



REPORT

ON ANALYSIS OF THE DELIVERY OF SOCIAL SERVICES THROUGH
THE COMMUNITY WORKS PROGRAMME AND STRATEGIC PLANNING
IN SOCIAL PROTECTION AT LOCAL LEVEL

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ACRONYMS

ESA	Employment Service Agency of the Republic of North Macedonia
LSP	Law on Social Protection
ICF	International Classification on Functionality
MES	Ministry of Education and Science
MLSP	Ministry of Labor and Social Policy
NGO	Non-Governmental Organizations
MC	Municipal Commission
CW	Community Works
OP	Operational Plan
CWP	Community Works Programme
WG	Working Group
UNDP	United Nations Development Programme
EC	Employment Center
CSW	Center for Social Work

METHODOLOGICAL FRAMEWORK

OBJECTIVE OF THE ANALYSIS

General objective

The general objective of this report is to support the UNDP Office in Skopje to conduct an analysis of the current situation regarding social services provided through the Community Works Programme, and to provide recommendations for future policies to ensure long-term sustainability of services.

Specific objectives

The specific objectives of the analysis are:

- Analysis of the social services provided through the Community Works Programme in terms of type, volume, challenges related to the regulation and implementation of services, weaknesses in inter-institutional cooperation;
- Analysis of the situation regarding local and social plans, programmes and recommendations for improving strategic planning of activities and preparation of local social protection programmes;
- Provision of recommendations for the approach that needs to be

adopted for creation of local partnerships for early and efficient identification of the needs of local population, development of appropriate social services and provision for stable funding;

- Provision of recommendations for improving the employment schemes introduced through the Community Works Programme, through employment of the unemployed, and provision of new services and certified education programmes.

METHODOLOGICAL APPROACH, TECHNIQUES AND INSTRUMENTS

For the purpose of the analysis, a theoretical and field research was conducted, which used a qualitative methodological approach. The following techniques were used:

- Content analysis of primary and secondary legislation, local programmes and relevant project documentation;
- Interviews with representatives from relevant national institutions (Ministry of Labor and Social Policy, Employment Service Agency, Institute for Social Affairs, Ministry of Education and Science);
- Focus group discussions with representatives from: local-level in-



stitutions (municipal administration, CSWs, ECs); municipal CWP coordinators; service providers to the elderly, children with disabilities, persons with disabilities, etc.; and end-users (beneficiaries) of services.

For the purposes of the analysis, the following instruments have been prepared and utilized (see Annex 1):

- A semi-structured interview plan;
- Checklists for discussions in the focus groups.

SAMPLE OF THE RESEARCH

The survey was conducted in three municipalities using a regional approach, and with representatives from 23 municipalities, including the City of Skopje, as following:

- Skopje: City of Skopje, Kisela Voda, Gjorche Petrov, Aerodrom, Karposh, Centar, Butel, Tetovo, Kumanovo, and Staro Nagorichane (10)

- Shtip: Shtip, Kratovo, Kriva Palanka, Vinica, Strumica, Delchevo, Lozovo, Radovish (8)

- Bitola: Bitola, Krushevo, Kavadarci, Negotino, Novaci (5)

A total of 119 representatives of national institutions and local representatives were interviewed and participated in focus group discussions (Overview 1).

Overview 1. Sample of research

Method / location	Focus group institution / representatives	Number of respondents	Municipality / 1 c
Interview SKOPJE	Ministry of Education and Science	1	Skopje
	Employment Service Agency	1	Skopje
	Institute for Social Affairs	3	Skopje
	Ministry of Labor and Social Policy	1	Skopje
Focus group discussion SKOPJE	Municipal Administration, CSW, EC	16	City of Skopje, Kumanovo, Kisela Voda, Gjorche Petrov, Aerodrom, Karposh, Centar, Butel
	CWP Coordinators	13	City of Skopje, Aerodrom, Gjorche Petrov, Karposh, Kisela Voda, Centar, Butel, Tetovo, Kumanovo, S. Nagorichane
	Service Providers	16	Aerodrom, Karposh, Centar, Butel, Gjorche Petrov, Kisela Voda, Kumanovo, S. Nagorichane
	Service Users	3	Skopje
Focus group discussion SHTIP	Municipal Administration, CSW, CV	16	Shtip, Kratovo, Kriva Palanka, Vinica, Strumica, Delchevo, Radovish, Lozovo
	CWP Coordinators	5	Shtip, Kriva Palanka, Vinica, Lozovo
	Service Providers	7	Shtip, Kriva Palanka, Vinica
	Service Users	6	Shtip
Focus group discussion BITOLA	Municipal Administration, CSW, CV	12	Bitola, Krushevo, Kavadarci, Negotino, Novaci
	CWP Coordinators	5	Bitola, Krushevo, Kavadarci, Negotino, Novaci
	Service Providers	8	Bitola
	Service Users	6	Bitola, Krushevo
TOTAL:		119	23

INTRODUCTION TO THE

COMMUNITY WORKS PROGRAMME

The Community Works Programme is an integral part of the Programme for work engagement set out in the Annual Operational Plan for labor market programmes and measures and services in the labour market (hereinafter referred to as OP). The holder of the OP is the Ministry of Labor and Social Policy, and its implementation is the responsibility of the ESA in partnership with other responsible institutions.

The Community Works Programme for the first time was implemented as a pilot Programme with the Operational Plan for Active Labor Market Measures in 2012-2013, limited to only 20 unemployed persons in 4 municipalities. The objective of this Programme was to provide social involvement through part-time employment for unemployed people who had difficulties integrating into the labor market so they could acquire certain skills and gradually get involved in the labor market. The Programme included unemployed people from vulnerable groups¹ who were actively involved in the social protection activities for the needs of the local community. The Programme was realized through part-time employment in the period for up to 5 months, and each person was paid

¹ Victims of domestic violence, children without parents and parental care, homeless people, former drug users, parents of street children, single parents, PET waste collectors, the Roma, convicted persons after release from correctional institutions.

6,000 MKD per month for 20 working hours per week, including personal income tax and insurance in case of an occupational injury or professional illness. The Programme was financed by VAT refunds from Programmes implemented by UNDP in OP 2011, in the amount of 600,000 MKD. The institutions in charge of implementation of the Programme were: MLSP, ESA, UNDP, CSW, units of the local self-government and local institutions in the area of social protection.

Since then, the CWP has been maintained and modified depending on the needs. In 2019, according to the Operational Plan, the measure aims to increase the employability of the hard to employ people through engagement of 430 unemployed people registered at ESA for delivery of social and health services at local level. The maximum number of people that can be supported within the proposed project is 20 people per municipality. Those unemployed people are engaged on a part-time basis (20 working hours per week) for a period of 6 or 9 months, i.e. until the end of the school year in municipalities where activities with educational and/or personal assistants are approved. The monthly compensation is 9,000 MKD per person, including personal income tax and disability and personal injury insurance caused by occupational injuries and illness. Compensation beneficiaries and beneficiaries of Social Financial Assis-



tance (SFA) entitlements, during their employment, exercise the previously acquired right. Upon completing their participation in the CWP, the unemployed can use other Programmes and measures of the Operational Plan, such as Training for Demanded Occupations and Crafts. The responsible institutions for implementation of the Programme are ESA, MLSP, MES, UNDP, SDC, local self-government units and the City of Skopje.

RESULTS OF THE COMMUNITY

WORKS PROGRAMME ANALYSIS

SCOPE OF COMMUNITY WORKS PROGRAMME

Between 2012 and 2019, a total of 2,559 unemployed people was engaged in the Community Works Programme, out of which 2,203 participated for the first time. Since 2013, there has been a trend of more engaged unemployed people than what was foreseen in the OP. The municipalities that have been involved in the CWP have implemented social services projects focused on several target groups: persons and children with disabilities, preschool children, the elderly and infirm, socially disadvantaged families, etc. In the same period, the CWP covered a total of 53,250 beneficiaries of services.

If we analyze the trend of the number of beneficiaries per year, we can but note that there is a trend of steady increase from 2012 to 2015, with the highest number of end-users in 2015 (12,030). This is due to the fact that institutional assistance services were dominant that year, targeting a larger number of beneficiaries; and the personal and educational assistant as services that involved engagement of a single service provider with one user, as well as provision of one-term services, were yet to be introduced. Consequently, with the introduction of personal and educational assistance and the reduction of assistance services in institutions, since 2016, there has been a trend of gradual decrease in the number

of beneficiaries. In terms of the number of engaged unemployed people, there is a general trend of significant increase from 20 persons hired in 2012 to 632 persons hired in 2019 (Chart 1).

