

**United Nations Development Program**  
**Kosovo**  
**Project Document**

**Project Title** Active Labour Market Programs 2

**UNDP Priority area(s):** Social inclusion

**UNDP expected result(s):** Education and employment policies and programs provide greater access to adequate employment opportunities for youth and women

**Expected result(s):** **Sustainable economic reintegration for repatriated women and men**

**Subject of execution:** UNDP

**Implementation agency:** UNDP

**Short description**

As a result of 22 bilateral agreements reached since 2009, Kosovo institutions have repatriated over 40,000 people. Since then, the respective Ministries have adopted several strategies, laws and other legal acts that regulate repatriation and reintegration of repatriated persons. In their efforts to focus on sustainable reintegration, relevant ministries are focusing on advancing the socio-economic conditions of repatriated persons through various integrative intervention measures. Considering employment as one of the key measures that impact on sustainable reintegration, the Ministry of Internal Affairs, together with the Ministry of Labour and Social Welfare and with the support of UNDP have modified and approved active employment measures aimed at repatriated persons.

Through a comprehensive approach and proportional growth, the main objective of the project is to advance skills and provide employment opportunities for repatriated persons, working closely with labour market institutions and in partnership with private sector enterprises. In this way, the intervention will further strengthen the capacities of local government structures in providing support to repatriated persons, focusing on reintegration into the labour market. The outcome of this project will achieve the main objective through the continuation of the implementation of various active labour market measures, namely, on-the-job training, the scheme for wage subsidy, vocational training and self-employment program. These measures will be implemented in accordance with existing regulations and operational guidelines.

<p>Program Period: 2019-2021</p> <p>Key outcome area (strategic plan) Inclusive growth</p> <p>Program ID: 00080204</p> <p>Project ID: 00089976</p> <p>Start date: 01 January 2019</p> <p>Completion date: 31 December 2021</p> <p>Management Arrangements DIM</p>	<p>Overall budget of the project: <u>3,039,000 euro</u></p> <p>MLSW-EARK Reintegration fund (2019) 1,013.000,00 Euro</p> <p>MLSW-EARK Reintegration fund (2020) 1,013.000,00 Euro</p> <p>MLSW-EARK Reintegration fund (2020) 1,013.000,00 Euro</p>
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Agreed with (UNDP):

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## I. SITUATION ANALYSIS

### 1.1. Repatriation and reintegration in short points

UNDP, in cooperation with the Ministry of Labour and Social Welfare (MLSW) and the Ministry of Internal Affairs, has worked in the field of sustainable reintegration of repatriated persons since 2012. The cooperation becomes officialised with the signing of the agreement on the allocation of funds in 2012 and later in 2016. This project proposal is based on the best lessons learned from this multi-year collaboration.

Repatriation of Kosovars occurs in cases when they do not have a residence permit in the state that repatriates them or they want to return voluntarily and live in their homeland. Kosovo accepts its repatriated citizens based on the readmission agreement with other states, as well as under the law on readmission, while reintegration policies for repatriated persons are regulated by the National Strategy for Reintegration of Repatriated Persons and the Action Plan, which was approved by the Government of the Republic of Kosovo in 2017. Repatriated persons are assisted and supported by the reintegration scheme based on the Regulation on Reintegration of Repatriated Persons and the Management of the Reintegration Program. The reintegration process is managed by the Department for Reintegration of Repatriated Persons established in 2012 within the Ministry of Internal Affairs. Support and assistance from the reintegration department consists of supporting and assisting access to public services and support and assistance through the demand for reintegration benefit. Reintegration of repatriated persons is one of the main goals of the visa liberalization process and the EU integration process.

Thanks to the cooperation between UNDP, MIA and MLSW, during the years 2012-2017, around 3,166 persons have benefited from various programs aimed at their integration into the labour market in Kosovo.

Table 1: Active Labour Market Programs 2012-2017	Number of repatriated beneficiaries	
	2012-2016	2017
On-the-job training program	586	130
Wage subsidy program	338	126
Self-employment program	0	0
Internship Program	5	0
Vocational Training Centres	1,073	908
Total	3,166	

The MIA annual data base shows that the number of readmitted persons over the past few years is more than 50,000. Most repatriated persons do not have the skills and experience needed in the labour market, which makes integration into the labour market an even more complex process. In order to respond to such a gap, some active employment measures have been designed and implemented to provide vocational training and employment opportunities for repatriated persons in accordance with the needs of the labour market / private sector.

