employment Services in the Western Balkan countries with a view to preparing them to use best EU practices and to be able to participate in all related EU-wide activities. A permanent focal point will be established by ILO to liaise with the secretariat of both the regional PES network, as well as the meetings of Labour Ministries which will be organized by RCC as part of ESAP.

Finally, at a more localized level, there is a lack of mechanisms to bring together local governments, local civil society, business sector, employer organizations and worker organizations in developing common strategies for employment generation, such as the Territorial Employment Pacts, the purpose of which is to generate local solutions to local problems. This approach works at the intersection between national policies, employment action plans and the specific needs and resources of a given territory/ area, combining partnership- building with a user-centred approach

and integrated service delivery. Output 2 of the project envisages the use of Territorial Employment Pacts (TEPs) as a vehicle for promoting better vertical and horizontal coordination and feedback loops. TEPs are already being established in Albania, Bosnia and Herzegovina, Serbia and Kosovo, and their design and implementation under this initiative will build on lessons learned and recommendations drawn from external evaluations.

The project will encourage synergies and multi-donor funding to bolster a long term program. Along these lines, UNDP and ILO have submitted a concept note to RCC for potential funding from the Multi-country IPA II. The proposal envisages a 24 month intervention that will build on the platform set by this project with a total requested budget of 2,700,000 Euro. The activities submitted in the current proposal are to be implemented during the ADA project, subject to approval of the inception report. In parallel to the Multi Country IPA II funding opportunity through RCC, the program envisages its actions also as a platform to engage with other cooperation partners, either as future donors, or as partners in strengthening the actions on inclusive labour markets in the Western Balkans. As such, it would permanently engage in finding alliances with bilateral and multilateral organizations (financial institutions or cooperation institutions), as well as mainstreaming recommendations from the project into the Social Platform being established by RCC and ILO.

During the design and implementation of the TEPs, opportunities will be explored for mobilizing municipal resources for implementation of agreed priority measures.

### ***Risks and Assumptions***

The fact that all countries covered by the project are engaged in policy processes related to EU accession indicates a high commitment of governments to developing and implementing inclusive labour market policies. This means that that the approaches and processes piloted by this project, and recommendations deriving from them, have the potential to significantly influence ongoing reforms and policy dialogue. It significantly reduces the risk that interventions will be shelved at the end of the project.

### ***Stakeholder Engagement***

The project will target individuals who face barriers in accessing the labour market and employment. These include those who are least likely to benefit from standard Active Labour Market Policies, and require more individual mentoring and coaching. The composition of the target group may vary by country, depending on the severity of the problem faced by different disadvantaged groups, but will include the long term unemployed and youth, who are facing particular problems in transitioning from school to work, as well as those facing stigma or discriminatory attitudes, for example people with disabilities<sup>9</sup>. The project may also target sections of the Roma population or inactive rural women. At the same time, the project will mobilise disadvantaged groups to explore their own needs and resources to enable their access to labour markets.

In the medium term, the results will be reflected in an increase in support to the long-term unemployed, first-time job seekers, women, people with disabilities and Roma. However, given the relatively limited duration of the project, the main short term results will be that employment and social services have processes, programs, instruments etc. in place to make them more inclusive.

At this stage, it is estimated that the total number of end beneficiaries, i.e. members of hard to employ groups will be different in the first and second year of the project implementation due to the

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<sup>9</sup> The following categories of jobseekers are considered risk groups in the labour market: young and older unemployed persons (ages 16-24 and 50-74); immigrants having problems entering the labour market; ex-prisoners who have not reinserted into the workforce; women returning to the workforce; single parents; physically or disabled persons with reduced work capacity or mental health problems; unemployed people with alcohol/drugs misuse; unemployed people with poor skills levels.

nature of the project design. In the first year the project will focus on enhancement of labour market governance mechanisms and integration of PES and CSW work. It is expected that improvements in, and alignment of work processes will result in better outreach and increased impact in terms of employability for end users.

The total number of beneficiaries to receive individualized support by the employment counsellors and social workers will be determined once the participatory audit of the work processes, rules and procedures has been completed (see activities under Output 1), standards set and personnel of the employment centres and centres for social work have received advanced training in individual case management. Overall, during the first year of project implementation, at least 30 members of hard-to-employ groups per country are expected to participate in ALMPs (excluding public works) and increase their employability. The target per country will be significantly increased (using above specified disaggregated indicators) in the second year, when it is expected that at least 100 hard to employ persons per country will be participating in ALMPs/or will increase their employability and at least 30 persons per country will have been employed.

Bearing in mind that the main thrust of the project is to demonstrate and to the extent possible put in place sound governance processes and approaches that will enhance capacities of labour market institutions and stimulate better outreach to those most at risk of exclusion, the primary beneficiaries include public employment services, centres for social welfare, local private sector actors (which often face difficulties in filling vacancies despite high rates of unemployment/ inactivity), and local authorities in areas with particularly severe employment problems. Civil society organisations, in particular those providing services for most disadvantaged groups in the society, are also one of the main partners and beneficiaries of the project, as are employer organizations and worker organizations. At the country level, they will be included in the process of detailed design of country specific activities, and/or in service delivery (outreach and mobile services provision), and in monitoring and evaluation activities.

The primary impact of the project will be on the work processes of PES and CSW, as well as civil society, worker organizations (WOs) and employer organizations (EOs). Within the partner organizations (PES, CSW, Labour inclusion NGOs, EOs, WOs), the primary recipients will be case workers, team managers, planning authorities and directorates. Procedures, programs and protocols will be installed to increase the access of women, young, ethnic minorities and vulnerable groups to employment. The project will engage NGOs representing specific interests of disadvantaged groups: minorities, women's rights and persons with disabilities.

### ***Knowledge***

The project envisages preparation of number of practical toolkits and policy papers. Some of the knowledge products include the participatory gender sensitive audit of placement services, including for people with disabilities, extensive stocktaking of vulnerable youth employment initiatives, as well as those for the overall at-risk population; guidelines and toolkits on individual case management; guidelines and procedures for PES and CSW on rights and services e.g. skills and competence development, language, psycho-social empowerment, life skills for asylum seekers; review reports evaluating the performance of PES, CSWs from the perspective of providing services for groups most distanced from the labour market; position papers and issue briefs that promote SPF I approach to Western Balkans.