Table 1. Scope of CWP (2012-2019)

Year	Anticipated number of unemployed people for engagement as per OP	Number of municipalities	Number of first-time hires	Total number of engaged people	Total number of end-users
2012	20	4	20	20	440
2013	50	14	56	58	2.312
2014	100	30	124	142	9.068
2015	300	42	298	318	12.030
2016	200	30	225	231	6.689
2017	400	39	425	466	7.245
2018	500	56	624	692	6.704
2019	430	53	431	632	8.762
Total	2.000	/	2.203	2.559	53.250

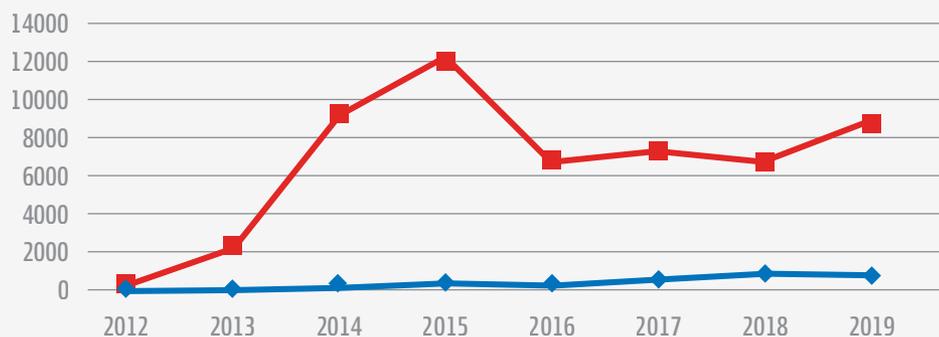


Chart 1. Number of engaged unemployed people and service beneficiaries (2012-2019)

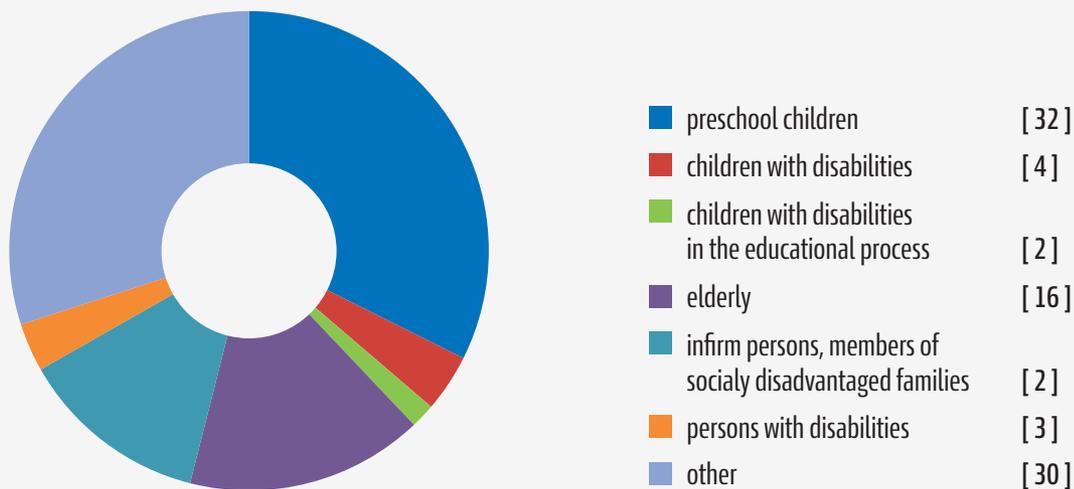


Chart 2. Structure of service beneficiaries by category (2012-2019)

If we analyze the structure of service beneficiaries (end-users) by category, it can be concluded that the majority are preschool children (17,173 or 32%). This is also correlated with the previous conclusion and due to the nature of support services in institutions (day care and early childhood development centers), thus targeting a larger number of beneficiaries— preschool children. Comparably, and as a result of the later introduction of educational and personal assistance services, the lowest number of beneficiaries in the analyzed period regards children with disabilities in the educational process (877 or 2%). The number of elderly and infirm persons as beneficiaries of the CWP services is also significant, i.e. 15,288 (29%) in total (Chart 2).

The structure of service beneficiaries by category and year in the period 2012-2019 is different. In the last year of the analyzed period, the participation of elderly and infirm persons, members of socially disadvantaged families increases significantly in the total number of beneficiaries.

Namely, in 2019, out of a total of 8,762 service end-users, 5,925 are elderly and infirm persons, or 67.6% (Chart 3).

Out of the total number of unemployed people engaged through CWP in the period 2012-2019, the majority are caregivers (33%) and persons assisting in the institutions (27%), due to the fact that these two types of services are provided from the beginning of the CWP in 2012 (Chart 4).

Educational assistants are introduced for the first time in 2016, while personal assistants are introduced in 2017, making them less represented in the structure of the engaged unemployed people (18% educational assistants and 7% personal assistants) (Table 2).

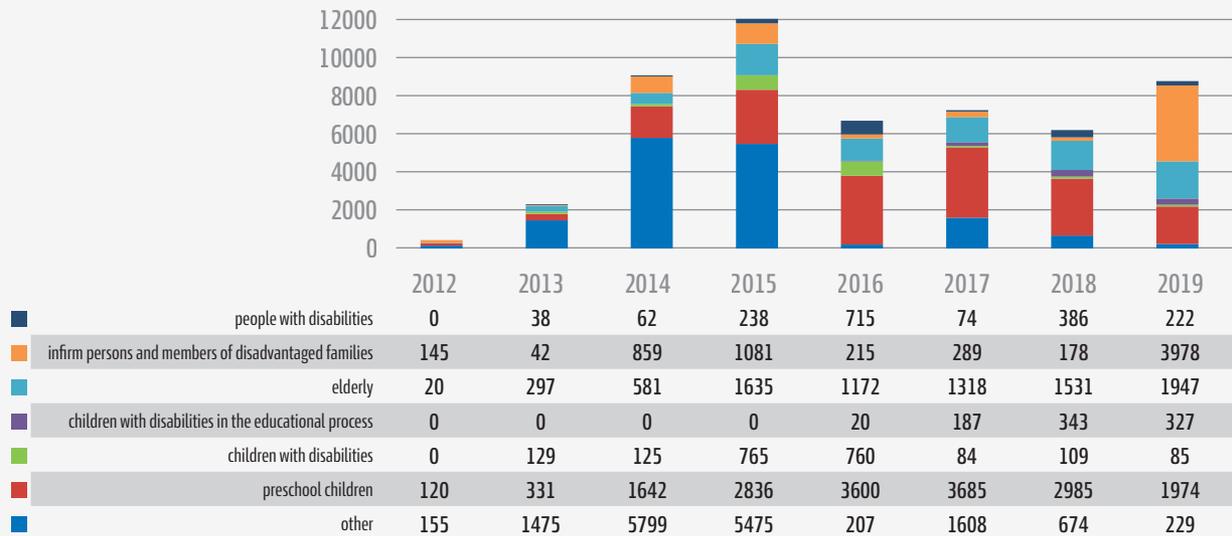


Chart 3. Structure of service beneficiaries by category and year (2012-2019)

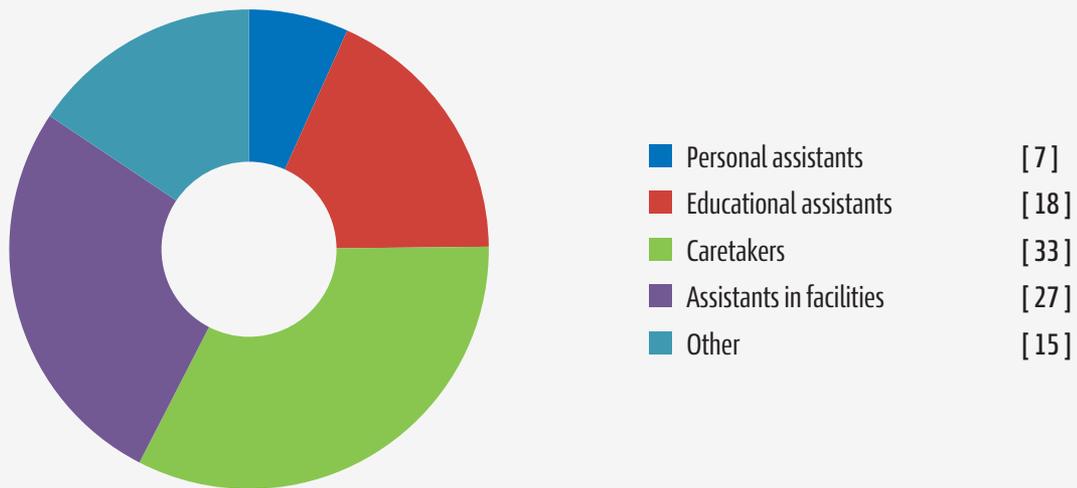


Chart 4. Structure of employed workers by type of service (2012-2019)

Table 2. Number and type of engaged unemployed people (2012-2019)

Year	Number of persons employed				
	Personal assistants	Educational assistants	Caregivers *	Assistants in facilities **	Other
2012	0	0	5	10	5
2013	0	0	18	21	17
2014	0	0	58	39	27
2015	0	0	92	142	64
2016	0	20	89	99	17
2017	34	86	161	105	39
2018	67	195	158	97	107
2019	47	98	140	78	68
Total	148	399	721	591	344

* Caregivers to the elderly, children and persons with disabilities (caregivers in kindergartens excluded).