One of the most important issues facing Kosovo Institutions is the reintegration of repatriated persons into the labour market. Kosovo's economy is still unable to generate enough jobs to absorb the available workforce. The situation becomes even more worrying when considering

the country's unemployment rate, which has remained almost the same in recent years. In order to respond to such a gap, some active employment measures have been designed and implemented to provide vocational training and employment opportunities for repatriated persons in accordance with the needs of the labour market / private sector.

As long as situation remains the same, Kosovo needs to proportionally increase efforts to provide a more inclusive model of economic growth - a model that would provide citizens with equal opportunities to benefit from economic growth and to be able to contribute to it. In this way, one of the essential priorities is to ensure that economic expansion associated with a higher degree of job creation and employment.

## 1.2. Overview of Labour Market Challenges in Kosovo

The high unemployment rate is probably the biggest socio-economic problem for Kosovo with immediate and long-term consequences. The unemployment rate is about twice as high as in other countries in the region. According to the results of the latest Labour Force Survey (LFC) in 2017, the unemployment rate in Kosovo has increased. The LFC results also show that Kosovo's labour force participation rate is lowest in the Western Balkans (42.8%). Unemployment in Kosovo has several key dimensions: it mainly affects young people (52.7%), women (36.6%), as well as those with limited education and who have no prior work experience, including people with disabilities and non-majority communities.

As far as women's unemployment is concerned, it is 6.3% higher than the overall unemployment rate of labour force. Another gender dimension is the very low rate of female labour force participation remaining at only 20% - this implies the number of women who are economically active (i.e. employed or seeking employment).

Table 1: Labour market data in Kosovo, by sex	LFC 2012	LFC 2013	LFC 2014	LFC 2015	LFC 2016	LFC 2017
Unemployment rate	30.9%	30.0%	35.3%	32.9%	27.5%	30.5%
Men	28.1%	26.9%	33.1%	31.8%	26.2%	28.7%
Women	40.0%	38.8%	41.6%	36.6%	31.8%	36.6%
Participation rate	36.9%	40.5%	41.6%	37.6%	38.7%	42.8%
Men	55.4%	60.2%	61.8%	56.7%	58.3%	65.3%
Women	17.8%	21.1%	21.4%	18.1%	18.6%	20%
Employment rate	25.6%	28.4%	26.9%	25.2%	28%	29.8%
Men	39.9%	44%	41.3%	38.7%	43%	46.6%
Women	10.7%	12.9%	12.5%	11.3%	12.7%	12.7%
Unemployment rate for youth	55.3%	55.9%	61.0%	57.7%	52.4%	52.7%
Men	52.0%	50.4%	56.2%	54.2%	47.2%	48.4%
Women	63.8%	68.4%	71.7%	67.2%	65.4%	63.5%

Discouraged employees account for 10.7% of the working age population, with similar levels for women and men. Discouraged employees are people who do not have jobs and are willing to work but who have given up their job search because they believe they cannot find a job. Another important feature is that about 82% of registered unemployed (SMIP) do not have work experience that represents the importance of first contact with the labour market or experience in

finding a sustainable place of work. Finally, particular concern is the average duration of unemployment periods (around 85% of the unemployed have been unemployed for more than a year).

Many factors affect the problems mentioned above in the labour market. The key is the inability of Kosovo's industrial sector - especially the most intensive work segments - to expand at such a rapid pace as to be able to create jobs and absorb the large number of people entering the labour market each year. On the other hand, existing businesses, albeit small and small in nature, have identified the lack of skilled labour as one of the challenges affecting business development, thereby replacing potential import and export.

UNDP Human Development Report for 2016 has concluded that skill qualifications and employee education have posed an important barrier to businesses, especially for those operating in the secondary sector of the economy (the industrial sector) and are of medium size. This indicates that the necessary expansion of Kosovo's job-creating industries depends on developing the most appropriate workforce skills and by better matching the needs of businesses and any existing skills in the market.

### **1.3. UNDP Work in Addressing Labour Market Challenges in Kosovo (2005-2017)**

UNDP has extensive work experience on labour market issues in Kosovo, successfully implementing the Employment Generation Project (2005-2006) and the Active Labour Market Programs (ALMP 2007-2013), and currently Active Labour Market Programs second phase (2014-2018). In close partnership with the Ministry of Labour and Social Welfare (MLSW), ALMP 2 focuses on three main pillars:

1. Improving human resource capacities and providing continuous direct implementation of active labour market measures for vulnerable persons - with particular focus on youth and women - and further technical support for the capacity of implementing institutions.
2. Advancing basic knowledge of the labour market in order to provide evidence-based decision-making between labour market actors.
3. Identifying the appropriate ways for Kosovo to create an Employment Fund, with the purpose to ensure sustainability in financing and implementing active employment measures.