### ***Sustainability and Scaling Up***

The project will primarily focus on maximizing the impact of existing good practices in the region as well as the EU member states, through replication and scaling up, but it will also foster innovative approaches that will introduce new service lines and work methods of PES, CSWs or Civil Society Organizations (CSOs) involved in the provision of employment or social services. The project design has taken into account the following levels of sustainability:

(i) **Policy level sustainability:** the project team shall provide sufficient support and facilitation of exchange of experiences when addressing specific problems. The project will produce reports, training materials and guides, and draft by-laws, supporting the creation and maintenance of an enabling environment and promoting cooperation, innovation, active inclusion and development of a culture of evaluation.

(ii) **Financial sustainability:** the project aims at establishing a platform to enhance governance and inclusiveness of labour markets inclusion which at the later stage does not require significant resources. The purpose of the project is to enable stakeholders to make more strategic use of their work through the introduction of innovative policies, services and work processes. Some aspects such as new forms of service delivery will have to be financed on a longer term basis. This aspect will be considered by the project from the outset, with gradual take over from national counterparts and partners envisaged. Appropriate technologies shall be used at affordable costs taking into account local conditions and capabilities.

(iii) **Institutional sustainability:** cooperation between the various stakeholders, including national and local institutions, public and private sector and users should continue in the future, supported by the regional platform to which this intervention will contribute, the ESRP process, and the structures put in place at the local level through TEPs. The project will foster ownership by all project stakeholders and involvement of target groups from the outset of the project and their active involvement in the implementation phase. This will be further enhanced through conducting participatory audits (see output 1) and a series of capacity development activities, in order to enable local institutions to adopt new procedures and continue delivering the new model of services in the post-project period.

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## IV. PROJECT MANAGEMENT

### *Project Management*

This Project envisages that UNDP and ILO work together to achieve the three outputs set out above. Each agency will be in charge of implementation and be accountable for the results according to the distribution of activities presented in the Results Framework, and Multi-year work plan. Division of the roles and responsibilities and implementation arrangements set up to ensure maximized use of agencies and project resources and reflect the comparative advantages and the body of knowledge of both agencies. While involvement of ILO will mainly focus on provision of development of relevant guidelines and toolkit, UNDP activities will particularly focus in provision of institutional and individual capacity development and facilitation and support of local level partnerships, linking up to existing networks established through its long standing local presence in all participating countries and territory.

UNDP's activities will be backstopped and supervised by the Sustainable Development Advisor at IRH; and ILO's activities being by ILO's Employment and Skills Specialist (Budapest Office).

UNDP shall be responsible for overall fund management and project reporting. Project implementation will follow UNDP's Programme and Operations Policies and Procedures within delegated Direct Implementation authority for Regional Programme implementation. The financial and administrative support unit of IRH will be in charge of financial management and providing regular updates to the Project Coordinator for preparation of consolidated reports and Project Board meetings.

The specific country level activities will be implemented and overseen by the country level structures of UNDP and ILO. The local project coordinators in each office shall play a liaison role between the regional and local level structures and relevant project interventions. They will be better placed to build and expand partnership networks of national/local level institutions and organizations involved in the specific activities. In this respect the regional resources will be providing expertise and guidance, as well as capacity to link up to the social and economic platform

being developed by RCC, ILO and EU (in particular in terms of facilitating cross-country knowledge sharing), while implementation of the specific activities will be predominantly channelled through country level UNDP/ILO structures.

Moreover, the project is envisaged to act as a facility for policy and experience exchange between peers rather than as a stand-alone project. In this regard, both at the regional and country/territory levels UNDP and ILO shall establish a routine for regular information exchange and updating of development partners and ADC coordination offices in particular, in order to assure transparency, complementarities and maximize synergies with other relevant interventions in this area.

## V. RESULTS FRAMEWORK

| <p><b>Intended Outcome as stated in the Regional Programme Results and Resource Framework:</b> 1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded</p> <p><b>Outcome indicators as stated in the Regional Programme Results and Resources Framework, including baseline and targets:</b></p> <p>1.1. Number of countries supported with improved policies, systems and/or institutional measures in place at the national and sub-national levels to generate and strengthen employment and livelihoods.<br/> <i>Baseline: 0 Target: 12 countries</i></p> <p>1.2. Number of new schemes which expand and diversify the productive base based on the use of sustainable production technologies.<br/> <i>Baseline: 0 Targets: At least 3 schemes</i></p> <p>1.3. No of new schemes generating/shifting to gender-responsive green jobs. <i>Baseline: 0 Target: 2 schemes</i></p> <p>1.4. No of new schemes which link employment to social inclusion. <i>Baseline: 0 Target: 2 schemes</i></p> <p><b>Applicable Output from the UNDP Strategic Plan:</b> 1.1. National systems and subnational systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods-intensive.</p> <p><b>Project title and Atlas Project Number:</b> 95840 Promoting Inclusive Labour Market Solutions in the Western Balkans</p> |  |  |   |      |   |       |   |
|--|--|--|---|------|---|-------|---|
| OUTPUTS  | OUTPUT INDICATORS <sup>10</sup>  | DATA SOURCE  | BASELINE  |      | TARGETS (by frequency of data collection) |       | DATA COLLECTION METHODS & RISKS   |
|  |  |  | Value   | Year | Year                                      | FINAL |   |
| <p><b>Output 1</b></p> <p>Public employment and social service agencies provide user-centred approaches, with a focus on vulnerable and hard-to-employ groups</p> <p>Public employment and social service agencies provide user-centred approaches, with a focus on vulnerable and hard-to-employ groups</p>   | <p>1.2 % of PES, CSW, labour inclusion NGOs, EO and WO develop an action plan after participating in a gender sensitive participatory audit (disaggregated by country, type of organization and sex)</p> | <p>Admin report on action plan by PES or relevant institution. Attendance lists of trainings</p> | To date, no organizations have undergone a gender sensitive participatory audit | 2015 | 40%                                       | 80%   | <p><b>Collection method:</b> Review/analysis of relevant reports, surveys. bi-annual</p> <p><b>Frequency:</b> bi-annual</p> <p><b>Responsibility:</b> Joint Project</p> |