** Engaged unemployed people in nursing homes, day care centers, kindergartens, early childhood development centers.

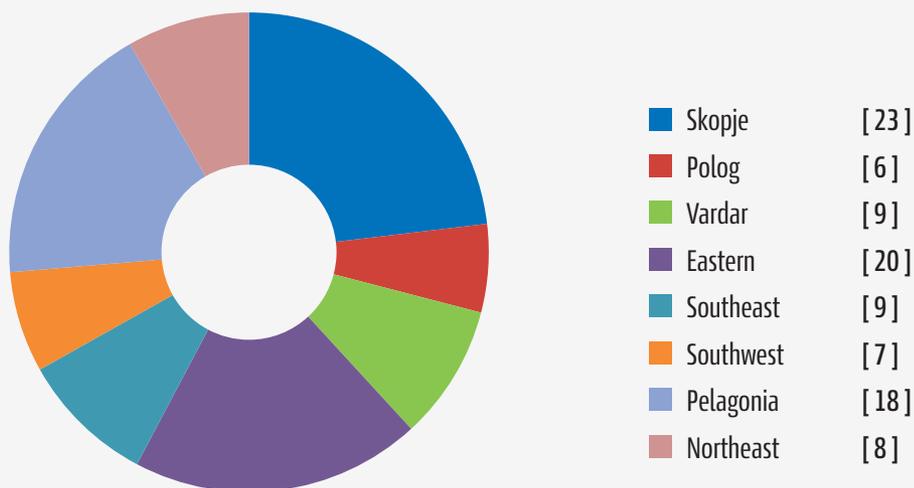


Chart 5. Structure of unemployed people engaged in CWP by regions

It should be noted that up to 2017, according to the Operational guidelines, one person could be engaged only once in the CWP. By way of exception, in case that person needs to be reintegrated into the CWP, a separate request would be made for that reason. The most common reason for this was lack of adequate staff in the municipalities. Starting in 2017, priority has been given to those who apply for the first time in the CWP, but if the service is provided to children with disabilities and adults with disabilities, due to its specific nature, the service is allowed to be provided by the same person who was previously engaged (this is particularly true when it comes to personal and educational assistants).

Analyzed by regions, the highest number of unemployed people engaged in CWP is recorded in the Skopje region (509 or 23%) and the Eastern region (431 or 20%), while the lowest number is recorded in the Polog region (131 or 6%) and the Southwest region (150 or 7%). This is largely due to the differences in the interest expressed by the municipalities participating in the CWP (Chart 5).

From the aspect of the structure of the engaged unemployed people by regions, the caregivers are the largest represented group in most of the regions (Vardar, Eastern, Southeast, Southwest, Pelagonia, and North-east). Educational assistants are the most represented in the structure of

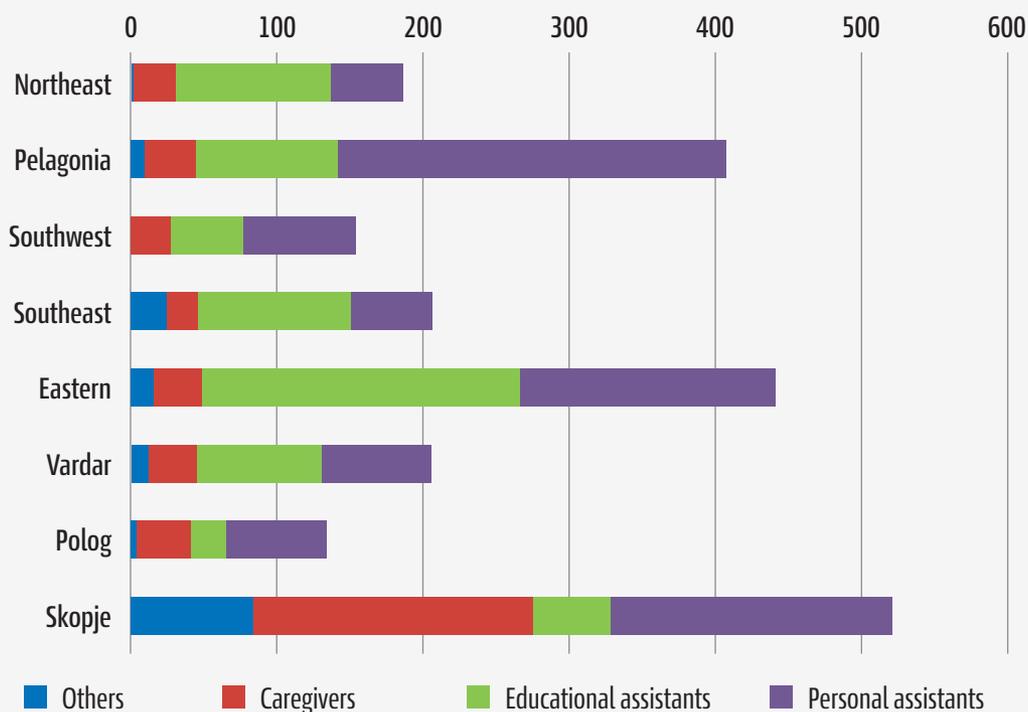
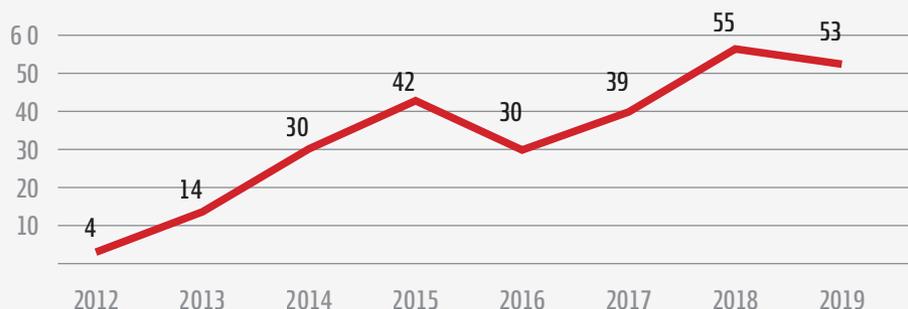


Chart 6. Structure of engaged unemployed people (by type and region)



■ Number of municipalities included in CWP

Chart 7. Number of municipalities included in CWP per year in the period 2012–2019

service providers in the Skopje and Polog regions, while personal assistants are the least represented in all the regions except in the Southeast region (Chart 6). Accordingly, there are differences in the number of municipalities involved in CWP by region. Namely, in 2019, the highest number of involved municipalities were in the Skopje region (11) and the lowest in the Polog region (2).

The number of municipalities included in the CWP by year show some variation. The number of involved municipalities was the lowest at the beginning of CWP implementation in 2012 (4), and the highest in 2018 (56). Involvement of the municipalities in the CWP depends essentially on the funds provided within the Operational Plans and the interest of the municipalities to be included in the CWP (Chart 7).

In addition to their work engagement, service providers are also involved in different trainings related to acquiring knowledge and skills in service provision and enhancing their qualifications for entry into the labor market.

Trainings for all types of caregivers, which is not compulsory, takes place over a period of three months. The delivery of these trainings started in 2015, with the possibility of one person undergoing several trainings for a caregivers for different categories, depending on the work engagement in the current year. The training is verified through the Adult Education Center and the Ministry of Education and Science. Out of the total number of trained caregivers (415), the highest is the number of trained caregivers for the elderly (304 or 73.2%). Analyzed by year, the largest number of trainings were realized in 2019 (128 or 30.8%) (Table 3).

Training for educational and personal assistants for children enrolled in mainstream schools is mandatory for all unemployed people engaged in these types of services. The training for personal assistants lasts one day, while the training for educational assistants lasts two days. Since the introduction of educational assistants in 2016 and personal assistants in 2017, all people engaged have undergone the training.

Table 3. Number of engaged caregivers who have undergone trainings (by category and year)

Year	Number of engaged caregivers by category				Total
	Caregivers for the elderly	Caregivers for persons with disabilities	Caregivers for children with disabilities	Personal assistants for persons with disabilities	
2015	65	0	0	0	65
2016	48	0	14	0	62
2017	74	3	19	0	96
2018	45	4	14	1	64
2019	72	29	19	8	128
	304	36	66	9	415

EFFECTS AND EXPECTATIONS FROM THE COMMUNITY WORKS PROGRAMME (CWP)

The effects of the implementation of the CWP based on the results of the survey are multi-dimensional and are reflected positively across many target groups.

Given the overall situation regarding the development of social services at national and local level, the CWP has made a significant contribution in this respect. Namely, the surveys show that this Programme, in its content and direct implementation, is carried out during the period of underrepresentation and accessibility of social services in our country, thus filling a significant gap in the social protection system. A particularly important benefit of the CWP is that through the provision of part of the services, it has been gradually recognized that there is a need for national legislation in services provided by the state, such as personal and educational assistants. Positive experiences from the realization of these services were used in the design of these services and they are regulated as public services in the Law on Social Protection and the Law on Primary Education.

Although municipalities have been given legal competencies in the area of social and child protection since 2002, a large part of them do

not have the necessary knowledge, capacity and willingness to respond to the social protection needs of residents in their area. The launch of the CWP in 2012 raised the awareness of the need to invest in social services. The Programme at the same time contributed to the promotion of social services, which until then were not available at all in the social protection system. At local level, due to the involvement of more relevant stakeholders, the CWP has contributed to the development of inter-institutional cooperation, as well as to the strengthening of the capacities of the persons employed to manage and implement such services.