Through UNDP employment programs, in close cooperation with MLSW, has designed and implemented a number of active employment measures and has offered training and employment opportunities for over 13,000 young women and men (45% and 55% respectively) in partnership with around 3,500 private enterprises.

To measure the impact of these measures, UNDP in 2017 has evaluated the process and its impact on the Wage Subsidy Scheme with focus on beneficiaries from period 2015-2016. The report was made in order to evaluate the employment results of the participants that benefited from this scheme in order to know the full effectiveness of this scheme.

Based on respondents' responses to the survey, around 53% of the beneficiaries had reportedly been working at the time the interview was conducted (December 2016 / January 2017). For those who were working, about 75% of them were working with the same employer with which they were engaged through the program, while 22% were working with another employer and only 3% were self-employed or started working for their personal account. This result is in line with international evidence, where the SP has a much higher employment rate with the same employer

than, for example, the TNP scheme, but it can also be expected that a part of the beneficiaries will leave the employer upon completion of the program and / or find a job with another employer.

The Ministry of Internal Affairs, as the leading Ministry in the process of reintegration of repatriated persons, crucial to the process of visa liberalization, aware of UNDP's expertise in the field of skills development and job creation, has offered to UNDP assistance in providing support to repatriated persons regarding reintegration into employment. The jointly drafted proposal was approved by the Executive Board for Reintegration consisting of the Permanent Secretaries of the respective Ministries and a Memorandum of Understanding was signed by all three parties (MIA, MLSW and UNDP) in December 2011.

The project proposal foresaw the implementation of some active employment measures, such as on-the-job training, wage subsidies scheme and internship, initially targeting around 630 repatriated persons. During the design phase of the project, there was very limited information regarding the characteristics of repatriated persons in the absence of an Information Management System and the few data were collected and available. During the project implementation and adapting to new circumstances, lessons learned, risks and complexity of the group, project interventions have been reconfigured again in order to meet the needs of the group that was objectively based on their characteristics<sup>1</sup> and demand from the labour market/private enterprises<sup>2</sup>.

Table 2: Active Labour Market Programs, Source: UNDP project data base		2012-2016	2017
<b>On-the-job training program</b>		<b>586</b>	<b>130</b>
	Women	202	45
	Men	384	85
	Minorities	196	39
<b>Wage subsidies program</b>		<b>338</b>	<b>126</b>
	Women	78	35
	Men	260	91
	Minorities	24	17
<b>Internship program</b>		<b>5</b>	<b>0</b>
	Women	2	0
	Men	3	0
	Minorities	0	0
<b>Total</b>		<b>929</b>	<b>256</b>

Despite the challenges it has faced, the project has managed to provide training and employment for 1,175 repatriated persons (30% of non-majority communities and 20% of women). Given the small number of repatriated persons who have been registered as job seekers at the beginning of

<sup>1</sup> The internship program aims to support university graduates while most of repatriated people who benefit from employment programs have completed high school or less than high school. For this purpose, the reallocation of the budget was done with the approval of MIA and MLSW.

<sup>2</sup> During the implementation, the private companies with which the project signed a Memorandum of Understanding and which has been partners for a long time have expressed their concerns about training and recruiting individuals from repatriated groups, mainly driven by bias that repatriated citizens may have a criminal record in the countries they lived in. Hence, adaptation and incentives should be tailored especially with regard to repatriated persons and with this context (i.e. extension of subsidy period, increase of subsidy rate, more frequent visits and discussions with employers, etc.)

project implementation (several registered only), the project has achieved the results by increasing efforts to raise awareness, field information as well as strengthening capacities and enhancing cooperation between relevant institutional structures at the local level. During the four year period, the project has established cooperation between employment offices, vocational training centres, municipal offices for communities and return as well as with private sector enterprises. Several capacity building workshops have been organized for all parties in order to incorporate them into active employment measures, their administrations and about the necessary access to reintegration of repatriated persons into the labour market. The project has worked closely with other international organizations, such as IOM, OSCE, UNHCR, etc. which are active in the field of the process of repatriation and reintegration.