<sup>10</sup> It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

|  |   |  |   |             |            |            |  |
|--|---|--|---|-------------|------------|------------|--|
|  | <p>1.3 % of job counsellors and social workers that report having improved skills for providing services to job seekers from disadvantaged groups, specifically for PwD, after receiving relevant training (disaggregated by locality, country, type of organization and sex)</p> | <p>Review/analyses of relevant reports, surveys.</p> | <p>Limited capacities of counsellors and social workers to provide assistance to disadvantaged groups and specifically for PwD training</p> | <p>2015</p> | <p>40%</p> | <p>70%</p> | <p><b>Risks and Assumptions:</b><br/>Continuity of PES, CSW, NGOs, Employment Organizations and Workers Organizations staff and availability of central and local organizations to support inclusive approaches<br/>Commitment to reforming the governance practices in public employment institutions and</p> |
|--|---|--|---|-------------|------------|------------|--|

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|--|---|--|--|------|--|--|--|
|  | <p><b>I.4 # of PES and CSW that review their rules, procedures, workflow, case management load and/or information and knowledge management system</b></p> | <p>Admin report on action plan by PES or relevant institution.<br/>Attendance lists of trainings.<br/>Project field visits</p> | 0  | 2015 | 1  | 3  | <p>centres for social work.<br/>Motivation for cross-sectoral institutional cooperation and partnership with the private sector. Lack of familiarity with active inclusion strategies and commitment to addressing the employment challenges of the hardest-to-employ groups<br/>Capacities of PES and CSW to introduce social mentorship and case management approaches, due to understaffing and high client to counsellor ratio</p> |
|  | <p><b>I.6 # of youth employment guarantees reviewed by participating countries</b></p>  | <p>PES, CSO active in the area of youth employment</p>   | 2 potential youth employment guarantees have been reviewed up to date by participating countries | 2015 | At least 1 new youth employment guarantees are reviewed by participating countries | At least 3 new youth employment guarantees are reviewed by participating countries |  |

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| <p><b>Output 2</b><br/>Innovative programmes to tackle employment of vulnerable groups and foster inclusive labour markets</p>   | <p>1.7 % of trained job counsellors and social workers that report having improved skills for providing services to asylum seekers;</p>  | <p>PES, CSWs of relevant institution admin reports. Attendance lists of trainings.</p>                 | <p>0</p>   | <p>2015</p> | <p>20%</p>  | <p>70%</p>  |  |
| <p>2.1 % of trained employers organizations that say to have increased awareness to address inclusiveness of employers' hiring and occupational processes</p>  | <p>2.1 % of trained employers organizations that say to have increased awareness to address inclusiveness of employers' hiring and occupational processes</p>  | <p>Employer Organization reports, project reports</p>  | <p>0</p>   | <p>2015</p> | <p>20%</p>  | <p>70%</p>  | <p><b>Collection method:</b><br/>Interviews, surveys, review/analysis of relevant reports and inputs from PES and centres for social work; evaluation, users feedback</p> <p><b>Frequency:</b> bi-annual</p> <p><b>Responsibility:</b> Joint Project</p>   |
| <p>2.2 Level of satisfaction with the quality of services offered by PES and CSWs to vulnerable groups (%).</p>  | <p>2.2 Level of satisfaction with the quality of services offered by PES and CSWs to vulnerable groups (%).</p>  | <p>Project progress reports; national reports related to employment, independent evaluation report</p> | <p>TBD during the inception phase.</p>                 | <p>2015</p> | <p>N.A.</p> | <p>Satisfaction with services increases by 30%.</p>                     | <p><b>Risks and Assumptions:</b><br/>Employers in the region are still (nearly) active. Employers continue with interest in becoming more inclusive and diverse at the workplace. No economic contraction; Stakeholders are motivated to work together and open to take advice from all stakeholders, including from other countries from the region.</p>              |
| <p>2.3 Number of countries that have introduced individual case management in by-laws regulating work procedures in CSW's and PES</p>  | <p>2.3 Number of countries that have introduced individual case management in by-laws regulating work procedures in CSW's and PES</p>  | <p>PES and CSW annual reports, users feedback</p>  | <p>0</p>   | <p>2015</p> | <p>0</p>    | <p>3</p>  |  |
| <p>2.4 % increase of the number of job-seekers benefiting from innovative programmes and services of PES and CSW introduced by the project, disaggregated by country and type of disadvantage</p>    | <p>2.4 % increase of the number of job-seekers benefiting from innovative programmes and services of PES and CSW introduced by the project, disaggregated by country and type of disadvantage</p>    | <p>Project monitoring reports; evidence from PES and CSW</p>   | <p>Data to be collected during the inception phase</p> | <p>2016</p> | <p>5%</p>   | <p>20%</p>  | <p>National action taken to operationalize innovative approaches<br/>Local communities motivated to inform about the creation of programmes<br/>CSO's have capacity and resources to engage in outreach, innovation and service delivery<br/>National funding sources for CSO's provide seed funding for innovative approach to social and labour market inclusion</p> |
| <p>2.5 Number of unemployed benefiting from job and training opportunities created through local partnerships mobilized under TEP programmes (disaggregated by country and type of disadvantage)</p> | <p>2.5 Number of unemployed benefiting from job and training opportunities created through local partnerships mobilized under TEP programmes (disaggregated by country and type of disadvantage)</p> | <p>Project monitoring reports; evidence from PES, CSW, NGOs</p>  | <p>0</p>   | <p>2015</p> | <p>0</p>    | <p>20 persons per TEP (data disaggregated by type of vulnerability)</p> |  |