The provision of these services has simultaneously raised the awareness of the benefits of using social services, including direct beneficiaries of the services and their families, as well as interest groups working on these issues. Among the most significant gains made by the CWP are capacity building of vulnerable categories of citizens who are difficult to employ in order to integrate them into the labor market. At the same time, conditions were created for widespread social inclusion of both service beneficiaries and service providers through the CWP (Overview 2).

Overview 2. The effects and expectations of CWP from involved parties

Involved parties	Effects of CWP	CWP requests / expectations
Municipality	<ul style="list-style-type: none"> strengthening the human capacities for delivery of social services development of the social protection function through the provision of social services promoting and raising awareness of social services preparation for leadership in the delivery of social services at local level strengthening the inter-institutional cooperation initiation of annual financing for delivery of services improved work results and increased satisfaction of residents from municipal administration inclusion of social services in strategic planning 	<ul style="list-style-type: none"> continuity in the implementation of the CWP stable funding of CWP retention and increase of the scope and the type of social services training for mapping of municipal social needs and identification of vulnerable groups assistance and support in strategic planning in social protection raising the awareness concerning the implementation of the new legal solutions in the social protection area intense communication and cooperation with the relevant national institutions involved in the CWP
CSW/ EC	<ul style="list-style-type: none"> expansion of the spectrum and scope of services provided strengthening human capacities for delivery of social services promoting and raising awareness of social services strengthening of inter-institutional cooperation improved work results 	<ul style="list-style-type: none"> continuation of CWP supported by UNDP strengthening the criteria for selection of unemployed people and service beneficiaries for better targeting
Service Providers	<ul style="list-style-type: none"> social inclusion labor market inclusion acquisition of skills and competences for long-term participation in the labor market creating opportunities for withdrawal from social protection systems 	<ul style="list-style-type: none"> increase in the monthly compensation for engagement conducting pre-employment training improved information for work tasks, rights and responsibilities improved understanding of beneficiaries about their work engagement to avoid misunderstanding reducing the number of users per provider for some services (e.g. caregivers) more appropriate connection of the beneficiary with the service provider changing the rules for the delivery of certain services (e.g. personal assistance) greater professional support in the course of service delivery

Involved parties	Effects of CWP	CWP requests / expectations
Service beneficiaries	<ul style="list-style-type: none"> ▪ social inclusion ▪ educational inclusion ▪ support for independent living ▪ reducing the need for institutionalization ▪ support for informal family care ▪ reinforcing the teams with the necessary profiles for the professional work when beneficiaries of the services are institutions/organizations 	<ul style="list-style-type: none"> ▪ continuity of service delivery every year without interruption ▪ service delivery throughout the year (instead of 6 months) ▪ improved awareness of the content of the provided service ▪ greater professional support in the course of service delivery ▪ improved connection of the beneficiary with the service provider ▪ change of content of certain services (e.g. personal assistant, caregiver) ▪ greater expertise from providers of certain services (e.g. personal and educational assistants) ▪ establishing mechanisms for ongoing information and problem solving ▪ support in organizing self-help groups

ANALYSIS OF THE IMPLEMENTATION OF THE COMMUNITY WORKS PROGRAMME IN PHASES

The realization of the CWP is carried out through four main phases:

- I. Promotion of CWP and support in project proposal design;
- II. Submission of project proposals for CWP;
- III. Registration, selection and training of end-users (beneficiaries) and unemployed people;
- IV. Project monitoring and reporting.

The results of the data analysis obtained from the field research show that CWP generally is implemented in accordance with the Operational Guidelines, although there are some differences among municipalities in the implementation of some phases of the CWP, as well as in the delivery and use of services.

Promotion of CWP and support in project proposal design

There are unified practices that apply to all municipalities that have expressed interest in promoting CWP and supporting the project design. The promotion is carried out through annual regional **information meetings** where representatives of the relevant municipal institutions are informed about the objectives of the Programme, and also identification of the needs at local and regional level, with support from UNDP

and ESA, but without the involvement of other representatives of relevant institutions at national level. Aside from it being mandatory for municipalities, this practice is important for them, especially in the first years after the introduction of the Programme at municipal level, as it facilitates the process of designing project proposals.

Recommendations (Phase I):

- Extension of promotional activities to increase awareness and interest of CWP, especially for municipalities that have not shown an interest to be included in CWP.
- Increased involvement in information meetings of national institutions whose services include services provided through the CWP: MLSP, MES and MH. The information meetings should be used by the national institutions as a place for sharing the strategic visions, changes in the legislation, innovations in the respective sectors, etc.
- Greater focus on information meetings for opportunities for network delivery of services provided by CWP through cooperation between municipalities and the non-governmental sector.
- Emphasis of the benefits of inter-municipal and regional cooperation in service delivery during information meetings.

Submission of project proposals for Community Works Programme

The preparation and submission of project proposals is unified in all municipalities through clearly established rules and pre-prepared forms (application form). Proposal projects are prepared by a municipal commission composed of representatives from the municipality, EC, and CSW. In practice, however, municipal representatives have the highest share of project proposal preparation, which is why the municipal authorities have a dominant influence in identifying services, beneficiaries and unemployed people.

Not all relevant stakeholders are sufficiently involved in the process of project preparation, which can make a significant contribution to identifying the needs of different services specific to each municipality, as this is the result of unsatisfactory multi-sectoral cooperation at local level. Namely, the municipal committee rarely includes representatives of other partner institutions in its work. At the same time, the design process lacks prior analysis and mapping of local conditions and social protection needs in terms of services and target groups. This is due to the weak human capacities, i.e. lack of adequately educated staff in the municipal administration for social mapping as well as preparation of projects in the

field of social protection.

At the same time, according to the field research, the visits of the municipal commissions during the preparation of the project proposals by the monitoring coordinators need to be strengthened to ensure higher quality of the proposals, as well as organization of working meetings between them in order to receive additional assistance for designing project proposals and preparing the necessary documents.

At this phase of submitting the project proposal, the municipalities also submit information about the beneficiaries of the Programme and their needs, and whether an analysis/research has been carried out about the potential beneficiaries to assess the needs and their willingness to participate in the Programme. Moreover, the municipality submits information about the analysis of the profile of unemployed people in the municipality in line with the target groups of unemployed people who might be involved in the Programme. In practice, sometimes, this way of delivering information for possible beneficiaries and the unemployed, before approving the project proposals, makes them react, especially in cases where the project proposal was not approved, or just a smaller number of

unemployed people was approved.

Also, the time period of application and the preparation of project proposals makes the procedure more difficult due to the summer vacations and the failure to cover beneficiaries such as the first grade school children who can benefit from the educational and personal assistant services, as indicated by representatives of the municipal committees that participated in the focus group discussions.

The evaluation and selection of CWP projects is carried out by a Working Group (WG) composed of representatives of ESA, MLSP, MES and UNDP, in accordance with established selection criteria. Having in mind that the Programme also provides health services, it lacks representatives from MH. The role of this WG primarily consists of the technical verifica-

tion of the eligibility criteria set out in the CWP Operational Guidelines and the identification of the type and number of persons approved for engagement. This minimizes their contribution to the realization of the CWP from a professional point of view as representatives of national institutions that create policies and strategic directions in this area. At the same time, as per surveyed, the relative discretionary power of this WG to determine the type and number of engagements causes reactions from municipal officials, especially in situations where fewer people are approved than projected in the project proposal or other type of engagement.

Contract obligations relating to compulsory co-financing by municipalities, introduced in 2019, present a risk for certain municipalities,

Recommendations (Phase II):

- Preparation of project proposals should be more participatory and transparent, with greater involvement of all relevant stakeholders besides the municipality.
- Strengthening multi-sectoral cooperation in project proposal preparation with other local partner institutions/organizations.
- Conducting social mapping and analysis of social protection needs and vulnerable groups in the municipality, as a basis for project proposal preparation.
- Education of the staff to conduct social mapping and to prepare project proposals in the field of social protection.
- Strengthened role of monitoring coordinators through regular visits and workshops with the municipal administration and other relevant stakeholders to assist in the preparation of project proposals.
- Inclusion of a representative from the Ministry of Health (MH) in the Working Group, considering that some of the services provided through the CWP are health services.
- Establishing clearer criteria for determining the number and type of people to be involved in the process of evaluation and selection of project proposals.
- Establishing mechanisms for more regular and meaningful communication between municipal officials who prepare the project proposal and members of the Working Group at national level, in particular regarding strategic directions, legislative changes, avoiding overlap of similar activities, contemporary trends in the relevant field, etc.

especially those lacking political will or those with a lower budget, to be excluded from using the CWP. During the field research, representatives of several municipalities expressed this concern.

Registration, selection and training of beneficiaries and unemployed people

The promotion, registration and selection of beneficiaries of services is realized with certain differences between municipalities. There is some deviation in the implementation of the activities foreseen in the Plan for promotion of the activities covered by the Community Works Programme. Namely, there is a lack of information meetings between the municipalities and EC, CSW, NGOs and others in order to organize events/meetings for greater awareness of the local population and vulnerable groups regarding the approved Community Works Programme, as well as media appearances, meetings in the local communities in the municipality, meetings with NGOs, etc.