The project has also provided direct assistance in developing several policy documents, such as:

1. Amending Action Plan 2018-2020 of the National Reintegration Strategy for Repatriated Persons 2018-2022
2. Regulation no. 08/2015 on Reintegration of Repatriated Persons and Management of the Reintegration Program
3. Guide to the socio-economic reintegration of repatriated persons
4. Regulation for subsidizing projects for sustainable reintegration 2015
5. Cooperation agreement for subsidized projects 2015
6. Integrity plan for the staff of the Department for Reintegration at MIA 2014
- 7. Process of transferring competencies in the field of economic reintegration from the MIA to MLSW;**

#### **1.4. Reasoning of continuous intervention**

Based on recent data, there has been an increase in the number of repatriated persons of 22 states with which bilateral agreements have been signed. Kosovo institutions are in the process of reaching additional agreements, so the number of repatriated persons in Kosovo is not expected to be reduced.

Reintegration of repatriated persons is one of the main goals of the visa liberalization process and the EU integration process. The relevant ministers are turning their focus more and more towards the sustainable reintegration of repatriated persons. In this process, reintegration into the labour market is considered to be one of the most challenging issues, especially if we look closely at the high levels of unemployment and disengagement that Kosovo continues to face. In an economic situation where the private sector is unable to generate enough jobs to absorb the workforce, incentives for private sector development are crucial. Some active labour market measures have been designed to address the inconsistencies between education and labour market needs, as well as to stimulate the expansion of private businesses and the creation of more jobs.

MLSW has adopted the Unified Operational Guidance for the Implementation of Active Labour Market Measures, mainly related to on-the-job training, wage subsidies and internship scheme and is currently piloting the self-employment program. These measures serve to advance jobseekers' skills and facilitate access to the labour market, as well as to support the private sector to develop and create new job opportunities.

UNDP, together with MLSW, MIA and institutional structures at the local level has been active in supporting the reintegration of repatriated persons into the labour market. As a result of project interventions, there is a platform for providing advanced employment services at the local level.

This platform for skills development and employment should continue to be used in order to ensure the continuation of service delivery and progress in the reintegration process in the labour market.

The proposed project is built on the basis of experience, knowledge and lessons learned from the first phase of implementation. The project is in the framework of Active Labour Market Programs 2 and will be implemented jointly with Public Employment Offices, Vocational Training Centers, Municipal Offices for Communities and Returns and private sector companies. In this way, the local capacity for implementation, monitoring and evaluation of reintegration programs will be strengthened additionally, while the number of beneficiaries will increase in accordance with the objectives set by the relevant ministries. Based on the successes and achievements so far, only this year, there was a great demand from parties, businesses and jobseekers to be part of active labour market programs. Only for one month, 600 new competitions were announced in employment offices throughout Kosovo (46% increase in vacancies registered through Public Employment Services - PES). Similarly, there is a 13% increase in jobseekers choosing the PES to find a job. UNDP, along with MLSW, is introducing mechanisms and tools that will increase the efficiency and efficiency of Kosovo's employment services. Such interventions include the PES Performance Management Framework, MLSW Internal Training System, profiling system based on new models for service delivery, etc.

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## **II. STRATEGY**

Through a comprehensive approach and proportional growth, the main objective of the projects is to advance skills and provide employment opportunities for repatriated persons, working closely with labour market institutions and in partnership with private sector enterprises. In this way, the intervention will strengthen the capacity of local government structures to provide support to integration for repatriated persons, focusing on labour market integration.

The project directly corresponds to the existing government strategies:

- Action Plan 2018-2022 of the National Strategy for the Sustainable Reintegration of Repatriated Persons 2018-2022. Strategic Objective # 2: Sustainable socio-economic reintegration of repatriated persons

More specifically, in order to promote support for repatriated persons and contribute to sustainable reintegration, the focus of the measures in the coming years will be to advance the referral system of cases to adequate reintegration schemes, analyse the profile of repatriated and advancing sustainable economic reintegration measures, advancing the system for sustainable social reintegration, increasing opportunities for lifelong learning and raising citizens' awareness of the dangers of migration and improper reintegration. Strengthening the local institutions involved in the reintegration process as a prerequisite for sustainable reintegration will have a particular focus on the advancement of the system and the measures envisaged in this strategy. These measures comprise the specific objectives that are reflected below and are addressed by concrete activities planned in the action plan of this strategy.

- The project will be implemented in accordance with existing policy regulations and documents, mainly Regulation no. 13/2017 on Reintegration of Repatriated Persons and Management of the Reintegration Program, MLSW Regulation No.01 / 2018 on Active Labour Market Measures and Operational Guidelines for the Implementation of Active Measures.