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| <p><b>Output 3</b><br/>Innovative programmes to tackle employment of vulnerable groups and foster inclusive labour markets</p> | <p>3.1 A working group responsible for the development of harmonized regional materials for labour inclusion of vulnerable groups towards EU best practices</p> | <p>Implementation memoir on specific measures to enhance labour inclusion, regionally agreed methods implemented by the agencies on why and how to outreach to traditionally excluded population, summaries from the exchanges. Reports generated by project, the Social Platform project (EU-RCC-ILO) and countries</p> | <p>Bilateral agreements, but no "live" working group between countries to identify groups and benchmark solutions.</p> | <p>2015</p> | <p>1 working group set up to facilitate technical cooperation between countries employment promotion services between countries promoted through exchange (policy clinic and peer to peer)</p> | <p>1 working group set up to facilitate technical cooperation between employment promotion services between countries promoted through exchange (policy clinic and peer to peer)</p> | <p><b>Collection method:</b> Reports generated by project, the Social Platform project (EU-RCC-ILO) and countries<br/><b>Frequency:</b> bi-annual<br/><b>Responsibility:</b> ILO<br/><b>Risks and Assumptions:</b> Institutions available to take advantage of economies of scale and scope when working on same topics at the same time, despite in-country difficulties.<br/>EU ascension and objectives still being a main target for the countries<br/>Openness and motivation of national counterparts for revision of their strategies; preparedness to invest additional effort for progressive, but consistent alignment with EU and SPF-I policy and practice. Weak capacities for cross-country peer review and mutual learning</p> |
| <p>3.2 # of peer review reports on labour inclusiveness exercises completed by participating organizations;</p>                |   | <p>Official documents, National employment plans; national social protection/inclusion reports; EC country progress reports;</p>   | <p>0</p>   | <p>2015</p> | <p>2</p>   | <p>6 (one per country/territory)</p>   |   |

|  |   |   |                                  |      |  |   |
|--|---|---|----------------------------------|------|--|---|
|  | 3.3 # of countries applying policy recommendations from good practices and systematized knowledge products in designing active inclusion programmes;  | National employment plans; national social protection/inclusion reports; EC country progress reports; | 0                                | 2015 | 1 country/territory                    | 4 countries/territory                   |
|  | 3.4 # of comparative reports (guidelines, checklists, toolkits) detailing good practices, benchmarks, and common trends on service delivery in the region prepared through peer exchange and policy clinics | National employment plans; national social protection/inclusion reports; EC country progress reports; | No comparative reports available | 0    | At least 1 comparative report prepared | At least 2 comparative reports prepared |

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## **VI. MONITORING AND EVALUATION**

The project defines a comprehensive framework of indicators and targets, allowing for evidence-based monitoring and evaluation of project results at outcome, output and activity level. While the outcome and output level indicators will be instrumental for measuring the results and development impact, the activity level indicators shall allow for monitoring the pace of implementation and delivery of specific products of the project (see the Project Results and Resources Framework). Indicators data shall be disaggregated by sex, ethnicity, age, the type of vulnerability, which shall allow for tracing the underlying factors of multiple vulnerabilities of the disadvantaged groups targeted with project.

In all reporting, a strong emphasis will be placed on soliciting feedback from end users. The Project shall develop end-user based monitoring procedures ensuring consistent and continuous user feedback on the quality, relevance and timeliness of activities, and assessing the contribution of actions to achievement of impact at different stages of implementation. It will combine both quantitative and qualitative assessment methods and indicators and will include an impact assessment from the point of view of the end users. Considering the specific focus of the project, where feasible monitoring frameworks will ensure that project reports and collected data capture the project's impact on men and women and on different categories of vulnerable groups etc.

Within the annual cycle, the following will be carried out:

- Based on the initial risk analysis submitted, a risk log shall be activated and regularly updated by reviewing the external environment that may affect the project implementation. Changes to project intervention logic will be subject to approval by ADA.
- A project lessons-learned log shall be activated from the project inception phase 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.
- A monitoring schedule plan shall be activated in ATLAS and updated to track key management actions/event. The project's monitoring plan shall be updated at regular intervals.
- Periodic monitoring through site visits shall be conducted based according to the schedule set out in the project's annual work plan to assess the first hand project progress. Upon request, members of the Project Board may also join these field visits.
- The established project monitoring framework will be updated and progress recorded towards the completion of key results, based on the project management module.

## Monitoring Plan

| Monitoring Activity                | Purpose   | Frequency  | Expected Action   | Partners (if joint)         | Cost (if any) |
|------------------------------------|---|--|---|-----------------------------|---------------|
| Track results progress             | The project will be monitored by assessing progress against the qualitative and quantitative indicators outlined in the Project Results and Resources Framework. The indicators will be further refined during the inception phase of the project.  | Quarterly  | Slower than expected progress will be addressed by project management.  | ILO<br>UNDP Country Offices |               |
| Monitor and Manage Risk            | Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards.   | Quarterly  | Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.   | ILO<br>UNDP Country Offices |               |
| Learn                              | Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.  | At least annually                                      | Relevant lessons are captured by the project team and used to inform management decisions.  | ILO<br>UNDP Country Offices |               |
| Annual Project Quality Assurance   | The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.  | Biannually   | Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.  | ILO<br>UNDP Country Offices |               |
| Review and Make Course Corrections | Internal review of data and evidence from all monitoring actions to inform decision making.   | At least bi-annually                                   | Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.  | ILO<br>UNDP Country Offices |               |
| Project Report                     | An inception report shall be submitted within fifteen days upon completion of the 2 month inception phase. Revised and fine-tuned LogFrame, Time Frame and Budget shall be submitted to ADA for approval prior to commencing with the full-scale implementation of project activities. A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any | Annually, and at the end of the project (final report) | During this phase, the project will explore the most effective modalities for implementation to ensure achievement of expected results and carry out a more in-depth assessment of the country specific vulnerabilities that will be targeted with the project activities. The inception report shall further detail the proposed project activities and specify the end beneficiaries.<br>An Annual Review Report shall be prepared by the Project Coordinator | ILO<br>UNDP Country Offices |               |