The promotional activities are usually carried out through informational announcements that are posted at the premises of the municipality and the CSW or through direct contact of the involved institutions with their users, and more rarely through the use of electronic and print media that are more favorable for the promotion of Programmes of this kind. The reason for this situation is that there is lack of recognition for the importance of the need for promotion, and as a result no human capacities are engaged, and no dedicated funds are planned for this purpose.

According to the information obtained from the focus group discussions, there are some inconsistencies in the selection process of beneficiaries of services. Namely, there are no clear criteria for the selection of beneficiaries, therefore the selection is either arbitrary or according to the preferences of the municipal government. The most commonly proposed beneficiary list is discretionary: the CSW for social service beneficiaries, the school for educational and personal assistants, and the health institutions for health service beneficiaries. This situation leads to discrimination among the residents interested in the services and the possibility of

excluding the persons who need those services the most.

According to the findings obtained from the field research, all the activities undertaken at this stage are not sufficiently coordinated between the Municipal Project Coordinator and the Working Group.

The preparation and publication of job vacancy announcements, expression of interest and selection of registered unemployed people, as a step in the procedure, were unified based on pre-defined clear rules and forms in all municipalities, through a call for employment of unemployed people. The call was posted on a bulletin board in the municipality, EC and CSW, but very rarely in other appropriate places. All applications are submitted to the EC. Participants in the focus group discussions noted that during the initial selection of registered unemployed people, there were some political influences on the Municipal Commission for selection of specific candidates.

Training of selected unemployed persons is not implemented consistently in practice. The introductory training mandatory for all municipalities and aimed to familiarize the unemployed with their job tasks, category of beneficiaries, rights and obligations, work equipment, work dynamics, as well as anticipated training for the specific service, is lacking or being implemented only formally as a mediation act by the Municipal Project Coordinator during initial contact between the hired person and the beneficiary. This directly affects the quality of their work engagement and the service provided. Namely, some of the service providers involved in the focus group discussions stated that they were not sufficiently familiar with their work tasks, rights and obligations, and they lacked information on what kind of training was provided for them and when that would be delivered. As a result, there are a lot of misunderstandings between the service providers and the beneficiaries, especially regarding the content and dynamics of work assignments, customer dissatisfaction, as well as cancellations of already engaged employees.

According to the service providers involved in the research, the implementation of the expected vocational training is not satisfactory in several respects: due to its optional nature, some of the service providers

- caregivers are not covered by any vocational training, although some of them have been engaged more than once through the CWP; they are not informed about the type and time of their training; they begin their work engagement without any training, which is an obstacle to quality work performance; one-day personal assistant training and two-day educational assistant training are too short to qualify them for these services.

Regarding **payments of monthly compensation** to the hired persons, the municipal project coordinators included in the survey indicated

that the workload in payment of the compensation fees is an additional burden given to their current job responsibilities as municipal employees. Although the Municipal Project Coordinator, according to the Operational Guidelines, is responsible for monitoring the attendance and fulfilling the duties of the engaged unemployed people as a condition for payment of monthly compensations, for the above reasons they are not able to fully and qualitatively fulfil this obligation. Basically, the payments are mostly based on the monthly reports provided by the service providers.

Recommendations (Phase III):

- Consistent implementation of the Promotion Plan, which is an integral part of the Community Works Programme.
- Strengthening the promotional activities by organizing a large number of information meetings with the local population on the approved Community Works Programme, presence in electronic and print media, meetings with residents of communities, meetings with NGO representatives, etc.
- Strengthening human capacities and providing dedicated funding to promote the approved CWP.
- Establishment of clearer criteria for the selection of beneficiaries.
- Strengthening the criteria and consistent application of the rules for the selection of registered unemployed people as service providers.
- Conducting a more structured and thorough introductory training in order to familiarize the unemployed people with their tasks, the category of beneficiaries, the rights and obligations, the work equipment, the work dynamics, as well as the anticipated training for the specific service.
- Coverage of all service providers with appropriate vocational training, which will be mandatory.
- Timely information given to the service providers of the type and duration of the vocational training.
- Vocational training should be conducted prior to commencement of service provider engagement.
- Modifying the content and increasing the duration of the training for personal and educational assistants, if they continue to be delivered through CWP.
- Establishing more efficient mechanisms for monitoring the presence and performance of the working responsibilities of the service providers so they can get paid their monthly compensations.
- Greater openness and accessibility of the members of the Working Group for coordination and consultation with municipal project coordinators during the implementation of this phase of the procedure.

Monitoring and reporting on the Programme

Monitoring of the field activities is primarily carried out by the municipal project coordinators rather from a formal aspect, with unsatisfactory involvement of other relevant institutions. This situation prevents to realistically perceive the strengths and weaknesses in the implementation of the Programme in the field and doesn't enable timely intervention if need arises. In some cases, the users involved in the survey noted that they did not know who to contact for support and addressing the specific issues associated with service provision.

Due to the above inconsistencies in monitoring, **reporting** is more quantitative than qualitative. Some of the municipal coordinators pointed out that due to their other work engagements and insufficient knowledge of the specific area, the responsibilities in this phase presents some difficulties.

Quality of implementation of the phases of CWP at local level

It is safe to conclude that the implementation of the CWP by phases takes place mostly in line with the Operational Guidelines. Certain steps in the process identify some implementation weaknesses and obstacles that could be overcome with appropriate interventions. Some of them are due to the regulation of the procedure with the Operational Guidelines, and some are due to inadequate or incomplete implementation of the provided steps. According to the focus group findings from the field research, major inconsistencies, in both regulation and immediate implementation, are observed in the training of the unemployed people and in the implementation of Programme monitoring (See Overview 3).

Recommendations (Phase IV):

- Strengthening the overall process of monitoring the implementation of CWP.
- Involvement of all relevant institutions in monitoring activities in line with their competences (especially CSW in monitoring of the services delivery).
- Establishment and development of tools for continuous monitoring and evaluation through field inspections, measuring the satisfaction of beneficiaries and their families with the services provided, assessing the effects of services, analyzing the usefulness of services for schools, day care centers, kindergartens, and other secondary beneficiaries.

Overview 3. Evaluation of the degree of quality in the realization of the CWP phases

Phases/Steps	Unsatisfactory	Partially satisfactory	Satisfactory
I. Promotion of CWP and support in project proposal design			
▪ information meetings			
II. Submission of project proposals for CWP			
▪ preparation and submission of project proposals			
▪ evaluation and selection			
▪ contract			
III. Registration, selection and training of beneficiaries and unemployed people			
▪ promotion, registration and selection of beneficiaries			
▪ advertisement, expression of interest, and selection of unemployed people			
▪ training of unemployed people			
▪ monthly fee payment			
IV. Monitoring and reporting			
▪ monitoring			
▪ reporting			

QUALITY OF SERVICE DELIVERY THROUGH THE COMMUNITY WORKS PROGRAMME

The most commonly provided services through the CWP in 2019 were: personal assistant, educational assistant, caregiver, and help in institutions/organizations. The findings from the focus group participants show that the service delivery is relatively satisfactory. This is mostly confirmed by the fact that there is great interest in using these services and the beneficiaries are satisfied, given that for the first time they have used a service of this kind that facilitates their daily life and helps them fulfil their basic and instrumental activities of life. The greatest effects and satisfaction of service beneficiaries are observed in educational assistance and help in

institutions/organizations with the necessary professional staff. However, certain aspects of service delivery could be significantly improved, which would improve the quality and effectiveness of the Programmes (Chart 8).

Regarding the rules for provision of certain services, there is a need for their content modification, as the existing set-up leads to some implementation difficulties and reduces the potential effects of the services. This especially applies to the personal assistance service, which is designed to be limited during the child's stay at school. This weakens the effects of the service, especially since the personal assistant is active only

during breaks between classes. As for the home care service, the title of the service does not correspond to the content of the service. At the same time, there are implementation differences in the content of the service delivered to different end-users. Namely, in some cases the ser-

vice is implemented only as an aid in instrumental activities, most often for shopping and purchase of medicines, and in other cases it includes assistance in instrumental activities, such as cooking, cleaning, chopping wood, etc. This leads to a different burden on the service providers for