The project strategy is in line with the United Nations Joint Development Plan 2016-2020, particularly Field Priority 2; Social Inclusion. The project also contributes to the achievement of the Sustainable Development Goals (SDGs), mainly: Objective 4. Ensuring inclusive and equal quality education and promoting lifelong learning opportunities for all; Objective 5. Achieve gender equality and empowerment of all women and girls; Objective 8. Promoting permanent, inclusive and sustainable growth, full employment and productive work and work worthy of all. The project will be implemented in accordance with the UN Eighth Agenda (KS 1325): Item 6 (Ensuring Gender Responsive Recovery) and in compliance with the UNDP Gender Equality Strategy to ensure the provision of equal opportunities for male and female jobseekers and would encourage young women who are disadvantaged to carry out trainings, advance their skills and thereby increase their employment opportunities. The project was implemented in accordance with the Law on Gender Equality of Kosovo, especially sections of section headings: Employment and Education.<sup>3</sup>

## **2.1. RESULTS AND PROJECT ACTIVITIES:**

### **Outcome 1. Sustainable economic reintegration for repatriated women and men**

#### **Proposed activities:**

##### **Activity 1: Increase awareness and public information activities on public employment services and opportunities to benefit from active labour market programs:**

Actions:

- 1.1. Preparing materials for raising awareness and informing the public about the campaign
- 1.2. Starting the campaign using various media channels (TV, radio, social media)
- 1.3. Launching of invitations for applications for businesses and jobseekers
- 1.4. Organization of information sessions at regional and municipal level including the project team, municipal communities for communities and returns and stakeholders to benefit (training providers / trainees and repatriated jobseekers)

##### **Activity 2: Developing skills and training opportunities in line with labour market needs**

Actions:

- 2.1. Based on the results of the survey on the needs of employers<sup>4</sup>, identifying the priority of the most labour-intensive occupations
- 2.2. Offer employment and training counselling that suits the interested candidates (businesses and repatriated jobseekers)
- 2.3. Implementation of training programs in Vocational Training Centers and in the workplace in accordance with the MLSW Operational Guidelines.
- 2.4. Monitoring, technical assistance for work and quality assurance during the implementation of the measures
- 2.5. Reporting on activity progress, outcomes, lessons learned, risks and opportunities

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<sup>3</sup> Law on Gender Equality in Kosovo no. 2004/02 Article 13 and Article 14

<sup>4</sup> The survey is currently being conducted by UNDP and IOM



### **Activity 3: Employment opportunities through stimulation of private sector enterprises and support of employment initiatives through the Wage Subsidies Program**

Actions:

- 3.1. Provide job search assistance for women and repatriated men registered as unemployed job seekers at Public Employment Services (PES)
- 3.2. Provide mediation / co-ordination for jobs for private companies and repatriated jobseekers
- 3.3. Implementation of the pay subsidy program in accordance with the MLSW Operational Guidelines by stimulating job creation and formal employment (wage subsidies schemes)
- 3.4. Monitoring, providing technical assistance to work and quality assurance during the implementation of the measures
- 3.5. Reporting on activity progress, outcomes, lessons learned, risks and opportunities

### **Activity 4: Developing Entrepreneurship Skills and Providing Opportunities for Self-Employment through Financing the Business Plan through the Self-Employment Program**

- 4.1. To provide employment and training counselling that suits the interested candidates,
- 4.2. Provide training to Vocational Training Canters for Skills in Developing Business Plans for people with feasible business ideas,
- 4.3. To select the best business plans, equipment delivery, and mentoring up to six months after the start of the business,
- 4.4. Monitoring for a one-year period of each business, technical assistance for work and quality assurance during program implementation, and
- 4.5. Reporting on activity progress, outcomes, lessons learned, risks and opportunities.

#### **Main partners:**

Ministry of Labour and Social Welfare (MLSW)  
Kosovo Employment Agency (EARK)  
Ministry of Internal Affairs (MIA)  
Ministry of Trade and Industry (MTI)  
Public Employment Services (PES)  
Vocational Training Canters (VTCs)  
Municipalities  
Municipal Offices for Returns and Communities (MOCR)  
Private sector enterprises  
Business Associations  
Civil Society Organizations