|  |   |                   |   |   |  |
|--|---|-------------------|---|---|--|
|  | <p>evaluation or review reports prepared over the period.</p>   |                   | <p>and shared with the Project Board, and upon its approval, submitted to the ADA. The annual review will create a basis for refinement of the approaches and activities envisaged for the next phase of project implementation. Within six months after completion of the Project, the final report and the detailed certified final financial statements presenting overall project costs, will be submitted to the Project Board and, upon approval, to the ADA.</p> |   |  |
| <p><b>Project Review (Project Board)</b></p> | <p>The Project Board will hold project reviews mid-year (6 months after the project initiation) to assess the project's performance and progress in implementing Annual work plan and appraise the Work Plan for the following period. The mid-year review report shall be prepared by the Project Coordinator with inputs from team members, and shared with the Board as per established requirements. The mid-year report shall be submitted at latest one month after the end of the reporting period. The report will include narrative and financial information, describing the project progress and financial delivery. The report shall be consolidated by the Project Coordinator and upon verification of the ILO and UNDP quality assurance teams, shall be submitted to ADA and the Project Board for reviewing the progress. In the project's final year, the Project Board shall hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.</p> | <p>biannually</p> | <p>Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.</p>   | <p>ILO<br/>UNDP Country<br/>Offices</p> |  |

## Evaluation Plan

A final external project evaluation will be commissioned at the end of the project in accordance with both agencies' evaluation policies<sup>11</sup> and guidelines for project and programme evaluations of ADA. Both Agencies shall agree on the purpose, use, timing, financing mechanisms and Terms of reference for the external independent evaluator(s), in consultation with the project stakeholders. Before the commissioning the external consultants, TORs will be shared with ADA for approval. Furthermore, ILO will hold an internal evaluation for its activities.

| Evaluation Title | Partners (if joint) | Related Strategic Plan Output | UNDAF/CPD Outcome | Planned Completion Date | Key Evaluation Stakeholders  | Cost and Source of Funding                     |
|------------------|---------------------|-------------------------------|-------------------|-------------------------|--|--|
| Final Evaluation | ILO                 | 1.1                           | 2                 | August 2017             | State Employment Agencies, Centres for Social Welfare, local authorities | Euro 20,000 or approx. \$22,253 project budget |

<sup>11</sup> ILO Evaluation policy: [http://www.ilo.org/eval/Evaluationguidance/WCMS\\_168289/lang-en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_168289/lang-en/index.htm)

## VII. MULTI-YEAR WORK PLAN

I.

| EXPECTED OUTPUTS and RESULT INDICATORS | PLANNED ACTIVITIES   | TIMEFRAME |    |    |    |    |    |    | RESPONSIBLE PARTY | PLANNED BUDGET |                    |             |                   |
|--|--|-----------|----|----|----|----|----|----|-------------------|----------------|--------------------|-------------|-------------------|
|  |  | Q1        | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 |                   | Funding Source | Budget Description | Amount Euro | Amount USD [1]*12 |
|  |  |           |    |    |    |    |    |    |                   |                |                    |             |                   |
|  | 1.1 Project Inception  |           |    |    |    |    |    |    | UNDP<br>ILO       |                |                    |             |                   |
|  | 1.1.1 Project board instalment. Establishment of project implementation structure, engaging of experts;  | x         |    |    |    |    |    |    | UNDP<br>ILO       |                |                    |             |                   |
|  | 1.1.1.1 Project board instalment. Establishment of project implementation structure, engaging of experts;  | x         |    |    |    |    |    |    | UNDP              |                |                    |             |                   |
|  | 1.1.1.2 Project board instalment. Establishment of project implementation structure, engaging of experts;  | x         |    |    |    |    |    |    | ILO               | 72800          | IT Supplies        | 1,797.00    | 2,037.41          |
|  | 1.1.2 Field assessment, country updates, detalization of the work plan for the Year 1;   | x         |    |    |    |    |    |    | ADA               |                | VHF Radio          | 629         | 713.15            |
|  | 1.1.2.1 Field assessment, country updates, detalization of the work plan for the Year 1;   | x         |    |    |    |    |    |    | UNDP              | 71600          | Travel             | 2,839.00    | 3,218.82          |
|  | 1.1.2.2 Field assessment, country updates, detalization of the work plan for the Year 1;   | x         |    |    |    |    |    |    | ILO               | 71600          | Travel             | 1,056.00    | 1,197.28          |
|  | 1.1.3 Approval of the strategy by board and project launch   | x         |    |    |    |    |    |    | UNDP.<br>ILO      |                |                    |             | 0.00              |
|  | 1.2. Implement participatory audits on capabilities and competences of public employment services and centres for social work; ILO- central; UNDP- local | x         | x  |    |    |    |    |    | UNDP.<br>ILO      |                |                    |             |                   |
|  | 1.2.1 Implement participatory audits on capabilities and competences of central level offices of PES;  | x         |    |    |    |    |    |    | ILO               | 71200          | Int. Consult.      | 7,909.00    | 8,967.12          |
|  |  |           |    |    |    |    |    |    | ILO               | ADA            | Toolkit            | 5,392.00    | 6,113.38          |
|  |  |           |    |    |    |    |    |    | ILO               | 71300          | Local Consult.     | 8,088.00    | 9,170.07          |

12 \* Estimated at Euro/USD exchange rate of 1.13378684807 as of 15 February 2016 UN exchange rate (<https://treasury.un.org/operationalrates/OperationalRates.php>) and subject to change