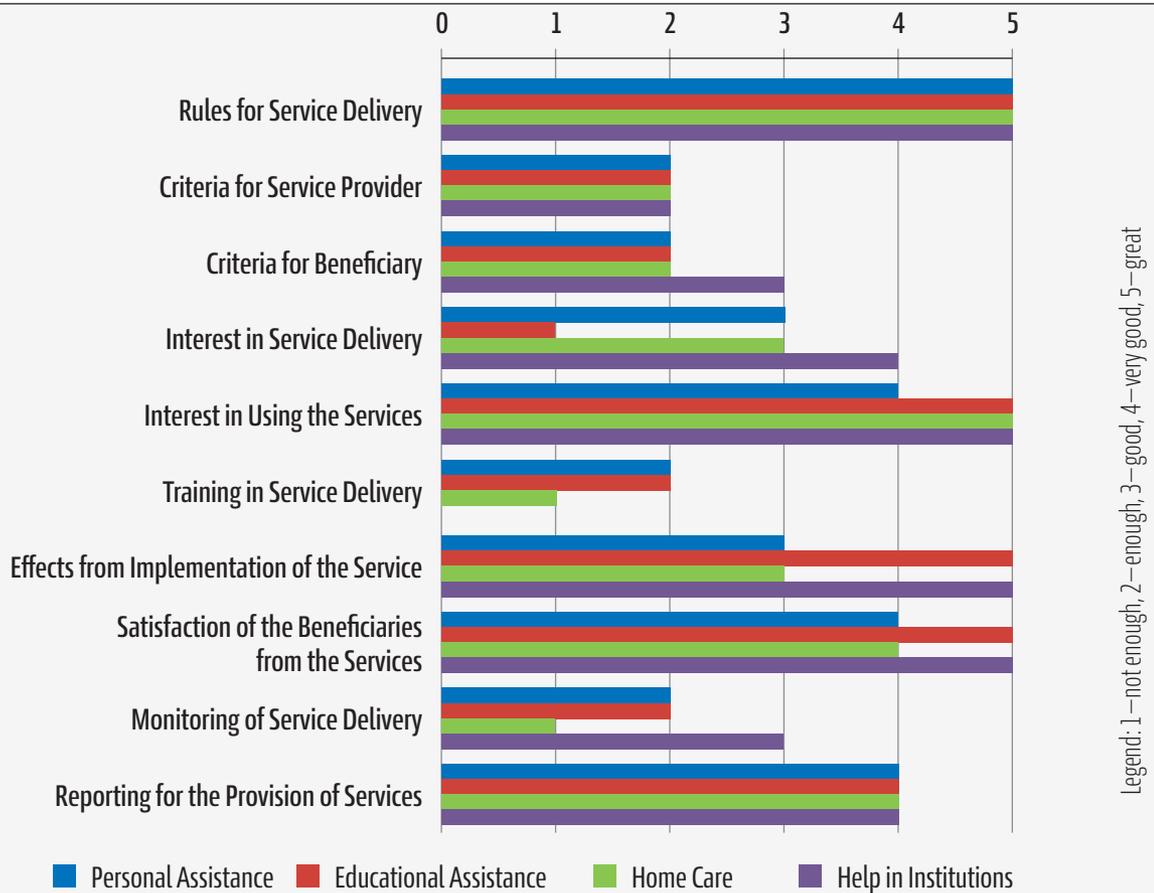


Chart 8. Evaluation of the quality of service delivery through CWP

the same job, and monthly compensation. Discussions with caregivers in the focus groups highlighted the problem that the beneficiaries have exceeding expectations going beyond their scope of work, which sometimes leads to conflict situations.

It should be highlighted that there is lack of clear and comprehensive criteria for both service provider selection and end-user (beneficiary) selection, leading to uneven application in different municipalities. The selection criteria in terms of service providers is insufficient, which should be considered, as they work with vulnerable categories of citizens who provide the services in the homes of the beneficiaries (e.g. caregivers). The criteria for selecting of beneficiaries is also insufficiently precise and leaves room for unequal access to a particular service for beneficiaries with the same needs. During the focus group discussions, the municipal coordinators stated that residents often demanded inclusion in the CWP and expressed dissatisfaction with the unequal approach.

The quality of service delivery depends on the training provided to the service providers, which we previously found to be insufficient. This

disadvantage was highlighted by service beneficiaries who in many cases indicated that service providers do not have enough knowledge of the nature and content of social problems that they have, as well as the skills to provide suitable assistance and support. Consequently, service beneficiaries often take on the role of educators to the service providers. This is especially true for educational and personal assistants.

While the interest in using the services is high due to the significant benefits of this Programme and the absence of other providers of this type of service, there are difficulties in finding service providers, especially in educational assistance. This problem is particularly evident in rural areas as they hire residents of another municipality, which increases travel costs, covered in some cases by the municipality. The lack of educational assistants is also due to the criteria that the educational assistants need to have higher education, having in mind the shortage of such staff in smaller municipalities, and the amount of compensation that is not an incentive enough to the unemployed with higher education. Consequently, work engagement cancellations are common, further negatively impact-

Recommendations:

- Modification of the scope of services delivered through the CWP, in particular, personal assistance (instead of school, delivery of services at home and in the community), and home care services (separation of home help and home care services).
- Clear and detailed definition of the scope of the services, the tasks for specific services, the rights and obligations of different service providers, and supplying them with informative material.
- Introducing beneficiaries with the scope of services and their rights, as well as creating and supplying them with informative material (brochures).
- Development of general and specific criteria for selecting specific service providers and selecting specific beneficiaries to ensure equal access.
- Strengthening the training of service providers, with a focus on the specifics of the category of service they serve and strengthening the practical part of the training.

ing beneficiaries, who sometimes go through several educational assistants during the service period. The provision of educational assistance is further complicated by insufficient readiness of school staff to work with children with disabilities, insufficient staffing of expert teams with social workers and special educators, lack of technical and infrastructure capacities, as well as unregulated relationships between the teachers and educational assistants in the division of roles and tasks.

It is of particular importance to strengthen the monitoring, which

based on the results of the research, is mostly formal, administrative and non-participatory, for the purpose of identifying the problems and difficulties in the implementation of the CWP.

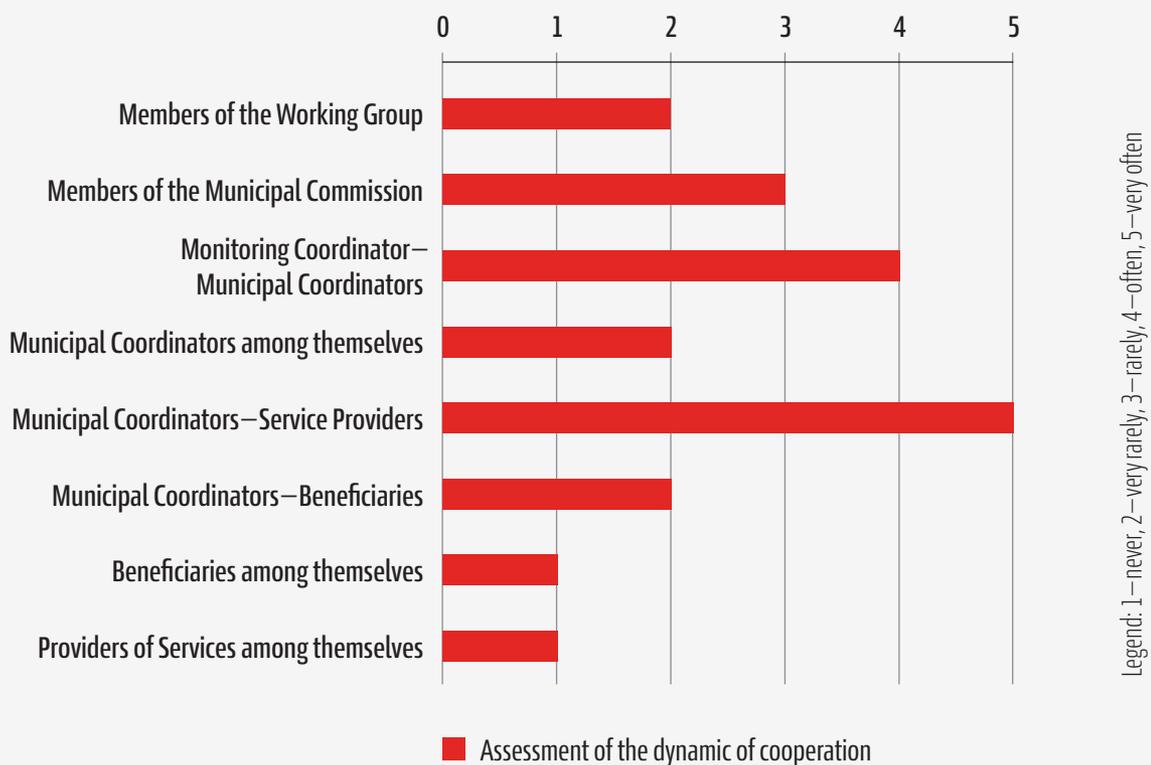


Chart 9. Dynamics of cooperation among the stakeholders involved in the CWP

COOPERATION AMONG KEY STAKEHOLDERS IN THE COMMUNITY WORKS PROGRAMME

Collaboration among key stakeholders involved in the CWP is an important element for the effectiveness and efficiency of the Programme. Fundamentally, the Operational Guidelines clearly delineate their roles and competencies, which are executed without major difficulties in practice.

However, the cooperation that is being achieved is more formal than substantive, and it is related to the implementation of the steps in the procedure provided for in the CWP (See Chart 9).

Members of the Working Group meet very rarely, most often for approval of CWP projects, and communication is partially accomplished electronically. The members of the Municipal Commission cooperate rarely, more intensively only during the period of project proposal preparation and selection of beneficiaries or service providers. As a result, the opportunity for more substantial use of the institutional capacities of the CSW and EC at local level, as well as the MLSP and MES at national level, is diminishing.