### III. FRAMEWORK OF RESULTS AND RESOURCES (JANUARY 2019 – DECEMBER 2021)

OUTCOMES	RESULT OBJECTIVES	ACTIVITIES	RESPONSIBLE PARTIES
<p><b>OUTCOME 1</b> <b><u>Sustainable economic reintegration for repatriated women and men</u></b></p> <p>Base line.1: 1,185 repatriated have benefited from ALMPs (2012-2017)</p> <p>Indicator 1: The number of repatriated jobseekers who have benefited from ALMPs</p> <p>Base line.2: 30% of ALMP beneficiaries are repatriated women (2012-2017)</p> <p>Indicator 2: % of repatriated women who have benefited from ALMPs</p>	<p><i>Objective.1: At least <b>1,400 repatriated persons</b> have benefited from the ALMPs</i></p> <p>2019 – 400 2020 – 500 2021 - 500</p>	<p><b>Activity 1: Increase awareness and public information activities on public employment services and opportunities to benefit from active labour market programs</b></p> <p>Actions:</p> <p>1.1. Preparing materials for raising awareness and informing the public about the campaign</p> <p>1.2. Starting the campaign using various media channels (TV, radio, social media)</p> <p>1.3. Launching of invitations for applications for businesses and jobseekers</p> <p>1.4. Organization of information sessions at regional and municipal level including the project team, municipal communities for communities and returns and stakeholders to benefit (training providers / trainees and repatriated jobseekers)</p>	<p><i>UNDP MLSW PES and CVT MIA Municipalities Private Sector CSO MTI</i></p>
	<p><i>Objective 2: At least 30% of ALMP beneficiaries are repatriated women</i></p>	<p><b>Activity 2: Developing skills and training opportunities in line with labour market needs</b></p> <p>Actions:</p> <p>2.1. Based on the results of the survey on the needs of employers , identifying the priority of the most labour-intensive occupations</p> <p>2.2. Offer employment and training counselling that suits the</p>	<p><i>UNDP MLSW PES and CVT MIA Municipalities</i></p>

<p>Base line 3: 23% of ALMP beneficiaries are repatriated persons from non-majority communities</p> <p>Indicator 3:% of repatriated persons from non-majority communities benefited from ALMPs</p> <p>(Source: MLSW Employment Information Management System; UNDP Progress Reports)</p> <p><i>Means of Verification:</i> SMIP and MLSW; MLSW and UNDP Progress Reports</p> <p><i>Gender Scorers &amp; Grading Rationale &amp; 8PA &amp; GES (score2) 8PA: Post Crisis Recovery and Gender Response by Authorities and Private Sector GES # 3/4/3/10; advanced national capacities and mechanisms to facilitate economic opportunities</i></p>	<p><i>Objective.3:At least 30% of beneficiaries are repatriated persons from non-majority communities</i></p>	<p>interested candidates (businesses and repatriated jobseekers)</p> <p>2.3. Implementation of training programs in Vocational Training Canters and in the workplace in accordance with the MLSW Operational Guidelines.</p> <p>2.4. Monitoring, technical assistance for work and quality assurance during the implementation of the measures</p> <p>2.5. Reporting on activity progress, outcomes, lessons learned, risks and opportunities</p>	<p><i>Private Sector</i> CSO MTI</p>
		<p><b>Activity 3: Employment opportunities through stimulation of private sector enterprises and support of employment initiatives through the Wage Subsidies Program</b></p> <p>Actions:</p> <p>3.1. Provide job search assistance for women and repatriated men registered as unemployed job seekers at Public Employment Services (PES)</p> <p>3.2. Provide mediation / co-ordination for jobs for private companies and repatriated jobseekers</p> <p>3.3. Implementation of the pay subsidy program in accordance with the MLSW Operational Guidelines by stimulating job creation and formal employment (wage subsidies schemes)</p> <p>3.4. Monitoring, providing technical assistance to work and quality assurance during the implementation of the measures</p> <p>3.5. Reporting on activity progress, outcomes, lessons learned, risks and opportunities</p>	<p><i>UNDP</i> MLSW PES and CVT MIA Municipalities Private Sector CSO MTI</p>
		<p><b>Activity 4: Developing Entrepreneurship Skills and Providing Opportunities for Self-Employment through Financing the Business Plan through the Self-Employment Program</b></p> <p>4.1. To provide employment and training counselling that suits the interested candidates,</p> <p>4.2. Provide training to Vocational Training Canters for Skills in Developing Business Plans for people with feasible business ideas,</p> <p>4.3. To select the best business plans, equipment delivery, and</p>	<p><i>UNDP</i> MLSW PES and CVT MIA Municipalities Private Sector CSO</p>