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| <p><b>Baseline (2015):</b> To date, no organizations have undergone a gender participatory audit</p> | <p><b>Target (2016):</b> 40% of the PES, CSW, labour inclusion NGOs, EO and WOs that undergo a gender participatory audit develop an action plan</p> | <p><b>Target (2017):</b> 80% of the PES, CSW, labour inclusion NGOs, EO and WOs that undergo a gender participatory audit develop an action plan</p> | <p><b>Result indicator 1.3</b> % of job counsellors and social workers that report having improved skills for providing services to job seekers from disadvantaged groups, specifically for PwD, after receiving relevant training (disaggregated by locality, country, type of organization and sex)</p> | <p><b>Baseline (2015):</b> Limited capacities of counsellors and social workers to provide assistance to disadvantaged groups and specifically for PwD training</p> | <p><b>Target (2016):</b> 40% of the counsellors and social that received training for providing services to job seekers from disadvantaged groups, specifically for PwD, report improved skills (disaggregated by locality, country, type of organization and sex)</p> |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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|  |   |  |  |  |  |  |  |  |  |  |      |           |       |                     |                          |                   |           |
|--|---|--|--|--|--|--|--|--|--|--|------|-----------|-------|---------------------|--------------------------|-------------------|-----------|
| <p><b>Result indicator 2.3</b> Number of countries that have introduced individual case management in by-laws regulating work procedures in CSW's and PES</p> <p>Baseline (2015): 0<br/>Target (2016): 0</p> <p>Target (2017): 3</p>   | 2.3 Establish business leadership network for people with disability;                     |  |  |  |  |  |  |  |  |  | ILO  | ADA       | 75700 | Train. Works. Conf. | 13,480.00                | 15,283.45         |           |
|  |   |  |  |  |  |  |  |  |  |  |      | ILO       | ADA   | 75700               | Train. Works. Conf.      | 19,556.00         | 22,172.34 |
|  |   |  |  |  |  |  |  |  |  |  |      | ILO       | ADA   | 72100               | Contractual Services-Com | 35,948.00         | 40,757.37 |
| <p><b>Result indicator 2.4</b> % increase of the number of job-seekers benefiting from innovative programmes and services of PES and CSW introduced by the project, disaggregated by country and type of disadvantage</p> <p>Baseline (2015): data to be collected during the inception phase<br/>Target (2016): 5% increase<br/>Target (2017): 20% increase</p>   | 2.4 Establish horizontal partnership network for creation of territorial employment pact; |  |  |  |  |  |  |  |  |  | ILO  | ADA       | 71200 | int. consult.       | 9,346.00                 | 10,596.37         |           |
|  |   |  |  |  |  |  |  |  |  |  | UNDP | UNDP      | 71200 | int. consult.       | 53,922.00                | 61,136.05         |           |
|  |   |  |  |  |  |  |  |  |  |  | UNDP | ILO       | 71300 | Local consult.      | 43,137.00                | 48,908.16         |           |
| <p><b>Result indicator 2.5</b> Number of unemployed benefiting from job and training opportunities created through local partnerships mobilized under TEP programmes (disaggregated by country and type of disadvantage)</p> <p>Baseline (2015): 0<br/>Target (2016): 0</p> <p>Target (2017): 20 persons per TEP (data disaggregated by type of vulnerability)</p> | MONITORING  |  |  |  |  |  |  |  |  |  | UNDP | ADA/UN DP | 72600 | Grants              | 358,769.00               | 406,767.57        |           |
|  |   |  |  |  |  |  |  |  |  |  |      | ADA       | 71600 | Travel              | 6,154.00                 | 6,977.32          |           |
|  |   |  |  |  |  |  |  |  |  |  |      | ADA       |       |                     |                          |                   |           |
| Management and quality assurance   |   |  |  |  |  |  |  |  |  |  | UNDP | ADA       |       |                     | 112,426.00               | 127,467.12        |           |
| <b>Sub-Total for Output 2</b>  |   |  |  |  |  |  |  |  |  |  |      |           |       |                     | <b>845,239.00</b>        | <b>958,320.86</b> |           |