As for the municipal project coordinators, they do not maintain organized and regular communication with each other, although such a need has been emphasized for sharing experiences and ways of solving similar problems. The Municipal Project Coordinators make the most frequent contacts with service providers, primarily due to their obligations to submit monthly reports and make monthly payments. These contacts are often made via electronic means (telephone, email, social applications, etc.). However, according to service providers, they need more support and consultation to overcome ongoing problems. The cooperation between the municipal project coordinators and the immediate beneficiaries of the services is unsatisfactory in most municipalities. In some of them, the beneficiaries do not know the municipal project coordinators and are not informed as to who they can turn to for help and support.

Regarding the cooperation of the beneficiaries among themselves, as well as the service providers, these groups indicated that they do not communicate with each other, nor are they organized for the purpose of mutual assistance.

Recommendations:

- Clear definition of the roles and tasks of all stakeholders involved in the CWP in a separate document to facilitate communication and identify points for joint action.
- Strengthening the mechanisms and dynamics of cooperation at horizontal and vertical levels among all stakeholders involved in the CWP.
- Creation of opportunities for more intense on-going collaboration among municipal project coordinators to share experiences and practices.
- Intensification and deepening of contacts with beneficiaries for better monitoring and timely resolution of problems and difficulties.
- Assistance to service providers and beneficiaries to organize themselves in peer support groups.

STRATEGIC PLANNING IN SOCIAL PROTECTION AT LOCAL LEVEL

CAPACITIES FOR STRATEGIC PLANNING IN SOCIAL PROTECTION

Municipalities are involved in the realization of social protection activities for the residents of their area through planning social activities on an annual basis. All municipalities provide budget funds for the payment of one-off financial assistance in case of social need. In delivering services, they most often monitor and support community services for people with disabilities and the elderly, mostly through co-financing or assisting in the infrastructure capacity of other providers.

However, municipalities are not involved in the continuous delivery of social services to the residents of their area. At local level there is also lack of access to services tailored to the specifics of the municipality. Given the limited financial resources for the various competencies, municipalities do not sufficiently recognize social problems as key issues of public interest that are important locally. In such a situation, they rarely resort to investing in larger projects in the social protection system. An additional problem is the financial instability of certain municipalities.

There are significant differences between municipalities in terms of developed capacities for strategic planning in social protection. Field research has shown that most of the municipalities do not have an ade-

quate administrative apparatus for developing social protection activities. Social issues are treated as an optional obligation of the municipality; therefore, they don't invest in building human and infrastructure capacities for this purpose.

There is a variety of internal organization and systematization in the municipalities for performing social protection activities. The departments/sectors in charge of social protection do not have enough professional staff. Often one person oversees social work, and in many municipalities, they perform other activities in the fields of education, health and child protection, local economic development, etc. There is a small number of social workers in municipalities, and in some of them they are reassigned to perform other tasks under municipal jurisdiction.

In most municipalities, managers do not have enough professional knowledge to work in social protection as they have neither formal nor informal education in this area. The wide range of competencies and limited resources make it difficult to focus on and specialize in the field of social protection and being overworked in different areas affects the quality of work. Municipal officials are not regularly involved in social protection training/education. It is important to note that employees in certain municipalities show interest in developing social protection activi-

ties, but they are limited by the priorities set by the Mayor and the funds allocated for that purpose.

At the strategic level, in terms of joint planning of activities among local stakeholders, there is lack of joint initiatives and cooperation. In environments of shared jurisdictions and responsibilities, strategic planning is not based on the results of intersectoral analyses, but on the individual experiences of frontal routine activity of each of the stakeholders involved in the collaboration. Cooperation is reduced to the lowest level of participation and coordination. In doing so, institutions are not interested in active participation in the process because it ends without joint decision-making and action. Practice shows that most often one partner behaves like the “owner” of the whole process and the whole procedure is only reduced to non-essential involvement of the other stakeholders in order to keep the formality of the procedure.

Although there are significant variations in the capacity of strategic planning of social protection activities among municipalities, the following general conclusions can be drawn:

- a. municipalities prepare strategic documents in the field of social protection at local level as a result of a legal obligation or project activity;
- b. the municipal administration is excluded from the process of developing strategic documents at central level;
- c. there is insufficient information on key national documents in the field of social protection;
- d. in strategic planning the municipal administration relies on its own resources and does not build a consultation process with relevant local stakeholders and residents.

SOCIAL PROTECTION PLANS AND PROGRAMMES

Local plans and programmes developed by municipalities are often initiated and supported by NGOs and international organizations in the context of various projects. However, the experiences of municipalities show that despite the development of specific local action plans

Overview 4. Assessment of strategic planning in social protection at local level

Indicators	Low	Medium	High
Political will			
Human capacities			
Strategic Planning Training in SP			
Familiarity with national policies			
Strategic documents prepared			
Organizational structure			
Financial assets			
Multi-sectoral cooperation			
Citizen participation			

Recommendations:

- Strengthening the capacity of the municipal administration for strategic planning in social protection.
- Building a consultative process for the municipality with other local stakeholders in order to optimally utilize all available resources in strategic planning.
- Increase funds in municipal budgets for direct delivery of social services and/or in partnership with other stakeholders.
- Strengthening the social protection units/departments with appropriate professional staff, especially social workers.
- Carrying out social protection and strategic planning education in this area for the municipal administration, as well as for the senior management.
- Establishing mechanisms for regular communication of municipal administration with national institutions, and timely and continuous information on key policies and strategic guidelines, as well as greater involvement in national policy-making.

and programmes targeting a specific, vulnerable population group, they are very little or not at all implemented, and in some cases are not even recognized as a basis for the development of local social policies.

Some of the municipalities develop **strategic documents for the development of social protection** in their municipality's area. Most often these are strategies that plan the development of social protection in the next few years, or are social protection activities incorporated in the strategic documents for local economic development. Very few municipalities implement these documents through one-year operational plans or allocate a budget for this purpose.

Municipalities develop **annual programmes for implementation of social protection activities** at municipal level in accordance with the Law on Social Protection. In the planning of the activities, some municipalities have in mind the strategic goals foreseen in the National Programme for Development of Social Protection 2011-2021. The annual programmes are adopted by the Municipal Council. These annual programmes show basic capacities for strategic planning of activities in the

social realm, although there is room for their methodological improvement. Programmes often cover several areas (social, child and health care) and define activities, sources of funding, and implementing stakeholders. The programmes also recognize the need to work together with other relevant stakeholders (the Government and NGO sector) through planning joint activities for the delivery of social services.

However, the process of preparation and implementation of annual programmes shows some weaknesses. Annual programme planning lacks the important dimensions of contribution and participation due to the small involvement of relevant local stakeholders and residents in the preparation of these documents. At the same time, the process of field analysis does not precede the process of preparation and adoption of programmes/documents. In some municipalities the programmes are undertaken from the previous year or from other municipalities, with very few adjustments and changes, and with a very low level of innovation. The programmes are sent to be given an opinion to the MLSP, but the

Overview 5. Assessment of social protection plans and programmes at local level

Indicators	Low	Medium	High
Mapping programmes based on local needs assessment	Low		
Specifics of programmes according to local needs		Medium	
Methodological quality of the programmes		Medium	
Programme Innovation	Low		
Financial support for implementation of the programmes	Low		
Funds for the implementation of the programmes		Medium	
Implementation of programmes		Medium	
Monitoring of the programmes' implementation	Low		

feedback from the MLSP is usually formal and without any recommendation for improvements.

The biggest problem is the implementation of programmes that are often not fully implemented. In some municipalities some of the funds

earmarked for this purpose are reallocated to activities other than social protection. Monitoring of the implementation of the programmes is unsatisfactory, although annual reports on the implemented activities are prepared, but they are not submitted to the MLSP. This minimizes the im-

RECOMMENDATIONS:

- Strengthening political awareness and will for consistent implementation of the adopted local social protection plans and programmes.
- Improved alignment of local social protection plans and programmes with national legislation and strategic documents.
- Providing education to the municipal administration on the methodology for preparing a social protection programme.
- Introducing mechanisms for increased participation of local stakeholders and residents in the process of preparing local plans and programmes.
- Conducting an analysis of the social situation in the municipality as a basis for preparing local plans and programmes.
- Developing instruments for monitoring and evaluating programme implementation.
- Providing an obligation for reviewing and adopting the reports for realization of the annual programs for social protection by the Municipal Councils.

portance of the programmes and the responsibility for their implementation (Overview 5).

MULTI-SECTORAL COOPERATION IN SOCIAL PROTECTION

Local stakeholders involved in social protection are not sufficiently involved in local networking and do not have effective partnerships, thus significant local resources are being lost. This situation is mainly due to several factors: lack of inter-institutional trust; insufficient knowledge of the advantages of using different modules of inter-sectoral partnership; unfamiliarity with each other's competences; confinement within the home institutions; formal mutual contacts only in legally prescribed and urgent cases; lack of regular communication practice; transferring responsibility to proceed to other institutions; lack of education for joint action through inter-institutional and multi-sectoral cooperation modalities, etc.