		mentoring up to six months after the start of the business, 4.4. Monitoring for a one-year period of each business, technical assistance for work and quality assurance during program implementation, and 4.5. Reporting on activity progress, outcomes, lessons learned, risks and opportunities.	<i>MTI</i>
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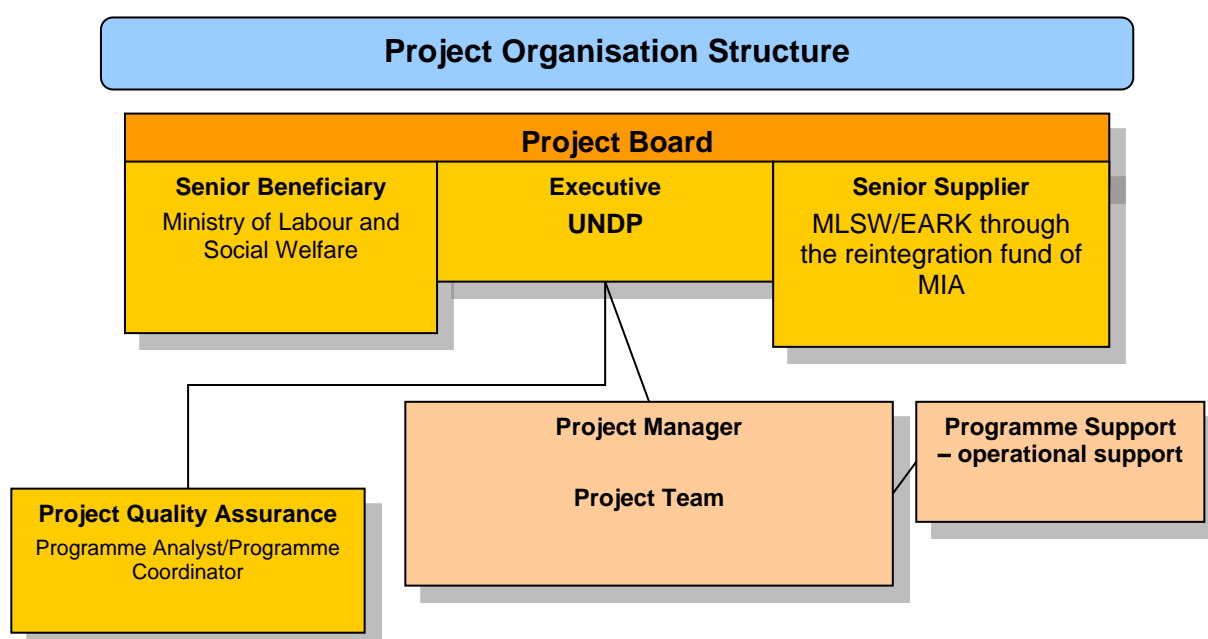
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## IV. MANAGEMENT ARRANGEMENTS

### 4.1 Project Board

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

Day-to-day management will be the responsibility of the UNDP ALMP Project Team, supported by the Comprehensive Growth Program Team.



**Project Board** is assisted by the Deputy Resident Representative of UNDP, including in its composition one or more representatives of the Ministry of Internal Affairs and representatives of the Ministry of Labour and Social Welfare. The members of the Project Board are part of the ALMP 2 Program Board, including representatives of the project's main donor. The board may decide to expand its membership, as appropriate. The Project Board will:

- Be responsible for making strategic decisions by consensus, including approval of project reviews (i.e. changes in project document);
- Approve Annual Action Plans, Annual Reports and Mid-term Reports
- Meet at least twice a year to address management risks and most important issues; meetings can be held virtually (e.g. teleconferencing, videoconferencing, etc.); The Project Manager will perform the work of the Secretary of the Steering Committee;
- Consult with the Project Manager for decisions when management tolerance lines have been exceeded (in terms of time and budget according to the work plan) (Project Board defines tolerance lines).

PB approves all major plans and authorizes any deviations from the agreed plans. It is the authority that signed the completion of each phase and authorizes the start of the next phase of project implementation. It provides the commitment of the required resources, and arbitrates for any conflict within the project or negotiates the resolution of any problems between the project and external organs.

PB is the ultimate responsibility for ensuring that the project remains on the course that yields the desired quality result to meet the project objectives set out in the project.