|  |   |  |  |  |                                |          |   |     |     |       |                     |           |           |     |     |       |                     |           |           |     |     |       |                     |           |           |     |     |       |               |          |          |     |     |       |               |          |          |     |     |       |                     |           |           |     |     |       |                     |          |          |
|--|---|--|--|--|--------------------------------|----------|---|-----|-----|-------|---------------------|-----------|-----------|-----|-----|-------|---------------------|-----------|-----------|-----|-----|-------|---------------------|-----------|-----------|-----|-----|-------|---------------|----------|----------|-----|-----|-------|---------------|----------|----------|-----|-----|-------|---------------------|-----------|-----------|-----|-----|-------|---------------------|----------|----------|
| <p><b>Output 3 Promoting convergence towards EU and global good practice through peer learning and support</b></p> | <p><b>Result indicator 3.1:</b> A working group responsible for the development of harmonized regional materials for labour inclusion of vulnerable groups towards EU best practices<br/> <b>Baseline (2015):</b> Bilateral agreements, but no "live" working group between countries to identify groups and benchmark solutions.</p> | <p><b>Target (2016):</b> 1 working group set up to facilitate technical cooperation between employment promotion services between countries promoted through exchange (policy clinic and peer to peer)</p> | <p><b>Target (2017):</b> 1 working group set up to facilitate technical cooperation between employment promotion services between countries promoted through exchange (policy clinic and peer to peer)</p> | <p><b>Result Indicator 3.2:</b> # of peer review reports on labour inclusiveness exercises completed by participating organizations<br/> <b>Baseline (2015):</b> 0</p> | <p><b>Target (2016):</b> 2</p> | <p>x</p> | <table border="1"> <tr> <td data-bbox="183 840 215 884">ILO</td> <td data-bbox="183 683 215 750">ADA</td> <td data-bbox="183 548 215 616">75700</td> <td data-bbox="183 392 215 526">Train. Works. Conf.</td> <td data-bbox="183 212 215 369">13,140.00</td> <td data-bbox="183 44 215 190">14,897.96</td> </tr> <tr> <td data-bbox="422 840 454 884">ILO</td> <td data-bbox="422 683 454 750">ADA</td> <td data-bbox="422 548 454 616">75700</td> <td data-bbox="422 392 454 526">Train. Works. Conf.</td> <td data-bbox="422 212 454 369">13,140.00</td> <td data-bbox="422 44 454 190">14,897.96</td> </tr> <tr> <td data-bbox="694 840 726 884">ILO</td> <td data-bbox="694 683 726 750">ILO</td> <td data-bbox="694 548 726 616">75700</td> <td data-bbox="694 392 726 526">Train. Works. Conf.</td> <td data-bbox="694 212 726 369">32,874.00</td> <td data-bbox="694 44 726 190">37,272.11</td> </tr> <tr> <td data-bbox="837 840 869 884">ILO</td> <td data-bbox="837 683 869 750">ADA</td> <td data-bbox="837 548 869 616">71200</td> <td data-bbox="837 392 869 526">Int. Consult.</td> <td data-bbox="837 212 869 369">7,908.00</td> <td data-bbox="837 44 869 190">8,965.99</td> </tr> <tr> <td data-bbox="981 840 1013 884">ILO</td> <td data-bbox="981 683 1013 750">ADA</td> <td data-bbox="981 548 1013 616">71200</td> <td data-bbox="981 392 1013 526">Int. Consult.</td> <td data-bbox="981 212 1013 369">1,797.00</td> <td data-bbox="981 44 1013 190">2,037.41</td> </tr> <tr> <td data-bbox="1189 840 1220 884">ILO</td> <td data-bbox="1189 683 1220 750">ADA</td> <td data-bbox="1189 548 1220 616">75700</td> <td data-bbox="1189 392 1220 526">Train. Works. Conf.</td> <td data-bbox="1189 212 1220 369">10,785.00</td> <td data-bbox="1189 44 1220 190">12,227.89</td> </tr> <tr> <td data-bbox="1332 840 1364 884">ILO</td> <td data-bbox="1332 683 1364 750">ADA</td> <td data-bbox="1332 548 1364 616">75700</td> <td data-bbox="1332 392 1364 526">Train. Works. Conf.</td> <td data-bbox="1332 212 1364 369">7,190.00</td> <td data-bbox="1332 44 1364 190">8,151.93</td> </tr> </table> | ILO | ADA | 75700 | Train. Works. Conf. | 13,140.00 | 14,897.96 | ILO | ADA | 75700 | Train. Works. Conf. | 13,140.00 | 14,897.96 | ILO | ILO | 75700 | Train. Works. Conf. | 32,874.00 | 37,272.11 | ILO | ADA | 71200 | Int. Consult. | 7,908.00 | 8,965.99 | ILO | ADA | 71200 | Int. Consult. | 1,797.00 | 2,037.41 | ILO | ADA | 75700 | Train. Works. Conf. | 10,785.00 | 12,227.89 | ILO | ADA | 75700 | Train. Works. Conf. | 7,190.00 | 8,151.93 |
| ILO  | ADA   | 75700  | Train. Works. Conf.  | 13,140.00  | 14,897.96                      |          |   |     |     |       |                     |           |           |     |     |       |                     |           |           |     |     |       |                     |           |           |     |     |       |               |          |          |     |     |       |               |          |          |     |     |       |                     |           |           |     |     |       |                     |          |          |
| ILO  | ADA   | 75700  | Train. Works. Conf.  | 13,140.00  | 14,897.96                      |          |   |     |     |       |                     |           |           |     |     |       |                     |           |           |     |     |       |                     |           |           |     |     |       |               |          |          |     |     |       |               |          |          |     |     |       |                     |           |           |     |     |       |                     |          |          |
| ILO  | ILO   | 75700  | Train. Works. Conf.  | 32,874.00  | 37,272.11                      |          |   |     |     |       |                     |           |           |     |     |       |                     |           |           |     |     |       |                     |           |           |     |     |       |               |          |          |     |     |       |               |          |          |     |     |       |                     |           |           |     |     |       |                     |          |          |
| ILO  | ADA   | 71200  | Int. Consult.  | 7,908.00   | 8,965.99                       |          |   |     |     |       |                     |           |           |     |     |       |                     |           |           |     |     |       |                     |           |           |     |     |       |               |          |          |     |     |       |               |          |          |     |     |       |                     |           |           |     |     |       |                     |          |          |
| ILO  | ADA   | 71200  | Int. Consult.  | 1,797.00   | 2,037.41                       |          |   |     |     |       |                     |           |           |     |     |       |                     |           |           |     |     |       |                     |           |           |     |     |       |               |          |          |     |     |       |               |          |          |     |     |       |                     |           |           |     |     |       |                     |          |          |
| ILO  | ADA   | 75700  | Train. Works. Conf.  | 10,785.00  | 12,227.89                      |          |   |     |     |       |                     |           |           |     |     |       |                     |           |           |     |     |       |                     |           |           |     |     |       |               |          |          |     |     |       |               |          |          |     |     |       |                     |           |           |     |     |       |                     |          |          |
| ILO  | ADA   | 75700  | Train. Works. Conf.  | 7,190.00   | 8,151.93                       |          |   |     |     |       |                     |           |           |     |     |       |                     |           |           |     |     |       |                     |           |           |     |     |       |               |          |          |     |     |       |               |          |          |     |     |       |                     |           |           |     |     |       |                     |          |          |



| Sub-Total for Output 3                 |   |  |  |  |  |  |  |  |  | 248,376.00          | 281,605.44          |
|--|---|--|--|--|--|--|--|--|--|---------------------|---------------------|
| Evaluation (as relevant)<br>Management | EVALUATION                                  |  |  |  |  |  |  |  |  | 20,000.00           | 22,675.74           |
|  | Audit, HACT, etc.                           |  |  |  |  |  |  |  |  |                     | 0.00                |
| Visibility                             | Reports, documents synopsis, e-publications |  |  |  |  |  |  |  |  | 9,796.00            | 11,106.58           |
|  |   |  |  |  |  |  |  |  |  |                     |                     |
| Administrative Costs                   | (8%GMS)                                     |  |  |  |  |  |  |  |  | 45,037.00           | 51,062.36           |
|  |   |  |  |  |  |  |  |  |  |                     |                     |
|  |   |  |  |  |  |  |  |  |  |                     |                     |
|  |   |  |  |  |  |  |  |  |  | 29,037.00           | 32,921.77           |
|  |   |  |  |  |  |  |  |  |  | 103,870.00          | 117,766.44          |
| <b>TOTAL</b>                           |   |  |  |  |  |  |  |  |  | <b>1,575,000.00</b> | <b>1,785,714.29</b> |

## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be directed by a Project Board, chaired by the UNDP IRH. The Project Board will be formed at the initial stage of the project implementation. The Board will consist of UNDP, the ILO DWT/CO for Central and Eastern Europe in Budapest, ADA designated representatives and representatives of country teams. Country team representatives shall ensure that a proper consultation and review process with national partners has taken place and that their views are reflected in progress reports.