In practice, municipal councils are set up in various areas (juvenile delinquency, domestic violence, prevention, youth, etc.) to fulfil legal obligations or as part of projects supported by international organizations. In most of the municipalities, these councils are constituted only formally, but there are no major effects at the operational level from the creation of such councils. In accordance with the new Law on Social Protection

from 2019, more municipalities are in the phase of establishing Municipal Councils for Social Protection, but they face difficulties in this initial phase due to the novelty in the system.

Local bodies offer opportunities for multi-sectoral collaboration, coordinated posting and overcoming barriers in communication and action, but in practice, their work does not prove to be as effective for several reasons: inadequate composition of bodies, delegation of unsuitable representatives from the institutions/organizations, absence of financial compensation for regular work participation, minimizing the importance of the work and decisions by the responsible persons of the parent institutions, lack of commitment to report and evaluate the work of the local bodies, lack of support for the implementation of activities of the local bodies, etc.

Such a partial approach to the creation of a large number of local councils, as well as the identified barriers to their effective functioning, impose the need to overcome these barriers and integrate the existing councils.

Recommendations:

- Developing local network cooperation in the field of social protection, at strategic and operational level.
- Education of employees in the municipal administration and other relevant local institutions/organizations on the different modalities of inter-institutional and multi-sectoral cooperation.
- Integration of existing local councils through establishment of unique local Municipal Councils for Social Protection, envisaged by the new 2019 Law on Social Protection, and support in the initial working through the development of operational guidelines and training for members of the councils and municipal monitoring officers in charge of education, social, child and health care.

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ANNEX 1

- INSTRUMENTS

FOR ANALYSIS REALIZATION

PLAN FOR INTERVIEW (NATIONAL INSTITUTION)

Interviewee: _____

Position: _____ Date: _____

1. Do you consider that the overall procedure for the implementation of the CWP is appropriate (phases, responsibilities of stakeholders, complexity, efficiency, documentation, etc.)?

2. How do you evaluate your role in the Working Group and whether there is a need for change?

3. What are the most common problems and challenges facing the CWP?

4. Do you think that the selection criteria on the programme proposals are suitable or do they need to be revised?

5. How do you assess the inter-institutional cooperation for the implementation of the CWP at central and local level?

6. What are the monitoring of the implementation and effects of the approved Programmes like at local level?

7. What aspect is the CWP relevant for, and what does it give a suitable contribution to (e.g. service development, employment, development of inter-agency cooperation, etc.)?

8. What direction do you think the CWP should be developed in the future, and in what services?

CHECKLIST FOR DISCUSSION IN THE FOCUS GROUP (MUNICIPAL ADMINISTRATION)

1. How is the analysis and identification of needs for services from potential beneficiaries carried out?

2. How do you select the categories of unemployed people in the CWP and prepare the selection criteria for the most suitable candidates?

3. How often, in what form, and which techniques are used to carry out the information meetings with unemployed people and beneficiaries?

4. How and which instruments are used to monitor the implementation of the CWP?

5. Do you consider that the overall procedure for the implementation of the CWP is appropriate (phases, stakeholder responsibilities, complexity, efficiency, documentation, etc.)?

6. What are the most common problems and challenges in implementing the CWP?

7. How do you assess the inter-institutional cooperation for the implementation of the CWP at central and local level, and is there a need for a change in the roles?

8. What aspect is the CWP relevant for, and what does it give a contribution to (e.g. service development, recruitment, inter-agency development, etc.)?

9. Is there consistency of the local CWP with local strategy documents, and which documents are in question?

10. What direction do you think the CWP should be moving towards in the future, and what services should be developed?

CHECKLIST FOR DISCUSSION IN THE FOCUS GROUP (COORDINATORS)

1. Do you consider the overall procedure for the implementation of the CWP to be appropriate (phase, responsibilities of stakeholders, complexity, efficiency, documentation, etc.)?

2. What are the most common problems and challenges in implementing the CWP?

3. How do you assess the inter-institutional cooperation for the implementation of the CWP at central and local level, and is there is a need to change the roles of the stakeholders?

4. What aspect is the CWP relevant for, and what does it give a contribution to (e.g. service development, employment, development of interagency cooperation, etc.)?

5. What are the difficulties and challenges you face in fulfilling the role of municipal project coordinator?

6. What difficulties and challenges do service providers face?

7. What difficulties and challenges do beneficiaries face?

8. What direction do you think the CWP should be moving towards in the future, and what services should be developed?

CHECKLIST FOR DISCUSSION IN YOUR FOCUS GROUP (SERVICE PROVIDERS)

1. How satisfied are you with the way local Programmes are implemented?

2. What are your biggest gains from the Programme (recruitment, new skills)?

3. Have you been involved in the training process and how satisfied are you with it?

4. What are the most common problems and barriers to service delivery?

5. Are you satisfied with the support that you get from coordinators and other stakeholders?

6. Do beneficiaries need other services?

7. What direction do you think the CWP should be moving towards in the future, and what services should be developed?

CHECKLIST FOR DISCUSSION IN YOUR FOCUS GROUP (BENEFICIARIES)

1. How satisfied are you with the services you receive?

2. What difficulties and obstacles do you encounter when using the service?

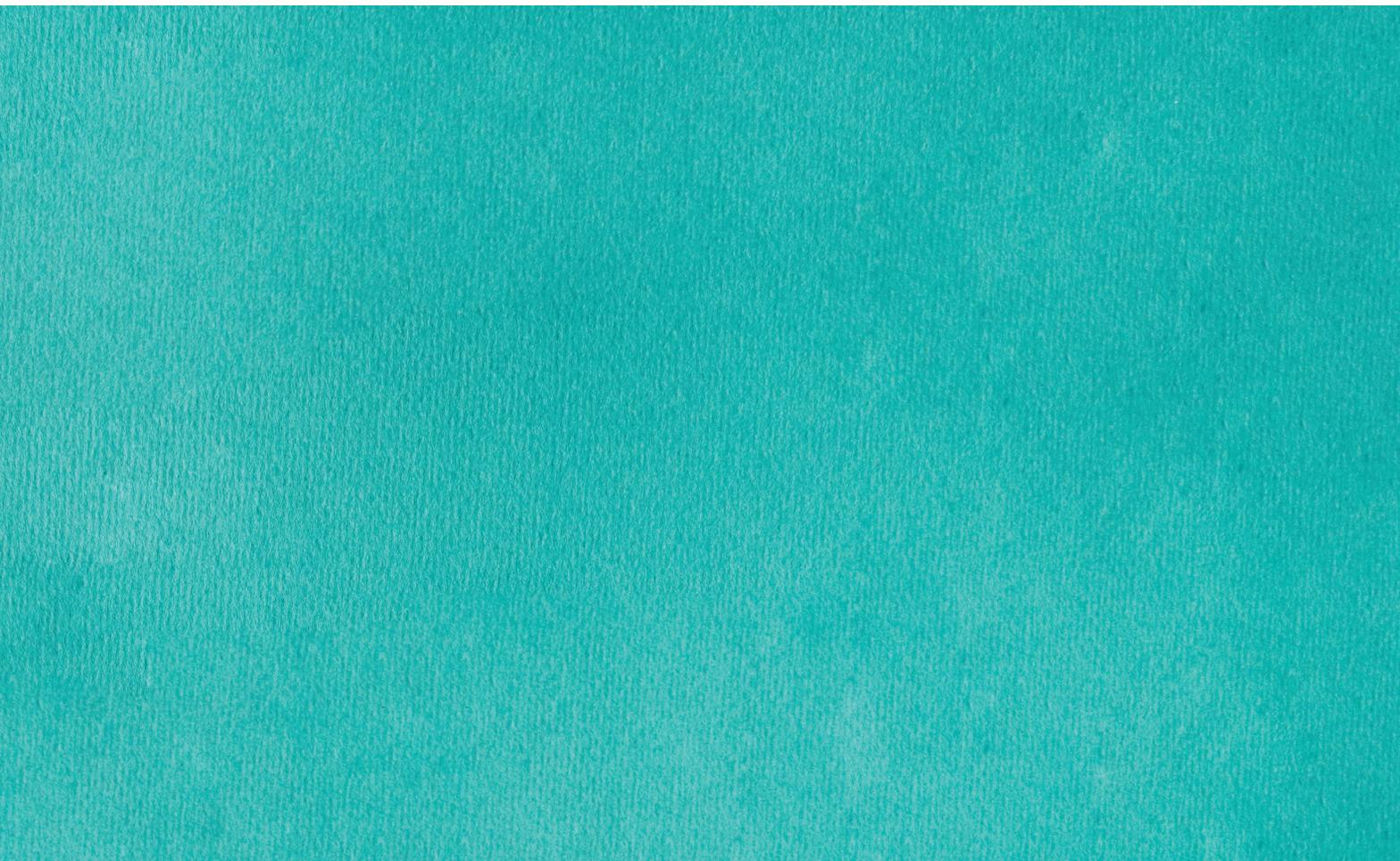
3. Is there a need to change the way the service is delivered?

4. How do you evaluate the cooperation with the municipal project coordinator, and how is it implemented?

5. How were you informed about the Programme?

6. How were you involved in the Programme?

7. Do you need other services, and what are they?



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