## **4.2 Financial Arrangement and Project Management**

The initiative is proposing that funding is made by the Ministry of Labour and Social Welfare, EARK, through the Reintegration Fund of the Ministry of Internal Affairs. However, given that the outcome is implemented within the framework of the Active Labour Market Programs 2, funded by the Government of Finland, the Ministry of Labour and Social Welfare and UNDP, management, implementation, monitoring and quality assurance costs will be allocated accordingly. Day-to-day management will be the responsibility of the UNDP AMLP 2 Project Manager and the project team. The Portfolio Manager of the Program for Inclusive Growth and Sustainable Development will provide quality assurance, mainly of a technical nature.

## **4.3. Internal monitoring**

At each stage of the project all indicators will be monitored and impact measured through the collected data. The project team will conduct regular reporting and monitoring, including joint monitoring in the country. Progress reports will be sent every 6 months. These will serve to provide project status information and allow changes or improvements to be made if needed. The aim of this project quality assurance audit is to:

- Ensure that the plans and objectives set out in the project are met
- Train and distribute the lessons learned from the process
- Recording follow-up recommendations that could lead to targeted revisions.

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## **V. MONITORING AND EVALUATION FRAMEWORK**

In accordance with the programming policies and procedures set out in the UNDP Program and Policies and Operating Procedures (PPOP), the project will be monitored through standard formats. The description below also refers to the UND Enterprise Resource Planning (ERP) system - called Atlas - to be used for financial and operational management of the project. The project will be monitored through the following tools:

### Within the annual cycle

- Every half year the project's technical progress report and financial report will be sent to the project board.
- The Annual Progress Report (APR) will be sent to the Project Board by Project Manager through Project Security, using the standard reporting format.
- Updating the Release Register (will be activated in the Atlas and updated by the Project Manager to assist tracking and solving potential problems or requests for change).
- Updating the risk register (activated in Atlas and regularly updated by reviewing the external environment that could affect the implementation of the project)

- Updating the lessons learned book (activated in the Atlas and regularly updated to provide continuous teaching and adaptation to the organization and assist in the preparation of the lessons learned at the end of the project)
- Updating the monitoring plan (activated in the Atlas and updated to follow the main management actions / events)
- The Quality Register will record the progress towards completing the activities, using the ATLAS Activity Definition page. The project manager will be responsible for updating the information.

### Evaluation/assessment

Prior to the completion of the project, external independent evaluation/assessment will be conducted. The assessment will review the project results, identify the lessons learned and provide suggestions for continuation of the activities. The assessment will focus on the importance, results, efficiency and efficiency of project implementation. Evaluators are expected to follow UNDP assessment guidelines.

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## **VI. LEGAL CONTEXT**

UNDP as implementing partner will adhere to United Nations Security and Protection systems policies, procedures and practices.

UNDP agrees to make all reasonable efforts to ensure that no part of the project funds is used to support individuals or entities that are related to terrorism and that recipients of the sums provided by UNDP will not appear in the list maintained by the Security Council Committee established under Resolution 1267 (1999). The list can be downloaded through [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision should be included in all sub-contracts and sub-agreements related to this Project Document.

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## **VII. ANNEXES**

### **1. Risk registry**

### Annex 1. RISK REGISTRY

<b>Active labour market programs 2</b>	<b>Output ID: 00089976</b>	<b>Date: October 2015</b>
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#	Description	Identificati on date	Type	Impact & probability	Countermeasures / responses of management	Ownership	Delivered, updated by	Last update	Current status
1	Low commitment of labour market institutions to implement the project	2017	Organizational	P=2 I=4	The project is designed to work at the political and local level. UNDP has long experience with the labour market institutions and so far has faced many challenges. The establishment of the Employment Agency may affect the pace of implementation	UNDP	Program Analyst		
2	Capacities of PES and VTC (both in proportion to employer's counselling and logistical constraints) to handle workload	2017	Organizational Operational	P = 2  I = 3	The project will organize some training to strengthen the capacity of the PES and VTC to improve client profiling that is offered to the service and performance framework along with ICT tools that will have a positive impact on increasing the number of jobseekers that are served. The project will provide technical and logistical support.	Project manager	Program Analyst		
3	Lack of repatriated persons who actively seek work	2017	Operational Organizational	P = 3 I = 3	In recent years there has been a positive trend in the number of repatriated	Project manager	Program Analyst		



	through PES because of lack of information or trust				persons registered in the PES. The project foresees a more aggressive information campaign.				
4	Limited number of enterprises that are interested in offering training and employment for repatriated persons due to bias against the target group	2017	Other	P = 3 I = 3	Project has very good cooperation with the private sector. However, in order to increase the employer's interest, the project has a new approach and level of incentives	Project manager	Program Analyst		