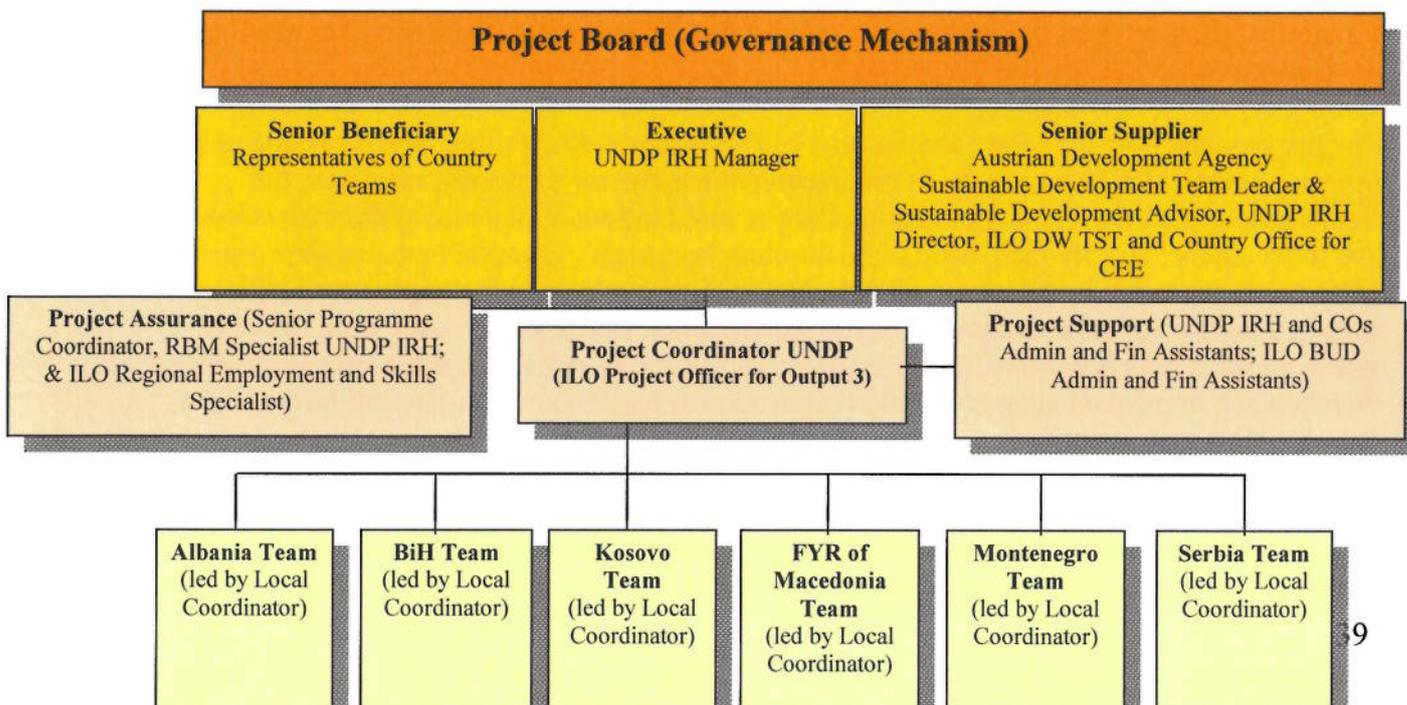
The Project Board will meet twice per year. The Project Board key roles will be as follows:

- Provide overall leadership, guidance and direction in successful delivery of outputs and their contribution to outcomes under the programme;
- Be responsible for making strategic decisions by consensus, including the approval of substantive project changes (i.e. changes in the project document);
- Approve the work plans, reviews, and other reports as needed;
- Meet every six months (either in person or virtually) to review the progress achieved, management risks, and other relevant issues;
- Address any relevant project issues as raised by the Project manager and authorise any deviation from agreed work plans;
- Provide guidance on new project risks and agree on possible countermeasures and management actions to address specific risks

**Executive role** will be performed by the IRH Manager, who shall have a decisive power if the opinions of development partners and beneficiary representatives do not reach compromise.

**Senior Supplier (Development Partners) role** is to provide guidance regarding the technical feasibility of the project. This role will be held by a designated representative from the Austrian Development Agency, the Sustainable Development Team Leader from UNDP IRH and the Director of ILO Decent Work and Technical Support Team and Country Office for CEE.

**Senior Beneficiary role** will be performed by representatives of the country teams, typically at Deputy Resident Representative level, with the purpose of ensuring the realization of project benefits from the perspective of project beneficiaries.



In addition two other instances will be important for the smooth implementation of the project:

- **Project Assurance** - with the objective of carrying out objective and independent project oversight and monitoring functions. During the project implementation, this role will ensure that the appropriate milestones are met and completed. This role will be held by UNDP IRH Senior Programme Coordinator and RBM Specialist and ILO Regional Employment and Skills Specialist.
- **Project Support** - with the objective of providing project administration and management support to the Project Coordinator. This role shall be performed by the UNDP IRH and ILO BUD Administrative and Finance Assistants respectively. At the national level it will be provided by the project assistant appointed in the respective UNDP country offices.

The need for coordination will be covered through a Project Coordinator designated by UNDP. The project coordinator shall take overall responsibility for managing the project and reporting to the Project Board. He/she will be responsible for the day-to-day management and decision-making within the approved level of tolerance. The Coordinator will also serve as a resource person for national level activities, while promoting regional exchange in close cooperation within both UN agencies. ILO will designate a Specialist in charge of backstopping and will contract a Project Officer with responsibility for output 3. Country level coordinators will provide regular updates to the Project Coordinator on the progress achieved and impediments and risks faced in the course of the implementation, and raise awareness of major issues if/when these arise.

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## IX. LEGAL CONTEXT

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAs for the specific countries; or (ii) in the [Supplemental Provisions](#) attached to the Project Document in cases where the recipient country has not signed an SBA with UNDP, attached hereto and forming an integral part hereof. All references in the SBA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by the agency (UNDP) ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

The responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. The Implementing Partner shall: (a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; (b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP

hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).

The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

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## **X. ANNEXES**

### **1. Risk Analysis.**

